



TO: UM System President Mun Choi

FROM: MU Interim Chancellor Garnett Stokes

RE: Submission of short-term and long-term budget proposals

DATE: May 19, 2017

On behalf of the University of Missouri-Columbia, I am submitting the short-term and long-term budget proposals per your request. In a very compressed time period, campus leaders identified approximately \$60 million needed to meet the short-term budget reductions for fiscal year 2018. This amount is equivalent to the entire general-funds budgets of the IT infrastructure for the whole campus, the Trulaske College of Business, the College of Engineering and the Sinclair School of Nursing combined. The proposed plan will unquestionably impact our workforce, facilities and the breadth of services we provide. Leaders were tasked with balancing between making decisions on investing in the most transformational opportunities for MU's future and meeting budget reductions. Needless to say, these were difficult decisions. I want to acknowledge and thank campus leaders who partnered with members of the campus community, and I also appreciate the many constituents across Mizzou who participated in the process.

In making these complex choices, our commitment to exceptional education and research was paramount. Expanding upon the guiding principles you provided, we put student needs first whenever possible, safeguarding programs and initiatives that impact the student academic experience. Additionally, we have taken steps to maintain an environment that supports exceptional research programs and our land grant mission. To allow units to invest in initiatives deemed critical to their future, allocations vary across programs and departments.

In the short term, we have identified strategies to reduce the FY18 budget by \$40.6 million in recurring costs and \$18.9 million in one-time costs. Some academic administrative positions have been eliminated (e.g., the Truman School of Public Affairs will now be located in the College of Arts and Science). Additionally, facilities have been taken offline, expenses have been deferred, and contracts have not been renewed. However, ultimately, the university is primarily a human institution: 80 percent of our costs are in personnel. There is simply no way to meet the requirements without reducing jobs. As proposed, the plan results in eliminating approximately 147 full-time equivalent (FTE) vacant positions and nearly 181 FTE occupied positions – which includes 43 retirements, 38 contract non-renewals, 84 layoffs and 16 voluntary separations. As I know you will agree, the impact on Mizzou's people is the most difficult aspect of the short-term plan.

Our proposed long-term budget plans mark the beginning of bold, strategic changes that we believe will ultimately strengthen Mizzou, ensuring that we continue to deliver on our promise to provide Missourians with exceptional higher education, life-changing research, progressive economic development, and extraordinary service. We are implementing a top-to-bottom review process, broadly engaging our campus constituents so that the best ideas come forward. Our long term plans target reviews of specific areas including, but not limited to: administrative organizational structures, building and facility utilization and efficiency, academic programs, resource allocation models, graduate student tuition waivers, research centers and institutes, and methods for incentivizing and rewarding research. The review processes for many of these have already been drafted.

In conjunction with this top-to-bottom review, we are implementing strategic investments to advance our mission and sustain the excellence for which we are renowned. These include investments in graduate student stipends and healthcare, recruitment and retention of students and a more diverse faculty, specific research infrastructure priorities, campus safety, marketing and communications, and technologies to enhance engagement with Missourians. These investments allow for very intentional support of the aspects of the campus that are most crucial to our long-term mission.

I want to close by reassuring you and others that we will maintain the quality of education for which we are renowned. If you have any questions, please don't hesitate to contact me at any time. I look forward to partnering with you as we move forward.



2018 *University of Missouri* Budget Tracking Worksheet

Revenue Shortfalls & Cost Increases

State Appropriations	(19,557,787)
Tuition and Enrollment	(9,964,000)
Unavoidable Cost Increases	(7,360,145)
Strategic Investments	(22,714,955)
Total Beginning Shortfalls	(59,596,887)

	FTE Reduction		
	Vacant	Occupied	
Short-term Cuts & Revenue Enhancements			
Administrative/operational reorganization	42.9	47.8	8,613,202
Academic program/program/service reduction	-	-	3,695,397
Academic program/program/service reduction - Faculty	46.2	64.5	10,470,757
Academic program/program/service reduction - Staff	35.9	40.5	4,788,482
Academic program/program/service reduction - Part-time	2.2	13.7	804,242
Student support/workforce - Undergraduate	-	-	111,181
Student support/workforce - Graduate	20.0	14.8	1,123,501
Revenue enhancement	-	-	3,747,461
Operating cost restrictions/savings	-	-	5,185,509
Reallocation to alternate funding source	-	-	1,569,658
Deferrals	-	-	540,000
Use of reserves	-	-	18,947,496
Total Realized from Short-term Cuts	147.1	181.2	59,596,887

