

## UMSL Campus-Wide Budget Communication – May 19, 2017

Dear Colleagues,

The University of Missouri–St. Louis continues to be among the most efficient and productive metropolitan research institutions in the nation. Our rankings in numerous areas remain strong, our recruitment and retention numbers are improving, and our students continue to graduate at or near record numbers – awarding more than 3,000 degrees again this year. And, despite declining state support and soft enrollment numbers, UMSL will end this fiscal year with a positive balance.

None of these accomplishments happen without your hard work nor without the budget plan we collectively created last fiscal year. The process required us to identify areas for reductions – including the elimination of 85 positions. Our continuing efforts to strategically manage hiring following attrition, as well as delay in launching facility relocations, have significantly contributed to the balanced budget. While painful, the plan and its successful implementation have put us in better financial shape.

This spring, new University of Missouri System President Mun Choi charged the four campuses of the UM System to create and submit to him a balanced budget plan. His action was prompted by further reductions in state support and a challenging enrollment environment. Last week we shared with you our initial draft budget proposal. Based on your input and further discussions with academic officers, the budget proposal has been refined and submitted to President Choi. The execution document is attached.

We will continue to discuss the proposal with President Choi and UM System leadership to achieve a final plan – which President Choi intends to announce June 2. We also are scheduling a meeting with the University Assembly Budget and Planning Committee for next week to discuss the details of the proposal and gain insight that might further guide our discussions and influence the ultimate plan approved for UMSL.

President Choi advised us to focus on our core areas of excellence and to be bold. We are taking that advice to heart, and it is reflected in our proposal and our planned actions going forward. This has not been an exercise to reduce our budget. Instead, this is concerted effort to move resources to sustain and grow areas of excellence in high demand by students, businesses and the community we serve.

Since many of the opportunities and changes realized in FY17 will carry forward into FY18, we only expect to reduce our \$150 million operating budget by an additional 2.5 percent. Initiatives related to marketing and recruiting, brand development, scholarships and expansion to new markets will account for over \$5 million in new revenues. New revenues and reductions in some areas will be allocated to high-priority programs and operations. For example:

- Following a complete review of academic programs, UMSL will be hiring faculty to sustain or grow programs with excellent outcomes and/or student demand.

- New resources will be funneled into enrollment management and retention operations, as well as into marketing campaigns to broaden our recruitment base.
- UMSL employees have worked hard for several years without a salary increase. The plan funds salary increases on a merit basis.
- An upcoming change in UM System retiree medical benefits is leading a record number of individuals to consider leaving the university prior to January 1, 2018. This will create considerable revenue to fund priorities in the plan.
- UMSL will be participating in a UM System-wide effort to consolidate functions in areas such as human resources, information technology, accounting, budgeting and contracts. Any resources saved in this process will help fund investment areas in the plan.
- Nominal increases in overall tuition and fees across the board and some focused fee increases in high-cost programs also will generate funds that can be re-invested in programs.

Investing in excellence requires bold action. Last year, UMSL created the framework for a sustainable budget. This plan moves it toward sustainable excellence.

Sincerely,

Tom George  
Chancellor

Kristin Sobolik  
Provost

Rick Baniak  
Vice Chancellor for Finance and Administration/CFO

# Investing in Sustainable Excellence

Campus Budget Adjustment Proposal  
May 19, 2017

**UMSL**

# UM System Guiding Principles

- Challenge the status quo and long-held traditions that are impediments to change
- Make strategic decisions based on performance measures of excellence
- Protect programs of excellence for faculty research and creative works, student outcomes, community engagement and financial aid
- Be transparent, collaborative and accountable in making important decisions that affect the institution with input from faculty, students and staff

# UMSL Guiding Principles

- Protect core excellence of academic and non-academic operations
- Invest in areas of growth and excellence
- Focus on instruction, recruitment and retention of students, and research and scholarly activities
- Consider the financial impact of decisions on student access and success

