

**REVISED DRAFT**

**CONFIDENTIAL**

**Report to the UMKC Faculty Senate**

**Examination of UMKC's  
Division of Administration and Finance  
"Findings and Observations"**

**By the Committee on Organizational  
Structure and Community Outreach  
(COSCO)**

**Revised 1/11/06**

## **Introduction**

The Senate's Committee on Organization Structure and Community Outreach (COSCO) met with Vice-Chancellor Larry Gates on May 4 and 19, 2005 for about two hours on each time. Mr. Gates provided the Committee with a number of documents; all of those relevant to Administration and Finance are included into the appendices of this report and much of the analysis in this report is based on the same documents. Some of the analysis herein is also based on our interviews with Mr. Gates and his responses to two sets of questions that were submitted to him in October 2005.

## **Division of Administration and Finance**

This Division is headed by a Vice Chancellor for Administration and Finance, Larry C. Gates (see Table of Organization). As of May 2005, he was assisted by one support staff individual (Sandra Leach). He oversees 5 subdivisions: Finance, Affirmative Action, Diversity in Action, Human Resources, and Administration. Finance and Administration are headed by Assistant Vice Chancellors (Nancy Zielke and Rick Anderson, respectively). Equal Opportunity and Affirmative Action was headed by a Director (Darlene Scott-Scurry) until she relocated to another university in the summer of 2005 and Diversity in Action was headed by an Executive Director (Joseph Seabrooks, Jr.) until he relocated to another university in February 2005. Human Resources is headed by an Assistant Vice Chancellor (Doug Buchanan).

The sizes of the subdivisions varies greatly, according to an October 31, 2004 Census (see Census). Finance had 24 employees. Affirmative Action had 2 and Diversity in Action had 3. Human Resources had 13. And Administration had 296. The total number of employees in the Division, including Larry Gates and Sandra Leach (but not including procurement) totaled 340 people. That total is 45 less than the 385 employees as of the census in Oct. 2001. The reductions have come mainly from VERIPs in Campus Facilities Management (a loss of 24 employees), from UM system taking over Procurement (a "loss" of 15 employees), and from reductions in Business Services (a loss of 7 employees, most from the outsourcing of addressing). The trend continues to be reductions in the work force. For example, between October 2004 and May 2005, 8 more positions were eliminated, one was frozen (Director of Diversity in Action), and one was added (Senior Accountant in the Cashiers Office). According to Mr. Gates, turnover statistics for the first quarter of FY 2006 show an average number of employees of 326. However for FY 2006 there were plans to add 3 managers (in Compensation and Benefits, Training and Recruitment, and Employee Relations) and a Compensation Specialist to Human Resources; the funds are to come from "existing resources" in the Division of Administration and Finance.

Equal Opportunity and Affirmative Action (EOAA) develops and carries out a university-wide affirmative action program and handles any complaints about discrimination. EOAA ensures that women and minorities are fairly represented in employment and educational programs. As the campus coordinator for the Americans

with Disabilities Act (ADA), it handles any questions about reasonable accommodations for those with disabilities.

Diversity in Action is a more recent unit that evolved out of the Blueprint process of the Gilliland Administration. Its main function seems to have been that of holding diversity empowerment workshops. Its concerns with diversity in curriculum and with student relations appear to have been duplicative. It should be noted that oversight of Diversity in Action is provided by a self-appointed advisory committee/council.

The three largest subdivisions are in turn divided into departments. Finance has a very logical breakdown into departments of collection, accounting and budgeting and the roles of the employees are clearly defined. In the accounting unit there reportedly has been a real upgrading of the employee qualifications. To wit, in 2001 1 individual in accounting actually had an accounting degree; in 2005 all employees there have an accounting degree and the director is a Certified Public Accountant (CPA).

Human Resources seems to be broken into roles more than departments with the specializations of the employees not as clear from their titles. Administration is divided into 6 departments: Business Services, with 18 employees, basically includes the mailroom and mail services, ticket sales, the real estate manager, workers comp and risk management, and a driver and a courier.

Campus Facilities Management, with 221 employees, is really a collection of 11 departments concerned with custodial service of buildings, maintenance and repair of buildings and utilities, and construction. It includes custodians, grounds keepers, mechanical trades specialists, painters, carpenters, floor care technicians, bus drivers, laborers, boiler maintenance operators, mason-tuckpointers, construction project managers, clerks, a fire inspector, a maintenance service attendant, an interior designer, and an Hvac manager. According to Campus Facilities own web site: "the majority of our staff positions are not funded by the university therefore nearly all of our services are re-charged. Work orders are the primary source of funding for our department." Without competition, such work orders may well cost the user more than necessary and thus be a costly drain of scarce academic resources.

Campus Facilities Management has the primary responsibility for planning and maintaining the classrooms. There seems to be a shortage of large classrooms available for afternoon meetings. There also may be a shortage of classrooms sufficiently large to accommodate anticipated increases in enrollments in the near future.

Parking and Transportation has a manager of parking operations and 6 employees, who are clerks (2), parking services officers (2), a mechanical trades specialist, and a parking lot attendant. One assumes that a number of the Police Department employees (36 Total) are used in support of parking operations, particularly in giving tickets to faculty/staff and students with parking stickers who cannot find a parking space in the assigned area because parking stickers are routinely oversold; that is, more stickers are sold than there

are parking spaces for those with stickers. As for the Police Department, it is well supplied with personnel – 2 captains, 7 sergeants, 5 communications operators, 1 director, 1 assist. director, 1 admin. assist., 12 police officers, and 7 security guards.

The University Bookstore has 13 employees – 5 clerks, 1 buyer of books, 1 buyer of merchandise, 1 director, 1 manager of operations, 1 book department supervisor, 1 storeroom supervisor, 1 coordinator of business affairs, and 1 receptionist.

Procurement Services optimizes customer service while providing products and services that maximize system resources. Catherine Barker is the Procurement Services Manager and Jim Shatto is the Senior Buyer for the campus. With a staff of six, the department is responsible for assisting departments in acquiring goods and services that meet the end user's needs with minimal use of University resources. The staff works with departments on bid requests, processing PeopleSoft purchase orders, and maintaining vendor insurance files. They also provide PeopleSoft training and requisition support to the campus. Finally, they oversee the procurement cards and fleet cards as well as manage and auction surplus property. The procurement cards have reportedly allowed for the number of employees in this unit to be reduced from 15 to 6. However, in the recent past there have been some serious problems with misuse of procurement cards for unauthorized personal purposes, with credit limits on those cards, and with restrictions on who can use the cards for what purposes. (See Procurement Cards.) According to Mr. Gates, unit audits that indicate such problems “require unit level management to implement corrective actions immediately. We conduct follow up audit reviews on a 6 months basis to insure systems are in place and functioning properly” (Larry Gates, correspondence with authors, 10/17/05).

We tried to update the census figures for Campus Facilities Management, the largest part of Administration and Finance, to determine how many more employees it had hired since last year. However, many of the web sites for the various departments within Campus Facilities Management did not list the names of the employees.

### **Curator/Trustee owned properties**

The UMKC Trustees and the Curators of the University of Missouri owned 157 properties or parcels of land between 53<sup>rd</sup> St. and 55<sup>th</sup> St. and Holmes St. and Troost Avenue as of May 1, 2005 (see list of properties and Planning Zone Map). Of the 157 total, 28 were used by the University for such things as offices, board preparation, Printing, international students, Research Services, ROTC, and several centers. The other 129 properties are house, duplex, and apartment rentals leased by staff, students, or non-affiliates through a UMKC real estate office manned by a manager and an administrative assistant; some of those rentals were also vacant. Students occupied 58 rentals, staff some 32 rental units, and non-affiliates some 35 units; 15 units were vacant. All but 3 of the vacancies occurred along Troost or Harrison.

The Curators and Trustees are trying to acquire all of the parcels or properties in the area described above, which consists of 8 blocks. If we number the blocks 1 through 4,

starting in the northeast and going west from Troost to Holmes, and 5 through 8, starting in the southeast from Troost to Holmes, we can see some patterns. In blocks 1 through 4 the Curators and Trustees own 92%, 73%, 88%, and 85% of the parcels, respectively. In blocks 5 through 8, they possess 50%, 70%, 48%, and 65%, respectively. The goal is 100% ownership for the purpose of redevelopment, with the acquisition of properties between 53<sup>rd</sup> and 54<sup>th</sup> streets in the next few years. That target is pursued quietly and only when the property is for sale. If the property is sold by an owner who refuses to sell to the University, no attempt is made to contact the new buyers to ascertain if they would sell the property to the Curators or Trustees for the right price. When the University buys the property from the Trustees, they receive the amount paid for the property plus the cost of improvements, not the appraised value. The University gets a 6% management fee from the Trustees and reportedly breaks even on these properties. UMKC does make a profit on the real estate owned by the Curators.

In addition to the properties in the eight blocks discussed above, the Curators have acquired most of the land west of Oak Street and between Volker Blvd. in the north and Central United Methodist Church in the south. UMKC hopes that this land will be a site for privately-owned student housing that the University would help market.

## **Budgets**

### **Personnel Budget**

It is very difficult to assess the trend on personnel budgets for Administration and Finance. We received original budget figures for FY 2002, 2003, 2004, 2005, and 2006 (see Personnel Budgets). COSCO asked for budget data for FY 2000 as well, but were told by Mr. Gates that accounting changes resulting from PeopleSoft Financials make direct comparison between then and the current year budget “grossly misleading.” Nevertheless, he provided an estimate of \$13,440,120 for FY 2000 compared to \$16,459,539 for FY 2006, which represents an annual increase of 3.7%.

Original budget figures do not indicate what was actually spent on personnel in the completed years. So we are left with comparing planned spending for the different years. Nevertheless some useful comparisons can be made. For example, the Vice Chancellor’s Office personnel budget went from \$236,400 in FY 2003 to \$324,169 in FY 2006, an increase of over 37%. Finance’s personnel budget increased over 100% from FY 2002 to FY 2005 due to “reorganization of people and budgeting” (Larry Gates, interview, 6/05) – from \$739,764 in FY 2002 to \$1,442,679 in FY 2006; this dramatic change mainly reflects the creation of a professional budget office beginning in FY 2002 and which now consists of, according to Mr. Gates, one executive administrator and two professional budget analysts. Funding for the budget unit came from within the Division, according to Mr. Gates, either in existing salary positions or through reallocation from other units in the Division. Personnel costs for Diversity in Action were transferred from the Provost’s Office to Administration and Finance and topped out at \$129,838 in FY 2005, before the departure of its director in February 2005. Procurement personnel costs were transferred entirely to UM System. A personnel budget item of “Administration – Operations”

shows up for the first time in FY 2005; it increases by nearly 6% in FY 2006. This item covers the salary, benefits, and operating expenses of the Assistant Vice Chancellor for Administration. According to Mr. Gates, that position was funded through staffing reductions through VERIP initiated in 2003. Several of the units actually show a decrease from FY 2002 to FY 2006: Vice Chancellor's Office, Human Resources, Affirmative Action, Business Services, Parking/Transportation. And several other units show a significant increase in personnel budgets from FY 2002 to FY 2006: Finance (over 100%), Campus Facilities (nearly 9%), Police (over 12%), and Bookstore (nearly 15%).

To present a more detailed picture of the trend in personnel salaries see in the appendices "Selected UMKC Administration and Finance Division Positions at Oak Street by Salary Level, as of 9/30." That table shows some substantial salary changes from 2000 to 2004.

### **Annual Budget**

The total annual budget for FY 2006 is \$45,521,526, of which \$25,195,965 comes from General Revenue Allocation (GRA)(see Annual Budgets). Almost all the rest of the monies come from sales and services, some \$14,924,164. The remainder of the monies comes from the beginning balance (\$3,527,659, nearly one-half of which is restricted) and miscellaneous funds (which is a considerable \$1,165,069). A cursory inspection of preceding FYs indicates that in some years there is little beginning balance to carry over. COSCO asked for annual budget data for FY 2000 and was told that because of PeopleSoft implementation it was impossible to compare FY 2000 with FY 2006; nevertheless, Mr. Gates estimated that the unrestricted current funds budget was \$42,826,209 for FY 2000 vs. \$41,520,198 for FY 2006.

The personnel budget makes up about 35 to 40% of the annual budget for Administration and Finance, depending on the year. Most of the personnel budget is paid for by sales and services of "service operations" and "auxiliaries" (see Annual Budgets). For example, in FY 2006, it is anticipated that over 90% of the personnel budget (\$16,459,559) will be paid for through sales and services. Some \$4 million plus of sales and services is expected to come from internal recharges (that is, charges to other UMKC units for such things as painting and carpentry work) of Campus Facilities Management – a "service operation". Nevertheless, "service operations" do not generate surplus capital but actually expend more monies they generate. This reality would seem to prod the service operations to raise their charges to meet costs rather than to price their charges to be competitive in the marketplace. It is clear that "auxiliaries," which include the Bookstore, Parking/Transportation, and Rental Property, generate significant surplus capital to the tune of nearly \$2 million even after the cost of providing parking for the bookstore is taken into account.

### **Parking Fund**

As everyone knows, the State of Missouri provides no public funding of parking (see Parking Fund). As a land-locked campus, UMKC is preparing for larger student

enrollments by saving money for parking structures to gradually replace some of the surface parking lots. Faculty/Staff pay \$33 per month for their parking stickers. Students pay \$72 (?) per semester for a 24-hr. parking sticker and \$48 (?) per semester for a day pass. The parking meters now require 75 cents per hour. As these parking structures are typically built with bond money, there is a further savings that is necessary to meet bond obligations. In FY 2002 the original budget was \$1,679,012 and by FY 2006 the original budget had ballooned to \$3,963,000, an increase of over 136%. Virtually all of the monies in these budgets comes from "sales and services."

How is this money expended each year? It goes to funding (1) personnel, (2) expenses and equipment, and (3) transfers. Personnel costs have risen from \$270,003 on FY 2002 to \$348,017 in 2006, an increase of almost 29%. Expenses and equipment tend to cost between 40 and 46% as much as personnel costs in the last several years. During the same period, total transfers have ranged between a little over \$800,000 and \$1,000,000. Where this transfer money goes remains unclear at this time. Most of this transferred money is for debt service payment on the Rock Hill parking structure, which includes overhead charges provided by other departments in Administration and Finance to parking. The non-mandatory transfers go to Campus Police for their security services for parking and garages and for contributions to a capital pool fund for "small capital investments" in the parking system.

### **Central Mail Fund**

The central mail fund is difficult to evaluate because personnel working in the mailroom were not paid from this budget until starting in FY 2005 (see Central Mail Fund). To pay them transfer-ins were initiated in FY 2005. If we subtract those personnel expenses for FY 2005 and FY 2006, we find that the budget for the central mail fund has risen from \$550,000 in FY 2002 to \$655,050, an increase of over 19%. This increase has been funded by larger beginning balances and the addition of "miscellaneous income," which reflects a bulk mail fee assessment to users.

### **Rental Properties Fund**

Rental properties fund was created in FY 2004; presumably before that year the budget was part of Business Services. The budget is clear cut, consisting of beginning balances that represent a part of rental profits and "miscellaneous income," which is mainly income from Board of Curator properties and from the management fee charged to UMKC Trustees for managing their property. Each year after all expenses, rental properties produce a modest profit of over \$110,000. The operating surplus is "land banked" for future campus expansion between 53<sup>rd</sup> and 55<sup>th</sup> streets on the north and south and between Troost and Holmes on the east and west.

### **Campus Facilities Planning, Design and Construction Fund**

This fund has seen a very large increase in recent years, presumably due to new buildings and parking structures planned for the campus (see Campus Facilities Fund). The budget for FY 2002 was \$340,000 and for FY 2006 is \$896,045, an increase of almost 164%. This fund starts the year with significantly more money than it finished the previous year; thus, it is fair to say that other university units subsidize it. It is worth noting that the personnel budget in this fund has risen from \$240,500 in FY 2002 to \$445,750 in FY 2006, an increase of more than 85%.

### **Building Services Fund**

This fund, the budget of which has remained around \$4 million since FY 2002, appears to be dependent almost entirely on recharges to units. For example, the cost of goods sold to Business Services was \$1,400,000 in FY 2005 and the charges for "sales and services" were \$4 million in the original budget. The difference is \$2,600,000, which essentially covered the personnel expenditures of \$2,581,237. There is some movement down as well as up in the personnel expenditures from year to year, indicating either departed employees or retired personnel that are not replaced immediately. Nevertheless from FY 2002 to FY 2005 the personnel expenses increased more than 23%.

About 40% of the "sales and services" are for maintenance and repair, with labor charged at \$29/hour. However, the academic units have no budgets specifically for maintenance and repair, just E & E funds.

