

Dear Colleagues,

On June 2, I shared with the University community a plan to address fiscal constraints and to invest strategically in the mission of our beloved University. To assess investment opportunities, the University of Missouri System has engaged in considerable work identifying effective, bold actions to become a stronger university.

On July 21, I [asked University leaders](#) to focus on strategic hiring and reduce non-personnel, operating expenses funded from general revenue and auxiliary budgets. By doing this, we will be able to invest in priorities including faculty and staff compensation, undergraduate scholarships, research facilities, experiential learning and other programs that lead to academic excellence. Each campus is developing an implementation plan to share with its community by September 5, 2017.

In addition, beginning mid-September, the University is conducting an administrative review to identify efficiencies, cost savings and redundant programs. Through a rigorous RFP process, the UM System has contracted with PwC to conduct this assessment of the administrative functions of both the UM System and the University of Missouri-Columbia campus.

The goal of this project is to identify, quantify and recommend the best approaches to drive down costs. We hope to leverage economies of scale and deliver better services to academic units. While the initial assessment will address UM System and MU administrative functions, the University intends to extend the recommendations, where feasible and scalable, systemwide.

A steering committee of administrative leaders, faculty and staff will play a key role in the project by providing input on the project; communicating status to constituents; and responding to periodic updates on the project and the final report. The fee for the competitively bid project is \$428,000 plus expenses.

We remain committed to transparency, collaboration and accountability as we continue to make the difficult, but necessary decisions to achieve excellence in organization and process efficiencies. Through this important effort, we will be able to invest in student success, research excellence and meaningful outreach. While doing all of this important work, we must remain good fiscal stewards and focus on being a great place to learn and work. Thank you for your continued support to strengthen the University.

Sincerely,
Mun Y. Choi, PhD
President