

# Budget Update

May 2017

MISSOURI  
**S&T**



# TIMELINE

## May 10-18, 2017

- Draft plans shared with campus community for input:
  - Short-term plan draft
  - Long-term plan proposal on what to analyze and how to evaluate

## May 19, 2017

- Campus plan submitted to UM System President

## May 26, 2017

- UM System President will review and discuss the plans with campus leaders

# TIMELINE

**June 2, 2017**

- Final plans for FY18 shared with university community

**Dec. 31, 2017**

- Long-term plan finalized

# DRAFT FY18 BUDGET

GRA = General Revenue Allocation  
 \* GRA includes open faculty lines

Reductions identified	FY12 GRA	Current Base GRA	Reduction %	Reduction/ Realignment Dollars
Provost				
CASB Academic Departments	18,065,148	22,003,581	0.7%	147,408
CASB Dean's Office	-	2,018,170 *	15.4%	310,279
College of Arts, Sciences, Business	18,065,148	24,021,751	1.9%	457,687
CEC Academic Departments	27,029,811	34,083,560	0.4%	123,445
CEC Dean's Office	508,777	4,022,004 *	13.6%	548,620
College of Engineering & Computing	27,538,588	38,105,564	1.8%	672,065
Enrollment Management	4,075,612	4,701,814	3.0%	140,000
Graduate Studies	677,862	997,261	5.0%	49,901
Information Technology	7,187,902	6,897,034	10.5%	722,034
Institutional Research	415,820	498,390	25.9%	128,847
Library & Learning Resources	2,855,725	2,873,020	0.0%	-
Office of the Provost/Faculty Senate	5,639,646 *	2,201,057	16.7%	368,120
Sponsored Programs	3,600,414	4,130,363	2.6%	106,499
Undergraduate Studies	1,790,945	1,732,730	2.3%	39,637
<b>Provost Total</b>	<b>71,847,662</b>	<b>86,158,984</b>	<b>3.1%</b>	<b>2,684,789</b>
Finance & Administration	13,916,627	16,263,107	6.9%	1,125,669
University Advancement	3,902,352	5,935,375	3.7%	221,372
Chancellor's Office	857,282	1,267,963	7.3%	92,000
Global & Strategic Partnerships	1,707,433	4,344,268	4.8%	207,873
Human Resources	812,620	1,735,242	7.8%	134,705
Student Affairs	4,603,077	4,787,208	5.5%	262,900
<b>Administrative Units Total</b>	<b>25,799,391</b>	<b>34,333,163</b>	<b>6.0%</b>	<b>2,044,519</b>

# DRAFT FY18 BUDGET

GRA = General Revenue Allocation

Reductions identified	FY12 GRA	Current Base GRA	Reduction %	Reduction/ Realignment Dollars
Utilities	4,457,760	5,105,878		
Strategic Initiatives	-	2,901,598		
New Items Commitments	-	1,007,696		
Insurance	1,148,876	2,825,997		
Summer Session Instruction	1,034,428	1,291,617		
Dedicated F&A	1,659,671	1,375,000		
Debt Service	247,000	2,825,991		
Enrollment Contingency	-	1,000,000		
Bad Debt	250,000	400,000		
Promotion & Tenure	75,000	200,000		
Administrative Services Budget (UM IT)	1,139,528	1,500,000		
Auditing	86,000	100,000		
Total Campus Accts, Utilities, Etc.	10,098,263	20,533,777		
<b>Total</b>	<b>107,745,316</b>	<b>141,025,924</b>	<b>3.4%</b>	<b>4,729,308</b>
<b>FY18 Additional Budget Realignments</b>				
Fort Leonard Wood Program				875,000
Center for Advancing Faculty Excellence (CAFÉ)				200,000
Savings from Filled Positions				347,454
Reorganization Savings				730,000
<b>Total Additional Budget Realignments</b>				<b>2,152,454</b>
<b>Grand Total</b>	<b>107,745,316</b>	<b>141,025,924</b>	<b>4.9%</b>	<b>\$ 6,881,762</b>

# DRAFT FY18 BUDGET

Reductions identified	FY12 GRA	Current Base GRA	Reduction %	Reduction/ Realignment Dollars
<b>Grand Total</b>	<b>107,745,316</b>	<b>141,025,924</b>	<b>4.9%</b>	<b>\$ 6,881,762</b>
<b>FY18 Est. Budget shortage</b>				<b>(4,600,000)</b>
<b>Balance Available for FY18 Allocations</b>				<b>2,281,762</b>
<b>FY18 Budget Requests</b>				
Misc. (Supplemental Core) Instruction Shortfall			\$ 1,600,000	1,000,000
Merit Pool			\$ 2,000,000	
Faculty Support			\$ 1,000,000	1,000,000
Lab Improvements			\$ 500,000	
Phone-a-thon			\$ 250,000	250,000
Grad Tuition/Fees			\$ 500,000	
<b>Total Requests</b>			<b>\$ 5,850,000</b>	<b>\$ 2,250,000</b>
<b>Balance</b>				<b>\$ 31,762</b>

