

# DARTMOUTH CAMPUS

***FY15 Dartmouth Campus Budget Overview***

The University of Massachusetts Dartmouth submits a Fiscal Year (FY) 2015 Operating Budget of \$241 million for approval. Key elements of the FY15 budget include:

- State appropriation increase of \$6M to offset an in-state tuition/fee freeze resulting from the second year of the 50/50% state funding initiative. This is an 11.2% increase over last year. State-funding. Collective bargaining costs are also assumed in the FY2015 Operating Budget.
- Net tuition and fee revenue of \$71.4 million, built upon revenue assumptions that include a 3% increase in mandatory fees for non-resident undergraduates and all graduate students, while freezing mandatory fees flat for resident undergraduate and all law students.
- University Extension programs continue to deliver strong results through continuing education programs and growth in on-line learning revenues anticipated to be 15%.
- Continued focus on support for efficiency and effective initiatives.
- Investment in the First year of the Transform2020 Strategic plan, development of a master space plan which is congruent to the Transform2020 strategic initiative, with continued investment in the capital master plan.

***Transform2020 Strategic Plan***

Transform2020 plan focuses on providing quality education while harmoniously maintaining financial sustainability. The strategic plan goals place a defined emphasis on research and innovation that will help grow both undergraduate and graduate educational programs, as well as support and spur economic growth. The University is engaged and responsive to the needs of the immediate community and will continue to find dynamic new ways of linking to the community and strengthening the local educational system. Stronger marketing and alumni relations will lay the groundwork for UMass Dartmouth to take its place as a global, national, and local preeminent university; playing a distinct, leading role in providing excellence in education at an affordable price. Transform2020 identifies Student success as a priority. To accomplish this goal, the University will recruit talented and diverse undergraduate and graduate students and provide high-impact support and experiences. UMass Dartmouth will provide competitive graduate scholarships and fellowships, with particular emphasis on incoming doctoral students. Academic advising programs will provide support and tools to faculty and professional advisors that carefully monitor the students' academic progress and degree completion as well as developmental advancement. Tutorial services will be expanded along with peer-tutoring programs. The opportunities for students to participate in experiential learning within the campus community, the region, and across the globe will increase. To encourage student interaction and reduce stress, Living and Learning Community programs will be strengthened. Intramural athletic activities and social interaction-based activities will expand.

***Highlights from Fiscal Year 2014*****• Change in Management**

Fiscal year 2014 was a year of change with infusion of refreshed vision from new management in both the academic and administrative areas of the university. The fiscal year began with the hiring of a new provost bringing infused vigor to academic programming. Shortly into the new

year, The University also hired a VC of Administration and Finance. With these two critical hires, the campus is making controlled changes beginning with improving the budget process with the focus of improving transparency by developing a bottom-up approach to budgeting. Additional key management hires include a Vice Chancellor of Advancement, an Assistant Chancellor for Marketing and, an Interim Vice Chancellor for Research and Development and Interim Associate Vice Chancellor for Enrollment Management. It is anticipated that these three managers will have a significant impact on the University's ability to improve alumni relations, attract and grow alternative sources of revenues and talented student, and improve persistence among our current student population through increased exposure both in personal contacts, higher quality and frequency of events and a greater and more effective presence in media. On the research side, there is an effort to improve effectiveness in reporting and recovery of expenses, increasing grant application and most imminently preparing for the acquisition of the Advanced Manufacturing Building located in Fall River, MA. There is refreshed vision of what this incubator should be and the new leadership built incentives in to the business plan to keep this vision on track. In FY14, Enrollment Management worked to enhance its operations focusing on improving yield. The campus will begin to reap the benefits of the improvements initiated in FY14; however, it is expected that applications, yield and enrollment will be much improved the following year, after a full year of implementation in FY15. For FY15 it is predicted that yield will improve by three percentage points, up from the historic yield rate of 24%; applications are also expected to increase significantly as well with this change in management. Lastly, early indicators suggest that FY15 will see an improvement in retention as well.

- **Completion of Co-generator**

As part of the \$33.9 million guaranteed energy savings agreement with NORESKO and the Commonwealth of Massachusetts Division of Capital Asset Management and Maintenance, a new gas turbine combined heat and power system (CHP) has been installed at the University's Power Plant. The CHP system will produce much of the electricity required by the campus and will do so more cost-effectively than traditional power plants that distribute power long distances over transmission lines. The CHP system recovers and uses energy from waste heat, a byproduct that is typically discarded by power plants, for winter heating and summer cooling. The CHP system went into full operation on 18-April-2014 and is expected to generate significant energy efficiencies in the range of twelve thousand kWh per year.