### **University Garage Fund**

This fund has steadily declined since FY 2002, from \$597,000 to \$325,010 in FY 2006. This trend reflects both a decrease in the number of personnel in the garage and a decline in "sales and services."

### **Central Box Office Fund (Business Services)**

It is difficult to evaluate this fund, which seems to be supported primarily by sales and services (\$240,000 in FY 2006) with some modest subsidy via transfers-in (\$65,000 in FY 2006). The expenditures are primarily for personnel (\$259,000 in FY 2006) with operating expenses ranging from \$25,000 in FY 2005 to \$90,000 in FY 2006.

### **Bookstore Fund**

It will come as a surprise to many that the Bookstore is a money losing operation. If we consider that the last two fiscal years (2005 and 2006), when utility expenses and full costing has been charged the Bookstore as expenses, the Bookstore has lost nearly \$1 million per year. Personnel expenses for the Bookstore have risen from \$695,668 in FY 2002 to \$798,716 in FY 2006, an increase of almost 15%. The mandatory transfer is for



debt service payment on capital improvements made recently to the bookstore. The non-mandatory transfer is for a capital pool fund to pay for “small capital improvements in the future.” (Note: until FY2005 the Bookstore was under Student Affairs and in FY2003 there were mandatory and non-mandatory transfers, in fact, of \$142,680 and \$30,396, respectively.)

#### **Addressing Services Fund (Business Services)**

This fund was reduced and finally eliminated in FY 2005.

#### **Police Services Fund**

This fund was virtually eliminated in FY 2003.

#### **Cohort of Institutions with units with which Administration and Finance is compared by UM System**

There are reportedly some 39 other institutions used for comparison. Most have Administration and Finance combined (27), a few have the two functions separated (7), and even fewer have some “hybrid structure” (5). It is impossible to tell if these proportions are representative of comparable institutions or if most universities in the cohort were selected because they do combine Administration and Finance (see Comparison Cohort). Nor is it clear why universities in high tax or high growth states (e.g., University of Illinois-Chicago, SUNY-Buffalo, University of Nevada-Reno, and University of South Florida) are considered alongside those in low tax or low growth states (e.g., University of Memphis and University of Alabama-Birmingham). In fact, most of the so-called comparable institutions for Administration and Finance are better supported financially by their states than is UMKC. Missouri is clearly a low tax and low growth state that should not be compared with most of the institutions in the cohort to assess the operational costs or efficiency of Administration and Finance.

#### **Consultant Expenses FY 2002-FY2005**

In the four fiscal years for which we were provided information, Administration and Finance spent a reported \$185,441 on consultants’ fees (see Consultant Expenses). Sometimes the consultation was for “senior administrators,” sometimes for a specific unit such as the police or Human Resources, and one time for as many as 300 employees.

The consultations were of three types: transformational, clerical-technical, and energy conservation. By far, the largest sum of money paid to consultants – \$131,589 (or over 70% of the total) – went for the purpose of transformation, the rallying cry of the Gilliland Administration. Some 300 employees were trained in what appears to have been a couple of one-day seminars on how to provide better customer service by respecting diversity, listening to co-workers better, etc. Some 30 staff were trained in how to use a “balanced scorecard” as an evaluation system that would supposedly put in place a new approach to strategic management “that enables organizations to clarify their

vision and strategy and translate them into action” (see [www.balancedscorecard.org](http://www.balancedscorecard.org)). The Finance staff appears to have been “transformed” by the Civic Leadership Training Council, Inc., which focuses primarily on encouraging individuals to volunteer more in their communities. These are just several of the transformational consultations.

The clerical-technical consultation for \$18,900 was provided by Bonnie Bourne, a consultant with UM System. This appears to have been necessary to facilitate division-planning sessions and to train workers on the technical aspects of accounts payable, purchase orders, procurement cards, and a new student loan process. Apparently, this consultation led to 14 members of Central Administration’s divisions agreeing on the advisability of campus-wide agreements on maintenance contracts and recommending the elimination of the petty cash reimbursement system. These changes and others in accounts payable resulted in a cost savings of \$150,000. In addition, the new student loan process is expected to produce a total net annual savings of another \$150,000.

The energy conservation consultation for \$34,960 was provided by Grant Thornton, a world-renowned audit firm that helped the University identify ways to reduce utility costs. The recommendations of Grant Thornton reportedly led to a utility cost savings of over \$500,000 per year via a computerized steam trap maintenance program, night set-back programs, and insulation projects.

### **Shared Service Centers**

Administration and Finance is contemplating the implementation of Shared Service Centers (SSCs), which may be defined as “the consolidation, standardization, and reengineering of a support process or processes into one or more units serving the entire organization” (see Shared Services – Information Document). SSCs are supposed to provide high-quality but low-cost financial services to line management. How is this done? Each SSC consolidates services for several units into a separate subsidiary, which reduce costs through economies of scale (fewer employees working more intensely). For example, in FY 2002 UMKC spent \$8 million in salary costs “to process the budget, procurement and human resource related business transactions (see Reallocation, Operations and Revenues). About 50% of that \$8 million was spent in the academic units and \$1.2 million was spent in Central Administration. Also in FT 2002 UMKC spent \$5.9 million in salaries for personnel dealing with student support processes; 54% of those expenditures were in the academic units.

A study was conducted recently of employees in Central Administration who handled various support processes (accounts payable and purchase orders, procurement postings and reconciliations, accounts receivable, payroll, etc.). It found that 36 employees spread across seven different units in Central Administration could be replaced by a SSC with about 9 employees.

Nota bene: the concern with SSCs that the academic units will have is (1) maintaining their in-house staff support to deal with students, the public, and unit-specific administrative needs, (2) their lack of control over SSC personnel, and (3) that SSCs are

set up as profit centers, with the users paying for services. A scenario with the SSCs in place might be that a professor submitting a travel voucher would do this through an SSC that would process the claim and then charge the professor's unit a processing fee. The academic units would have to receive additional funds to cover the costs of using the services of the SSCs or face further erosion of their limited resources.

### **Recommendations**

1. There should be tables of organization, complete with job responsibility descriptions, down to the sub-department level. This need is most acute for Campus Facilities Management, which as of the census of 10/31/04 had 221 employees.
2. Affirmative Action and Diversity in Action offices should be combined with the Office of Diversity, which should be directly under the Chancellor.
3. Rental properties of the Curators and the UMKC Trustees are interspersed with privately-owned homes. The University should try to complete the acquisition of privately-owned properties between 53<sup>rd</sup> St. and 55<sup>th</sup> St. and Holmes St. and Troost Ave. as quickly and quietly as possible.
4. All positions above the level of director, with the exception of that of the Vice Chancellor, should be reclassified as director positions with commensurate salaries, which should entail salary reductions in most cases.
5. Internal recharges are listed at over \$6 million in the budget for FY2006. Campus Facility Management services for which academic units are charged should be bid, with competitive bids from private outside contractors allowed.
6. Parking on campus is problematic, as always. The Parking Fund has a carry-over balance that has grown far faster than the revenues of original operating funds. The belief, whether correct or not, is that the carry-over is building up from fines given to individuals who park in places not permitted by their stickers. Faculty and Staff who pay monthly for parking stickers should be able to park at least at parking meter sites (which tend to be underutilized anyway) when spaces requiring stickers are not free. Or Administration and Finance could begin to control entrance into parking sticker lots and stop selling more parking stickers than there are spaces available at any given time for cars with such stickers.
7. The comparison cohort for Administration and Finance is 38 universities. Most of these are located in states with better tax support of public education. Let's have a realistic and small cohort that cannot be cherry-picked for a particular comparison.

8. Consulting contracts should require special approval at the highest Campus administrative level. There should be bids for contracts that are public. More thought should be given to using in-house talent for paid consulting.
9. Divide the current Division of Administration and Finance into an Administrative Division and a Comptroller's Office. The current large division controls most of the jobs in administration and the financial information. The possibilities for conflict of interests are too great and there are too few opportunities for reallocation of funds to academic units.
10. We are concerned about the oversight of university property sold off.

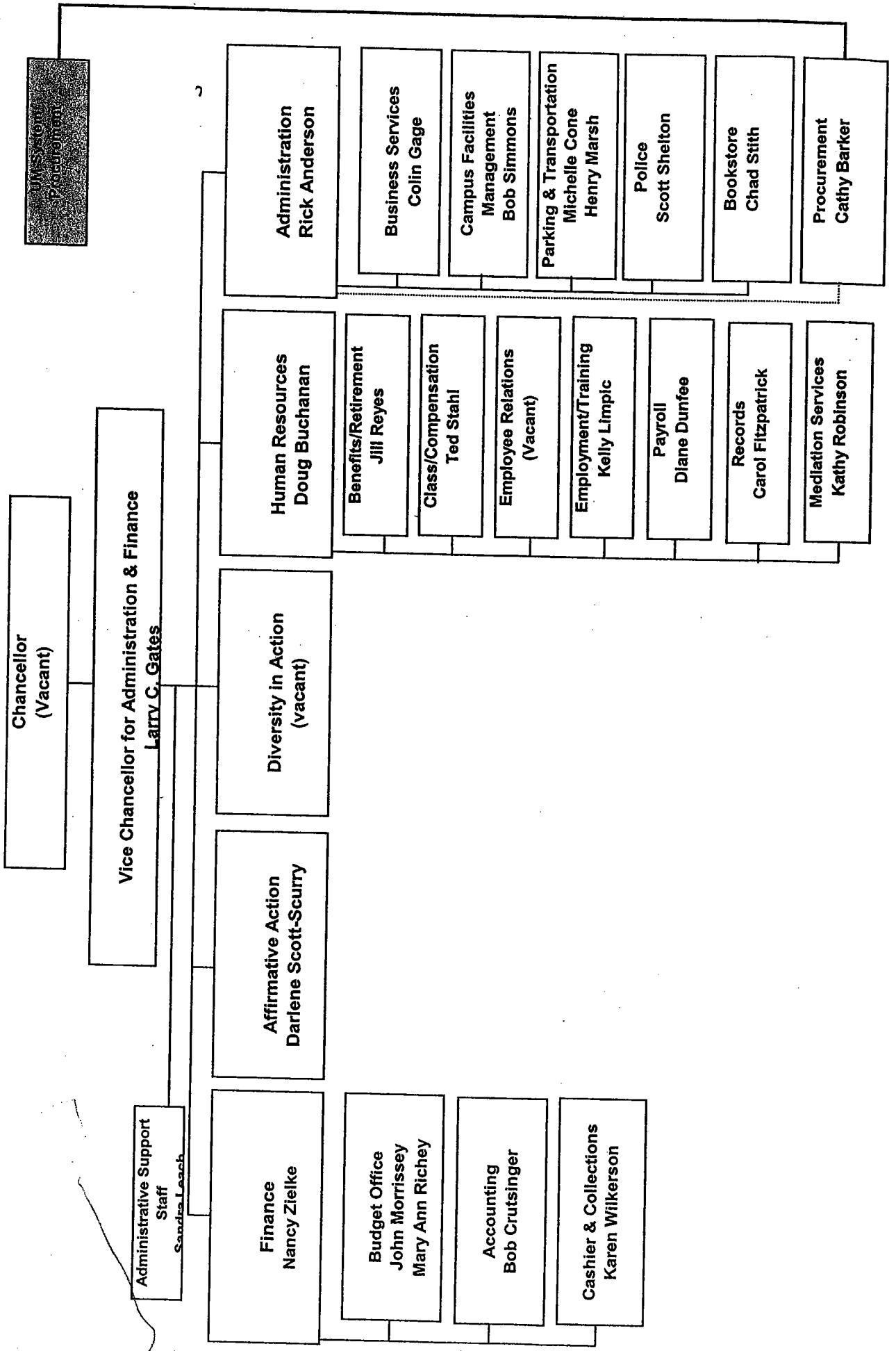
# **APPENDICES**

*Table of Organization*

**University of Missouri - Kansas City**

**Division of Administration & Finance**

May, 2005



*Census*  
 DIVISION OF ADMINISTRATION FINANCE  
 STAFFING AS OF CENSUS DATE 10/31/04

*Last time everyone - GBA + auxiliary services*

NAME	POSITION TITLES	DEPARTMENT	EMPLOYEE COUNT
Anderson, Richard Lynn	Ast V Chancl Admin Affs	Admin Operations	1
	<b>Administration Operations Count</b>		
Raney, Marjorie Elizabeth	Exec Staff Ast II	Affirmative Action	2
Scott-Scurry, Darlene	Proj Administrator	Affirmative Action	
	<b>Affirmative Action Count</b>		
Abts, Patricia Joan	Mgr, Ticket Sales	Business Service	18
Becker, Brandie M	Supv Mail/Adress Svcs-K	Business Service	
Coit, Daniel S	Mgr Real Estate-K	Business Service	
Dennis, Bridget Renay	Mail Processing Ast	Business Service	
Dooley, Troy Lee	Courier	Business Service	
Freese, Ross Arden	Admin Ast	Business Service	
Gage, Colin C	Dir Busi Svcs-K	Business Service	
Holland, D Jane	Admin Ast	Business Service	
Kahler, Bobby	Mail Carrier	Business Service	
Lewis, Patricia M	Admin Ast	Business Service	
Maxwell, Peter E	Coor Wkrs Comp/Risk Mgmt	Business Service	
Medlin, Jack K	Mail Carrier	Business Service	
Mendoza, Xavier G	Clerk Sr	Business Service	
Mitchell, Lee A	Mail Carrier	Business Service	
Roberts, Tangila L	Mail Carrier	Business Service	
Schuster, Amanda L	Ast Ticket Mgr	Business Service	
Scott, Harold M	Driver	Business Service	
Thomas, James Cleve	Mail Carrier Sr	Business Service	
	<b>Business Service Count</b>		
Allen, Stephen D	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Anderson, Carole D	Custodian	Campus Fac Mgmt	
Arrol, Nyibol	Custodian	Campus Fac Mgmt	
Bahar, Patricia Ann	Custodian	Campus Fac Mgmt	
Baker Jr, Donald A	Mech Trades Spclst Lead	Campus Fac Mgmt	
Baker, Linda K	Clerk Sr	Campus Fac Mgmt	
Baldwin, Hazel R	Housekeeper	Campus Fac Mgmt	
Banks, Carl Michael	Custodian	Campus Fac Mgmt	
Bennett, Anna Mae	Supv Custdl Svcs-K	Campus Fac Mgmt	
Berry, Brian L	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Bishop Jr, Raymond E	Driver, Bus Lead	Campus Fac Mgmt	
Booze, Rosie	Custodian	Campus Fac Mgmt	
Botts, Jerry R	Painter	Campus Fac Mgmt	
Braa, Donald W	Grounds Keeper li	Campus Fac Mgmt	
Bradley, James O	Mason-Tuckpointer Lead	Campus Fac Mgmt	
Bradley, James Otis	Boiler Maint Opr	Campus Fac Mgmt	
Brown, Charlotte Marie	Proj Mgr, Construct	Campus Fac Mgmt	
Brown, Cynthia A	Clerk Chief	Campus Fac Mgmt	
Brown, Harvey S	Supv Custdl Svcs-K	Campus Fac Mgmt	
Brown, Larry T	Custodian	Campus Fac Mgmt	
Brown, Michael C	Floor Care Tech	Campus Fac Mgmt	
Brown, Pamela K	Custodian	Campus Fac Mgmt	
Brown, Rosiland M	Custodian	Campus Fac Mgmt	
Bui, Hoa P	Custodian	Campus Fac Mgmt	
Bunyard, Mary Ann	Receptionist Sr	Campus Fac Mgmt	
Burchfield, Craig Quentin	Ast Supv Heat Plnt-K	Campus Fac Mgmt	
Burks Jr, Elic H	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Burd, Richard Eugene	Custodian	Campus Fac Mgmt	
Campbell, Mike G	Grounds Keeper li	Campus Fac Mgmt	
Carter, Marilyn L	Custodian	Campus Fac Mgmt	
Cawthon, John F	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Clark, Charles T	Carpenter	Campus Fac Mgmt	

