



2018 *University of Missouri* Budget Tracking Worksheet

Revenue Shortfalls & Cost Increases

Student Affairs	(17,932,680)
Intercollegiate Athletics	(5,464,259)
Total Beginning Shortfalls	(23,396,939)

Short-term Cuts & Revenue Enhancements	FTE Reduction		
	Vacant	Occupied	
Administrative Streamlining & Restructuring	67.2	18.0	2,783,012
Revenue Enhancement	-	-	6,462,471
One-time cost savings/expenditure restrictions	0.3	0.5	6,133,228
Reserves	-	-	8,018,228
Total Realized from Short-term Cuts	67.4	18.5	23,396,939

Total Shortfall included in FY 18 Budget	-
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Additional Annual Impact of Short-Term Cuts	9,164,160
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Minimum Target for Long-Term Cuts	9,164,160
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Long-term Plans

Revenue Enhancement

Explore alternate funding models	4,500,000
Increase revenue based on enrollment	4,457,000
Possible rate increase	3,191,000

Total Targets for Long-term Cuts	12,148,000
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Future Strategic Investments	2,983,840
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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	Key Area	Reasons	Explanation	Implementation Date	Responsible Party	FTE Reduction		Savings	
						Vacant	Occupied	2018	Recurring Annualized
Intercollegiate Athletics	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	Eliminate Executive Assoc. Ad position, facilities position, and additional 1.0 FTE	7/1/2017	ICA	2.0	1.0	367,200	367,200
Intercollegiate Athletics	One-time cost savings/expenditure restrictions	Efficiency/ annual upgrades not needed	Defer Tech upgrades	7/1/2017	ICA	-	-	300,000	-
Intercollegiate Athletics	Revenue Enhancement	Increase in revenue	Engage consultant with aggressive outbound ticketing	7/1/2017	ICA	-	-	2,200,000	-
Intercollegiate Athletics	Revenue Enhancement	Increase in revenue	Aggressive ticketing to help drive contributions	7/1/2017	ICA	-	-	1,000,000	-
Intercollegiate Athletics	Revenue Enhancement	Increase in revenue	Aggressive ticketing to help drive concessions, parking, sales	7/1/2017	ICA	-	-	200,000	-
Intercollegiate Athletics	One-time cost savings/expenditure restrictions	Efficiency & cost savings	Reduce scope of Student Athlete tablet program	7/1/2017	ICA	-	-	450,000	250,000
Intercollegiate Athletics	One-time cost savings/expenditure restrictions	Efficiency & cost savings	Reduce expense and equipment purchases	7/1/2017	ICA	-	-	947,059	295,000
Student Affairs	One-time cost savings/expenditure restrictions	Capital project elimination	Campus Dining-Deferred capital projects	7/1/2017	VC Student Affairs	-	-	1,031,352	-
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	Campus Dining-FTE reduction	8/1/2017	VC Student Affairs	-	0.5	10,920	10,920
Student Affairs	Revenue Enhancement	New revenue streams	Campus Dining-New dining plan for off-campus students- "Tiger Plan"	8/1/2017	VC Student Affairs	-	-	469,800	469,800
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	Campus Dining-Operating expense reductions (travel training, supplies, etc)	8/1/2017	VC Student Affairs	-	-	264,299	264,299
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	Campus Dining-Previously budgeted merit increase	9/1/2017	VC Student Affairs	-	-	76,269	76,269
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	Campus Dining-Staff vacancies through attrition	7/1/2017	VC Student Affairs	1.0	-	28,642	28,642
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	Campus Dining-Staff vacancies through attrition	8/1/2017	VC Student Affairs	1.8	-	36,918	36,918
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	Campus Dining-Staff vacancies through attrition	8/1/2017	VC Student Affairs	8.8	-	164,430	164,430
Student Affairs	Revenue Enhancement	Rate/Fee increase	Counseling Center-Student fee increase	8/1/2017	VC Student Affairs	-	-	34,534	34,534
Student Affairs	Reserves	Bridge funding	Disability Center-Support from Campus Dining to cover structural deficit	8/1/2017	VC Student Affairs	-	-	100,000	115,000
Student Affairs	Reserves	Bridge funding	Disability Center-Support from Mizzou Store to cover structural deficit	8/1/2017	VC Student Affairs	-	-	100,000	115,000
Student Affairs	Reserves	Bridge funding	Disability Center-Support from VCSA to cover structural deficit	8/1/2017	VC Student Affairs	-	-	28,274	32,515
Student Affairs	Revenue Enhancement	New revenue streams	Missouri Student Unions-One-time student fee allocation for deferred maintenance	8/1/2017	VC Student Affairs	-	-	250,000	
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	Missouri Student Unions-Operating expense reductions (travel training, supplies, etc)	7/1/2017	VC Student Affairs	-	-	80,000	80,000
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	Missouri Student Unions-Outsource custodial services	1/1/2017	VC Student Affairs	-	-	18,555	18,555
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	Missouri Student Unions-Reduced facility hours	7/1/2017	VC Student Affairs	-	-	21,535	21,535