Total Shortfall included in FY 18 Budget (0)

Additional Annual Impact of Short-Term Cuts (18,356,533)

Minimum Target for Long-Term Cuts (18,356,533)

Long-term Plans

Academic Mission Realignment

Academic program/program/service reduction 3,331,025
 Academic program/program/service reduction - Faculty 2,731,040

Revenue Enhancement

Enrollment growth - On Campus/Online 1,227,737
 Explore alternate funding models 1,984,388

Resource Allocation

Reallocation to Alternate Funding Sources 806,000

Administrative Review

Academic program/program/service reduction - Staff 1,274,091
 Administrative/operational reorganization 4,037,661
 Operating cost restrictions/savings 5,989,766

Total Targets for Long-term Cuts 21,381,708

Future Strategic Investments 3,025,175



2018 *University of Missouri* - Revenue Shortfalls and Cost Increases Detail

State Appropriations Detail:	<u>Amount</u>
Core Reduction	(14,707,787)
Line Item Reduction	(4,850,000)
Total State Appropriation Changes	(19,557,787)
Tuition & Enrollment Detail:	
Enrollment Increases (Decreases)	(16,624,000)
Tuition Increases (Decreases)	7,320,000
Student Aid Program Changes	(660,000)
Total Tuition Revenue Changes	(9,964,000)
Unavoidable Cost Increases Detail:	
Tuition Share	(767,000)
Maintenance & Repair	(2,043,319)
Utilities	(949,826)
Insurance	(1,600,000)
Debt Service	(2,000,000)
Total Unavoidable Cost Increases	(7,360,145)
Strategic Investments	
Faculty Promotion Adjustments	(700,000)
Diverse Faculty Hiring	(600,000)
Increase Police Officers	(500,000)
Graduate Student Stipends	(5,000,000)
Graduate Health Insurance	(500,000)
Teaching for Learning Center	(1,000,000)
Enrollment Management - Recruiting	(1,696,597)
Reinvestment Fund and Revenue Fluctuation	(11,555,669)
Kinder Institute Matching	(1,162,689)
Total Strategic Investment	(22,714,955)
Total Beginning Shortfalls	(59,596,887)



2018 *University of Missouri* - Short-Term Plans

Short-term plans are known actions with known results that will be executed by the campus during FY 2018. Short-term plans have already been identified and will be executed. Actual savings are known, actions are certain, and included in budget.