*GBAs General operating budget*

DIVISION OF ADMINISTRATION FINANCE  
STAFFING AS OF CENSUS DATE 10/31/04

NAME	POSITION TITLES	DEPARTMENT	EMPLOYEE COUNT
Clark,Dennis D	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Clark,Stephen	Floor Care Tech	Campus Fac Mgmt	
Cobbs,Natasha A	Custodian	Campus Fac Mgmt	
Cochran,Dallas	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Cohron,Donald Lee	Supv Heat Plant-K	Campus Fac Mgmt	
Cole,Anthony Wayne	Ast Supv Heat Plnt-K	Campus Fac Mgmt	
Collins,Kris A	Painter	Campus Fac Mgmt	
Crockett,Shirley Ann	Custodian	Campus Fac Mgmt	
Crook,Leo Gerald	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Curtis,Joann	Custodian	Campus Fac Mgmt	
Davis,Annie R	Custodian	Campus Fac Mgmt	
Dennis,Eric L	Floor Care Tech Sr	Campus Fac Mgmt	
Dinkel,William Paul	Carpenter Lead	Campus Fac Mgmt	
DiRaimo,Andrea Gail	Facilities Space Plnr/Anl	Campus Fac Mgmt	
Dooley,Terry W	Custodian	Campus Fac Mgmt	
Dotson,Carl	Proj Mgr, Construct	Campus Fac Mgmt	
Douglas,Rodney D	Custodian	Campus Fac Mgmt	
Drake Jr,Billy Don	Custodian	Campus Fac Mgmt	
Drake,Billy D	Supv Carpenter-K	Campus Fac Mgmt	
Duck,Scott A	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Duncan,Annetta	Custodian	Campus Fac Mgmt	
Duncan,Karen A	Custodian	Campus Fac Mgmt	
Durham,Robert S	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Elkana,Michael Abat	Custodian	Campus Fac Mgmt	
Ellsworth,Kevin Scott	Mason-Tuckpointer	Campus Fac Mgmt	
Estefanos,Berhey T	Driver, Bus	Campus Fac Mgmt	
asken,Brenda	Mgr Busi/Fiscal Opns	Campus Fac Mgmt	
ernandez,Kilclarelis	Custodian	Campus Fac Mgmt	
Fields,Arlene	Custodian Lead	Campus Fac Mgmt	
Fisch,Craig Joseph	Proj Mgr, Construct	Campus Fac Mgmt	
Freeman,Wanda Rachelle	Custodian	Campus Fac Mgmt	
Garrett,James Francis	Custdl Suply Delvry Attd	Campus Fac Mgmt	
Gatapia,Dramises I	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Gill,Portia Louise	Custodian	Campus Fac Mgmt	
Goetting,Dan Lee	Painter	Campus Fac Mgmt	
Gracey,Thomas Burke	Grounds Keeper li	Campus Fac Mgmt	
Grant III,Napoleon Augusto	Custodian	Campus Fac Mgmt	
Greb,John N	Grounds Keeper li	Campus Fac Mgmt	
Greer,Marvin L	Supv Custdl Svcs-K	Campus Fac Mgmt	
Griffey,Steve L	Mech, Auto	Campus Fac Mgmt	
Gua,Simon Mading	Custodian	Campus Fac Mgmt	
Guinn,Denver Douglas	Mason-Tuckpointer	Campus Fac Mgmt	
Hackett,Robert B	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Hall,Cordell Earl	Custodian	Campus Fac Mgmt	
Hall,Sonja Denise	Custodian	Campus Fac Mgmt	
Hammond,Nonetta	Admin Ast	Campus Fac Mgmt	
Haney,Anita R	Space Plng Anlyst	Campus Fac Mgmt	
Havner,James Allen	Mech Trades Spclst Lead	Campus Fac Mgmt	
Heldstab,John J	Mgr Hvac Opns-Kc	Campus Fac Mgmt	
Henderson,Anthony Jerome	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Herald,William K	Mason-Tuckpointer	Campus Fac Mgmt	
hman,Christopher	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Hill,Brian K	Grounds Keeper li	Campus Fac Mgmt	
Hill,Kevin	Custodian	Campus Fac Mgmt	
Hirt,Ernest Richard	Supv Paint	Campus Fac Mgmt	
Holderby,Michael Leroy	Carpenter	Campus Fac Mgmt	



DIVISION OF ADMINISTRATION FINANCE  
STAFFING AS OF CENSUS DATE 10/31/04

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NAME	POSITION TITLES	DEPARTMENT	EMPLOYEE COUNT
Holm, Michael Kevin	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Holt, James Leon	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Hudson, Steve P	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Hughes, Alfred James	Custodian	Campus Fac Mgmt	
Hunter, Charles S	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Huynh, Huong Thi	Custodian	Campus Fac Mgmt	
Jackson, James L	Driver, Bus	Campus Fac Mgmt	
Jackson, James L	Boiler Maint Opr	Campus Fac Mgmt	
Jackson, Walter D	Boiler Maint Opr	Campus Fac Mgmt	
Jenkins, Robert	Custodian	Campus Fac Mgmt	
Jenkins, Rose M	Custodian Lead	Campus Fac Mgmt	
Jenks, Steven Mark	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Johns, Bill Edward	Maint Svc Attd	Campus Fac Mgmt	
Johnson, John H	Custodian Lead	Campus Fac Mgmt	
Johnson, Larry	Floor Care Tech	Campus Fac Mgmt	
Johnson, Leanord H	Custodian	Campus Fac Mgmt	
Johnson, May L	Custodian	Campus Fac Mgmt	
Jones, Cheryl J	Custodian	Campus Fac Mgmt	
Jones, Lena D	Custodian	Campus Fac Mgmt	
Jones, Scott E	Carpenter	Campus Fac Mgmt	
Jones, Willie Delano	Custodian	Campus Fac Mgmt	
Kelley Jr, Eugene H	Custodian	Campus Fac Mgmt	
Kelly, Jean E	Custodian	Campus Fac Mgmt	
Kessler, James Frederick	Boiler Maint Opr	Campus Fac Mgmt	
Key, Corey F	Supv Custdl Svc, Genl	Campus Fac Mgmt	
Kohlscheen, Patricia A	Admin Ast	Campus Fac Mgmt	
Kuklenko, Nina	Drafting Techn	Campus Fac Mgmt	
Lang, James D	Grounds Keeper li	Campus Fac Mgmt	
Larmond, Judith V	Custodian	Campus Fac Mgmt	
Laughlin, Douglas G	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Laughlin, James P	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Leamon, Gerri A	Boiler Maint Opr	Campus Fac Mgmt	
Linville, Douglas Charles	Laborer li	Campus Fac Mgmt	
Littleton, Donald N	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Lockett, Earl D	Custodian	Campus Fac Mgmt	
Lowe, Lee Cester	Custodian	Campus Fac Mgmt	
Madden, Brian K	Fire Inspector li	Campus Fac Mgmt	
Malone, Larry Wayne	Supv Mech Maint-K	Campus Fac Mgmt	
Marsh Jr, Henry H	Supv Transport/Garage-K	Campus Fac Mgmt	
Martin, Annie P	Custodian	Campus Fac Mgmt	
McCann, Timothy G	Floor Care Tech	Campus Fac Mgmt	
McMichael, Steven L	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
McQuitty, David Thurston	Proj Mgr, Construct	Campus Fac Mgmt	
Miller, David M	Custodian	Campus Fac Mgmt	
Miller, Steve T	Grounds Keeper li	Campus Fac Mgmt	
Mitchell Jr, Billy Joe	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Mitchell, Jerome	Custodian	Campus Fac Mgmt	
Mogos, Nebiat E	Custodian	Campus Fac Mgmt	
Moore, Robert L	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Morris, Anthony G	Custodian	Campus Fac Mgmt	
Murray, Natalie K	Custodian	Campus Fac Mgmt	
Musick, Shane T	Carpenter	Campus Fac Mgmt	
Nugent, Samuel L	Painter	Campus Fac Mgmt	
Ohmes, Keith R	Locksmith	Campus Fac Mgmt	
Oliver, Victor	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Owens, Mary A	Supv Custdl Svcs-K	Campus Fac Mgmt	

DIVISION OF ADMINISTRATION FINANCE  
STAFFING AS OF CENSUS DATE 10/31/04

NAME	POSITION TITLES	DEPARTMENT	EMPLOYEE COUNT
Packnett,Barry	Custodian	Campus Fac Mgmt	
Paul,Harold W	Carpenter	Campus Fac Mgmt	
Pederson,David M	Mason-Tuckpointer	Campus Fac Mgmt	
Peterson,Melanie Lynne	Interior Design Asoc li	Campus Fac Mgmt	
Pettijohn,Robert L	Carpenter	Campus Fac Mgmt	
Pettit Jr,Lewis Edward	Custodian	Campus Fac Mgmt	
Phillips,Keith E	Boiler Maint Opr	Campus Fac Mgmt	
Piseno,Maxine A	Custodian	Campus Fac Mgmt	
Piseno,Roxanna F	Custodian	Campus Fac Mgmt	
Piseno,Yolanda Fay	Custodian	Campus Fac Mgmt	
Proffer,Patrick Earl	Supv Maint Med/Den-K	Campus Fac Mgmt	
Randle,Margaret	Custodian	Campus Fac Mgmt	
Ray,Donald P	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Ray,Scott E	Boiler Maint Opr	Campus Fac Mgmt	
Reed Sr,Kenneth Gregory	Floor Care Tech	Campus Fac Mgmt	
Ritter,Steven Ray	Custodian	Campus Fac Mgmt	
Robins,Velda M	Supv Custdl Svcs-K	Campus Fac Mgmt	
Robinson,Angela C	Custodian	Campus Fac Mgmt	
Rogers,Jeffrey L	Grounds Keeper li	Campus Fac Mgmt	
Rogge,Lawrence M.	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Ross,Ennice L	Custodian	Campus Fac Mgmt	
Ryan,Betty M	Custodian	Campus Fac Mgmt	
Self,Irven J	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Self,Sharon D	Custodian	Campus Fac Mgmt	
Sharber,Scott Christopher	Custodian	Campus Fac Mgmt	
Shoen,Jannie Lynn	Custodian	Campus Fac Mgmt	
Shroyer,Jonathan D	Painter	Campus Fac Mgmt	
Silkman,Gregory L	Mgr Plan & Constr-K	Campus Fac Mgmt	
Silkman,Julie Janel	Admin Asoc li	Campus Fac Mgmt	
Sinsel,Fredrick H	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Smith,Everett E	Painter	Campus Fac Mgmt	
Smith,John Christopher	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Smith,Marva	Custodian	Campus Fac Mgmt	
Smith,Robert S	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Smith,Roy Chester	Custodian	Campus Fac Mgmt	
Sousley,James O	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Stebbins,Janet Marie	Clerk Sr	Campus Fac Mgmt	
Stoaks,Mary M	Admin Ast	Campus Fac Mgmt	
Stockert,Elliott D	Carpenter	Campus Fac Mgmt	
Stubbs,Wylie J	Locksmith Lead	Campus Fac Mgmt	
Stuteville,Robert Michael	Painter	Campus Fac Mgmt	
Taylor,Damita J	Custodian	Campus Fac Mgmt	
Taylor,Latoya M	Custodian	Campus Fac Mgmt	
Taylor,Nathan Earl	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Taylor,Ricky M	Custodian Lead	Campus Fac Mgmt	
Thatcher,Terry DeJohn	Custodian	Campus Fac Mgmt	
Thomas,David	Custodian	Campus Fac Mgmt	
Thomas,Kevin D	Grounds Lead	Campus Fac Mgmt	
Thompson,David E	Floor Care Tech	Campus Fac Mgmt	
Thompson,James	Custodian	Campus Fac Mgmt	
Thibbs,Roosevelt	Floor Care Tech	Campus Fac Mgmt	
Thompson,Veng My	Custodian	Campus Fac Mgmt	
Trotter,Marjorie	Custodian	Campus Fac Mgmt	
Tucker,Gailen Maxline	Supv Plnt Maint Opns	Campus Fac Mgmt	
Villalba Armarella,Angel	Carpenter	Campus Fac Mgmt	
Vo,Da H	Custodian	Campus Fac Mgmt	

DIVISION OF ADMINISTRATION FINANCE  
STAFFING AS OF CENSUS DATE 10/31/04

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NAME	POSITION TITLES	DEPARTMENT	EMPLOYEE COUNT
Vo,Nghia H	Custodian	Campus Fac Mgmt	
Voorhees,Deborah A	Custodian	Campus Fac Mgmt	
Voorhees,Larry W	Custodian	Campus Fac Mgmt	
Wagner,Tina M	Custodian	Campus Fac Mgmt	
Walton,Paul E	Custodian Lead	Campus Fac Mgmt	
Ward Sr,Thomas Michael	Custodian	Campus Fac Mgmt	
Washington,Lionel Lee	Grounds Keeper Ii	Campus Fac Mgmt	
Wassie,Almaz	Custodian	Campus Fac Mgmt	
Wells,Edward D	Grounds Keeper Ii	Campus Fac Mgmt	
Wescott,Anthony J	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
Wheeler,Marvin E	Boiler Maint Opr	Campus Fac Mgmt	
White,Willie James	Painter	Campus Fac Mgmt	
Wiggins,Leon	Custodian	Campus Fac Mgmt	
Wiley,Yolonda P	Custodian	Campus Fac Mgmt	
Williams,Brian E	Mech Trades Spclst Lead	Campus Fac Mgmt	
Williams,Emmett C	Custodian	Campus Fac Mgmt	
Wilson,Harold L	Mech Trades Spclst Lead	Campus Fac Mgmt	
Wilson,Stephanie Renee	Custodian	Campus Fac Mgmt	
Wilson,Steven Lynn	Laborer Ii	Campus Fac Mgmt	
Wondim,Altaye A	Custodian	Campus Fac Mgmt	
Young,Cameron M	Mech Trades Spclst (Mts)	Campus Fac Mgmt	
	<b>Campus Fac Mgmt Count</b>		
Seabrooks Jr,Joseph	Exec Dir Diversity In Act	Diversity in Action	221
Shane-Dillard,Pamela	Coor Diversity In Action	Diversity in Action	
Vandergriff,Frances E	Admin Ast	Diversity in Action	
	<b>Diversity in Action Count</b>		
Men,Maureen Frances	Clerk Chief	Finance	3
Babcock,David W	Accountant Sr	Finance	
Bahner,Nancy L	Mgr Cashiering-K	Finance	
Baylis,Latonya Nicole	Clerk Sr	Finance	
Carver,Calleen Merie	Clerk Chief	Finance	
Crutsinger,Bob Glen	Dir Acctg Svcs-K	Finance	
Davis,Kelli	Admin Ast	Finance	
Fridley,Patrick Eugene	Clerk Sr	Finance	
Garrett,Mathew Patrick Da	Clerk Sr	Finance	
Garrett,Sandra L	Admin Asoc I	Finance	
Hinton,Lakeecha Nicole	Accountant Sr	Finance	
Jackson,Tamara Nichole	Clerk Sr	Finance	
Jennings,Terri L	Admin Asoc I	Finance	
Joswara,Andry Solihin	Accountant Sr	Finance	
Lewis,Jeanetta Lynn	Secretary Sr	Finance	
Luo,Bing	Accountant Sr	Finance	
Morrissey,John Michael	Budget Anlyst, Asoc	Finance	
Nichols,Jamie Brooke	Admin Asoc I	Finance	
Richey,Mary Ann	Budget Anlyst Sr	Finance	
Robertson,Lajeune A	Clerk Chief	Finance	
Schmidt,Sheryl A	Loan Spclst	Finance	
Scruggs,Regina L	Clerk Sr	Finance	
Wilkerson,Karen Denise	Budget Anlyst Sr	Finance	
Zielke,Nancy L	Ast V Chanc Finance	Finance	
	<b>Finance Count</b>		
Luford,Kimberly Annette	Clerk Sr	Human Resources	24
Buchanan,Douglas R	Dir Human Res-K	Human Resources	
Cheffen,Sheila Renee	Clerk Chief	Human Resources	
Clayton,Ruby	Clerk Chief	Human Resources	
Dunfee,Diane Kay	Human Res Spclst Sr	Human Resources	