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	Missouri Student Unions-Reduction in overtime pay	7/1/2017	VC Student Affairs	-	-	16,000	16,000
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	Missouri Student Unions-Staff vacancies through attrition	7/1/2017	VC Student Affairs	2.4	-	40,000	40,000
Student Affairs	One-time cost savings/expenditure restrictions	Capital project elimination	Mizzou Store-Deferred capital projects	7/1/2017	VC Student Affairs	-	-	838,624	-
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	Mizzou Store-Expected attrition (retirements, voluntary tap, moving, etc.)	5/15/2017	VC Student Affairs	-	1.0	44,413	44,413
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	Mizzou Store-Expected attrition (retirements, voluntary tap, moving, etc.)	12/31/2017	VC Student Affairs	-	1.0	40,611	40,611
Student Affairs	One-time cost savings/expenditure restrictions	Capital project elimination	MizzouRec-Deferred capital projects	7/1/2017	VC Student Affairs	-	-	310,402	-
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	MizzouRec-FTE reduction	7/1/2017	VC Student Affairs	0.3	-	13,357	13,357
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	MizzouRec-GA reduction	7/1/2017	VC Student Affairs	1.0	-	35,000	35,000
Student Affairs	Revenue Enhancement	Rate/Fee increase	MizzouRec-Non student membership rate increase	7/1/2017	VC Student Affairs	-	-	36,000	36,000
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	MizzouRec-Professional development and travel expense reduction	8/1/2017	VC Student Affairs	-	-	5,000	5,000
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	MizzouRec-Reduced facility hours	8/1/2017	VC Student Affairs	-	-	59,594	59,594
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	MizzouRec-Staff vacancies through attrition	7/1/2018	VC Student Affairs	2.0	-	121,833	121,833
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	MizzouRec-Transistion 14 clubs to ORG (reduction to insurance and overhead cost)	8/1/2017	VC Student Affairs	-	-	23,335	23,335
Student Affairs	Revenue Enhancement	Rate/Fee increase	ResLife-Begin charging fee for student conduct cases	9/1/2017	VC Student Affairs	-	-	20,000	20,000
Student Affairs	Revenue Enhancement	Rate/Fee increase	ResLife-Board approved increase to room rate	7/1/2017	VC Student Affairs	-	-	1,222,137	1,222,137
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Expected attrition (retirements, voluntary tap, moving, etc.)	7/1/2017	VC Student Affairs	-	1.0	52,207	69,609
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Expected attrition (retirements, voluntary tap, moving, etc.)	11/30/2017	VC Student Affairs	-	1.0	68,928	137,856
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Expected attrition (retirements, voluntary tap, moving, etc.)	12/31/2017	VC Student Affairs	-	2.0	39,926	159,763
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Expected attrition (retirements, voluntary tap, moving, etc.)	9/1/2017	VC Student Affairs	-	2.0	55,202	73,602
Student Affairs	One-time cost savings/expenditure restrictions	Consolidation	ResLife-Hall Closing - Operating expense (data ports, desk operations, solid waste)	7/1/2017	VC Student Affairs	-	-	359,984	359,984
Student Affairs	One-time cost savings/expenditure restrictions	Consolidation	ResLife-Hall Closing - Utilities	7/1/2017	VC Student Affairs	-	-	507,836	507,836
Student Affairs	Revenue Enhancement	New revenue streams	ResLife-Increasing FTC yield by 2.5% by more strictly enforcing the housing policy	8/1/2017	VC Student Affairs	-	-	750,000	750,000
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	ResLife-Landscape services contract adjustments	7/1/2017	VC Student Affairs	-	-	48,000	48,000
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	Layoff	8/15/2017	VC Student Affairs	-	1.0	16,894	33,788
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	Layoff	8/26/2017	VC Student Affairs	-	2.0	54,160	108,320
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	Layoff	9/1/2017	VC Student Affairs	-	1.0	17,485	34,971
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	Layoff	9/9/2017	VC Student Affairs	-	1.0	30,874	61,748
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	Layoff	9/23/2017	VC Student Affairs	-	3.0	81,458	162,916
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	Layoff	9/29/2017	VC Student Affairs	-	1.0	29,931	59,862
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	ResLife-Operating expense reductions (travel training, supplies, etc)	7/1/2017	VC Student Affairs	-	-	309,236	309,236
Student Affairs	Revenue Enhancement	New revenue streams	ResLife-Partnership with the College of Engineering 2+2 program	7/1/2017	VC Student Affairs	-	-	250,000	300,000
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	ResLife-Previously budgeted merit increase	7/1/2017	VC Student Affairs	-	-	342,634	342,634
Student Affairs	Revenue Enhancement	New revenue streams	ResLife-Recover administrative costs spent managing RHA (Res Hall Assoc)	9/1/2017	VC Student Affairs	-	-	30,000	30,000
Student Affairs	Reserves	Bridge funding	ResLife-Reserves	6/30/2018	VC Student Affairs	-	-	7,750,000	-