College/School/Division	Description	Implementation Date	Responsible Party	FTE Reduction		Savings	
				Vacant	Occupied Total	2018	Recurring Annualized
Arts & Science	Administrative/operational reorganization	7/1/2017	Okker	2.5	1.0	407,913	407,913
Arts & Science	Academic program/program/service reduction - Faculty	7/1/2017	Okker	-	7.0	976,023	976,023
Arts & Science	Academic program/program/service reduction - Faculty	7/1/2017	Okker	10.0	-	597,091	597,091
Arts & Science	Academic program/program/service reduction - Faculty	7/1/2017	Okker	-	4.0	222,394	222,394
Arts & Science	Academic program/program/service reduction - Faculty	7/1/2017	Okker	2.0	-	86,986	86,986
Arts & Science	Academic program/program/service reduction - Faculty	7/1/2017	Okker	-	6.0	275,492	275,492
Arts & Science	Academic program/program/service reduction - Faculty	7/1/2017	Okker	-	-	81,375	81,375
Arts & Science	Academic program/program/service reduction - Staff	7/1/2017	Okker	-	9.0	456,719	456,719
Arts & Science	Academic program/program/service reduction - Staff	7/1/2017	Okker	8.5	-	392,585	392,585
Arts & Science	Academic program/program/service reduction - Part-time	7/1/2017	Okker	-	1.6	97,665	97,665
Arts & Science	Academic program/program/service reduction - Part-time	7/1/2017	Okker	-	6.5	139,725	139,725
Arts & Science	Academic program/program/service reduction - Part-time	7/1/2017	Okker	-	-	171,186	171,186
Arts & Science	Student support/workforce - Graduate	7/1/2017	Okker	10.3	-	267,192	267,192
Arts & Science	Use of Reserves		Okker	-	-	4,739,124	
Arts & Science	Operating cost restrictions/savings	7/1/2017	Okker	-	-	128,759	128,759
Arts & Science	Reallocation to alternate funding source	7/1/2017	Okker	-	-	77,000	77,000
Arts & Science	Reallocation to alternate funding source	7/1/2017	Okker	-	-	491,335	491,335
Ag, Food & Nat Resources	Administrative/operational reorganization	5/1/2017	Linit	2.0	-	99,225	99,225
Ag, Food & Nat Resources	Academic program/program/service reduction - Faculty	12/31/2017	Linit	-	12.0	702,298	1,404,584
Ag, Food & Nat Resources	Academic program/program/service reduction	7/1/2017	Linit	-	-	538,579	538,579
Ag, Food & Nat Resources	Use of Reserves	7/1/2017	Linit	-	-	1,200,000	-
Ag, Food & Nat Resources	Use of Reserves		Linit	-	-	1,358,041	
Business	Administrative/operational reorganization	7/1/2017	Vinze	4.0	-	836,153	193,765
Business	Revenue enhancement	7/1/2017	Vinze	-	-	754,035	754,035
Education	Administrative/operational reorganization	May 17- Oct 17	Chval	1.0	6.0	562,821	624,782
Education	Academic program/program/service reduction - Faculty	Jun 17	Chval	-	5.7	415,057	415,057
Education	Student support/workforce - Graduate	May 17	Chval	8.3	7.5	578,379	578,379
Education	Operating cost restrictions/savings	Jun 17 - Dec 17	Chval	-	-	234,491	318,770
Education	Reallocation to alternate funding source	Jun 17	Chval	-	-	84,958	84,958
Engineering	Administrative/operational reorganization		Loboa	-	-	1,041,621	1,041,621
Engineering	Academic program/program/service reduction - Faculty	12/31/2017	Loboa	11.0	3.0	478,171	478,171
Engineering	Academic program/program/service reduction - Staff	12/31/2017	Loboa	-	12.3	962,454	962,454
Engineering	Operating cost restrictions/savings	7/1/2017	Loboa	-	-	598,487	553,487
Human Environmental Sciences	Academic program/program/service reduction - Faculty	7/1/2017	Rikoon	-	-	397,210	397,210
Human Environmental Sciences	Academic program/program/service reduction - Faculty	7/1/2017	Rikoon	-	-	181,624	181,624



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				Vacant	Occupied Total	2018	Recurring Annualized
Human Environmental Sciences	Academic program/program/service reduction - Faculty	7/1/2017	Rikoon		-	103,574	103,574
Human Environmental Sciences	Deferrals	7/1/2017	Rikoon	-	-	20,000	20,000
Human Environmental Sciences	Operating cost restrictions/savings	7/1/2017	Rikoon	-	-	25,000	25,000
Human Environmental Sciences	Operating cost restrictions/savings	7/1/2017	Rikoon		-	21,000	21,000
Human Environmental Sciences	Operating cost restrictions/savings	7/1/2017	Rikoon		-	30,000	30,000
Human Environmental Sciences	Operating cost restrictions/savings	7/1/2017	Rikoon		-	20,000	20,000
Human Environmental Sciences	Operating cost restrictions/savings	7/1/2017	Rikoon		-	10,000	10,000
Human Environmental Sciences	Operating cost restrictions/savings	7/1/2017	Rikoon		-	12,000	12,000
Information & Access Tech Svcs	Administrative/operational reorganization	9/30/2017	Allen		1.0	77,462	77,462
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	1.0	1.0	130,628	130,628
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	-	1.0	44,305	44,305
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	2.0	-	155,055	155,055
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	1.0	2.0	201,073	201,073
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	1.0	1.0	129,549	129,583
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	-	1.0	57,871	57,871
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	4.0	-	368,652	368,652
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	1.0	-	64,344	64,344
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	-	1.0	94,616	94,616
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	-	1.0	97,169	97,169
Information & Access Tech Svcs	Administrative/operational reorganization	6/30/2017	Allen	1.0	-	75,198	75,198
Information & Access Tech Svcs	Administrative/operational reorganization	7/1/2017	Allen	-	-	399,053	399,053