# FY18 Budget Plan

## Overview

- UMSL enters FY2018 in better financial shape than expected because of successful implementation of a sustainable budget plan adopted last fiscal year.
  - Many realized savings and opportunities from FY17 will carry over into FY18
- UMSL will balance its FY2018 budget through a combination of enrollment growth and scholarship initiatives, efficiency measures, and nominal tuition/fee increases
- Budget Recovery Initiatives:
  - Increases to Revenue: \$ 5.2 M
  - Decreases in FY18 Expenses: \$ 2.4 M
  - Continuation of FY17 Savings: \$ 3.4 M
  - Restructure/Consolidation \$ 3.9 M
- New FY18 expense reductions equate to 2.5% of total Operating Expense

# FY18 Budget Plan

## Revenue

- Generate revenue through increase in tuition and fees
  - Tuition and fees: CPI resident undergraduate, 4% non-resident undergraduate, 5% graduate
  - Supplemental fees increased relative to market and cost for high-cost programs
- Shift in fundraising to reflect short-term needs; increase in gifted scholarships
- Increased use of micro-grants to improve retention and graduation
- Implementation of Dean's Initiatives (Market, Brand, Recruiting, Enrollment)
  - Targeted marketing campaigns of 2017 are affecting 2018 enrollment
  - Acceleration of Summer Enrollment and Holiday/Spring Break marketing – Summer up 7%
- Investment in Faculty, Advising, Marketing in programs with growth potential
  - Business On-line, Education Teach in 12, Social Work enrollment expecting expansion
- In-state tuition offering into Illinois expected to increase non-resident enrollment
- Expansion of evening course and degree offerings to increase capture of adult market

# FY18 Budget Plan

## Expenses

- Elimination of budgeted, unused faculty, staff, and administration lines previously reserved in budgets for future use
- Reduction of graduate teaching assistants for programs not strategically aligned
- Opportunities realized for faculty and staff lines that will remain budgeted, but unused for FY18
  - Faculty, administration searches in process that will not be filled by July 1
  - Staff and Administration positions that will not filled by July 1
- Positions that will be filled but at a lower level or salary
- Attrition positions that will not be replaced
- Reduction of departmental discretionary expenses



# FY18 Budget Plan

## Restructure/Consolidation

- Consolidation of Budgets and Planning, Accounting, Contracts and HR into service centers
- Realignment of Fiscal Officers
- Facilities staffing and structure
- IT mission transformation to deliver IT process efficiencies in partnership with academic and administrative departments while sustaining excellence in infrastructure and support services
- Realignment of Continuing Education into General Academic offering
- Realignment of Enrollment Management and Advising to improve retention

# FY18 Budget Plan

## Academic Excellence

- Hire additional faculty in growing or high-demand programs (computer science, communication, business, nursing, education)
- Protect core courses by consolidating low-enrollment elective sections
  - Targeting about 3% out of about 6,000 sections for elimination
  - Short-term impact of adjunct reduction; program evaluations continue in longer term
- Adjust academic program mix to focus on excellence and impact
  - Early actions from ongoing program review include eliminations of:
    - Major: Art History
    - Minors: Public Affairs Journalism, Urban Affairs
    - Certificates: Evolutionary Studies, History and Philosophy of Science and Technology
- Launch of UMSL Accelerate with Ameren provides grant income and brand strength
- First year of operation of DBA – Expected cohort of 15 (vs 8 in business plan)

# FY18 Budget Plan

## Investments

- Expansion of evening courses and degrees to address adult working market
- Retention and Enrollment Management
  - Reorganization, consolidation, and oversight through Academic Affairs
- Continuation or expansion of investment into growing, high demand fields
  - Information Systems, Teacher Education, Cybersecurity, Nursing, Entrepreneurship, Computer Science, Communications, and Business
- Faculty hiring into academic areas of excellence, research and growth
- Expansion of marketing and recruiting where return is expected to be positive
- Continued investment into development and fundraising

