## Financial Plan

### Resident tuition
- FY17 Actuals: $28.1
- FY18 Projection: $28.5
- FY19 Budget: $29.6
- FY20 Forecast: $30.8
- FY21 Forecast: $31.8
- FY22 Forecast: $33.9

### Nonresident tuition
- FY17 Actuals: 35.4
- FY18 Projection: 37.1
- FY19 Budget: 38.7
- FY20 Forecast: 40.1
- FY21 Forecast: 42.0
- FY22 Forecast: 43.8

### Continuing education tuition
- FY17 Actuals: 2.9
- FY18 Projection: 3.0
- FY19 Budget: 2.8
- FY20 Forecast: 2.8
- FY21 Forecast: 2.9
- FY22 Forecast: 3.0

### Student fees revenue
- FY17 Actuals: 5.1
- FY18 Projection: 5.3
- FY19 Budget: 5.2
- FY20 Forecast: 5.3
- FY21 Forecast: 5.4
- FY22 Forecast: 5.5

### Less: student financial aid
- FY17 Actuals: (23.2)
- FY18 Projection: (26.2)
- FY19 Budget: (30.2)
- FY20 Forecast: (32.5)
- FY21 Forecast: (34.2)
- FY22 Forecast: (36.8)

### Net Tuition & Fees
- FY17 Actuals: 48.3
- FY18 Projection: 47.6
- FY19 Budget: 46.1
- FY20 Forecast: 46.5
- FY21 Forecast: 47.9
- FY22 Forecast: 49.4

### State of New Hampshire general appropriations
- FY17 Actuals: 11.5
- FY18 Projection: 11.5
- FY19 Budget: 11.5
- FY20 Forecast: 11.5
- FY21 Forecast: 11.5
- FY22 Forecast: 11.5

### Sales of auxiliary services
- FY17 Actuals: 29.9
- FY18 Projection: 31.3
- FY19 Budget: 32.7
- FY20 Forecast: 33.4
- FY21 Forecast: 34.3
- FY22 Forecast: 34.9

### Grants, Contracts and Other Operating Revenue
- FY17 Actuals: 13.8
- FY18 Projection: 13.4
- FY19 Budget: 13.6
- FY20 Forecast: 13.7
- FY21 Forecast: 13.8
- FY22 Forecast: 13.9

### Total Operating Revenues
- FY17 Actuals: $103.5
- FY18 Projection: $103.7
- FY19 Budget: $103.8
- FY20 Forecast: $105.1
- FY21 Forecast: $107.4
- FY22 Forecast: $109.7

### Salaries and wages
- FY17 Actuals: 43.5
- FY18 Projection: 45.1
- FY19 Budget: 46.0
- FY20 Forecast: 47.2
- FY21 Forecast: 48.3
- FY22 Forecast: 49.4

### Employee Benefits
- FY17 Actuals: 12.7
- FY18 Projection: 14.7
- FY19 Budget: 17.3
- FY20 Forecast: 15.4
- FY21 Forecast: 15.8
- FY22 Forecast: 16.2

### Employee Compensation
- FY17 Actuals: 56.2
- FY18 Projection: 59.8
- FY19 Budget: 63.2
- FY20 Forecast: 62.6
- FY21 Forecast: 64.1
- FY22 Forecast: 65.7

### Supplies and Services
- FY17 Actuals: 25.8
- FY18 Projection: 24.1
- FY19 Budget: 23.9
- FY20 Forecast: 23.8
- FY21 Forecast: 22.2
- FY22 Forecast: 22.3

### Strategic Allocations
- FY17 Actuals: (1.3)
- FY18 Projection: (0.3)
- FY19 Budget: (0.1)
- FY20 Forecast: (0.1)
- FY21 Forecast: (0.1)
- FY22 Forecast: (0.1)

### Utilities
- FY17 Actuals: 4.4
- FY18 Projection: 5.1
- FY19 Budget: 4.8
- FY20 Forecast: 4.9
- FY21 Forecast: 5.1
- FY22 Forecast: 5.2

### Depreciation, Plant & Equipment Investment
- FY17 Actuals: 8.3
- FY18 Projection: 8.8
- FY19 Budget: 9.6
- FY20 Forecast: 9.9
- FY21 Forecast: 9.9
- FY22 Forecast: 10.2

### Interest and Other Operating Expense
- FY17 Actuals: 6.2
- FY18 Projection: 6.3
- FY19 Budget: 6.1
- FY20 Forecast: 6.0
- FY21 Forecast: 6.0
- FY22 Forecast: 5.9

### Total Operating Expenses
- FY17 Actuals: $99.6
- FY18 Projection: $103.7
- FY19 Budget: $107.5
- FY20 Forecast: $107.1
- FY21 Forecast: $107.3
- FY22 Forecast: $109.2

### Net Operating Income or (Loss) (Operating Margin)- Included in Total USNH
- FY17 Actuals: $3.9
- FY18 Projection: $0.0
- FY19 Budget: $-3.7
- FY20 Forecast: $-2.0
- FY21 Forecast: $0.2
- FY22 Forecast: $0.5

### Operating Margin % inclued Strategic Investments - Included in Total USNH
- FY17 Actuals: 3.8%
- FY18 Projection: 0.0%
- FY19 Budget: -3.6%
- FY20 Forecast: -1.9%
- FY21 Forecast: 0.2%
- FY22 Forecast: 0.4%

### Add Back Non-Recurring Strategic Investment Expense
- FY17 Actuals: -
- FY18 Projection: (0.0)
- FY19 Budget: 3.7
- FY20 Forecast: 1.9
- FY21 Forecast: -
- FY22 Forecast: -

### Net Operating Income or (Loss) -Excluding Strategic Investments/Non-Recurring
- FY17 Actuals: $3.9
- FY18 Projection: $0.0
- FY19 Budget: $0.0
- FY20 Forecast: $0.0
- FY21 Forecast: $0.2
- FY22 Forecast: $0.5

### Operating Margin % -Excluding Strategic Investments/Non-Recurring
- FY17 Actuals: 3.8%
- FY18 Projection: 0.0%
- FY19 Budget: 0.0%
- FY20 Forecast: 0.0%
- FY21 Forecast: 0.2%
- FY22 Forecast: 0.4%

### Net Non-Operating Income or (Loss)
- FY17 Actuals: 5.6
- FY18 Projection: 4.1
- FY19 Budget: 1.6
- FY20 Forecast: 3.6
- FY21 Forecast: 3.6
- FY22 Forecast: 3.6

### Total Increase (Decrease) in Net Position
- FY17 Actuals: $9.6
- FY18 Projection: $4.1
- FY19 Budget: $-2.1
- FY20 Forecast: $1.6
- FY21 Forecast: $3.8
- FY22 Forecast: $4.1

($ in millions)