- **Completion of Campus Athletic Fitness Center**

Completion of a \$5M renovation and revamping of the campus athletic fitness center was a significant achievement in FY14. This renovation doubled the size of the facility from 8,000 square feet to 16,000 square feet. The project was completed in December 2013. This project has been very impactful on student life and the level of success as is evidenced in the increased user-ship passing over 100,000 this year. Since the completion of this project (November, 2013) female membership has increased due to the expanded offerings in the aerobics and spin rooms. With 800 – 1,200 users per day coming through these doors, the fitness center creates a sense of community and belonging, improving student connectivity and student life overall.

- **Completion of MAB**

At the close of FY14, the campus completed the Massachusetts Accelerator for Bio-manufacturing (MAB). The MAB was placed into service in June of 2014, and will open its doors to the biotech market beginning FY15. MAB is a state of the art facility, which is designed to contribute to economic development in the southeastern region of the state and promote the development of education in biotechnology fields. From an industry standpoint, companies are afforded the opportunity to develop, test, and demonstrate their novel processes, products and discoveries at full scale, in an effort to test product manufacturability and efficacy. In addition to being suitable for industry use, MAB is also purposed to develop the current and future workforce by providing an avenue to train scientist, technicians, and students to conduct research and experiments in an actual production environment. Through this access to the facility's large-scale bio-manufacturing suites, MAB will contribute to the high-research impact goal of the Transform2020 strategic plan by promoting education and advancement of bio-manufacturing related sciences and study, in connection with the UMass Dartmouth campus. This is a truly unique facility, the first building of this nature in the state of Massachusetts, and the northeast corner of the country. MAB is a \$31M project jointly funded through a \$20M grant from the Life Sciences Industry Investment Act, and the Dartmouth campus.

- **Acquisition of the Advanced Technology Manufacturing Center (ATMC) Building in Fall River Massachusetts**

Also in FY14, the campus acquired the ATMC building through a grant from the Life Science Industry Investment Act in the amount of \$11.4M. University ownership of the ATMC will offer a new opportunity to establish world-class technology and job creation in the form of an incubator for the South Coast region. With a first-rate facility, support services and aggressive marketing, the ATMC creates robust competition among start-up companies to locate at the facility. The ATMC serves as an entrepreneurial engine by sponsoring an annual business plan competition in collaboration with the Charlton College of Business to identify the best business ideas and then launch those ideas at the ATMC. A high percentage of the companies graduate from the ATMC within 3-5 years and establish a presence and create jobs in the surrounding community. In addition to integration in the community, the ATMC serves as a magnet to develop and retain young technology talent in the region by creating internship, co-op, and employment opportunities for UMass Dartmouth, Bristol Community College, Durfee High School, and Diman Regional Vocational School students. The ATMC contributes the the South Coast portfolio of powerful entrepreneurial assets, including the Massachusetts Accelerator for Biomanufacturing, and South Coast BioPark.

- **Program Development**

From a program development standpoint, new programs have been submitted to the President's Office for undergraduate and graduate programs and will be voted on by the BOT in the June 2014, meeting. These programs include a PhD degree in Chemistry, BS and MS degrees in Data Science, and an MS in Healthcare Management. If approved by the BOT, they will be forwarded to the BHE. In FY15 the campus will submit additional proposals for a MS in Technology Management, and MS in Accounting to the President's Office for consideration by the BOT in the September meeting.

***FY15 Revenue and Expenditures*****Revenues:**

Revenues in FY15 are based on relatively flat enrollment. However, significant changes in management, business processes, and marketing programs were initiated in the second half of FY14 and will continue in FY15. These efforts will result with an improvement in yield in FY15 of 3% raising the level to 27 yield%. The full impact of these changes will be realized in FY16 after a full year's implementation of the modified business process. During FY15, the campus will continue to monitor and adjust business processes; and is dedicated to ensuring full maximization of resources in attracting and retaining students. The proportion of resident to non-resident students at this campus has traditionally been 94% to 6%; and the ratio between women and men hovers around 46%:53%. For the FY15 year, the campus has instituted a new waiver / scholarship to increase enrollment in these categories.