# FY18 Budget and Assumptions

- Balanced Budget for FY18 requires \$3.6M improvement over FY17 budget prior current growth areas including:

<u>Issue:</u>	<u>FY18 Potential Impact:</u>
• Declining enrollment trend	\$(5.0M)
• State funding cut	\$(5.6M)
• Increase to Labor and Compensation	\$(2.5M)
• Unreimbursed Gen Revenue	\$(4.0M)
• CPI adjustment on tuition and fees	<u>\$ 2.4M</u>
	\$ (14.7)
• Productivity Challenge /University Enrollment Initiatives	\$ 5.7 M
• Increased enrollment in Illinois due to In-State tuition offering	\$ 1.0 M
• Gifted Scholarships / Use of institutional funds	\$ 1.0 M
• Continuing Education Consolidation	\$ 1.8 M
• Expansion of evening offerings and degrees	\$ 0.1 M
• Finance and Administration Support Restructure	\$ 1.6 M
• Optimization of class offerings and schedules	\$ 0.2 M
• Decrease in Programs	\$ - M
• Ameren Accelerate	\$ 0.1 M
• Realized Opportunities	<u>\$ 3.4 M</u>
	\$14.9

# Productivity Challenge – All Budgets

<u>Revenue</u>	<u>FY18</u>
Tuition increase	\$ 1,303,000
Fees:	\$ 1,549,000
• Scholarships/Retention:	(\$ 50,000)
• Revenue Generation	<u>\$ 265,000</u>
Subtotal	\$ 3,067,000
<u>Expenses</u>	
• Salary & Labor Savings	
• Tenure/Tenure Track	\$ 18,000
• Non-Tenure Track	(\$ 55,000)
• Adjunct	\$ 1,067,000
• Staff	\$ 456,000
• Graduate Teaching Assistants	\$ 396,000
• Operating Expenses	<u>\$ 360,000</u>
Subtotal	\$ 2,242,000
<u>Program Restructure</u>	
• College of Arts & Sciences	\$ 196,000
• College of Nursing	\$ 18,000
• Student Affairs	\$ 19,000
• Academic Affairs	<u>\$ 157,000</u>
Subtotal	\$ 390,000
<u>Investments</u>	
• College of Arts & Sciences	\$ 30,000
• School of Social Work	\$ 95,000
• College of Nursing	\$ 36,000
• College of Education	\$ 97,000
• Student Affairs	(\$ 84,000)
• Academic Affairs	(\$ 200,000)
Subtotal	<u>(\$ 26,000)</u>
TOTAL Productivity Improvement	\$ 5,673,000
<b>Transferred Opportunities:</b> (Salary Savings due to Leaves, Hiring Gaps, Hiring Salary Savings, Course Buyouts, Grant Buyouts)	<b>\$ 3,359,000</b>

# Productivity Challenge – College of Arts & Sciences

<u>Revenue</u>	<u>FY18</u>
• Tuition increase of \$2/hour for ACP program (40K hours); enrollment increases Expectation of 20+ full-time new students resulting from new scholarship	\$ 80,000
• Student Credit Hours projected flat for both Undergrad and Grad	-
• Fees:	\$ 113,000
• Scholarships/Retention: MicroGrants	<u>(\$ 50,000)</u>
Subtotal	\$ 143,000
<u>Expenses</u>	
• Salary & Labor Savings	
• Tenure/Tenure Track	\$ 378,000
• Non-Tenure Track	\$ 109,000
• Adjunct	\$ 950,000
• Staff	\$ 0
• Graduate Teaching Assistants	\$ 300,000
• Operating Expenses	<u>\$ 400,000</u>
Subtotal	\$ 2,137,000
<u>Program Restructure</u>	
• Art History major is being eliminated	\$ 0
• Closure of Office of Academic Innovation0	\$ 115,000
• Closure of Chemistry Service Centers (2)	<u>\$ 81,000</u>
Subtotal	\$ 196,000
<u>Investments</u>	
• Computer Sciences Additional Instructors	<u>(\$ 61,000)</u>
• Communication (\$258,000 revenue less \$139,000 expenses)	\$ 119,000
• CAST	<u>(\$ 28,000)</u>
Subtotal	<u>\$ 30,000</u>
TOTAL Productivity Improvement	\$ 2,506,000
<b>Transferred Opportunities:</b> (Salary Savings due to Leaves, Hiring Gaps, Hiring Salary Savings, Course Buyouts, Grant Buyouts)	<b>\$ 1,600,000</b>
<b>Restructure Savings:</b> (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts)	<b>\$ 25,000</b>

