Appreciation for Addressing Difficult Budget Challenges

- Chancellors Stokes, Morton, George and Maples
- Provosts Marley, Bichelmeyer and Sobolik
- CFOs Gibler, Baniak, Branson and Lindenbaum
- Faculty, Students, Staff and Administrators
- UM System General Officers and their Staff
- Board of Curators
- Community input through yourinput@umsystem.edu
- Budget plans can be found at - https://www.umsystem.edu/president/budget_planning
Guiding Principles for Budget Plans

- Make the difficult but necessary decisions now
- Create efficiencies and eliminate redundancies
- Place the highest emphasis on creating pillars of excellence:
  - Student access, success and outcomes
  - Faculty research and creative works
## Budget Targets

<table>
<thead>
<tr>
<th></th>
<th>All</th>
<th>MU</th>
<th>UMKC</th>
<th>S&amp;T</th>
<th>UMSL</th>
<th>System</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriations</td>
<td>$35.9M</td>
<td>$19.6M</td>
<td>$6.3M</td>
<td>$5.1M</td>
<td>$4.1M</td>
<td>$0.8M</td>
</tr>
<tr>
<td>Tuition &amp; Enrollment</td>
<td>$11.0M</td>
<td>$10.0M</td>
<td>$3.2M</td>
<td>$1.4M</td>
<td>$5.6M</td>
<td>0</td>
</tr>
<tr>
<td>Unavoidable Cost Increases</td>
<td>$15.0M</td>
<td>$7.4M</td>
<td>$4.7M</td>
<td>$1.4M</td>
<td>0</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Strategic Investments</td>
<td>$39.1M</td>
<td>$22.9M</td>
<td>$7.6M</td>
<td>$3.6M</td>
<td>$4.0M</td>
<td>$1.0M</td>
</tr>
<tr>
<td>Total</td>
<td>$101M</td>
<td>$59.8M</td>
<td>$15.4M</td>
<td>$8.8M</td>
<td>$13.7M</td>
<td>$3.3M</td>
</tr>
</tbody>
</table>
# Program Eliminations & Reallocation – System

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>$433K</td>
</tr>
<tr>
<td>Finance</td>
<td>$748K</td>
</tr>
<tr>
<td>University Relations</td>
<td>$118K</td>
</tr>
<tr>
<td>Information Technology</td>
<td>$1,389K</td>
</tr>
<tr>
<td>Academic Affairs, Research, Economic Development</td>
<td>$344K</td>
</tr>
<tr>
<td>Other (President, General Counsel, Diversity, Equity &amp; Inclusion)</td>
<td>$289K</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3.3M</strong></td>
</tr>
</tbody>
</table>
## Additional Reallocations – System

<table>
<thead>
<tr>
<th>Position Eliminated</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elimination of the Position of Executive Vice Chancellor for MU Health</td>
<td>$750K</td>
</tr>
<tr>
<td>Elimination of the Position of Chief Operating Officer for MU Health</td>
<td>$650K</td>
</tr>
<tr>
<td>Elimination of the Position of Vice President for Academic Affairs, Research and Economic Development</td>
<td>$346K</td>
</tr>
<tr>
<td>Elimination of the Position of Vice President for University Relations</td>
<td>$308K</td>
</tr>
<tr>
<td><strong>Subtotal for Eliminations (including salary and benefits)</strong></td>
<td><strong>$2.1 M</strong></td>
</tr>
</tbody>
</table>
## Additional Reallocations – System

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closing of Federal Government Relations Office &amp; Restructuring of the State Government Relations Office</td>
<td>$817K</td>
</tr>
<tr>
<td>Restructuring of the Office of University Relations</td>
<td>$483K</td>
</tr>
<tr>
<td>Reallocation of Research Board Investment to Target Strategic Research Priorities*</td>
<td>$2.3M</td>
</tr>
<tr>
<td>Reallocation of Inter-Campus Research Investment to Target Strategic Research Priorities*</td>
<td>$400K</td>
</tr>
<tr>
<td>Closure and Reallocation for Programs, Centers &amp; Institutes</td>
<td>$300K</td>
</tr>
<tr>
<td><strong>Subtotal on this slide</strong></td>
<td><strong>$4.3 M</strong></td>
</tr>
<tr>
<td><strong>Total Additional Reallocations</strong></td>
<td><strong>$6.4 M</strong></td>
</tr>
</tbody>
</table>

* Program reallocation will continue to be directed to supporting faculty research and creative works
System Investments to Support Campus Success

- Student Access, Success & Outcomes:
  - Enrollment Management
  - Open Educational Resources
  - Retention and Graduation Performance
  - Distance Learning Portal
  - Dual Credit & Dual Enrollment Expansion
- Research & Creative Works
  - Facilities
  - Equipment
- Strategic Marketing & Communication
Program Eliminations & Reallocations – MU