DIVISION OF ADMINISTRATION FINANCE  
STAFFING AS OF CENSUS DATE 10/31/04

NAME	POSITION TITLES	DEPARTMENT	EMPLOYEE COUNT
Fitzpatrick, Carol M	Human Res Spclst Sr	Human Resources	13
Impic, Kelly Daun	Human Res Spclst Iii	Human Resources	
Rearдон, Kira Diann	Receptionist Sr	Human Resources	
Reyes, Jessie Jill	Ast Dir Human Res-K	Human Resources	
Sanders, Jennifer Michelle	Clerk Sr	Human Resources	
Stahl, Ted F	Human Res Spclst Sr	Human Resources	
Tvedt, Lesley Deanne	Admin Ast	Human Resources	
Washington, Lee Ellen M	Human Resources Ast	Human Resources	
	<b>Human Resources Count</b>		
Bunch, Matthew Raymond	Parking Svcs Officer	Parking Lot Ops	
Fitzpatrick-Heinz, Sarah	Clerk Sr	Parking Lot Ops	
Gatapia, Angelia C	Clerk Sr	Parking Lot Ops	
Jessee, Larry	Mech Trades Spclst (Mts)	Parking Lot Ops	
Jones, Letha L	Parking Svcs Officer	Parking Lot Ops	
McDaniel, Kawanna Ladawn	Parking Lot Attd	Parking Lot Ops	
	<b>Parking Lot Ops Count</b>		
Bass, Tamara J	Police Officer	UMKC Police	6
Bishop, Danielle E	Security Guard	UMKC Police	
Bongartz, Michael	Police Sergeant	UMKC Police	
Bowerman, Bryan G	Security Guard	UMKC Police	
Breedlove, Boyd Henry	Police Officer	UMKC Police	
Brewington, Shawn E	Police Officer	UMKC Police	
Briner, Joshua E.	Police Officer	UMKC Police	
Cole, Stephen E	Police Sergeant	UMKC Police	
Cone, Michelle A	Mgr Parking Opns	UMKC Police	
Dunbar, Carrie Lee	Admin Ast	UMKC Police	
Gasig, Wesley Wayne	Police Captain	UMKC Police	
Fasl, Patrick Joseph	Police Officer	UMKC Police	
Fields, William J	Police Officer	UMKC Police	
Greco, Craig A	Police Officer	UMKC Police	
Harris, Michael E	Communications Operator	UMKC Police	
Hylander, Harry	Ast Dir Univ Police	UMKC Police	
Layman, Timothy Joe	Police Sergeant	UMKC Police	
Leach, William D	Police Sergeant	UMKC Police	
Liebi, Michele Renae	Police Officer	UMKC Police	
Lucas, David B	Security Guard	UMKC Police	
Marchand, Charles L	Police Officer	UMKC Police	
Mosley, Jermaine Darrell	Security Guard	UMKC Police	
Moyer, Paul	Communications Operator	UMKC Police	
Painter, Craig W	Security Guard	UMKC Police	
Peters, Cindy Anne	Security Guard	UMKC Police	
Peters, Everett Leroy	Security Guard	UMKC Police	
Rucinski, Joseph Michael	Police Officer	UMKC Police	
Shelton, Jeffrey Scott	Dir Univ Police-K	UMKC Police	
Simmons, Donald S	Police Sergeant	UMKC Police	
Smith, Troy Eugene	Police Officer	UMKC Police	
Stark, Kevin L	Communications Operator	UMKC Police	
Stegner, Daniel K	Police Sergeant	UMKC Police	
Swanson, Jeff A	Police Sergeant	UMKC Police	
Teter, Nicole M	Communications Operator	UMKC Police	
Thlath, Robert J	Police Officer	UMKC Police	
Wishar, Robert P	Police Captain	UMKC Police	
Wyatt, Leslie O	Communications Operator	UMKC Police	
	<b>UMKC Police Count</b>		
Barrett, Martha	Buyer li	University Bookstore	37
Bauer, David J	Clerk Sr	University Bookstore	

DIVISION OF ADMINISTRATION FINANCE  
STAFFING AS OF CENSUS DATE 10/31/04

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NAME	POSITION TITLES	DEPARTMENT	EMPLOYEE COUNT
Burns, Mary Y	Clerk Sr	University Bookstore	
D'Attilo, Evelyn Marcella	Clerk Sr	University Bookstore	
Grant, Angela R	Clerk Chief	University Bookstore	
Jemison, Ruby J	Clerk Sr	University Bookstore	
Lampman, Donald A	Supv Book Dept Bookstore	University Bookstore	
Lawrence-Barker, Janice Bl	Supv Inventory/Storeroom	University Bookstore	
Leamer, Suzanne	Coor Busi Affs-K	University Bookstore	
Parker, Essie	Buyer, Book	University Bookstore	
Stith, Chad	Dir Univ Bookstore-Kc	University Bookstore	
Taloney, Anthony	Mgr Oprns Univ Bookstore	University Bookstore	
Viakara, Narayani C	Receptionist Sr	University Bookstore	
	<b>University Bookstore Count</b>		<b>13</b>
Gates, Larry C	V Chancl Admin & Fin-Kc	VC Office	
Leach, Sandra Kay	Exec Staff Ast II	VC Office	
	<b>VC Office Count</b>		<b>2</b>
	<b>Grand Count</b>		<b>340</b>

05/09/05

**CURATOR/TRUSTEE-OWNED PROPERTIES**

**(c-curator; t-trustee)**

**(bold managed by Real Estate)**

**TROOST AVENUE**

5306	House-rental c	rented to students
5310	House-rental c	rented to staff
5312	House-rental c	-vacant-
5316	House-rental c	-vacant-
5336	House-rental c	rented to staff
5340	House-rental c	-vacant-
5346	Warehouse/offices c	
5406	Parking area/storage c	
5924	Parking area/shed c	
5930	Print shop c	

**HARRISON STREET**

5301	Offices-Global Arts c	
5304	House-rental t	rented to students (6/1/05)
5306	House-rental c	rented to staff
5307	Offices-Board Prep c	
5310	Offices-Board Prep c	
5311	Offices-Global Arts c	
5312	Offices-Board Prep c	
5316	House (unfinished) c	
5317	House-rental c	rented to non-affiliate
5318	House-rental c	-vacant-
5321	House-rental c	rented to non-affiliate
5322	House-rental c	-vacant-
5323	House-rental (Delta Rho) c	rented to students
5324	Offices-Education c	
5327	House-rental (Beta Sigma Phi) c	rented to students
5328	House-rental c	rented to students (6/1/05)
5329	House-rental	-vacant-
5330	House-rental (Culinary Arts) c	rented to students
5333	House-rental c	rented to students
5334	House-rental c	rented to students (6/1/05)
5335	House-rental c	-vacant-
5336	House-rental (Rotoract) c	rented to students
5339	House-rental t	rented to non-affiliate

5341	House-rental c	-vacant-
5342	House-rental c	-vacant-
5345	House-rental c	-vacant-
5346	House-rental c	rented to students
5347	House-rental (CSA) c	rented to students
5400	Duplex-rental t	one unit staff; one non-affiliate
5405	Duplex-rental t	one unit vacant, one rented to students
5408	House-rental t	rented to staff
5409	Duplex-rental t	one unit rented to staff; one to students
5410	Duplex-rental t	both units rented to non-affiliates
5424	Duplex-rental t	both units rented to students
5425	House-rental t	rented to non-affiliate
5428	House-rental t	rented to students
5429	House-rental t	rented to non-affiliate
5430	Duplex-rental t	one unit staff; one non-affiliate
5431	House-rental t	rented to students
5435	House-rental t	rented to students (6/1/05)
5436	Duplex-rental t	one unit rented to staff; one to students
5441	House-rental t	rented to student
5442	Duplex-rental t	one unit staff; one non-affiliate
5446	Duplex-rental t	one unit rented to staff; one vacant

### ROCKHILL ROAD

5201	Offices-Women's Center c	
5211	Office-Research Services c	
5215	Office-Center on Aging c	
5229	House-rental (Betas) c	rented to students
5235	Offices-International Student c	
5245	Offices-AAHCH c	
5300	Offices-A&S,CE c	
5301	Offices-ALI c	
5306	House-rental t	rented to students
5307	House-rental c	rented to students (Campus Ministries)
5312	Apts.-rental t	one student unit; two staff; three non-affiliates
5314	Apts.-rental t	four student units; one staff; one non-affiliate
5315	Offices-Academic Affairs c	
5318	Duplex-rental t	one unit rented to staff; one to students
5319	Offices-Research Services c	
5322	Offices-Military Science c	
5325	Offices-Int'l Acad. Affairs c	
5326	House-rental c	rented to students
5328	House-rental c	rented to students
5329	House-rental t	rented to non-affiliate
5330	House-rental c	rented to students
5335	House-rental (ALAS) c	rented to students
5336	House-rental c	rented to staff

5340	Duplex-rental t	both units rented to students
5347	House-rental c	rented to non-affiliate
5401	House-rental t	rented to staff
5408	House-rental t	rented to staff
5409	House-rental t	rented to staff
5411	House-rental t	rented to non-affiliate
5418	House-rental t	rented to non-affiliate
5420	House-rental t	rented to non-affiliate
5429	House-rental t	rented to students
5433	House-rental t	rented to non-affiliate
5434	House-rental t	rented to students
5435	House-rental t	rented to non-affiliate
5440	House-rental t	rented to students
5441	House-rental t	rented to students (7/1/05)

**CHARLOTTE STREET**

5301	Offices-Conservatory c	
5303	Duplex-rental t	both units rented to students
5305	Duplex-rental t	one unit rented to students; one to staff
5310	House-rental c	rented to staff
5313	House-rental c	rented to non-affiliate
5314	House-rental c	rented to students
5315	House-rental c	rented to non-affiliate
5319	House-rental c	rented to students (6/1/05)
5320	House-rental c	rented to students
5326	House-rental c	rented to staff
5328	House-rental c	rented to students (6/1/05)
5329	House-rental c	rented to staff
5332	House-rental c	rented to non-affiliate
5341	House-rental c	rented to student
5344	House-rental c	rented to students
5345	House-rental t	rented to students
5346	House-rental c	rented to staff
5347	House-rental t	rented to students
5409	House-rental t	rented to non-affiliate
5411	House-rental t	rented to non-affiliate
5414	House-rental t	rented to students
5424	House-rental c	rented to non-affiliate
5425	House-rental c	rented to non-affiliate
5426	House-rental c	rented to non-affiliate
5428	House-rental c	rented to staff/student
5430	House-rental c	rented to staff
5432	House-rental c	rented to non-affiliate
5436	House-rental t	rented to students
5439	House-rental t	rented to staff
5446	Duplex-rental t	one unit non-affiliate; one students



## HOLMES ROAD

5301	Offices-unassigned c	
5305	Offices-Arts & Sciences c	
5306	Offices-Education c	
5311	Offices-unassigned c	
5317	Offices-Arts & Sciences c	
5327	Offices-U-News c	
5329	Duplex-rental c	-both units vacant-
5335	Duplex-rental c	both units rented to students
5341	Duplex-rental c	both units rented to students
5343	House-rental c	rented to staff
5347	House-rental c	rented to staff
5419	House-rental t	rented to students
5425	House-rental t	rented to non-affiliate
5431	House-rental t	rented to non-affiliate
5435	House-rental t	rented to staff
5437	House-rental t	rented to staff

## E. 54<sup>th</sup> STREET

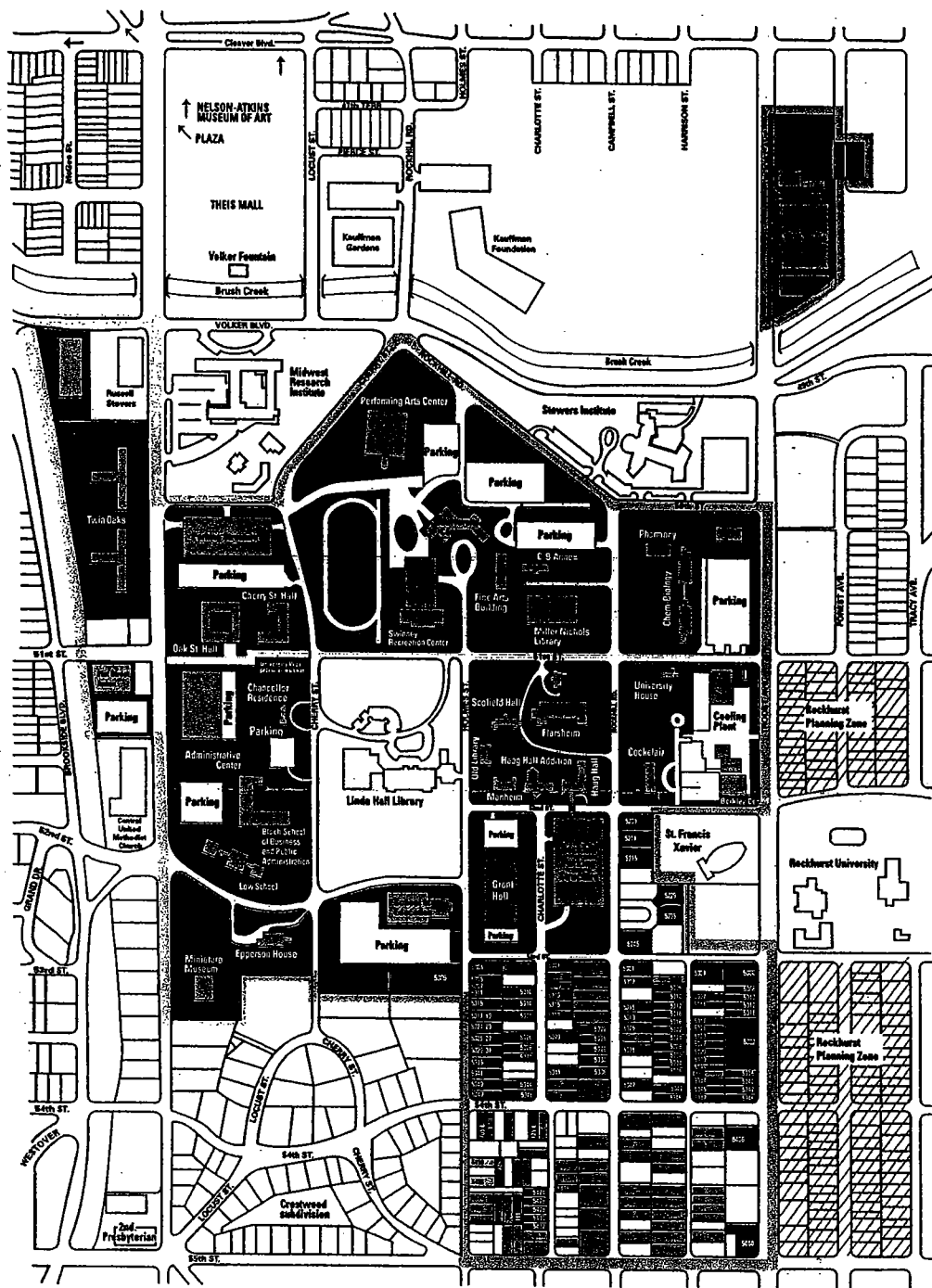
705	House-rental c	rented to non-affiliate
709	House-rental t	rented to students
715	House-rental t	rented to staff
725	House-rental c	rented to students



## E. 54<sup>th</sup> TERR.

706	House-rental c	-vacant-
707	House-rental t	rented to students
709	House-rental t	rented to staff
714	House-rental t	rented to students

## E. 55<sup>th</sup> STREET

710	House-rental t	rented to non-affiliate
714	House-rental t	rented to students



-  UMKC Trustees
-  Curators of the University of Missouri
-  Curators Planning Zone Boundary

Produced by UMKC  
 Office of University Communications  
 Revised May 1, 2005  
 VCVA 5010012



# University of Missouri-Kansas City Planning Zone Map

# Personnel Budgets

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Summary of Personnel Budgets By Major Division Unit  
 Original Budgets for All Current Funds - FY 2002 to FY 2006

*budget for 2002*  
*by account to*  
*of 10/10/01*  
*of 10/10/01*

	Original Budget FY 2002	Original Budget FY 2003	Original Budget FY 2004	Original Budget FY 2005	Original Budget FY 2006
Vice Chancellor Office	355,585	236,400	255,719	265,600	324,169
Finance	739,764	1,083,802	1,286,634	1,488,200	1,442,679
Finance - Accounting	485,325	352,916	373,182	505,100	473,100
Finance - Cashiers & Collections	254,439	450,286	555,951	549,900	599,914
Finance - Budget	0	280,600	357,501	433,200	369,665
Human Resources	707,648	574,256	640,797	703,335	667,716
Affirmative Action	178,300	179,900	144,085	162,690	155,600
Diversity in Action	0	0	0	129,838	68,848
Administration - Operations	0	0	0	165,464	175,028
Campus Facilities	8,654,337	9,005,877	9,364,566	9,099,549	9,403,681
Business Services	961,644	876,973	995,285	861,936	870,632
Parking/Transportation	636,787	615,738	569,159	532,992	607,490
Police	1,732,451	1,692,283	1,776,706	1,716,410	1,945,000
Bookstore	695,668	649,957	787,969	745,041	798,716
Procurement	414,607	39,490	0	0	0
<b>TOTAL - Division of Administration &amp; Finance</b>	<b>15,076,791</b>	<b>14,954,676</b>	<b>15,820,920</b>	<b>15,871,055</b>	<b>16,459,559</b>

*2001*  
*under 1 year in*  
*with 2 years in*  
*with 3 years in*  
*with 4 years in*  
*with 5 years in*  
*with 6 years in*  
*with 7 years in*  
*with 8 years in*  
*with 9 years in*  
*with 10 years in*