# Productivity Challenge – School of Social Work

<u>Revenue</u>	<u>FY18</u>	
• Tuition increase	\$ 0	
• Fees:	\$ 46,000	
• Scholarships/Retention:	<u>(\$ 0)</u>	
Subtotal		\$ 46,000
<u>Expenses</u>		
• Salary & Labor Savings		
• Tenure/Tenure Track	<u>(\$ 6,000)</u>	
• Non-Tenure Track	\$ 0	
• Adjunct	\$ 0	
• Staff	\$ 0	
• Graduate Teaching Assistants	\$ 12,000	
• Operating Expenses	<u>\$ 1,000</u>	
Subtotal		\$ 7,000
<u>Program Restructure</u>		
•	<u>\$ 0</u>	
Subtotal		\$ 0
<u>Investments</u>		
• Social Work (\$175,000 revenue less \$80,000 expenses)	<u>\$ 95,000</u>	
Subtotal		\$ 95,000
TOTAL Productivity Improvement		\$ 148,000
Transferred Opportunities:	\$ 0	
Restructure Savings:	\$ 0	

# Productivity Challenge – College of Education

## Revenue

- Supplemental fee Increase
- Subtotal

## FY18

\$ 139,000

\$ 139,000

## Expenses

- Salary & Labor Savings
    - Tenure/Tenure Track
    - Non-Tenure Track
    - Adjunct
    - Staff
  - Graduate Assistants
  - Operating Expenses
- Subtotal

**(\$ 408,000)**

\$ 54,000

\$ 102,000

\$ 173,000

\$ 70,000

\$ 57,000

\$ 48,000

## Program Restructure

- 

\$ 0

## Investments

- Teach in 12 (\$367,000 revenue less \$270,000 expense)
- Subtotal

\$ 97,000

\$ 97,000

TOTAL College of Education Productivity Improvement

\$ 284,000

**Transferred Opportunities:** (Salary Savings due to Leaves, Hiring Gaps, Hiring Salary Savings, Course Buyouts, Grant Buyouts)

**\$ 502,000**

**Restructure Savings:** (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts)



# Productivity Challenge – College of Nursing

<b><u>Revenue</u></b>	<b><u>FY18</u></b>
• RN-BSN Online Program credit hours are flat	\$ 0
• Supplemental Fees Increase Increased DNP fees but lower enrollment in DNP and PT/Evening/Weekend Pre-licensure Programs; Phasing out MSN program	\$ 22,000
	<b><u>(\$ 0)</u></b>
<b>Subtotal</b>	<b>\$ 22,000</b>
<b><u>Expenses</u></b>	
• Salary & Labor Savings	
• Tenure/Tenure Track	<b><u>(\$ 20,000)</u></b>
• Non-Tenure Track	\$ 81,000
• Adjunct	\$ 0
• Staff	\$ 0
• Graduate Teaching Assistants	\$ 0
• Operating Expenses	<b><u>\$ 0</u></b>
<b>Subtotal</b>	<b>\$ 61,000</b>
<b><u>Program Restructure</u></b>	
• RN-BSN Program 3 Section Reduction * 6,000	<b><u>\$ 18,000</u></b>
<b>Subtotal</b>	<b>\$ 18,000</b>
<b><u>Investments</u></b>	
• Pre-Licensure Program (\$121,000 revenue less \$85,000 expenses)	<b><u>\$ 36,000</u></b>
<b>Subtotal</b>	<b>\$ 36,000</b>
<b>TOTAL Productivity Improvement</b>	<b>\$ 137,000</b>
<b>Transferred Opportunities: (Grant Buyouts)</b>	<b>\$ 335,000</b>
<b>Restructure Savings:</b>	<b>\$ 0</b>