- Administrative reorganization
  - 42 administrator positions
  - 173 staff positions
- Transition of the Truman School
- Closure of selected Centers & Institutes
- Reduction in offerings of lower enrollment courses
- Decommissioning of buildings to reduce maintenance and energy costs
- Fleet reductions
- Ongoing academic program review

Budget Target of $59.8M
Program Eliminations & Reallocations – UMKC

- Administrative Restructuring in:
  - Libraries
  - Bloch School
  - Facilities
  - Arts & Sciences
  - Student Affairs
  - Intercollegiate Athletics
    - $1.3M in staff positions, operating expenses and scholarships
  - Reduction in Support for UMKC Theatre Program
  - Ongoing academic program review

Budget Target of $15.4M
Program Eliminations & Reallocations – UMSL

- Closure of Chemistry Service Centers
- Consolidation of the Office of Academic Innovation with Enterprise Academic Offering
- Restructure of Center for Ethics in Public Life into Public Ethics Partnership
- Elimination of programs: *Major in Art History, Minors in Public Affairs Journalism, Urban Affairs and certificates*
- Administrative restructuring (Budgeting, Planning, Accounting, Contracts, HR and Facilities)
- Ongoing academic program review

Budget Target of $13.7M
Program Eliminations & Reallocations – S&T

- Elimination of the Office of the Vice Chancellor for Global & Strategic Partnerships
- Elimination of the Position of Vice Chancellor for Human Resources, Equity & Inclusion
- Administrative restructuring (Facilities, Finance, HR, IT, etc.)
- Revenue growth through distance education including Fort Leonard Wood
- Ongoing academic program review

Budget Target of $8.8M
# Administration, Faculty & Staff Separations

*(as of June 1, 2017)*

<table>
<thead>
<tr>
<th></th>
<th>All</th>
<th>MU</th>
<th>UMKC</th>
<th>S&amp;T</th>
<th>UMSL</th>
<th>System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>72</td>
<td>42</td>
<td>1</td>
<td>11</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>Faculty</td>
<td>180</td>
<td>135</td>
<td>29</td>
<td>0</td>
<td>16</td>
<td>N/A</td>
</tr>
<tr>
<td>Staff</td>
<td>222</td>
<td>130</td>
<td>21</td>
<td>39</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>474</td>
<td>307</td>
<td>51</td>
<td>50</td>
<td>30</td>
<td>36</td>
</tr>
</tbody>
</table>
Strategic Investments - MU

- Invest in intentional enrollment growth strategies:
  - Land Grant and Land Grant Honors Scholarships
  - National Merit Scholars and Semi-Finalist Scholarships
  - Increase support for strategic marketing
  - Increase support for graduate students
- Hire faculty with diverse backgrounds, experiences and perspectives
- Increase campus safety
- Establish Institute of Teaching for Learning
Strategic Investments – MU

- Invest in new centers for genetics/genomics, plant science, tissue engineering and performing arts
- 161 strategic faculty hires in *Food for the Future, One Health/One Medicine, Sustainable Energy, Media for the Future* initiatives as well as other strategic and/or critical areas of need
Strategic Investments – UMKC

- 25 strategic faculty hires to grow research and teaching excellence in:
  - Psychiatry
  - Ophthalmology
  - Oral & Craniofacial Sciences
  - Cell Biology & Biophysics
  - Criminal Justice & Criminology
  - Mechanical Engineering
  - Urban Education Research
  - Finance
  - Instrumental Studies
Strategic Investments – UMSL

- 8 strategic faculty hires in:
  - CompSci, Comm & Media
  - Psychology, Nursing & Biology
  - Business & Education

- Innovative investments in new and existing programs including:
  - Business Online
  - Doctorate in Business Administration
  - Teach-in-12 Graduate Program
  - Nursing Pre-Licensure Program
  - Innovation & Entrepreneurship
Strategic Investments – S&T

- 7 strategic faculty hires in:
  - Communication
  - Biology
  - Physics
  - Engineering
  - ACML Building

- Staff hires for:
  - Teaching and research support
  - Advising

Advanced Construction and Materials Laboratory
## Faculty Hiring

<table>
<thead>
<tr>
<th></th>
<th>All</th>
<th>MU</th>
<th>UMKC</th>
<th>S&amp;T</th>
<th>UMSL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tenured/Tenure-Track</strong></td>
<td>98</td>
<td>70</td>
<td>15</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td><strong>Non-Tenure Track</strong></td>
<td>114</td>
<td>91</td>
<td>10</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>212</td>
<td>161</td>
<td>25</td>
<td>7</td>
<td>19</td>
</tr>
</tbody>
</table>
Guiding Principles for Budget Plans

- Make the difficult but necessary decisions now
- Create efficiencies and eliminate redundancies
- Place the highest emphasis on creating pillars of excellence:
  - Student access, success and outcomes
  - Faculty research and creative works
Thank you

University of Missouri System

www.umsystem.edu