*Research & Development*  
*Student Affairs*

*almost same*

*UMS system*  
*P. 745 v.p.*

**Selected UMKC Administration and Finance Division Positions at  
Oak Street by Salary Level, as of 9/30**

<b>Position (at present)</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
Vice Chancellor, Administration & Finance	\$114,575 Assoc. V.P.	\$150,000 V.C.,A.F.	\$150,000	\$156,000	\$162,240
Assistant Vice Chancellor, Fiscal Operations	\$124,000	\$124,000	\$124,000	\$130,200	\$135,500
Assistant Vice Chancellor, Administration Affairs	-----	-----	-----	-----	\$135,000
Assistant Vice Chancellor, Human Resources	\$59,168 (DIR) Placement/ Career Serv.	\$67,535 (DIR)	\$67,535 (DIR)	\$80,000 (DIR) Human Resources-K	\$90,000
Director (as of 11/15/2004)	\$70,000 Deputy to the Chancl.	\$72,800 Assist. to Provost	\$72,800	\$83,000 Project Administr.	\$86,320
Director, Univ. Bookstore	-----	\$63,000	\$63,000	\$64,260	\$66,830
Executive Staff Assistant III	\$44,640 E.S.A. II	\$46,400	\$46,400	\$48,500	\$49,713

# Annual Budgets

## University of Missouri - Kansas City Division of Administration Finance

### Summary of Major Sources of Revenue and Expenditures by Major Fund Type FY 2006 Original Budget Starts July 1, 2005

	Unrestricted Funds			Restricted Funds		Total Current
	Operations	Service Operations	Auxiliaries	Total Unrestricted	Restricted	
<b>BEGINNING BALANCE</b>	\$ 1,502,840	\$ 487,415	\$ 80,572	\$ 1,970,827	\$ 1,456,832	\$ 3,527,659
<b>REVENUES</b>						
Transfers - In					(235,000)	
General Revenue Allocation	410,000			235,000		25,195,965
Endowment	25,195,965			25,195,965		645,413
Investment Income					63,256	14,924,164
Sales and Services	158,500			14,924,164		1,165,069
Miscellaneous Income	511,150			1,165,069		
<b>TOTAL REVENUES</b>	\$ 26,275,615	\$ 6,480,000	\$ 8,764,583	\$ 41,520,198	\$ 473,669	\$ 41,993,867
<b>TOTAL SOURCES</b>	\$ 27,778,455	\$ 6,967,415	\$ 8,845,155	\$ 43,591,025	\$ 1,930,501	\$ 45,521,526
<b>EXPENDITURES &amp; TRANSFERS</b>						
Personnel	10,805,535	4,420,414	1,233,610	16,459,559		16,459,559
Expense and Equipment						
Operating Expenses	4,571,964	529,584	490,406	5,591,954		5,591,954
Other Operating Expenses						
Capital Improvements & Equipment	5,768,904	105,000	230,814	6,104,718		6,104,718
Utilities	5,353,946		119,750	5,473,696		5,473,696
Cost of Goods Sold		1,644,352	3,730,778	5,375,130		5,375,130
Expense and Equipment Expenditures	15,694,814	2,278,936	4,571,748	22,545,498		22,545,498
<b>TOTAL EXPENDITURES</b>	\$ 26,500,349	\$ 6,699,350	\$ 5,805,358	\$ 39,005,057	\$ -	\$ 39,005,057
Full Costing		25,354	281,439	306,793		306,793
Mandatory (Debt Retirement Bookstore/Parking)			782,272	782,272		782,272
Non-Mandatory (Capital Pool Bookstore/Parking)			112,932	112,932		112,932
<b>TOTAL TRANSFERS</b>	\$ -	\$ 25,354	\$ 1,176,643	\$ 1,201,997	\$ -	\$ 1,201,997
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 26,500,349	\$ 6,724,704	\$ 6,982,001	\$ 40,207,054	\$ -	\$ 40,207,054
<b>FUND BALANCE AT END OF YEAR</b>	\$ 1,278,106	\$ 242,711	\$ 1,863,154	\$ 3,383,971	\$ 1,930,501	\$ 5,314,472

*Handwritten notes:*  
 - 175,000 (175,000) (Cult. and...)  
 - 175,000 (175,000) (Cult. and...)  
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University of Missouri - Kansas City  
 Division of Administration and Finance  
 Summary of Major Sources of Revenue and Expenditures By Major Fund Type  
 FY 2005 Original Budget

	Unrestricted Funds				Restricted Funds		Total Current
	Operations	Service Operations	Auxiliaries	Total Unrestricted	Restricted	Total Funds	
<b>BEGINNING BALANCE</b>	\$ 3,601,173	\$ 77,689	\$ (826,508)	\$ 2,852,354	\$ 1,255,755	\$ 4,108,109	
<b>REVENUES</b>							
Transfers-In	75,000	431,513	(175,000)	331,513	-	331,513	
Tuition and Educational Fees	50,000	-	-	50,000	-	50,000	
General Revenue Allocation	24,137,793	-	-	24,137,793	-	24,137,793	
Endowment	-	-	-	-	707,040	707,040	
Investment Income	-	-	-	-	38,732	38,732	
Sales & Services	9,500	5,451,665	8,457,476	13,918,641	-	13,918,641	
Miscellaneous Income	437,200	259,100	442,900	1,139,200	-	1,139,200	
<b>TOTAL REVENUES</b>	\$ 24,709,493	\$ 6,142,278	\$ 8,725,376	\$ 39,577,147	\$ 745,772	\$ 40,322,919	
<b>TOTAL SOURCES</b>	\$ 28,310,666	\$ 6,219,967	\$ 7,898,868	\$ 42,429,501	\$ 2,001,527	\$ 44,431,028	
<b>EXPENDITURES &amp; TRANSFERS</b>							
Personnel	10,920,042	3,807,716	1,143,297	15,871,055	-	15,871,055	
Expense & Equipment							
Operating Expenses	3,452,319	870,269	380,284	4,702,872	5,000	4,707,872	
Other Operating Expenses	-	-	3,000	3,000	-	3,000	
Capital Improvements & Equipme	5,223,304	5,000	227,000	5,455,304	50,000	5,505,304	
Utilities	4,887,768	-	114,300	5,002,068	-	5,002,068	
Cost of Goods Sold	-	1,540,000	4,252,543	5,792,543	-	5,792,543	
<b>Total Expense &amp; Equipment</b>	13,563,391	2,415,269	4,977,127	20,955,787	55,000	21,010,787	
<b>TOTAL EXPENDITURES</b>	\$ 24,483,433	\$ 6,222,985	\$ 6,120,424	\$ 36,826,842	\$ 55,000	\$ 36,881,842	
Full Costing	-	46,498	327,940	374,438	-	374,438	
Mandatory	-	-	889,050	889,050	-	889,050	
Non-Mandatory	-	-	151,308	151,308	-	151,308	
<b>TOTAL TRANSFERS</b>	\$ -	\$ 46,498	\$ 1,366,298	\$ 1,414,796	\$ -	\$ 1,414,796	
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 24,483,433	\$ 6,269,483	\$ 7,488,722	\$ 38,241,638	\$ 55,000	\$ 38,296,638	
<b>FUND BALANCE AT END OF YEAR</b>	\$ 3,827,233	\$ (49,516)	\$ 410,146	\$ 4,187,863	\$ 1,946,527	\$ 6,134,390	

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Summary of Major Sources of Revenue and Expenditures By Major Fund Type  
 FY 2004 Original Budget

	Unrestricted Funds			Restricted Funds		Total Current
	Operations	Service Operations	Auxiliaries	Total Unrestricted	Restricted	
<b>BEGINNING BALANCE</b>	3,975,443	(220,980)	(860,742)	\$ 2,893,721	\$ 750,000	\$ 3,643,721
<b>REVENUES</b>						
Transfers-In	120,062	(308,210)	(332,983)	(521,131)	-	(521,131)
Tuition and Educational Fees	-	-	-	-	-	-
General Revenue Allocation	23,614,104	-	-	23,614,104	-	23,614,104
Endowment	-	-	-	-	-	-
Investment Income	-	-	-	-	20,000	20,000
Sales & Services	12,500	5,785,000	8,347,559	14,145,059	-	14,145,059
Miscellaneous Income	320,840	207,100	425,000	952,940	-	952,940
<b>TOTAL REVENUES</b>	\$ 24,067,506	\$ 5,683,890	\$ 8,439,576	\$ 38,190,972	\$ 20,000	\$ 38,210,972
<b>TOTAL SOURCES</b>	\$ 28,042,949	\$ 5,462,910	\$ 7,578,834	\$ 41,084,693	\$ 770,000	\$ 41,854,693
<b>EXPENDITURES &amp; TRANSFERS</b>						
Personnel	10,741,628	3,893,024	1,186,268	15,820,920	-	15,820,920
Expense & Equipment						
Operating Expenses	3,154,554	910,870	418,431	4,483,855	-	4,483,855
Other Operating Expenses	-	-	-	-	-	-
Capital Improvements & Equipment	5,479,737	35,100	173,000	5,687,837	197,500	5,885,337
Utilities	4,468,574	-	48,500	4,517,074	-	4,517,074
Cost of Goods Sold	-	1,004,692	4,225,771	5,230,463	-	5,230,463
Total Expense & Equipment	13,102,865	1,950,662	4,865,702	19,919,229	197,500	20,116,729
<b>TOTAL EXPENDITURES</b>	\$ 23,844,493	\$ 5,843,686	\$ 6,051,970	\$ 35,740,149	\$ 197,500	\$ 35,937,649
Full Costing	-	-	-	-	-	-
Mandatory	-	-	884,103	884,103	-	884,103
Non-Mandatory	-	-	316,502	316,502	-	316,502
<b>TOTAL TRANSFERS</b>	\$ -	\$ -	\$ 1,200,605	\$ 1,200,605	\$ -	\$ 1,200,605
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 23,844,493	\$ 5,843,686	\$ 7,252,575	\$ 36,940,754	\$ 197,500	\$ 37,138,254
<b>FUND BALANCE AT END OF YEAR</b>	\$ 4,198,456	\$ (380,776)	\$ 326,259	\$ 4,143,939	\$ 572,500	\$ 4,716,439

University of Missouri - Kansas City  
 Division of Administration and Finance  
**Summary of Major Sources of Revenue and Expenditures By Major Fund Type**  
 FY 2003 Original Budget

	Unrestricted Funds			Restricted Funds			Total Current
	Operations	Service Operations	Auxiliaries	Total Unrestricted	Restricted	Total Funds	
<b>BEGINNING BALANCE</b>	\$ 3,325,328	\$ 197,697	\$ (3,740,000)	\$ (216,975)	\$ 25,000	\$ (191,975)	
<b>REVENUES</b>							
Transfers-In	103,845	(416,808)	(995,063)	(1,308,026)	-	(1,308,026)	
Tuition and Educational Fees	-	-	-	-	-	-	
General Revenue Allocation	23,374,798	-	-	23,374,798	-	23,374,798	
Endowment	-	-	-	-	694,780	694,780	
Investment Income	-	-	-	-	26,000	26,000	
Sales & Services	46,500	5,780,250	6,513,080	12,339,830	-	12,339,830	
Miscellaneous Income	308,759	325,850	5,000	639,609	-	639,609	
<b>TOTAL REVENUES</b>	\$ 23,833,902	\$ 5,689,292	\$ 5,523,017	\$ 35,046,211	\$ 720,780	\$ 35,766,991	
<b>TOTAL SOURCES</b>	\$ 27,159,230	\$ 5,886,989	\$ 1,783,017	\$ 34,829,236	\$ 745,780	\$ 35,575,016	
<b>EXPENDITURES &amp; TRANSFERS</b>							
Personnel	10,095,654	3,918,065	940,957	14,954,676	-	14,954,676	
Expense & Equipment							
Operating Expenses	2,891,527	1,020,556	444,700	4,356,783	-	4,356,783	
Other Operating Expenses	-	-	-	-	-	-	
Capital Improvements & Equipment	5,206,200	133,350	47,500	5,387,050	745,780	6,132,830	
Utilities	3,826,920	1,000	95,000	3,922,920	-	3,922,920	
Cost of Goods Sold	-	803,000	3,948,560	4,751,560	-	4,751,560	
Total Expense & Equipment	11,924,647	1,957,906	4,535,760	18,418,313	745,780	19,164,093	
<b>TOTAL EXPENDITURES</b>	\$ 22,020,301	\$ 5,875,971	\$ 5,476,717	\$ 33,372,989	\$ 745,780	\$ 34,118,769	
Full Costing	-	-	-	-	-	-	
Mandatory	-	-	-	-	-	-	
Non-Mandatory	-	-	110,000	110,000	-	110,000	
<b>TOTAL TRANSFERS</b>	\$ -	\$ -	\$ 110,000	\$ 110,000	\$ -	\$ 110,000	
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 22,020,301	\$ 5,875,971	\$ 5,586,717	\$ 33,482,989	\$ 745,780	\$ 34,228,769	
<b>FUND BALANCE AT END OF YEAR</b>	\$ 5,138,929	\$ 11,018	\$ (3,803,700)	\$ 1,346,247	\$ -	\$ 1,346,247	



University of Kansas  
 Division of Administration and Finance  
**Summary of Major Sources of Revenue and Expenditures By Major Fund Type**  
 FY 2002 Original Budget

	Unrestricted Funds			Restricted Funds	Total Current	
	Operations	Service Operations	Auxiliaries	Total Unrestricted	Restricted	
<b>BEGINNING BALANCE</b>	\$ 643,101	\$ (31,998)	\$ (480,498)	\$ 130,605	\$ 2	\$ 130,607
<b>REVENUES</b>						
Transfers-In	(107,174)	80,419	(273,046)	(299,801)	-	(299,801)
Tuition and Educational Fees	-	-	-	-	-	-
General Revenue Allocation	21,092,999	-	-	21,092,999	-	21,092,999
Gift Income	-	-	-	-	-	-
Endowment	-	-	-	-	1,241,777	1,241,777
Investment Income	-	-	-	-	35,521	35,521
Sales & Services	-	6,400,999	6,541,012	12,942,011	-	12,942,011
Miscellaneous Income	261,501	807,051	451,002	1,519,554	-	1,519,555
<b>TOTAL REVENUES</b>	\$ 21,247,326	\$ 7,288,469	\$ 6,718,968	\$ 35,254,763	\$ 1,277,301	\$ 36,532,064
<b>TOTAL SOURCES</b>	\$ 21,890,427	\$ 7,256,471	\$ 6,236,470	\$ 35,385,368	\$ 1,277,303	\$ 36,662,671
<b>EXPENDITURES &amp; TRANSFERS</b>						
Personnel	10,536,164	3,202,956	965,671	14,704,791	372,000	15,076,791
Expense & Equipment						
Operating Expenses	3,358,552	2,296,232	1,146,004	6,800,788	20,001	6,820,789
Other Operating Expenses	-	-	-	-	-	-
Capital Improvements & Equipment	3,548,292	24,203	12,603	3,585,098	155,000	3,740,098
Utilities	3,964,095	-	-	3,964,098	-	3,964,098
Cost of Goods Sold	-	2,464,660	3,479,701	5,944,361	-	5,944,361
Total Expense & Equipment	10,870,939	4,785,095	4,638,311	20,294,345	175,001	20,469,346
<b>TOTAL EXPENDITURES</b>	\$ 21,407,103	\$ 7,988,051	\$ 5,603,982	\$ 34,999,136	\$ 547,001	\$ 35,546,137
Full Costing	-	-	-	-	-	-
Mandatory	2	220,162	148,485	368,649	-	368,649
Non-Mandatory	60,002	41,001	6,963	107,966	730,301	838,267
<b>TOTAL TRANSFERS</b>	\$ 60,004	\$ 261,163	\$ 155,448	\$ 476,615	\$ 730,301	\$ 1,206,916
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 21,467,107	\$ 8,249,214	\$ 5,759,430	\$ 35,475,751	\$ 1,277,302	\$ 36,753,053
<b>FUND BALANCE AT END OF YEAR</b>	\$ 423,320	\$ (992,743)	\$ 479,040	\$ (90,383)	\$ 1	\$ (90,382)