# Productivity Challenge – University Advancement

<b><u>Revenue</u></b>	<b><u>FY18</u></b>	
• Tuition increase	\$ 0	
• Fees:	\$ 0	
• Scholarships/Retention:	<u>(\$ 0)</u>	
<b>Subtotal</b>		<b>\$ 0</b>
<b><u>Expenses</u></b>		
• Salary & Labor Savings		
• Tenure/Tenure Track	\$ 0	
• Non-Tenure Track	\$ 0	
• Adjunct	\$ 0	
• Staff	\$ 98,000	
• Graduate Teaching Assistants	\$ 0	
• Operating Expenses	<u>\$ 0</u>	
<b>Subtotal</b>		<b>\$ 98,000</b>
<b><u>Program Restructure</u></b>		
•	<u>\$ 0</u>	
<b>Subtotal</b>		<b>\$ 0</b>
<b><u>Investments</u></b>		
•	<u>(\$ 0)</u>	
<b>Subtotal</b>		<b>(\$ 0)</b>
<b>TOTAL Productivity Improvement</b>		<b>\$ 98,000</b>
<b>Transferred Opportunities:</b>		<b>\$ 0</b>
<b>Restructure Savings: (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts)</b>		<b>\$ 59,000</b>

# Productivity Challenge – Student Affairs

<u>Revenue</u>	<u>FY18</u>
• Scholarships Allowance and supplemental fees	<u>\$ 711,000</u>
Subtotal	\$ 711,000
<u>Program Restructure</u>	
• Programming Changes	<u>\$ 19,000</u>
Subtotal	\$ 19,000
<u>Investments</u>	
• Athletic Department	<u>(\$ 60,000)</u>
• New Student Program (\$110,000 revenue less \$57,000 expenses)	\$ 53,000
• Student Involvement and Engagement	<u>(\$ 77,000)</u>
Subtotal	<u>(\$ 84,000)</u>
TOTAL Productivity Improvement	\$ 646,000
Transferred Opportunities: (Scholarship for Athletics not used during first quarter of the year)	\$ 173,000
Restructure Savings: (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts)	\$ 0

# Productivity Challenge – Vice Chancellor of Academic Affairs

<b><u>Revenue</u></b>	<b><u>FY18</u></b>	
• Tuition increase	\$ 0	
• Fees:	\$ 0	
• Scholarships/Retention:	<u>(\$ 0)</u>	
Subtotal		\$ 0
<b><u>Expenses</u></b>		
• Salary & Labor Savings		
• Tenure/Tenure Track	\$ 200,000	
• Non-Tenure Track	\$ 0	
• Adjunct	\$ 0	
• Staff	\$ 167,000	
• Graduate Teaching Assistants	\$ 0	
• Operating Expenses	<u>(\$ 75,000)</u>	
Subtotal		\$ 292,000
<b><u>Program Restructure</u></b>		
• Close Center for Ethics in Public Life	<u>\$ 157,000</u>	
Subtotal		\$ 157,000
<b><u>Investments</u></b>		
• Vice Provost for Student Success	<u>(\$ 125,000)</u>	
• Communication	<u>(\$ 75,000)</u>	
Subtotal		<u>(\$ 200,000)</u>
TOTAL Productivity Improvement		\$ 249,000
<b>Transferred Opportunities:</b> (Carry forward from Center for Ethics in Public Life)		\$ 625,000
<b>Restructure Savings:</b> (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts)		\$ 0