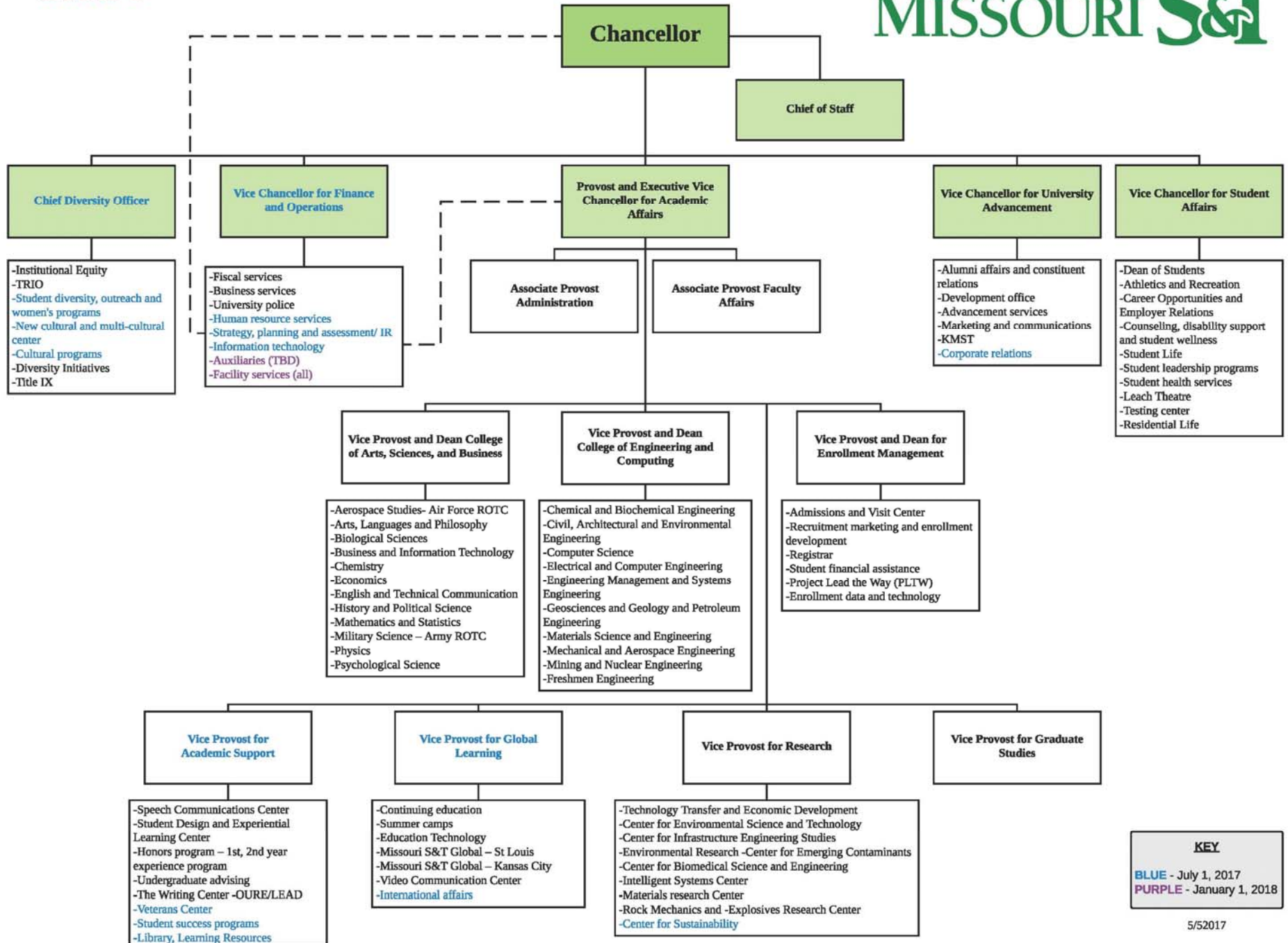
# SUMMARY OF DRAFT FY18 BUDGET

• General Revenue	\$141,025,924
• FY18 Budget Shortfall Total	4,600,000
• Reductions and Realignments	6,881,762

## Balancing the budget

What's left after expenses?	\$2,281,762
<u>FY18 Budget Allocations</u>	<u>— 2,250,000</u>
Remaining Balance	\$31,762