# Parking Fund

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Parking

## Summary of Major Sources of Revenues and Expenditures Original Budgets - FY 2002 to FY 2006

	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>Parking</b>					
<b>BEGINNING BALANCE</b>	(59,999)	60,000	401,470	470,908	1,368,000
<b>REVENUES</b>					
Transfers-In	(23,000)	(600,000)	(103,824)	(175,000)	(175,000)
Sales & Services	1,311,011	1,300,000	2,072,820	2,510,020	2,766,400
Miscellaneous Income	451,000	5,000	5,000	4,000	3,600
<b>TOTAL REVENUES</b>	<b>\$ 1,739,011</b>	<b>\$ 705,000</b>	<b>\$ 1,973,996</b>	<b>\$ 2,339,020</b>	<b>\$ 2,595,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,679,012</b>	<b>\$ 765,000</b>	<b>\$ 2,375,466</b>	<b>\$ 2,809,928</b>	<b>\$ 3,963,000</b>
<b>EXPENDITURES &amp; TRANSFERS</b>					
Personnel	270,003	291,000	318,269	314,828	348,017
Expense & Equipment	926,001	250,000	96,000	85,000	93,356
Operating Expenses					
Other Operating Expenses	4,001	43,000	25,000	46,000	43,030
Capital Improvements & Equipment	3	10,000	10,000	14,000	13,750
Utilities	1				
Cost of Goods Sold					
Total Expense & Equipment	930,006	303,000	131,000	145,000	150,136
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,200,009</b>	<b>\$ 594,000</b>	<b>\$ 449,269</b>	<b>\$ 459,828</b>	<b>\$ 498,153</b>
Full Costing					
Mandatory	1		743,404	110,000	69,100
Non-Mandatory	1	110,000	281,482	120,000	654,036
<b>TOTAL TRANSFERS</b>	<b>\$ 2</b>	<b>\$ 110,000</b>	<b>\$ 1,024,886</b>	<b>\$ 973,162</b>	<b>\$ 829,780</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 1,200,011</b>	<b>\$ 704,000</b>	<b>\$ 1,474,155</b>	<b>\$ 1,432,990</b>	<b>\$ 1,327,933</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 479,001</b>	<b>\$ 61,000</b>	<b>\$ 901,311</b>	<b>\$ 1,376,938</b>	<b>\$ 2,635,067</b>

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*Central Mail Fund*

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Central Mail (Business Services)  
 Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

<u>Central Mail</u>	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>BEGINNING BALANCE</b>	-	30,000	500	17,734	50,000
<b>REVENUES</b>					
Transfers-In	-	-	-	330,513	300,000
Sales & Services	550,000	520,000	450,000	450,000	510,000
Miscellaneous Income	-	-	-	175,000	135,000
<b>TOTAL REVENUES</b>	<b>\$ 550,000</b>	<b>\$ 520,000</b>	<b>\$ 450,000</b>	<b>\$ 955,513</b>	<b>\$ 945,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 450,500</b>	<b>\$ 973,247</b>	<b>\$ 995,000</b>

**EXPENDITURES & TRANSFERS**

Personnel	-	-	-	322,898	339,950
Expense & Equipment					
Operating Expenses	516,000	491,000	430,000	650,349	638,850
Other Operating Expenses	-	-	-	-	-
Capital Improvements & Equipment	-	28,750	10,000	-	-
Utilities	-	-	-	-	-
Cost of Goods Sold	-	-	-	-	-
Total Expense & Equipment	516,000	519,750	440,000	650,349	638,850
<b>TOTAL EXPENDITURES</b>	<b>\$ 516,000</b>	<b>\$ 519,750</b>	<b>\$ 440,000</b>	<b>\$ 973,247</b>	<b>\$ 978,800</b>
Full Costing	-	-	-	-	16,200
Mandatory	-	-	-	-	-
Non-Mandatory	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,200</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 516,000</b>	<b>\$ 519,750</b>	<b>\$ 440,000</b>	<b>\$ 973,247</b>	<b>\$ 995,000</b>

<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 34,000</b>	<b>\$ 30,250</b>	<b>\$ 10,500</b>	<b>\$ -</b>	<b>\$ -</b>
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*Rental Properties Fund*

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Rental Properties (Business Services)  
 Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

<u>Rental Properties</u>	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
BEGINNING BALANCE	-	-	120,000	100,000	65,000
REVENUES					
Transfers-In	-	-	(45,000)	-	-
Miscellaneous Income	-	-	420,000	438,900	440,000
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ 438,900</b>	<b>\$ 440,000</b>
<b>TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 495,000</b>	<b>\$ 538,900</b>	<b>\$ 505,000</b>
EXPENDITURES & TRANSFERS					
Personnel	-	-	80,030	83,428	86,877
Expense & Equipment					
Operating Expenses	-	-	108,500	95,085	170,000
Other Operating Expenses	-	-	-	-	-
Capital Improvements & Equipment	-	-	148,000	180,000	179,784
Utilities	-	-	38,500	38,500	36,000
Cost of Goods Sold	-	-	-	-	-
Total Expense & Equipment	-	-	295,000	313,585	385,784
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,030</b>	<b>\$ 397,013</b>	<b>\$ 472,661</b>
Full Costing	-	-	-	27,500	32,339
Mandatory	-	-	-	-	-
Non-Mandatory	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,500</b>	<b>\$ 32,339</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,030</b>	<b>\$ 424,513</b>	<b>\$ 505,000</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 119,970</b>	<b>\$ 114,387</b>	<b>\$ -</b>

# Campus Facilities Fund

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Campus Facilities Planning, Design and Construction  
 Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

<u>Campus Plng. Design, Constr</u>	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>BEGINNING BALANCE</b>	300,000	203,693	10	85,519	436,405
<b>REVENUES</b>					
Sales & Services	40,000	20,000	470,000	470,000	460,000
Miscellaneous Income	-	150,100	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 40,000</b>	<b>\$ 170,100</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>	<b>\$ 460,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 340,000</b>	<b>\$ 373,793</b>	<b>\$ 470,010</b>	<b>\$ 555,519</b>	<b>\$ 896,405</b>
<b>EXPENDITURES &amp; TRANSFERS</b>					
Personnel	240,500	313,816	413,446	464,961	445,750
Expense & Equipment					
Operating Expenses	15,000	18,000	50,000	50,000	110,000
Other Operating Expenses	-	-	-	-	-
Capital Improvements & Equipment	2,000	1,500	-	-	45,000
Utilities	-	-	-	-	-
Cost of Goods Sold	-	-	-	-	-
Total Expense & Equipment	17,000	19,500	50,000	50,000	155,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 257,500</b>	<b>\$ 333,316</b>	<b>\$ 463,446</b>	<b>\$ 514,961</b>	<b>\$ 600,750</b>
Full Costing	-	-	-	37,418	-
Mandatory	-	-	-	-	-
Non-Mandatory	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37,418</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 257,500</b>	<b>\$ 333,316</b>	<b>\$ 463,446</b>	<b>\$ 552,379</b>	<b>\$ 600,750</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 82,500</b>	<b>\$ 40,477</b>	<b>\$ 6,564</b>	<b>\$ 3,140</b>	<b>\$ 295,655</b>

# Building Services Fund

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Building Services  
 Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

**BUILDING SERVICES FUND**

	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>BEGINNING BALANCE</b>	\$ 1	\$ 215	\$ 20,000	10	1,000
<b>REVENUES</b>					
Transfers-In	207,160	(287,328)	(218,000)	-	-
Sales & Services	3,750,998	3,500,000	4,000,000	4,000,000	4,200,000
Miscellaneous Income	210,050	400	30,000	82,000	10,000
<b>TOTAL REVENUES</b>	<b>\$ 4,168,208</b>	<b>\$ 3,213,072</b>	<b>\$ 3,812,000</b>	<b>\$ 4,082,000</b>	<b>\$ 4,210,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 4,168,209</b>	<b>\$ 3,213,287</b>	<b>\$ 3,832,000</b>	<b>\$ 4,082,010</b>	<b>\$ 4,211,000</b>
<b>EXPENDITURES &amp; TRANSFERS</b>					
Personnel	2,091,979	2,948,516	2,882,308	2,581,237	-
Expense & Equipment					
Operating Expenses	225,409	51,556	40,000	95,000	43,734
Other Operating Expenses	-	-	-	-	-
Capital Improvements & Equipm:	1	50,000	15,000	5,000	-
Utilities	-	-	-	-	-
Cost of Goods Sold	1,643,659	163,000	874,692	1,400,000	43,734
Total Expense & Equipment	1,869,069	264,556	929,692	1,500,000	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,961,048</b>	<b>\$ 3,213,072</b>	<b>\$ 3,812,000</b>	<b>\$ 4,081,237</b>	<b>\$ 2,509,144</b>
Full Costing	-	-	-	-	-
Mandatory	207,160	-	-	-	-
Non-Mandatory	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ 207,160</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 4,168,208</b>	<b>\$ 3,213,072</b>	<b>\$ 3,812,000</b>	<b>\$ 4,081,237</b>	<b>\$ 2,509,144</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 1</b>	<b>\$ 215</b>	<b>\$ 20,000</b>	<b>\$ 773</b>	<b>\$ 1,701,856</b>

*University of Missouri - Kansas City*  
 University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: University Garage  
 Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

<u>University Garage</u>	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>BEGINNING BALANCE</b>	1	3,789	10	10	10
<b>REVENUES</b>					
Transfers-In	-	(51,480)	(31,210)	-	-
Sales & Services	1	500,000	400,000	350,000	325,000
Miscellaneous Income	597,000	100	100	100	-
<b>TOTAL REVENUES</b>	\$ 597,001	\$ 448,620	\$ 368,890	\$ 350,100	\$ 325,000
<b>TOTAL SOURCES</b>	\$ 597,002	\$ 452,409	\$ 368,900	\$ 350,110	\$ 325,010
<b>EXPENDITURES &amp; TRANSFERS</b>					
Personnel	210,272	231,193	156,238	158,944	168,648
Expense & Equipment					
Operating Expenses	98,729	10,000	20,000	50,000	12,000
Other Operating Expenses	-	-	-	-	-
Capital Improvements & Equipment	10,000	9,500	-	-	-
Utilities	-	-	-	-	-
Cost of Goods Sold	265,000	190,000	130,000	140,000	144,352
Total Expense & Equipment	373,729	209,500	150,000	190,000	156,352
<b>TOTAL EXPENDITURES</b>	\$ 584,001	\$ 440,693	\$ 306,238	\$ 348,944	\$ 325,000
Full Costing	-	-	-	-	-
Mandatory	13,000	-	-	-	-
Non-Mandatory	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	\$ 13,000	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 597,001	\$ 440,693	\$ 306,238	\$ 348,944	\$ 325,000
<b>FUND BALANCE AT END OF YEAR</b>	\$ 1	\$ 11,716	\$ 62,662	\$ 1,166	\$ 10

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Central Box Office (Business Services)  
 Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

<u>Central Box Office</u>	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>BEGINNING BALANCE</b>	(200,000)	(55,000)	(285,000)	(25,584)	-
<b>REVENUES</b>					
Transfers-In	(22,040)	(17,000)	36,000	101,000	65,000
Sales & Services	290,000	290,000	180,000	181,665	240,000
Miscellaneous Income	-	-	2,000	2,000	-
<b>TOTAL REVENUES</b>	<b>\$ 267,960</b>	<b>\$ 273,000</b>	<b>\$ 218,000</b>	<b>\$ 284,665</b>	<b>\$ 305,000</b>
<b>TOTAL SOURCES</b>	<b>\$ 67,960</b>	<b>\$ 218,000</b>	<b>\$ (67,000)</b>	<b>\$ 259,081</b>	<b>\$ 305,000</b>
<b>EXPENDITURES &amp; TRANSFERS</b>					
Personnel	231,002	290,050	443,130	279,676	259,800
Expense & Equipment					
Operating Expenses	60,000	30,000	30,500	24,920	90,000
Other Operating Expenses	-	-	-	-	-
Capital Improvements & Equipment	-	1,300	-	-	-
Utilities	-	-	-	-	-
Cost of Goods Sold	-	-	-	-	-
Total Expense & Equipment	60,000	31,300	30,500	24,920	90,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 291,002</b>	<b>\$ 321,350</b>	<b>\$ 473,630</b>	<b>\$ 304,596</b>	<b>\$ 349,800</b>
Full Costing	-	-	-	9,080	9,154
Mandatory	-	-	-	-	-
Non-Mandatory	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,080</b>	<b>\$ 9,154</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 291,002</b>	<b>\$ 321,350</b>	<b>\$ 473,630</b>	<b>\$ 313,676</b>	<b>\$ 358,954</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ (223,042)</b>	<b>\$ (103,350)</b>	<b>\$ (540,630)</b>	<b>\$ (54,595)</b>	<b>\$ (53,954)</b>



*Bookstore Fund*

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Bookstore

Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>Bookstore</b>					
<b>BEGINNING BALANCE</b>	(420,499)	(3,800,000)	(1,382,212)	(1,397,416)	(1,352,428)
<b>REVENUES</b>					
Transfers-In	(250,046)	(395,063)	(184,159)	-	-
Sales & Services	5,230,004	5,213,080	6,274,739	5,947,456	5,664,264
Miscellaneous Income	2	-	-	-	65,319
<b>TOTAL REVENUES</b>	<b>\$ 4,979,960</b>	<b>\$ 4,818,017</b>	<b>\$ 6,090,580</b>	<b>\$ 5,947,456</b>	<b>\$ 5,729,583</b>
<b>TOTAL SOURCES</b>	<b>\$ 4,559,461</b>	<b>\$ 1,018,017</b>	<b>\$ 4,708,368</b>	<b>\$ 4,550,040</b>	<b>\$ 4,377,155</b>

**EXPENDITURES & TRANSFERS**

Personnel	695,668	649,957	787,969	745,041	798,716
Expense & Equipment					
Operating Expenses	220,003	194,700	213,931	200,199	227,050
Other Operating Expenses	-	-	-	3,000	-
Capital Improvements & Equipment	8,602	4,500	-	1,000	8,000
Utilities	-	85,000	-	61,800	70,000
Cost of Goods Sold	3,479,700	3,948,560	4,225,771	4,252,543	3,730,778
Total Expense & Equipment	3,708,305	4,232,760	4,439,702	4,518,542	4,035,828
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,403,973</b>	<b>\$ 4,882,717</b>	<b>\$ 5,227,671</b>	<b>\$ 5,263,583</b>	<b>\$ 4,834,544</b>
Full Costing	-	-	-	190,440	180,000
Mandatory	148,484	-	140,699	145,888	128,236
Non-Mandatory	6,962	-	35,020	31,308	6,288
<b>TOTAL TRANSFERS</b>	<b>\$ 155,446</b>	<b>\$ -</b>	<b>\$ 175,719</b>	<b>\$ 367,636</b>	<b>\$ 314,524</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 4,559,419</b>	<b>\$ 4,882,717</b>	<b>\$ 5,403,390</b>	<b>\$ 5,631,219</b>	<b>\$ 5,149,068</b>

<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 42</b>	<b>\$ (3,864,700)</b>	<b>\$ (695,022)</b>	<b>\$ (1,081,179)</b>	<b>\$ (771,913)</b>
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University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Addressing Services (Business Services)  
 Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

<u>Addressing Services</u>	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>BEGINNING BALANCE</b>	60,000	-	10,700	-	-
<b>REVENUES</b>					
Transfers-In	(16,700)	(13,000)	(36,000)	-	-
Sales & Services	540,000	275,000	240,000	-	-
Miscellaneous Income	-	175,000	175,000	-	-
<b>TOTAL REVENUES</b>	<b>\$ 523,300</b>	<b>\$ 437,000</b>	<b>\$ 379,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL SOURCES</b>	<b>\$ 583,300</b>	<b>\$ 437,000</b>	<b>\$ 389,700</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES &amp; TRANSFERS</b>					
Personnel	157,800	95,000	17,472	-	-
Expense & Equipment					
Operating Expenses	298,800	300,000	306,000	-	-
Other Operating Expenses	-	-	-	-	-
Capital Improvements & Equipment	1,200	31,300	10,100	-	-
Utilities	-	-	-	-	-
Cost of Goods Sold	-	-	-	-	-
Total Expense & Equipment	300,000	331,300	316,100	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 457,800</b>	<b>\$ 426,300</b>	<b>\$ 333,572</b>	<b>\$ -</b>	<b>\$ -</b>
Full Costing	-	-	-	-	-
Mandatory	-	-	-	-	-
Non-Mandatory	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 457,800</b>	<b>\$ 426,300</b>	<b>\$ 333,572</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 125,500</b>	<b>\$ 10,700</b>	<b>\$ 56,128</b>	<b>\$ -</b>	<b>\$ -</b>

University of Missouri - Kansas City  
 Division of Administration and Finance  
 Fund: Police Services (Police)  
 Summary of Major Sources of Revenues and Expenditures  
 Original Budgets - FY 2002 to FY 2006