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				Vacant	Occupied Total	2018	Recurring Annualized
Information & Access Tech Svcs	Operating cost restrictions/savings	7/1/2017	Allen		-	214,000	214,000
Information & Access Tech Svcs	Operating cost restrictions/savings	7/1/2017	Allen		-	80,710	80,710
Information & Access Tech Svcs	Operating cost restrictions/savings	7/1/2017	Allen		-	125,000	125,000
Journalism	Academic program/program/service reduction - Faculty	7/1/2017	Kurpius	4.0	7.0	998,092	998,092
Journalism	Academic program/program/service reduction - Staff	5/31/2017	Kurpius	-	2.0	100,272	100,272
Journalism	Academic program/program/service reduction - Part-time	7/1/2017	Kurpius	-	4.0	120,000	120,000
Journalism	Student support/workforce - Graduate	7/1/2017	Kurpius		5.3	140,000	140,000
Journalism	Student support/workforce - Undergraduate	7/1/2017	Kurpius		-	2,000	2,000
Journalism	Deferrals	7/1/2017	Kurpius	-	-	20,000	20,000
Law	Administrative/operational reorganization	7/1/2017	Dean/Lidsky	-	-	15,000	15,000
Law	Academic program/program/service reduction - Faculty	9/1/2017	Dean/Lidsky	1.1	-	213,679	213,679
Law	Academic program/program/service reduction - Staff	current	Dean/Lidsky	2.0	-	103,476	103,476
Law	Academic program/program/service reduction - Part-time	9/1/2017	Dean/Lidsky	-	-	77,114	77,114
Law	Revenue enhancement	7/1/2017	Dean/Lidsky	-	-	35,000	35,000
Law	Operating cost restrictions/savings	7/1/2017	Dean/Lidsky	-	-	7,000	7,000
Law	Use of Reserves		Dean/Lidsky	-	-	729,599	-
Law	Academic program/program/service reduction - Faculty	12/31/2017	Dean/Lidsky	1.0	-	34,313	68,626
Library	Academic program/program/service reduction	7/1/2017	Riley	-	-	1,367,000	1,367,000
Library	Academic program/program/service reduction	7/1/2017	Riley	-	-	47,940	47,940
Library	Academic program/program/service reduction - Staff	7/1/2017	Riley	5.5	1.0	250,000	64,917
Library	Operating cost restrictions/savings	7/1/2017	Riley	-	-	37,112	37,112
Library	Revenue enhancement	7/1/2017	Riley	-	-	125,630	125,630
Library	Revenue enhancement	7/1/2017	Riley	-	-	72,000	72,000
Library	Revenue enhancement	7/1/2017	Riley	-	-	46,585	46,585
Library	Revenue enhancement	7/1/2017	Riley	-	-	34,285	34,285
Library	Revenue enhancement	7/1/2017	Riley	-	-	21,500	21,500
Nursing	Administrative/operational reorganization	7/1/2017	Miller	1.0	-	46,436	46,436
Nursing	Academic program/program/service reduction - Faculty	8/1/2017	Miller		3.0	231,527	295,107
Nursing	Academic program/program/service reduction - Faculty	8/1/2017	Miller		2.8	209,700	209,700



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Nursing	Academic program/program/service reduction - Faculty		Miller		-	57,003	57,003
Nursing	Academic program/program/service reduction - Faculty		Miller		-	54,930	54,930
Nursing	Academic program/program/service reduction - Part-time	7/1/2017	Miller	-	-	61,392	61,392
Provost	Academic program/program/service reduction - Staff	7/1/2017	Stokes	-	6.0	372,795	372,795
Provost	Academic program/program/service reduction - Staff	7/1/2017	Stokes	1.0	-	109,835	109,835
Provost	Academic program/program/service reduction - Staff	7/1/2017	Stokes	-	1.0	52,287	52,287
Provost	Academic program/program/service reduction - Staff	7/1/2017	Stokes	-	-	10,783	10,783
Provost	Academic program/program/service reduction - Staff	7/1/2017	Stokes	3.0	-	88,835	88,835
Provost	Academic program/program/service reduction - Staff	7/1/2017	Stokes	1.0	-	74,899	74,899
Provost	Academic program/program/service reduction - Staff	7/1/2017	Stokes	0.6	-	42,638	42,638
Provost	Academic program/program/service reduction - Part-time	7/1/2017	Stokes	0.3	-	7,547	7,547
Provost	Academic program/program/service reduction - Part-time	7/1/2017	Stokes	1.4	-	32,193	32,193
Provost	Academic program/program/service reduction - Part-time	7/1/2017	Stokes	0.5	-	19,847	19,847
Provost	Academic program/program/service reduction - Part-time	7/1/2017	Stokes	-	0.6	10,824	10,824
Provost	Academic program/program/service reduction - Part-time	7/1/2017	Stokes	-	0.5	25,200	25,200
Provost	Student support/workforce - Graduate	7/1/2017	Stokes	-	0.5	11,154	11,154
Provost	Student support/workforce - Graduate	7/1/2017	Stokes	1.0	-	33,050	33,050
Provost	Student support/workforce - Graduate	7/1/2017	Stokes	0.5	-	10,926	10,926
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	15,000	15,000
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	10,000	10,000
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	6,000	6,000
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	10,750	10,750
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	8,484	8,484
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	31,000	31,000
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	12,362	12,362
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	8,733	8,733
Provost	Student support/workforce - Undergraduate	7/1/2017	Stokes	-	-	3,000	3,000
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	37,440	37,440
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	49,420	49,420
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	615	615
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	2,700	2,700
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	8,389	8,389
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	13,300	13,300
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	5,102	5,102