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	Key Area	Reasons	Explanation	Implementation Date	Responsible Party	FTE Reduction		Savings	
						Vacant	Occupied	2018	Recurring Annualized
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	ResLife-Residential Academic Programs (RAP) programming reductions	7/1/2017	VC Student Affairs	-	-	37,000	37,000
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	8/1/2017	VC Student Affairs	1.0	-	47,740	47,740
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	10/31/2017	VC Student Affairs	1.0	-	76,080	76,080
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	5/10/2017	VC Student Affairs	1.0	-	40,456	40,456
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	7/1/2017	VC Student Affairs	4.0	-	228,635	228,635
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	7/1/2017	VC Student Affairs	2.0	-	76,559	76,559
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	7/1/2017	VC Student Affairs	7.0	-	226,664	226,664
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	7/1/2017	VC Student Affairs	2.4	-	40,529	40,529
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	7/1/2017	VC Student Affairs	9.3	-	155,407	155,407
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	ResLife-Staff vacancies through attrition	7/1/2017	VC Student Affairs	18.5	-	444,117	444,117
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	Student Life-GA reduction	7/1/2017	VC Student Affairs	1.3	-	27,375	27,375
Student Affairs	Reserves	Bridge funding	Student Life-Reserves	7/1/2017	VC Student Affairs	-	-	39,954	-
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	Student Life-Staff vacancies through attrition	7/1/2017	VC Student Affairs	0.1	-	1,148	1,148
Student Affairs	One-time cost savings/expenditure restrictions	Program Consolidation, Efficiency & Cost Savings	Student Life-Student programming reductions	8/1/2017	VC Student Affairs	-	-	110,237	110,237
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	VCSA-Advancement Officer shared with Division of IDE	7/1/2017	VC Student Affairs	0.1	-	14,191	14,191
Student Affairs	Administrative Streamlining & Restructuring	Staff Vacancy through attrition	VCSA-GA reduction	8/1/2017	VC Student Affairs	0.5	-	15,000	15,000
Student Affairs	Administrative Streamlining & Restructuring	Program Consolidation, Efficiency & Cost Savings	VCSA-Portion of Advancement overhead moved to gifts	7/1/2017	VC Student Affairs	-	-	15,000	15,000



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	Key Area	Description	Reasons	Explanation	Target Date	Responsible Party	Targeted Savings
Intercollegiate Athletics	Revenue Enhancement	Renegotiate vendor contracts	Enhance revenue streams	Re-negotiating vendor contracts	1/1/2018	ICA	1,500,000
Student Affairs	Revenue Enhancement	Lease vacant resident hall space to campus partners	Lease vacant reshall space to campus partners	Lease vacant reshall space to campus partners	9/1/2017	VC Student Affairs	3,000,000
Student Affairs	Revenue Enhancement	ResLife increase from possible rate increase	ResLife increase from possible rate increase	Possible Room rate increase (3%)	8/1/2018	VC Student Affairs	\$1,250,000
Student Affairs	Revenue Enhancement	ResLife increase in revenue from enrollment	ResLife increase in revenue from enrollment	Increased occupancy in res halls (150 students)	8/1/2018	VC Student Affairs	\$1,130,000
Student Affairs	Revenue Enhancement	Campus Dining increase from possible rate increase	Campus Dining increase from possible rate increase	Possible Board rate increase (3%)	8/1/2018	VC Student Affairs	\$260,000
Student Affairs	Revenue Enhancement	Campus Dining revenue increase from enrollment	Campus Dining revenue increase from enrollment	Increased occupancy in res halls (150 students)	8/1/2018	VC Student Affairs	\$715,000
Student Affairs	Revenue Enhancement	MizzouStore revenue increase from enrollment	MizzouStore revenue increase from enrollment	Increased revenue from enrollment (150 students)	8/1/2018	VC Student Affairs	\$282,000
Student Affairs	Revenue Enhancement	ResLife increase from possible rate increase	ResLife increase from possible rate increase	Possible Room rate increase (3%)	8/1/2019	VC Student Affairs	\$1,280,000
Student Affairs	Revenue Enhancement	ResLife increase in revenue from enrollment	ResLife increase in revenue from enrollment	Increased occupancy in res halls (150 students)	8/1/2019	VC Student Affairs	\$1,160,000
Student Affairs	Revenue Enhancement	Campus Dining increase from possible rate increase	Campus Dining increase from possible rate increase	Possible Board rate increase (3%)	8/1/2019	VC Student Affairs	\$401,000
Student Affairs	Revenue Enhancement	Campus Dining revenue increase from enrollment	Campus Dining revenue increase from enrollment	Increased occupancy in res halls (150 students)	8/1/2019	VC Student Affairs	\$880,000
Student Affairs	Revenue Enhancement	MizzouStore revenue increase from enrollment	MizzouStore revenue increase from enrollment	Increased revenue from enrollment (150 students)	8/1/2019	VC Student Affairs	\$290,000