The FY15 operating revenue is derived from our FY15 enrollment projections, rate assessments, and state appropriation and is summarized as follows. In the FY15 operating budget, revenue from tuition and fees is planned at \$71.4M; net of waivers. The Transform2020 mission is commitment to providing an affordable gateway to higher education and promoting diversity. In support of this objective, the campus operating budget includes a provision for \$20M of waivers in order to meet 90% of student financial need. State appropriation for FY15 is anticipated to be \$72M; a significant increase (\$7.0M) over FY14 due to the second year of the 50/50 funding initiative and the provision to fund collective bargaining. The effects of sequestration would have grant revenues below the FY14 levels; however as the Transform2020 strategic plan emphasizes and calls for investment in this area, revenues from this source are kept flat for FY15. Revenues from Auxiliary Services are expected to be \$46M. This is based upon a 3% and 5% increase in housing and dining rates, respectively. The total operating revenues across all sources for FY15 is calculated at \$216.1M

**Expenses:**

The FY15 operating budget provides for the continuation of current programs and investment in Institutional Advancement, research, fortification of student success programs, growth in university extension on-line learning programs and continued support of the Law School. Investment in Institutional Advancement, \$850K, is in the form of hiring additional staff to effect growth in gifts and pledges, increase the number of donors, and maximize the use of endowed funds. This operating budget also includes a \$559K bolster in research funds that will be used to equip core research facilities with state-of-the-art equipment for the biology, chemistry, bioengineering, and Center for Scientific Computing and Visualization Research. Outfitting research labs with the appropriate equipment improves the faculty chances for securing external funding.

For student success efforts, \$441K is dedicated to promulgate growth in nonresident enrollment to meet the target of 5% improvement by FY16. In addition, the campus will implement English as an Additional Language (EAL) program in FY15 to further support the initiative of growth in non-resident student enrollment. As part of the student success efforts, the campus looks to

improve retention and persistence in the second to third year of the undergraduate student career. A noted improvement of 3% is targeted as a goal for FY2017.

In FY2014 the campus put significant effort into redefining University Extension programming, with an emphasis on improving on-line learning. Continued improvement is expected for on-line learning this next year.

The FY15 operating budget also includes an investment in the Law School of \$4M to ensure success of the in achieving accreditation from the American Bar Association. The University is committed to achieving accreditation, and developing a self-sustaining Public Law School, and will continue to support the school in achieving this goal. However, like other law schools, UMass continues to measure the dramatic changes in the legal education market wrought by prolonged economic downturn. The campus is engaged in on-going exercises to heighten the awareness of this affordable option to an education in law. Some examples of this effort includes, the newly designed view book, and various other marketing material developed in FY14. In FY15, the Law School will open an incubator facility that will aid promising graduates in launching and securing their careers as legal professionals.

### **Operating Margin**

Given the initiatives mentioned above, and the continuation of current programming, the overall operating expenditures for FY15 are projected to be \$240.8M; with a projected operating loss of -\$7.25M and an associated operating margin of -3.11%. The Law school contributes significantly to this deficit. In fact, if the campus were not investing in the Law School, the campus would be submitting an operating budget with expenses at \$231.5M, an operating loss of -\$1.5M, and an operating margin of -.65%; very close to breaking even. Tuition and fees for the Law School have remained frozen for a third year; a commitment made to the ABA to ensure affordability. However, in FY16, the Law School will have the ability to raise fees. This alone will not be sufficient to support the school. Campus investment will be required until full ABA accreditation is achieved and the current negative perception of legal education reverses.

### ***Efficiency and Effectiveness***

Since 2011, the campus has participated in both system and campus initiatives to improve efficient and effective operations. Some of the initiatives which began with this initial effort continue to date and are highlighted as follows:

- The installation of a new combined heat and power system installed in FY14 (mentioned above) will recover and reuse energy from waste heat. This system is expected to generate significant energy efficiencies in the range of twelve thousand kWh per year.
- The Dartmouth campus participated in a solar photo voltaic net metering credit program. This is a program which offers billing arrangements that provides *credit* to customers with *solar Photo Voltaic* systems for the full retail value of the electricity that their system generates. This is a UMass system initiative in which the savings on the Dartmouth campus has the potential to be \$480,000 per year; over a 20 year period this represents approximately \$9.7M of savings.