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				Vacant	Occupied Total	2018	Recurring Annualized
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	11,950	11,950
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	24,050	24,050
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	15,989	15,989
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	21,200	21,200
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	12,500	12,500
Provost	Operating cost restrictions/savings	7/1/2017	Stokes	-	-	2,500	2,500
Provost	Use of Reserves	7/1/2017	Stokes	-	-	61,801	-
Provost	Reallocation to alternate funding source	7/1/2017	Stokes	-	-	85,000	85,000
Provost	Reallocation to alternate funding source	7/1/2017	Stokes	-	-	125,894	125,894
Provost	Reallocation to alternate funding source	7/1/2017	Stokes	-	-	179,421	179,421
Provost	Reallocation to alternate funding source	7/1/2017	Stokes	-	-	20,382	20,382
Provost	Reallocation to alternate funding source	7/1/2017	Stokes	-	-	12,300	12,300
Provost	Reallocation to alternate funding source	7/1/2017	Stokes	-	-	32,500	32,500
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	19,200	19,200
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	500,000	500,000
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	12,000	12,000
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	571,792	571,792
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	100,000	100,000
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	50,000	50,000
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	200,000	200,000
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	41,838	41,838
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	35,000	35,000
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	83,611	83,611
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	20,000	20,000
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	31,148	31,148
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	7,000	7,000
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	22,846	22,846
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	22,375	22,375
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	10,068	10,068
Provost	Academic program/program/service reduction	7/1/2017	Stokes	-	-	15,000	15,000
Provost	Use of Reserves		Stokes		-	320,924	