# Productivity Challenge – Libraries

<u>Revenue</u>	<u>FY18</u>	
• Tuition increase	\$ 0	
• Fees:	\$ 0	
• Scholarships/Retention:	<u>(\$ 0)</u>	
Subtotal		\$ 0
<u>Expenses</u>		
• Salary & Labor Savings		
• Tenure/Tenure Track	\$ 0	
• Non-Tenure Track	\$ 0	
• Adjunct	\$ 0	
• Staff	\$ 124,000	
• Graduate Teaching Assistants	\$ 0	
• Operating Expenses	<u>\$ 0</u>	
Subtotal		\$ 124,000
<u>Program Restructure</u>		
Subtotal	<u>\$ 0</u>	\$ 0
<u>Investments</u>		
Subtotal	<u>(\$ 0)</u>	<u>(\$ 0)</u>
TOTAL Productivity Improvement		\$ 124,000
Transferred Opportunities: (Part time position, not approved, postpone hiring)		\$ 13,000
Restructure Savings: (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts)		\$ 0

# Productivity Challenge – International Studies and Programs

<u>Revenue</u>	<u>FY18</u>	
• Tuition increase	\$ 0	
• Fees:	\$ 0	
• Scholarships/Retention:	<u>(\$ 0)</u>	
Subtotal		\$ 0
<u>Expenses</u>		
• Salary & Labor Savings		
• Tenure/Tenure Track	\$ 0	
• Non-Tenure Track	\$ 0	
• Adjunct	\$ 0	
• Staff	\$ 64,000	
• Graduate Teaching Assistants	\$ 0	
• Operating Expenses	<u>(\$ 54,000)</u>	
Subtotal		\$ 10,000
<u>Program Restructure</u>		
Subtotal	<u>\$ 0</u>	\$ 0
<u>Investments</u>		
Subtotal	<u>(\$ 0)</u>	<u>(\$ 0)</u>
TOTAL Productivity Improvement		\$ 10,000
Transferred Opportunities: (Part time position, not approved, postpone hiring)		\$ 0
Restructure Savings: (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts)		\$ 0

# Productivity Challenge – Information Technology Service

## Revenue

- Revenue Generation
- Subtotal

## FY18

\$ 105,000  
\$ 105,000

## Expenses

- Salary & Labor Savings
    - Tenure/Tenure Track
    - Non-Tenure Track
    - Adjunct
    - Staff
  - Graduate Teaching Assistants
  - Operating Expenses
- Subtotal

\$ 0  
\$ 0  
\$ 0  
\$ 23,000  
\$ 0  
\$ 219,000  
\$ 242,000

## Program Restructure

Subtotal

\$ 0  
\$ 0

## Investments

Subtotal

(\$ 0)  
(\$ 0)

TOTAL Productivity Improvement

\$ 347,000

**Transferred Opportunities:** (Part time position, not approved, postpone hiring)

\$ 111,000

**Restructure Savings:** (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts)

\$ 45,000

# Productivity Challenge – College of Business Administration

<u>Revenue</u>	<u>FY18</u>
• Tuition increase (PMBA, IMBA, DBA)	\$ 1,033,000
• Fees:	\$ 518,000
• Miscellaneous Income: Bootcamps and Digital Marketing	<u>\$ 160,000</u>
<b>Subtotal</b>	<b>\$ 1,711,000</b>

<u>Expenses</u>	
• Salary & Labor Savings	
• Tenure/Tenure Track	(\$ 126,000)
• Non-Tenure Track	(\$ 299,000)
• Adjunct	\$ 15,000
• Staff	(\$ 193,000)
• Graduate Teaching Assistants	\$ 14,000
• Operating Expenses	<u>(\$ 188,000)</u>
<b>Subtotal</b>	<b>(\$ 777,000)</b>

<u>Program Restructure</u>	
•	\$ 0
•	\$ 0
•	<u>\$ 0</u>
<b>Subtotal</b>	<b>\$ 0</b>