- In FY14 the campus payroll functions were consolidated into the central office. This centralization allows for optimization of processes, and knowledge sharing.
- Another system-wide effort relating to Elevator Maintenance was led by the Dartmouth Campus. It consolidated 6 vendors to a single vendor. The estimated annual savings to the Dartmouth campus are estimated to yield \$60,000 in cost savings annually. The contract is in its third and final year.
- The Mobile Device Optimization project was another University of Massachusetts system initiative. This is an initiative that will result in approximately \$25,000 annual savings for the Dartmouth Campus in FY14. The effort centralizes wireless phone service under two providers and allows for enormous streamlining. Through the centralization of wireless services, hundreds of services have been consolidated into 12 accounts, and the resulting service plans can be pooled across the university.
- In FY14 the campus successfully completed all of the rigors required by Pacheco Law and effectively outsourced the campus book store, selecting Follett as the choice provider. Transition to Follett is effective as of March 17, 2014. This privatization has the potential to save the University approximately \$650,000 over 5 years or \$130,000/year. Completion of this initiative is significant as no other UMass campus has facilitated the privatization of a business operation since 1999. It is an example of UMass Dartmouth's ability to be innovative and a leader of change in identifying and executing effective business solutions.
- In FY15 the campus will be implementing position management. Position management will allow for enhanced decision making and strategic planning. This is a collaborative effort between the central system, human resources and finance. It eliminates the need for customized solutions for obtaining personnel information and allows managers to have this information instantaneously through Summit reports.
- As part of the continued efforts to improve efficiency and effectiveness, the campus will investigate other areas where outsourcing or centralization may make sense. Some of the areas that will be considered include accounts payable, janitorial services, and grounds keeping. Additional areas may identified as E&E campus discussions continue to evolve.

### ***Staffing Overview***

The staffing plan for FY15 is consistent to the FY14 plan. However, in the interest of increasing non fee-based sources of revenues, the campus will look to fortify resources in the Institutional Advancement area. Specific hires identified for this department include an Assistant Vice Chancellor whose main focus is dedication to securing major gifts; a senior philanthropic officer that will focus on advancing endeavors relating to the College of Arts and Sciences and several support staff. In FY15, in support of maximizing resources and improving efficiencies, hiring of part-time lecturers will be controlled centrally under the direction of the Provost. This practice will help to ensure that faculty is teaching at on-load levels, and classes are filled to meet the desired student / teacher ratios. Graduate and Research Assistants will be managed similarly, under the control of the Associate Provost of Graduate Studies.

***Conclusion***

The UMass Dartmouth campus has experienced many challenges over the past several years that have resulted in less than stellar financial performance. Some of these challenges include declining or stagnating enrollment, low mix of non-resident and female students, and a drastic decline in the economic outlook for law schools across the nation, and slow adoption of on-line learning opportunities. The campus recognizes these challenges and through efforts that began in FY14, and continuing in FY15, coupled with the development of the Transform2020 Strategic Plan and the campus' commitment to it, change is being affected.

The University has achieved improvement in areas for which we have control; areas such as growth in on-line enrollment and programming, and we will continue to see improvement as faculty incentives and marketing messaging are created and instituted. The changes in business processes in our Admissions Office and improved activity in our international markets as well as a renegotiated contract for recruiting international pathway students is expected to have a significant impact on FY16 nonresident enrollment. Our ability to raise alternative revenues will improve as we dedicate more resources to harvest funds from this source. Other highly impactful areas where University control is not integral to policy or procedures, such as the outlook in an education in law, will require longer periods to recover and become sustainable requiring continued support from the campus. However, the management team in place is prepared to face these challenges and make the necessary decisions that will result in a stronger University best positioned for successful performance and contributions to the overall portfolio of higher education for the University of Massachusetts.

**Attachments:**

- Table 1: SRECNP
- Table 2: Natural Classification
- Table 3: Employee FTEs
- Table 4: Enrollment



**University of Massachusetts  
Combining Statement of Revenues, Expenses, and Changes in Net Position  
(in thousands of dollars)**