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				Vacant	Occupied Total	2018	Recurring Annualized
School of Health Professions	Academic program/program/service reduction - Faculty	7/1/2017	Hagglund	-	6.0	708,261	770,556
School of Health Professions	Academic program/program/service reduction - Staff	7/1/2017	Hagglund	2.0	0.2	79,734	79,734
School of Health Professions	Operating cost restrictions/savings	7/1/2017	Hagglund	-	-	107,888	107,888
School of Health Professions	Reallocation to alternate funding source	7/1/2017	Hagglund	-	-	85,000	85,000
School of Health Professions	Use of Reserves	7/1/2017	Hagglund	-	-	62,295	-
Truman School of Public Affrs	Administrative/operational reorganization	9/1/2017	Wechsler	3.0	-	198,891	198,891
Truman School of Public Affrs	Academic program/program/service reduction - Faculty	9/1/2017	Wechsler	1.0	-	59,647	59,647
Truman School of Public Affrs	Reallocation to alternate funding source	7/1/2017	Wechsler	-	-	12,549	12,549
Veterinary Medicine	Administrative/operational reorganization	9/1/2017	Olson	-	1.0	112,314	112,314
Veterinary Medicine	Academic program/program/service reduction - Faculty	9/1/2017	Olson	4.1	2.0	895,100	895,100
Veterinary Medicine	Academic program/program/service reduction - Staff	9/1/2017	Olson	-	2.0	97,900	97,900
Veterinary Medicine	Academic program/program/service reduction - Part-time	9/1/2017	Olson	-	0.5	29,000	29,000
Veterinary Medicine	Deferrals	7/1/2017	Olson	-	-	500,000	500,000
Veterinary Medicine	Use of Reserves		Olson			1,130,000	
Medicine	Academic program/program/service reduction - Faculty	various	Delafontaine		5.0	480,913	555,798
Medicine	Academic program/program/service reduction - Staff	various	Delafontaine	1.0	5.0	454,104	455,514
Medicine	Student support/workforce - Graduate		Delafontaine		1.5	82,800	82,800
Medicine	Revenue enhancement		Delafontaine		-	2,124,056	2,124,056
Medicine	Use of Reserves		Delafontaine			76,295	-
Medicine	Operating cost restrictions/savings	7/1/2016	Delafontaine		-	362,000	362,000
Advancement	Administrative/operational reorganization	7/1/2017	Hiles	2.0	-	323,287	323,287
Advancement	Academic program/program/service reduction - Staff	7/1/2017	Hiles	2.0	-	92,052	92,052
Advancement	Revenue enhancement	7/1/2017	Hiles	-	-	500,000	500,000
Advancement	Operating cost restrictions/savings	7/1/2017	Hiles	-	-	62,000	62,000
Campus Operations	Administrative/operational reorganization	7/1/2017	Ward	4.0	20.8	1,285,782	1,696,131
Campus Operations	Operating cost restrictions/savings	7/1/2017	Ward	-	-	951,780	951,780
Campus Operations	Use of Reserves	7/1/2017	Ward	-	-	6,236,331	-
Chancellor	Use of Reserves		Stokes	-	-	342,099	-
Human Resources Services	Administrative/operational reorganization	7/1/2017	Haberberger	-	-	25,382	25,382
Human Resources Services	Academic program/program/service reduction - Staff	7/1/2017	Haberberger	1.0	-	42,721	42,721
Human Resources Services	Use of Reserves		Haberberger	-	-	153,887	-
Inclusion-Diversity-Equity	Administrative/operational reorganization		McDonald	-	-	104,638	109,862
Inclusion-Diversity-Equity	Use of Reserves		McDonald	-	-	341,460	



2018 *University of Missouri* - Short-Term Plans

Short-term plans are known actions with known results that will be executed by the campus during FY 2018. Short-term plans have already been identified and will be executed. Actual savings are known, actions are certain, and included in budget.

College/School/Division	Description	Implementation Date	Responsible Party	FTE Reduction		Savings	
				Vacant	Occupied Total	2018	Recurring Annualized
Intercollegiate Athletics	Operating cost restrictions/savings	7/1/2017	Sterk	-	-	47,941	
Office of Research	Academic program/program/service reduction - Faculty	7/1/2017	McIntosh	-	1.0	410,297	410,297
Office of Research	Academic program/program/service reduction - Staff	7/1/2017	McIntosh	1.0	1.0	188,149	188,149
Office of Research	Operating cost restrictions/savings	7/1/2017	McIntosh	-	-	1,051,258	1,051,258
Office of Research	Reallocation to alternate funding source	7/1/2017	McIntosh	-	-	224,000	224,000
Office of Research	Use of Reserves		McIntosh		-	2,195,640	
Graduate School	Reallocation to alternate funding source		Rubin	-	-	67,593	67,593
Finance	Administrative/operational reorganization		Gibler	6.0	3.0	670,807	670,807
MU Extension	Administrative/operational reorganization	8/31/2017	Stewart	5.0	7.0	900,000	900,000
MU Extension	Academic program/program/service reduction - Faculty	7/31/2017	Stewart	12.0	-	1,600,000	1,600,000
MU Extension	Academic program/program/service reduction - Staff	8/31/2017	Stewart	7.0	1.0	800,000	800,000
MU Extension	Revenue enhancement		Stewart	-	-	(135,052)	(135,052)
MU Extension	Operating cost restrictions/savings	7/31/2017	Stewart	-	-	825,483	825,483
Student Affairs	Revenue Enhancement	8/1/2017	Ward	-	-	129,422	129,422
Student Affairs	Reallocation to alternate funding source	8/1/2017	Ward	-	-	71,726	82,485
Student Affairs	Revenue Enhancement	8/1/2017	Ward	-	-	40,000	40,000
Student Affairs	Operating cost restrictions/savings	1/1/2017	Ward	-	-	11,445	11,445
Student Affairs	Academic program/program/service reduction - Staff	7/1/2017	Ward	0.3	-	16,244	16,244
Student Affairs	Academic program/program/service reduction - Part-time	8/1/2017	Ward	-	-	12,549	12,549
Student Affairs	Operating cost restrictions/savings	8/1/2017	Ward	-	-	17,000	17,000
Student Affairs	Administrative/operational reorganization	7/1/2017	Ward	1.0	-	54,148	54,148
Student Affairs	Student support/workforce - Undergraduate	7/1/2017	Ward	-	-	3,852	3,852
Student Affairs	Administrative/operational reorganization	7/1/2017	Ward	0.4	-	33,809	33,809