DRAFT



**KEY**  
 BLUE - July 1, 2017  
 PURPLE - January 1, 2018



# PROPOSED TRANSITIONS

## Areas currently in Global and Strategic Partnerships

- Global Learning → Provost's Office
- International Affairs → Provost's Office
- Corporate Relations → University Advancement
- Center for Sustainability → Vice Provost for Research's Office




# PROPOSED TRANSITIONS

## Areas currently in Human Resources, Equity and Inclusion (HREI)

- Equity, Diversity & Inclusion → Chief Diversity Officer
- Human Resources → Finance & Operations

# PROPOSED TRANSITIONS

## Shared Service Areas Moving to Finance and Operations (formerly named Finance and Administration)

- Information Technology  
(from Academic Affairs)  Finance and Operations
- Strategy, Assessment and Institutional Research  
(from Academic Affairs)  Finance and Operations
- Human Resources (from HREI)  Finance and Operations
- Auxiliaries and All Facility Services TBD

# PROPOSED TRANSITIONS

## Areas moving to Chief Diversity Officer

- New Cultural and Multi-cultural Center
- Cultural Programs
- Student Diversity, Outreach and Women's Programs

## Areas moving to Academic Support (from within the Provost's Office)

- Veterans Center
- Student Success Programs
- Library, Learning Resources



# PROGRAM PRIORITIZATION

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- Determine if programs are *excellent*
- Financially reasonable
- Alignment with the strategic plan
- “We have always done it this way” not necessarily the “best” way
- Changing landscape
- Students have different needs
- Instruction needs have changed

Prioritization focuses on resource allocation

# STRATEGIC BALANCE

Teaching/Research/Service

Fiscal Sustainability

Competing  
Expectations

Buy-in



Faculty Stability

Purpose

# GUIDING PRINCIPLES

Transparent  
Comprehensive  
Consistent  
Inclusive  
Demand-Driven  
Data-Based



## TIMELINE

- Provide Data to Academic Departments by May 31, 2017  
[e.g. Organized Course Sections, Faculty Workload, Research, Cost per Student, Enrollment by Program, Degrees Awarded by Program]
- Prioritization Assessments for academic and non-academic occur June-August, 2017
- Final Assessments non-academic due August 1, 2017
- Final Assessments academic due September 1, 2017
- Committee reviews September-October, 2017
- Results posted online and open forums November 2017
- Committee recommendations submitted to Chancellor December 1, 2017
- Results due to UM System December 31, 2017

# WHAT IS A PROGRAM

- A program is anything that utilizes resources (people, time, funding, space, equipment)
- A department/division is the administrative unit overseeing the program

## Department of Biology

### Programs:

BS Biological

BA Biological

Pre-Med

MS Applied Env Biology

## Student Affairs Division

### Programs:

COER

Residential Life

Athletics

Counseling

# PROCESS

1. Identify the programs on the appropriate forms
2. RELEVANCE - importance of the program and its alignment with the strategic plan
3. QUALITY- does it meet the needs, impact to university, reputation, learning outcomes
4. PRODUCTIVITY- quantity of output with national benchmarking
5. EFFICIENCY - effective use of resources
6. OPPORTUNITY- potential enhancement

Attachment A - Academic Programs

Attachment B - Research Centers/Signature Areas

Attachment C - Administrative and Support Programs

# PROCESS

## ACADEMIC

- Faculty/Department chairs submit program assessments (forms/data) to Vice Provost and Dean
- Vice Provost and Dean completes rubric of program
- Vice Provost and Dean submits all information to both committees

## ADMINISTRATIVE

- Directors submit program assessments (forms/data) to the division leader (Vice Chancellor or Vice Provost)
- Vice Chancellor/Vice Provost completes rubric of program
- Vice Chancellor/Vice Provost submits all information to both committees

# COMMITTEES

## Academic committee:

- Faculty senate officers (2)
- Department chairs (4), two from each college
- Faculty (2), one from each college
- Budgetary affairs faculty member (1)
- Task force faculty member (1)
- Vice provost for research (1)
- Student council (1)
- Graduate student council (1)

## Administrative committee:

- Provost (1)
- Vice provost and dean (2)
- Vice chancellor for finance (1)
- Budget director (1)
- Executive director strategy (1)
- Vice chancellor student affairs (1)
- Chief diversity officer (1)
- Vice chancellor university advancement (1)
- Vice provost enrollment management (1)
- Staff council (1)
- Student council (1)
- Graduate student council (1)

# SOURCES

- *Prioritizing Academic Programs and Services, Reallocating Resources to Achieve Strategic Balance*, Robert C. Dickeson
- BEST PRACTICES:
  - Purdue
  - Boise State
  - North Carolina
  - UC Davis