Dartmouth						FY15 Bud. v FY14 Proj.	
	2011 Actuals	2012 Actuals	2013 Actuals	2014 Projected	2015 Budget	\$ Change	% Change
<b>REVENUES</b>							
<b>Operating Revenues</b>							
Tuition and Fees	\$72,088	\$74,904	\$76,821	\$71,387	\$71,488	\$101	0.1%
Federal Grants and Contracts	15,137	10,863	9,421	9,039	9,039	-	0.0%
State Grants and Contracts	5,711	7,546	6,268	5,284	5,284	-	0.0%
Local Grants and Contracts	176	601	315	445	445	-	0.0%
Private Grants and Contracts	4,778	5,084	3,850	4,292	4,692	400	9.3%
Sales & Service, Educational	93	50	125	120	120	0	0.1%
Auxiliary Enterprises	45,546	47,300	48,405	47,780	45,707	(2,073)	-4.3%
Allocation from Campuses						-	0.0%
Other Operating Revenues:						-	0.0%
Sales & Service, Independent Operations						-	0.0%
Sales & Service, Public Service Activities						-	0.0%
Other	4,566	6,356	5,079	5,000	5,518	518	10.4%
<b>Total Operating Revenues</b>	<b>148,095</b>	<b>152,704</b>	<b>150,284</b>	<b>143,347</b>	<b>142,293</b>	<b>(1,054)</b>	<b>-0.7%</b>
<b>EXPENSES</b>							
<b>Operating Expenses</b>							
<b>Educational and General</b>							
Instruction	64,830	66,161	68,426	69,716	73,128	3,412	4.9%
Research	18,213	18,852	18,274	18,366	18,906	541	2.9%
Public Service	4,677	5,581	5,513	5,735	5,759	24	0.4%
Academic Support	24,761	27,219	25,687	26,556	28,555	1,999	7.5%
Student Services	9,845	10,159	10,971	11,733	11,951	218	1.9%
Institutional Support	17,504	17,527	14,104	16,605	19,810	3,205	19.3%
Operation and Maintenance of Plant	22,137	23,402	19,604	20,644	22,086	1,442	7.0%
Depreciation and Amortization	12,531	11,409	13,438	15,516	17,425	1,910	12.3%
Scholarships and Fellowships	5,842	8,116	6,011	5,750	6,152	402	7.0%
Auxiliary Enterprises	28,827	31,425	30,055	31,116	28,469	(2,647)	-8.5%
Other Expenditures						-	0.0%
Independent Operations						-	0.0%
Public Service Activities						-	0.0%
<b>Total Operating Expenses</b>	<b>209,167</b>	<b>219,851</b>	<b>212,083</b>	<b>221,735</b>	<b>232,242</b>	<b>10,506</b>	<b>4.7%</b>
<b>Operating Income/(Loss)</b>	<b>(61,072)</b>	<b>(67,147)</b>	<b>(61,799)</b>	<b>(78,388)</b>	<b>(89,949)</b>	<b>(11,560)</b>	<b>14.7%</b>
<b>NONOPERATING REVENUES/(EXPENSES)</b>							
Federal Appropriations							
State Appropriations	51,840	55,993	57,242	64,330	72,020	7,690	12.0%
State Appropriations - Federal Stimulus Funds	4,079	0	0	0	0	-	0.0%
Gifts	1,000	0	0	0	0	-	0.0%
Investment Return	2,069	1,890	2,190	1,850	1,400	(450)	-24.3%
Endowment Return	969	1,430	1,509	1,679	1,750	71	4.2%
Interest on Indebtedness	(9,173)	(7,873)	(8,434)	(9,233)	(8,599)	634	-6.9%
Nonoperating Federal Grants	11,646	12,779	10,492	12,000	12,000	-	0.0%
Other Nonoperating Income	946	627	755	500	500	-	0.0%
<b>Net Nonoperating Revenues</b>	<b>63,376</b>	<b>64,846</b>	<b>63,754</b>	<b>71,126</b>	<b>79,071</b>	<b>7,945</b>	<b>11.2%</b>
Income/(Loss) Before Other Revenues, Expenses, Gains, and Losses	2,304	(2,301)	1,955	(7,263)	(10,878)	(3,615)	49.8%
<b>OTHER REVENUES, EXPENSES, GAINS, AND LOSSES</b>							
Capital Appropriations	8,201	30,650	16,037	9,720	4,700	(5,020)	-51.6%
Capital Grants and Contracts	100	0	13,813	5,816	11,400	5,584	96.0%
Additions to Permanent Endowments				0	0	-	0.0%
Net Amounts Earned/Received on Behalf of Others				0	0	-	0.0%
<b>Contributions for Capital Expenditures</b>	<b>3,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>
<b>University Related Organization Transactions</b>							
Disposal of Plant Facilities	(1,154)	(1,270)	(1,140)	(1,607)	(1,200)	407	-25.3%
Other Additions/Deductions	774	(170)	(593)	(497)	1,500	1,997	-401.9%
<b>Total Other Revenues, Expenses, Gains, and Losses</b>	<b>11,253</b>	<b>29,210</b>	<b>28,117</b>	<b>13,432</b>	<b>16,400</b>	<b>2,968</b>	<b>22.1%</b>
<b>Total Increase/(Decrease) in Net Assets</b>	<b>13,557</b>	<b>26,909</b>	<b>30,072</b>	<b>6,169</b>	<b>5,522</b>	<b>(647)</b>	<b>-10.5%</b>
<b>NET ASSETS</b>							
Net Assets at Beginning of Year	65,119	78,676	105,585	135,657	141,826	6,169	4.5%
Net Position at End of Year	78,676	105,585	135,657	141,826	147,349	5,522	3.9%