<u>POLICE</u>	Original Budget 2002	Original Budget 2003	Original Budget 2004	Original Budget 2005	Original Budget 2006
<b>BEGINNING BALANCE</b>	40,000	-	-	-	-
<b>REVENUES</b>					
Transfers-In	(1)				
Sales & Services	125,001				
Miscellaneous Income	1				
<b>TOTAL REVENUES</b>	<b>\$ 125,001</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>TOTAL SOURCES</b>	<b>\$ 165,001</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>EXPENDITURES &amp; TRANSFERS</b>					
Personnel	97,402				
Expense & Equipment					
Operating Expenses	27,594				
Other Operating Expenses	-				
Capital Improvements & Equipment	2				
Utilities	-				
Cost of Goods Sold	1				
Total Expense & Equipment	27,597				
<b>TOTAL EXPENDITURES</b>	<b>\$ 124,999</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Full Costing					
Mandatory	1				
Non-Mandatory	1				
<b>TOTAL TRANSFERS</b>	<b>\$ 2</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 125,001</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 40,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

# Comparison Cohort

## Organizational Structure for Administration Finance

System level uses these as cohorts  
to be compared to UMKC

Institution	Administration & Finance Combined	Administration & Finance Separated	Hybrid Structure
IUPUI	x		
University Louisville		x	
Wayne State University			x
University of Alabama - Birmingham	x		
Virginia Commonwealth University	x		
University of Illinois - Chicago			x
University of Houston - University Park	x		
University of Wisconsin - Milwaukee			x
Temple University		x	
State University of New York - Buffalo	x		
Cleveland State University	x		
Georgia State University	x		
University of Arkansas - Little Rock	x		
George Mason University	x		
East Tennessee University	x		
Wright State University	x		
University of Nevada - Reno	x		
University of South Alabama	x		
University of Akron		x	
University of Cincinnati		x	
University of Memphis	x		
University of South Florida	x		
University of Toledo	x		
University of Pittsburgh	x		

## Organizational Structure for Administration Finance

Institution	Administration & Finance Combined	Administration & Finance Separated	Hybrid Structure
Iowa State	x		
University of Iowa	x		
Kansas State	x		
University of Kansas			x
Oklahoma State	x		
University of Oklahoma	x		
University of Nebraska	x		
Michigan State	x		
University of Texas - Austin		x	
University of Colorado	x		
Washington State		x	
University of Virginia		x	
University of Illinois - Urbana-Champaign			
University of Michigan	x		
University of Chicago	x		

x  
*3 year does meeting finance and local bus-ness officer focuses on adminis-tration.*

# Procurement Cards

## The Freedom of Information Center

### University of Missouri system credit cards have been favorite target auditors

By Kevin Murphy and Shashank Bengali  
*The Kansas City Star*  
 April 27, 2003.

A campus mail service manager charges \$5,260 in groceries, laptop computer equipment and other items on her University of Missouri-Kansas City charge card. Questioned, she makes partial reimbursement.

At the University of Missouri-St. Louis College of Fine Arts and Communication, receipts are missing for one in five credit card charges. Some with receipts, such as \$1,097 for T-shirts, have unexplained business purposes.

At the University of Missouri-Columbia School of Medicine, three-fourths of 433 cardholders have monthly credit limits of \$25,000, even though 93 of those employees never used the card during a six-month period. For many cardholders, the limit was 10 times what they needed.

The University of Missouri system has made a major push in recent years for employees to use credit cards, resulting in \$75 million in charges last year by almost 5,300 cardholders, or an average of about \$14,150 per user.

But the use and the misuse of the cards — which the university system calls procurement cards — have been a favorite target of auditors. They found shortcomings in 18 of 23 audits that covered card usage in 2001 and 2002.

*The Kansas City Star* acquired those audits and some 700 other audits and financial statements when the university system settled a long-running lawsuit with the newspaper last month. After a five-year battle, the university system agreed that the audits were public records under Missouri law.

Auditors from PricewaterhouseCoopers found undocumented or personal card expenditures, charges without receipts, scores of cards that were issued and never used, and credit limits that often far exceeded need.

Nikki Krawitz, the university system's vice president for finance, said there were bound to be problems with so many transactions — 335,000 in 2002.

"The potential in any large organization for misuse is always there," Krawitz said. "It's typically of a pretty small dollar amount, given the large volume of transactions."

In spot samples of credit card charges in eight departments last year, auditors questioned \$124,000 in transactions that lacked receipts or did not comply with spending policies.

Although the systemwide effect cannot be determined, that sample could indicate that more than \$3 million in charges would raise questions.

Any amount of abuse is untimely, given the university system's current struggle with budget constraints. The General Assembly is looking at \$89 million in cuts for the upcoming higher education budget, said Rep. Chuck Graham, a Columbia Democrat who is past chairman of the House Appropriations-Education Committee.

"I want to make everything you can as efficient as possible, and I don't think anyone will tell you that universities are incredibly efficient institutions," Graham said.

Missouri Auditor Claire McCaskill, who audited the use of nonuniversity state employee cards last



year, said employers invited financial risk by issuing too many cards with credit limits that were too high.

"Credit cards are not inherently evil," McCaskill said. "They can be a cost-effective way to buy things, but because there are possible abuses, you should not give them to people who do not need them or have limits that are too high."

Yet in the four-campus university system, virtually any university employee who makes business purchases – faculty members, administrators, secretaries – can apply for a card.

The system, with about 20,000 employees, had 5,286 active cards in 2002, Krawitz said. The \$75 million in charges grew from about \$55 million in 2001, and roughly \$20 million the year before, records show.

By comparison, in Kansas, where the state Board of Regents oversees about 16,000 employees at six universities, there were 2,368 active procurement cards at the end of March. Employees charged \$12 million on the cards in 2002, a state official said.

Use of the cards is so strongly encouraged in the University of Missouri system that one university department wound up with 37 more cards than it asked for.

An August 2001 audit said the UMKC Department of Campus Facilities Management requested two procurement cards from the purchasing office to place in department vehicles for off-campus gas purchases.

Instead, the purchasing office issued cards for every university-owned vehicle – a total of 39 cards, each with a \$1,000 limit.

The department did not want the remaining 37 cards and kept them locked in an office safe. After repeated requests, the cards were canceled.

The university system encourages use of the cards, first introduced by the system in 1997 and now issued by JP Morgan Chase Bank, because they cut time and paperwork by consolidating purchases.

"Instead of writing hundreds and thousands of checks to individual vendors, we write one check to the card company each month," Krawitz said.

But, Krawitz said, use of the cards has not increased overall spending by the university system. She said purchasing expenses have declined slightly over the past three years.

The cards allow the system to monitor its purchasing electronically and identify opportunities to buy in bulk or seek discounts from vendors.

JP Morgan issues the system a rebate of a fraction of 1 percent based on the total amount charged to the cards. In 2002 that rebate was nearly \$130,000, Krawitz said.

At least once a month, the cardholder is to produce receipts to reconcile purchases with the card. An official in the employee's department is supposed to approve all the department's purchases before the 10th day of each month.

But PricewaterhouseCoopers found that the cards had been misused, especially because of inconsistent efforts supervisors have made in reviewing purchases.

That can be a problem with large employers, McCaskill said.

You have a situation where you have strict oversight in some departments and others who say, 'Oh, these are professionals; it's none of my business; they are handling it appropriately,'" McCaskill said.

The key is making sure there are safeguards, said James Daly, editor of *Credit Card Management*

magazine, a trade publication.

"There are an awful lot of ways to design these programs," he said. "If they are not designed with some controls, that's where you have problems."

### Security slips

The audits showed that sometimes safeguards failed.

At UMKC, a card was issued in October 2000 to a woman hired to manage the 11-person campus mail service. Before she was hired, she had been sued several times in Jackson County by creditors for not paying bills. She pleaded guilty in 2000 to two bad check charges, records show.

The director of business service, Colin Gage, hired her, and she was issued a university procurement card. Within weeks she bought \$673 in furniture that auditors said did not have a documented business purpose.

She made personal reimbursement.

The employee also paid \$195 for groceries, \$501 for items from a Kmart, \$433 for a cell phone and \$319 for music items that auditors considered personal.

Some credits or reimbursements were made.

In all, auditors said \$5,260 in charges "appeared personal in nature," though reimbursement was partial.

Two checks she wrote as reimbursement bounced, and the money was taken from future paychecks.

Early in her 17 months on the job, she was "verbally instructed on several occasions to reimburse university for personal charges," the audit said. Gage reviewed and approved all her card charges.

Gage did not increase his scrutiny, despite knowing she had early problems with her card, auditors said, and personal charges continued. The university requires suspension of the card for multiple cases of misuse, auditors said.

"She had a plausible explanation for most of these; I simply was not vigilant enough," Gage said last week. "This was a personal failure I was embarrassed about then and that I continue to be embarrassed about."

The employee was terminated Feb. 25, 2002, the audit said, but the reason was not specified. Campus authorities investigated the charges but "it was determined that there was insufficient evidence to proceed with prosecution," said Larry Gates, vice chancellor of administration and finance at UMKC.

The former employee, Lotonya D. Brewer, 33, lives in the Kansas City area and works for a private company.

"Anything that was purchased on a procurement card that should have been reimbursed, I believe I reimbursed," Brewer said in an interview. "I know that I did not put any charges on the card with the intention to defraud the university. That's all I can say."

### More questions, concerns

The audits revealed a variety of other problems with credit cards:

Auditors found that hundreds of credit card transactions lacked receipts.

At the College of Fine Arts and Communication in St. Louis, almost 20 percent of transactions had no receipts, including three purchases that totaled \$5,322. Many receipts lacked a business-related explanation, including groceries, hardware, a truck rental, and \$1,097 for T-shirts. The audit did not



indicate which employees made the purchases.

Auditors also found three cardholders whose monthly statements were not reviewed by a supervisor, which essentially allowed people to approve their own purchases.

At the UMKC School of Medicine, one person kept a card for 10 weeks after leaving employment. Auditors also said that \$15,000 monthly credit limits were "measurably greater" than needed for several cardholders in the school.

- Three employees in the UMKC School of Dentistry had monthly limits as high as \$100,000, and two employees in the University of Missouri-Rolla School of Engineering had limits of \$75,000. One of those Rolla employees always spent less than \$200 a month.

Krawitz said the university system constantly monitored the credit limits and, in many cases, had reduced the limits where officials or auditors thought they were too high.

"If we didn't have any checks and balances in place, we would be worried about high limits," she said. "The reason we set high limits is so the department doesn't have to call the purchasing office every time they have to purchase something."

- Part of the university system's goal in using credit cards is to buy from preferred vendors, but the audit found that one UMKC biology employee forfeited a 60 percent discount by buying from someone else.

- While more than one-quarter of university system employees have cards, auditors questioned why some departments had a much higher ratio. For example, at the College of Arts and Science at MU, two-thirds of the 650 employees had cards, with several of them having two or three cards apiece.

University system officials said the cards were working well, and soon would allow employees to charge even more purchases.

Krawitz said officials liked the card system, but she acknowledged that the system was constantly being reviewed.

"We're trying to always improve the process," she said.

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[Return to FOI Center Main Page](#)

This page was last updated on: April 23, 2003.

## Consultant Expenses FY2002-FY2005

### Planning and Performance:

- Institute for Strategic Management Practices \$48,749
1. Strategic planning for HR and design HR balanced scorecard measurement system
  2. Trained 30 staff on construction and use of balanced scorecard.
  3. Designed balance scorecard for Division of Administration & Finance.
  4. Leadership training for police.
  5. Developed Baldrige performance criteria for HR

? could not find but likely partnered with balanced scorecard org  
TRANSFORMATION

- Bonnie Bourne \$ 18,900
1. Facilitate Division Planning Sessions
  2. Facilitate AP/PO business process redesign
  3. Facilitate student loan process redesign.
  4. Workshop on process redesign techniques

### Employee Training & Development:

- Mid-American Regional Council \$74,510
1. Customer Service Training for Division 300 employees

Government Training Institute offers one-day courses such as "Serving Diverse Customers: Respecting the Ecosystem"

- Susan Rohrer - Kevin (former exec. director) - Civic Leadership Training Council, Inc. \$ 5,625
1. Training and development for finance staff

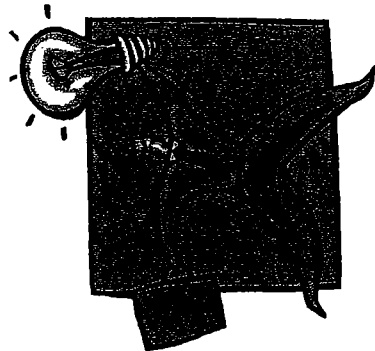
- Pam Franta - an organizational consultant with BHC Cowork \$ 2,697
1. Leadership training for senior administrators
  2. HR organizational design

encourage people to volunteer for community involvement

### Physical Plant

- Grant Thornton - audit firm \$34,960
1. Utility cost reduction and efficiency study.

n? - audit firm



## Shared Services - Information Document

# Solution

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Provide high-quality and low-cost financial services to line management. Accomplish this through centralization and consolidation of scale-sensitive activities among business units while maintaining a line-orientation to cost and service.

*in other words: "Shared Services"*

# Shared Services Defined

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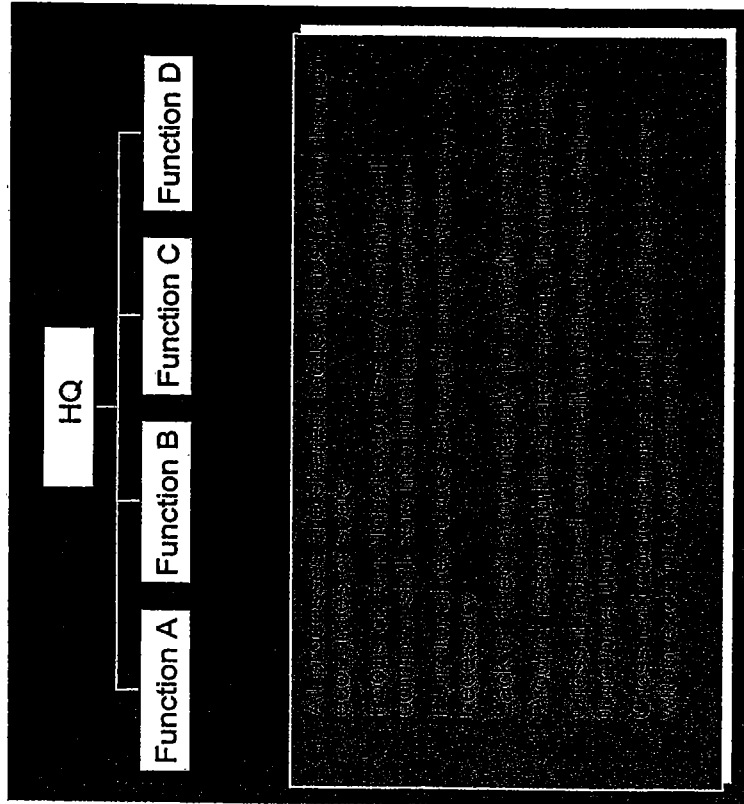
Shared Service Centers (SSC) are the consolidation, standardization, and reengineering of a support process or processes into one or more units serving the entire organization. SSC's are sometimes referred to as "centers of excellence."

- SSC's usually operate as separate subsidiaries
- Goals of a Shared Service:
  - Reduce cost and management layers
  - Develop high-quality service, while providing a low-cost mentality
  - Enable management to focus on strategic issues rather than administrative activities
  - Enable a reduction of costs through economies of scale
  - Allow for reduced staff time
- SSC's differ from other centralized functions in two ways:
  - SSC's use advanced communication technology to make up for remoteness
  - SSC's are set up essentially as profit centers, with users paying for services

# Understanding of Organizational Alternatives

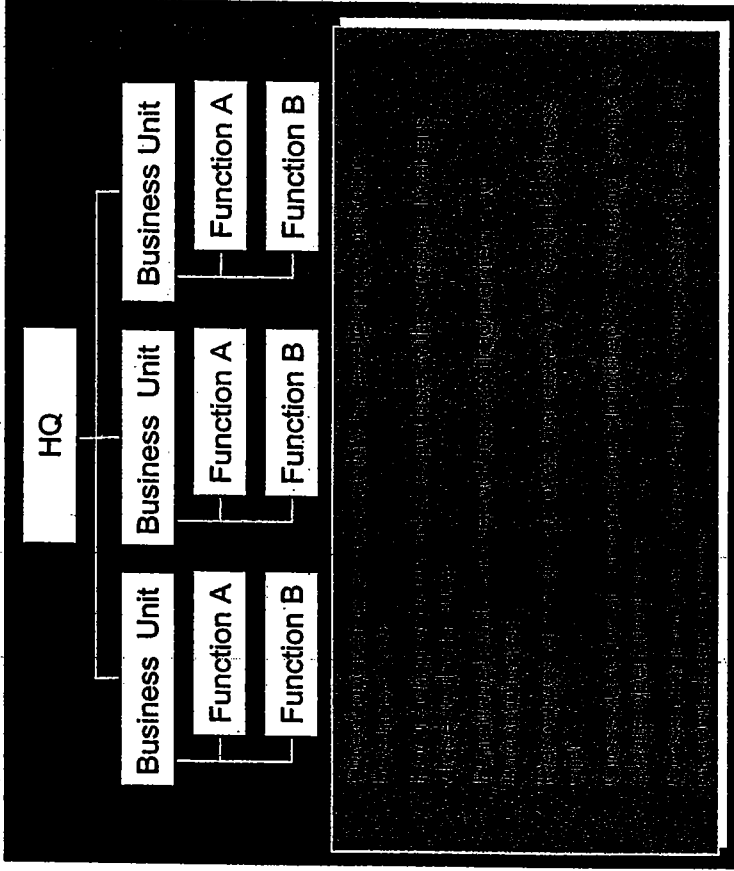
Companies used to have to choose between the scale economies of centralization or the accountability and focus of decentralization to control their various processes.