2018 *University of Missouri* - Long-Term Plans

The campus will execute long-term plans beginning next year to address shortfalls and to fund future investment. Long-term plans have actions with a current unknown result because not all decisions have been made. Actual savings are unknown, and specific actions are also unknown, so actual results will vary from target. Each action has an associated dollar target and timeframe for plan execution. Campuses are expected to plan for total targets to exceed remaining budget shortfalls due to execution risk.

College/School/Division	Description	Target Date	Responsible Party	Targeted Savings
Arts & Science	Review graduate teaching assistantships; Conduct graduate program review.	7/1/2018	Okker	955,385
Arts & Science	Explore alternate funding models for Freshman Interest Support Groups	7/1/2018	Okker	260,000
Arts & Science	Anticipated Faculty Retirements (T/TT and NTT)	7/1/2018	Okker	1,773,754
Arts & Science	Careful examination of the NTT and adjunct positions necessary to meet student demand	7/1/2018	Okker	601,002
Arts & Science	Analyze use of part time faculty (OTS) and staff	7/1/2018	Okker	401,017
Arts & Science	Reorganization of staff support	7/1/2018	Okker	367,067
Arts & Science	Support NTT and TA salaries for the Online programs by enhancing the Online revenue stream.		Okker	151,548
Arts & Science	The Missouri Review will develop a business plan that includes charging for services or access to materials at a level sufficient to support the publication.	7/1/2018	Okker	32,000
Arts & Science	Additional reductions to Operating Expenses	7/1/2018	Okker	163,784
Arts & Science	Some GTA salaries and travel expenses to alternative revenue sources	7/1/2018	Okker	106,000
Ag, Food & Nat Resources	Academic program/program/service reduction - Faculty	8/1/2018	Linit	262,000
Ag, Food & Nat Resources	Administrative/Operational Reorganization	12/31/2018	Linit	393,755
Business	BSBA online degree	8/21/2017	Vinze	-
Business	Develop new revenue sources	6/30/2018	Vinze	642,388



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College/School/Division	Description	Target Date	Responsible Party	Targeted Savings
Campus Facilities	Operating cost restrictions/savings - Facility Operations achieved through space & building review	FY18-FY20	Ward	2,207,321
Campus Facilities	Operating cost restrictions/savings - Energy Management achieved through space & building review	FY18-FY20	Ward	3,618,661
Engineering	Grow the online Engineering Degrees	FY18-FY22	Loba	192,844
Engineering	Explore sustainable funding model for Pre Engineering	FY18-FY22	Loba	1,000,000
Engineering	IT Program Expansion	FY18-FY22	Loba	248,653
Engineering	Advertising	FY18-FY22	Loba	50,000
Engineering	Transition from six departmental chairs to three division leaders	FY18	Loba	150,000
Engineering	Creation of a review committee to move all Engineering Research Centers to be self-supporting by FY20.	FY20	Loba	548,311
Human Environmental Sciences	Expansion of online degrees and courses; development of cooperative programs with universities in China, South Korea and other Asian Countries	7/1/2018	Rikoon	
Human Environmental Sciences	Potential restructuring as a result of administrative review	7/1/2018	Rikoon	
Human Resources	Retirements over next 2-3 years	FY19-FY20	Haberberger	153,887
Journalism	Reorganize and alternate elective courses	7/1/2018	Kurpius	10,000
Journalism	Increase class size	7/1/2018	Kurpius	20,000
Journalism	Grow Online Program	7/1/2019	Kurpius	50,000
Journalism	Increase number of full pay international students	6/30/2020	Kurpius	18,984
Journalism	Restructure academic units to gain efficiency and increase student engagement	7/1/2020	Kurpius	395,300
Journalism	Reorganize administrative staff		Kurpius	30,000