<u>Investments</u>	
•	(\$ 0)
•	\$ 0
•	(\$ 0)
<b>Subtotal</b>	<b><u>\$ 0</u></b>

**TOTAL Productivity Improvement** \$ 934,000

**Transferred Opportunities:** (Salary Savings due to Leaves, Hiring Gaps, Hiring Salary Savings, Course Buyouts, Grant Buyouts) \$ 0

**Restructure Savings:** (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts) \$ 0



# Productivity Challenge – College of Optometry

<u>Revenue</u>	<u>FY18</u>	
• Tuition increase	\$ 110,000	
• Fees:	\$ 0	
• Miscellaneous Income:	<u>\$ 80,000</u>	
<b>Subtotal</b>		<b>\$ 190,000</b>

<u>Expenses</u>		
• Salary & Labor Savings		
• Tenure/Tenure Track	\$ 0	
• Non-Tenure Track	\$ 0	
• Adjunct	\$ 0	
• Staff	\$ 0	
• Graduate Teaching Assistants	\$ 0	
• Operating Expenses	<u>\$ 0</u>	
<b>Subtotal</b>		<b>\$ 0</b>

<u>Program Restructure</u>		
•	\$ 0	
•	\$ 0	
•	<u>\$ 0</u>	
<b>Subtotal</b>		<b>\$ 0</b>

<u>Investments</u>		
•	\$ 0	
•	\$ 0	
•	<u>\$ 0</u>	
<b>Subtotal</b>		<b>\$ 0</b>

**TOTAL Productivity Improvement** **\$ 190,000**

**Transferred Opportunities:** (Salary Savings due to Leaves, Hiring Gaps, Hiring Salary Savings, Course Buyouts, Grant Buyouts) **\$ 0**

**Restructure Savings:** (Staff Consolidation in HR, IT, Accounting, Budgeting, Contracts) **\$ 0**

# Support Restructure/Consolidation – Finance/Administration

- UMSL has utilized staff reductions to offset budget challenges in previous years. Total headcount for staff (non-union and union) is down 5.6% since June 2014.
- Savings from reductions in FY17 will continue into FY18
- Additional savings will be realized in FY18 due to streamlining of processes, improvement in tools, upgrades in skills and consolidation of staff that perform functions in the areas of:
  - Human Resources
  - Information Technology
  - Accounting
  - Budgeting
  - Contracts
  - Facilities and Maintenance
- FY18 Commitment of \$1.6 M savings (includes previous initiatives that carry forward)

# Advanced Evening Offering

- Dean's initiative was developed in Fall 2017 to enhance summer program and grow enrollment
  - New standards implemented for business case evaluation
  - Initial enrollment date accelerated by months to encourage early student action
  - Marketing campaigns added over holiday and spring break to catch students
  - Result: Summer enrollment up by 7%
- Now will focus on Evening and Online Offering
  - Courses and degrees offered in evening have diminished
  - Expansion of evening and online courses and degrees will enable capture of adult market
  - Alternate eight-week schedule being evaluated
  - Limited roll-out in fall; growing in spring

# Scholarships

- University Advancement has launched a campaign to raise \$1M in scholarships for the FY18 academic year
  - Tuition practice will be revised to not 'stack' additional gifts on scholarships already provided by the University
  - Will ensure that additional gifts provide intended financial support
- Scholarships are being awarded on a trial basis which discount tuition to in-state
  - Provides information of interest in sample regions
  - Begins to build UMSL brand awareness in remote markets

# Academic Program Review

- Academic program reviews in work to evaluate on ‘standards of excellence’, research quality, and economic feasibility
- Program evaluations and resultant actions will provide limited benefit to FY18
  - Will require time for shared governance
  - Phasing out programs will follow student declining enrollment as program ends
  - Investments to enhance programs will not be immediate – search and start-up
- Short-term impact will be provided by FY18 reduction of 75 class sections
  - Elimination of low volume courses in elective areas, or combinations of sections of same class
  - Will be realized through decrease in adjuncts; protects permanent faculty
  - Maintains high quality instruction and offerings for students