**Table 2**  
**University of Massachusetts**  
**Dartmouth Campus**  
**Fiscal Year 2015 Operating Budget Statement**  
**SPENDING BY TYPE OF EXPENSE (NATURAL CLASSIFICATION)**  
*(in thousands of dollars)*

	FY11	FY12	FY13	FY14	FY15	\$ Change	% Change
EXPENSE CATEGORY	Actuals	Actuals	Actuals	Projected	Budgeted	FY14 - 15	FY14 - 15
Salaries and Wages	\$91,082	\$94,213	\$99,442	\$102,221	\$105,288	\$3,067	3.0%
Employee Fringe Benefits	\$26,704	\$31,889	\$23,855	\$26,207	\$27,266	\$1,059	4.0%
Student Aid	\$14,298	\$16,993	\$14,472	\$14,432	\$14,834	\$402	2.8%
Utilities	\$10,306	\$7,790	\$7,383	\$8,827	\$9,638	\$811	9.2%
Supplies and Other Services	\$54,246	\$57,557	\$53,493	\$54,532	\$57,791	\$3,259	6.0%
Depreciation	\$12,531	\$11,409	\$13,438	\$15,516	\$17,425	\$1,909	12.3%
<b>TOTAL</b>	<b>\$209,167</b>	<b>\$219,851</b>	<b>\$212,083</b>	<b>\$221,735</b>	<b>\$232,242</b>	<b>\$10,507</b>	<b>4.7%</b>

**Table 3**  
**University of Massachusetts**  
**DARTMOUTH CAMPUS**  
**Fiscal Year 2015 Operating Budget Statement**  
**SUMMARY OF FULL-TIME EQUIVALENT (FTE) EMPLOYEES**

	Actual Fall 2010 (FY2011)	Actual Fall 2011 (FY2012)	Actual Fall 2012 (FY2013)	Actual Fall 2013 (FY2014)	Projected Fall 2014 (FY2015)	FTE Change	% Change
<b>UNRESTRICTED/DESIGNATED FUNDS</b>							
Faculty	434.7	436.9	452.6	434.5	436.5	2.0	0.5%
Professional Staff	326.7	337.8	338.3	350.4	352.4	2.0	0.6%
Classified Staff	368.4	365.0	362.6	371.6	373.6	2.0	0.5%
	1,129.8	1,139.7	1,153.5	1,156.5	1,162.5	6.0	0.5%
<b>RESTRICTED FUNDS</b>							
Faculty	8.0	9.1	11.1	8.7	8.7	(0.0)	-0.5%
Professional Staff	42.4	41.5	37.4	19.7	19.7	0.1	0.3%
Classified Staff	5.4	3.0	3.0	2.1	2.1	0.0	0.0%
	55.8	53.6	51.5	30.5	30.5	0.0	0.0%
<b>TOTAL UNRESTRICTED AND RESTRICTED</b>	<b>1,185.6</b>	<b>1,193.3</b>	<b>1,205.0</b>	<b>1,187.0</b>	<b>1,193.0</b>	<b>6.0</b>	<b>0.5%</b>

**Table 4**  
**University of Massachusetts**  
**DARTMOUTH CAMPUS**  
**Fiscal Year 2015 Operating Budget Statement**  
**HEADCOUNT AND FTE ENROLLMENT**

	UNDERGRADUATE		GRADUATE		TOTAL		% Change	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Fall 2014 Projected	7,381	6,568	1,719	1,252	9,100	7,820	0.5%	-0.6%
Fall 2013 Actual	7,437	6,652	1,616	1,213	9,053	7,865	-1.7%	-1.5%
Fall 2012	7,562	6,799	1,648	1,185	9,210	7,984	-0.2%	0.1%
Fall 2011	7,580	6,802	1,645	1,178	9,225	7,980	-2.2%	-3.4%
Fall 2010	7,749	7,045	1,683	1,218	9,432	8,263		

\*Source: Fall 2010, Fall 2011, and Fall 2012 figures from Student Profile