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College/School/Division	Description	Target Date	Responsible Party	Targeted Savings
Law	Probable academic retirements over the period FY19-FY20.	FY2020	Dean/Lidsky	695,286
Libraries	Academic program/program/service reduction - Staff	7/1/2020	Riley	185,083
Nursing	Care Management MS online program will generate revenue at year 3.		Miller	115,708
Nursing	Increase enrollment in the Accelerated BSN program by 8 students		Miller	-
Provost	Academic program/program/service reduction - Staff	7/1/18-6/30/20	Stokes	320,924
Research	Center & Institute review	1-Jan-18	McIntosh	1,755,406
Research	Explore change in Research Incentive Fund policy through use of a task force.	2-Jan-18	McIntosh	2,195,640
Truman School	Increase enrollment in the 3+2 Programs	AY 19-21	Wechsler	-
Truman School	Undergraduate Minor		Wechsler	-
Truman School	Increased Online Enrollment		Wechsler	
Truman School	Increased Campus Enrollment		Wechsler	
Truman School	Review use of GRAs in PhD program	AY 19-21	Wechsler	180,000
Extension	Realignment of program areas toward program impact	FY 19	Stewart	-
Extension	Integration of transformative technology platform to enhance Extension engagement	FY 20	Stewart	-



2018 *University of Missouri* - Long-Term Plans

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College/School/Division	Description	Target Date	Responsible Party	Targeted Savings
Extension	Strategic reallocation based on educational needs of Missourians	FY 18	Stewart	-
Extension	Consolidation/co-locating program areas	FY 19	Stewart	-
Vet Med	New tuition funding	8/21/2017	Olson	430,000
Vet Med	Salaries and Benefits moved to Endowment funds	7/1/2017	Olson	350,000
Vet Med	Salaries and Benefits moved to Large Animal Funds	7/1/2017	Olson	350,000



2018 *University of Missouri* - Strategic Investments Detail

Please provide details of strategic investments included on the tab "Detail of Increases & Shortfall". Under the investments columns identify the one-time funding separately from the recurring investment. Also, please indicate how much of the investment will be made in FY18.

Name	Description	Desired Outcome	Explanation	Implementation Date	Responsible Party	FTE		Investment		
						Faculty	Staff	FY18 Impact	One-time Funding	Recurring Funding
campus	Faculty Promotion adjustments	encourage continued high level of performance that led to achieving promotion	Achieving tenure and progressing through promotional ranks is the process through which faculty members demonstrate their contribution to their field and our University. Recognition of the milestones achieved through this process is important in setting the stage for continued high levels of performance.	9/1/2017						700,000
campus	Diverse faculty hiring	support the development of a diverse faculty body	provide supplemental funding to assist hiring departments in creating competitive pay packages for faculty who bring diversity to the University	7/1/2017						600,000
campus	Increase police force	ensure the overall safety of the campus	We are interested in keeping the size of the police force in alignment with the overall campus size. This is the second year of a three year plan to change the size of the force.	7/1/2017						500,000
campus	Graduate Student Stipends - additional funding provided to the pool to support the change in minimum stipend.	create a thriving environment for graduate studies on our campus	The minimum stipends we had been offering for half time doctoral students on assistantships had been lagging behind other research Universities making it difficult for us to recruit as successfully as we would like to. This is the second year of a two year plan to bring our minimum stipend to a level consistent with the Excellence we are looking for in our graduate programs.	Fall 17						5,000,000
campus	Graduate student health insurance premium support - augment the budget for this to keep up with premium increases.	demonstrate our commitment to our graduate assistants through maintenance of this benefit.	Our provision of the full cost of premium for the graduate assistants health insurance puts among very few Universities who support our graduate assistants with support for the whole premium cost.	7/1/2017						500,000
campus	Teaching for Learning Center									1,000,000
campus	Reinvestment and revenue fluctuation fund	Add to the resources available to invest in the strategically important initiatives that will drive the future excellence of the University. Also provide some ability to deal with revenue fluctuations that may occur.	Through the numerous processes the University will undertake in 2018 to examine our academic programs we will discover key areas where investments are necessary to transform the University in meaningful ways for the future.	7/1/2017						11,555,669
campus	Kinder Institute matching	fulfill our agreement in establishing the Institute on our campus	Signature Centers like the Kinder Institute set the stage for a thriving future for the University where we have partnered with valued donors to create one of a kind programs that enhance the stature and reputation of the University.							1,162,689
campus	Enrollment Management - recruiting	attract additional students to Mizzou	Through strategic hiring of additional recruiters we will work to increase the number of prospective students who are aware of the experience Mizzou offers as they consider their options for higher education.	Fall 17						1,696,597