## Economies of Scale Centralized Structure



or

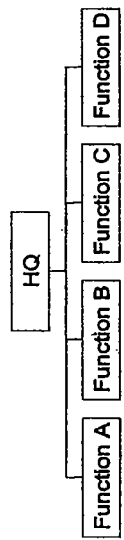
## Accountability and Focus Autonomous/Decentralized Structure



# Understanding of Organizational Alternatives

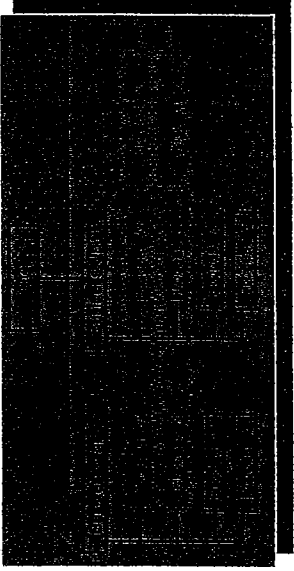
As technology reduces the constraints of time and place, organizational management teams are able to pursue structures that combine the attributes of both autonomy and centralization by using some "shared services" across business units.

Economies of Scale  
Centralized Structure



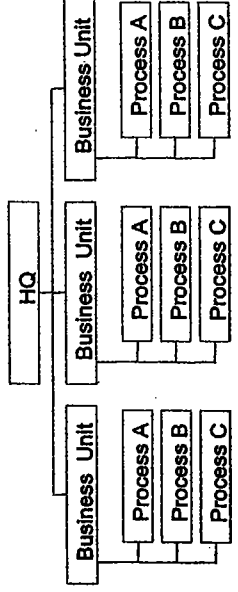
Centralized structure is characterized by a high degree of control and coordination from the top management. This structure is often used in organizations where there are significant economies of scale and where the core competencies are shared across all business units. The centralization of functions allows for standardization and consistency in operations, which can lead to cost savings and improved efficiency. However, it may also result in slower decision-making and less responsiveness to local market conditions.

Balance of Scale & Focus  
Matrix Structure



Matrix structure is a hybrid organizational design that combines elements of both functional and divisional structures. It typically features a grid of project managers (horizontal axis) and functional managers (vertical axis). This structure allows for a high degree of flexibility and resource allocation, as project managers can draw on expertise from various functional areas. It is well-suited for organizations that operate in dynamic and complex environments where cross-functional collaboration is essential for success.

Accountability and Focus  
Autonomous/Decentralized Structure



Autonomous or decentralized structure is characterized by a high degree of independence and decision-making authority at the business unit level. Each business unit operates as a self-contained entity, responsible for its own performance and profitability. This structure is often used in organizations that operate in diverse markets or where different business units have unique requirements. While it promotes accountability and focus, it may also result in duplication of resources and a lack of coordination across the organization.

# Organizational Responsibilities

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Each part of the organization plays a role in the success of Shared Services.

- Transaction-oriented, volume sensitive services
- Specialized functional expertise available to multiple businesses

- Overall strategy and policy
- Resource allocation—people, capital
- Strong technical experts as strategic resource
- Functional leadership and standards
- Performance management

- Organization unit for accountability and performance measurement
- Sales and production
- P&L accountability
- Strategic or unique functions
- Has own strategy, competitors, customers



# Organizational Responsibilities

Typical functions that companies consider to place in a Shared Services environment include:

<b>Finance</b>	<ul style="list-style-type: none"> <li>General Ledger</li> <li>Accounts Payable</li> <li>Accounts Receivable</li> <li>Fixed Assets</li> <li>Building &amp; Equipment</li> <li>Travel and Entertainment</li> <li>Cost Accounting</li> </ul>	<ul style="list-style-type: none"> <li>Accounts Payable</li> <li>Accounts Receivable</li> <li>Fixed Assets</li> <li>Building &amp; Equipment</li> <li>Travel and Entertainment</li> <li>Cost Accounting</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Compensation</li> <li>Benefits Administration</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment Services</li> <li>Compensation</li> <li>Benefits Administration</li> </ul>
<b>Information Services</b>	<ul style="list-style-type: none"> <li>Systems</li> <li>Helpdesk/Service Center</li> <li>Application Development</li> </ul>	<ul style="list-style-type: none"> <li>Systems</li> <li>Helpdesk/Service Center</li> <li>Application Development</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>Intellectual Property</li> <li>Contract Administration</li> </ul>	<ul style="list-style-type: none"> <li>Intellectual Property</li> <li>Contract Administration</li> </ul>
<b>Corporate Affairs</b>	<ul style="list-style-type: none"> <li>Communication Services</li> </ul>	<ul style="list-style-type: none"> <li>Communication Services</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>Specialized Shared Services</li> </ul>	<ul style="list-style-type: none"> <li>Specialized Shared Services</li> </ul>

# SSC Model

- Leadership** Do you have to appropriate executive management support? Divisional support? External party support?
- Costs** Have you defined your base costs accurately so you can measure the success of the effort?
- Resources** Do you understand the level of effort that will be required to achieve the overall Shared Services vision? Have you planned and committed the best possible internal and external resources?
- Location** Do you understand the considerations of picking an existing versus a greenfield location and what impact this can have on the transition?
- Leverage** How will you leverage internal best practices and benchmarks first vs. going for "world class" solutions?
- Implementation** Do you understand the phasing, scoping and timing options that exist and what implications these have on the transition plan?
- Achievability** Have you assessed whether the vision is achievable within the desired time frame, and realistic in relation to the investment needed?
- Measurement** Do you understand what measures to incorporate and how to incorporate them into service level agreements?
- Communication** What is the communication plan? What are we doing to protect our valuable 'knowledge assets'? What are we doing to ensure the transition is seamless to external parties?

# SSC Implementation Approach

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Shared services are typically developed in three distinct phases.



- Project Plan
  - Benchmarking
  - Assess 'as-is'
    - Process
    - Systems
    - Organization
  - Create High-Level Integrated Vision and Operating Model
  - Develop Change Management and Communications Plan
  - Construct High-level Business Case
- 
- Design Detailed Operating Model
    - Organization/Roles and Responsibilities
    - Process Flows
    - Performance Measurements
    - Systems/Information Requirements
    - Policies and Procedures
- 
- Pilots
  - Migration
  - Optimization

# Primary Candidates for SSC

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# Characteristics of Need

Are your processes ... ?

- Uniform
- Common
- Generic



- » Volume driven
- » Transaction intensive
- » Minimal exceptions
- » Routine service
- » "One Size Fits All"

Clear Shared Services  
Candidates

Are your processes ... ?

Range of Customer Needs

- Focused
- Unique
- Specific



- » Knowledge/relationship driven
- » Problem solving
- » Custom solutions required
- » More time required
- » Local issues may drive needs



Shared services candidates  
only in a few, specific cases



# SSC Objectives

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- Fundamentally reduce costs and enhance services by:
  - Achieving economics of scale across groups
  - Fulfilling similar “service” needs across businesses
  - Locating low labor cost areas
- Operate as separate subsidiary
- Standardize work policies and implement Best Practices
- Consolidate and employ common systems
- Reduce management layers and increase span of control
- Establish and maintain a service-line orientation

# SSC Benefits

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- Better management focus on strategic business issues
- Balance sheet improvements
- Cost reductions
- Staff reductions
- Efficient first-class systems
- Service and quality improvements

# SSC Provides

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- Efficient systems
- High-quality, low-cost service mentality
- Line vs. staff orientation
- Fix responsibility and accountability for functional headcount control and cost experience curve results
- Set service standards and service levels
- Optimization of balance sheet management
- Potential to create new business opportunities



## SSC Does Not Affect

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- Management's ability to set and monitor strategic, operational, or tactical issues
- Business policies
- A business unit's responsibility for managing capital employed
- Participation (SSC must "sell" the service)

# SSC Implementation Issues

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## Process Issues

- Business case
- Site selection
- System configuration
- Paper processes
- Communication network
- Financial allocations

## People Issues

- Readiness to change
- People selection
- Reporting relationships
- Management processes
- Selling vs. dictating
- Customer service mentality
- Total quality management

# Critical Success Factor

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- Leadership** Create entrepreneurial spirit and run it like a business, not just a collection of staff functions.
- Costs** Define your base-cost accurately so you can measure the success of the shared services effort.
- Resources** Utilize your best demonstrated practices. Location A greenfield, or new location, ensures an easier transition.
- Teams** Create a team environment.
- Reorganization** De-layer the organization in order to facilitate a team environment.
- Focus** Focus on continuous improvement in cycle time, unit costs, defect rates and service.
- Measurement** If you can not measure it, you can not manage it. Incorporate measurements in client service agreements.
- Communication** No matter how much -- it is never enough.

# Reallocation, Operations and Revenue Strategies

## Reallocation:

Approximately 42% of the unit's total current funds budget consists of personnel costs (i.e., salary & wages and benefits), 14% in department operating expenses, and 44% in capital improvements and fixed costs (i.e., utilities and cost of goods sold). The most flexible portion of the total current funds budget is the general operating budget, which is about 68% of the total current funds expense budget. Any reallocation would have to come from the general operating budget and would likely involve a workforce reduction. Since the physical plant organization has the largest contingency of personnel, this is the most likely unit to examine initially. However, this unit has already experienced a significant reduction in workforce since 2001 (net reduction of 23). Further reductions would likely impact service levels and quality.

The Division has annually reallocated a portion of its fund balance to the plant fund to support various capital projects for both academic and administrative units. In addition, Division funds have been transferred to plant maintenance & repair to augment required funding to sustain the useful life of physical facilities.

## Operating Functions:

1. Outsource Central Ticket Office. Impact on all units offering ticketed events.
2. In-source or outsource Bookstore. Impact on student customers, faculty and staff.
3. Consolidate back office payroll function across the university system.
4. Consolidate accounts payable function across the university system. Taskforce will soon be established to study this possibility.
5. Consolidate Affirmative Action and Diversity in Action offices, which would involve moving the diversity in the curriculum program to Academic Affairs, and student programming to Student Affairs. The diversity workshops would be retained in Affirmative Action, or as an alternative become part of the training & development activities in Human Resources. Decision to be made by June 30, 2005.
6. Consolidate Mediation Services with Employee Relations. Action will be initiated effective June 1, 2005.
7. Consolidate the Chemical, Biological, and Radiation Safety (CBARS) unit with fire safety, occupational safety, and environmental safety areas into one unit for Environmental Health and Safety.
8. Reduce the duplication of business process work done throughout the campus. The university spent approximately \$8.0 million in salary costs in FY2002 to process budget, procurement and human resource related business transactions. Of that total, 50% of the cost resided in academic units, while 15% resided in the central functional offices of finance and human resources. Academic units spent

# Reallocation, Operations, and Revenue Strategies (cont.)

approximately \$4.1 million on these processes compared to \$1.2 million associated with the central functional units. In terms of student service processes, the university spent, in FY2002, \$5.9 million in salaries, of which 54% resided in academic units. The decentralized nature of the current business process environment creates a high degree of inefficiencies and excess costs. Shared service centers have proven to be a successful way to address this issue in a number of organizations, including higher education. This option should be pursued at UMKC as well.

## Revenue Strategies

1. Charge processing fee for all ticket sales through Central Ticket Office.
2. Charge back fully loaded costs for mail services to operating units.
3. Establish a transportation fee for the shuttle bus.
4. Charge fully loaded costs for event parking.
5. Recover full costing on all enterprise-like operations, including those in academic units irrespective of purpose.
6. Increase management fee to Trustees for managing their properties.

**University of Missouri – Kansas City  
Division of Administration & Finance**



***Committee on Organizational Structure  
and Community Outreach  
(COSCO)***

**Presentation on May 4, 2005**

**Division of Administration and Finance  
May 4, 2005**

**Presentation to Committee on Organizational Structure  
and Community Outreach**

**(COSCO)**

**Agenda Materials**

- **Division Operational Plan**
- **Organizational Structure**
- **Current Position Staffing**
- **Division Operating Budget Sources and Uses**
- **Division Efficiency and Productivity Initiatives**
- **Appendix**  
**Sample of Benchmarking Statistics**

Our organizational excellence framework is founded on five building blocks we call “Critical Success Factors” (CSF). These factors are:

- ★ Value-Centered Leadership
- ★ Quality Customer Service
- ★ Motivated and Productive People
- ★ Excellence in Business Processes
- ★ Responsible Resource Management

Value-centered leadership is a commitment to excellence. Our leadership style is demonstrated by:

- ★ Modeling our values
- ★ Inspiring a shared vision
- ★ Challenging the status quo
- ★ Enabling others to act
- ★ Encouraging others to excellence

Division leaders are accountable for setting the broad mission, values, and vision for the organization. As a leadership team, they develop strategies, set goals and objectives, design action plans, monitor results, and initiate improvements. These actions move the Division toward a culture of excellence that is pervasive and focused on adding value for our customers. Excellence in all we do requires **5-star performance**. Being **5-star** means:

- ★ Excellence in building relationships
- ★ Excellence in the quality of our products and services
- ★ Excellence in the way our work gets done
- ★ Excellence in managing our resources
- ★ Excellence in leading others

Our organizational excellence framework provides the context for the Division’s five-year plan for continued performance improvement. Our strategies, goals and objectives, and action plans will guide our initiatives and direct our daily work activities. The outcome of our collective efforts directly supports and advances our mission and vision and contributes to the overall success of the University.



## Quality Customer Service

We are committed to meeting and exceeding customer value expectations through the following strategies.

- Strategy: Provide Value for the Money
- Strategy: Deliver Quality First
- Strategy: Create Customer Confidence
- Strategy: Build a Reputation for Excellence

### 5-Star Quality Standards to Address Customer Value Expectations

- Products and services are delivered on time and provide value at a fair price.
- Products are functional, reliable, and conform to customer requirements.
- Services are accessible, accurate, consistent, and convenient.
- Customer service associates are responsive, courteous, knowledgeable, and competent.
- We conduct our business in a trustworthy and ethical manner.

Strategy	Objectives	Measures	1-Yr Target	5-Yr Target
Provide Value for the Money	Deliver products and services that consistently provide value at a reasonable price.	Price/Value	70%	90%
Deliver Quality First	Provide product selection and quality that meets or exceeds customer expectations. Deliver service quality that meets or exceeds customer expectation.	Product Quality Service Quality	75% 70%	80% 90%
Create Customer Confidence	Deliver products and services on time. Leave a lasting positive impression with every customer.	Timeliness Customer Relations Customer Satisfaction	70% 73% 70%	90% 90% 90%
Build a Reputation for Excellence	Create reputation as trusted advisor.	Image	72%	90%

## Excellence in Business Processes

We create effective and efficient processes for delivering customer value expectations right the first time. The value-creating process strategies we employ are:

- Strategy: Create Innovative Solutions
- Strategy: Build Exceptional Customer Relationships
- Strategy: Achieve Operational Excellence
- Strategy: Be a Responsible Community Citizen

### 5-Star Quality Standards for Value-Creating Processes

- Processes provide creative customer-oriented solutions.
- Processes are cost effective and timely.
- Processes are reliable and perform consistently.
- Processes conform to customer and internal policy requirements.
- Processes are responsive to social and regulatory obligations.

Strategy	Objectives	Measures	1-Yr Target	5-Yr Target
Create Innovative Solutions	Develop creative solutions for doing business.	Redesigned Processes	2-3	4-5
Achieve Operational Excellence	Operate key business processes using best practices standards of efficiency and effectiveness.  Manage risk effectively.	Cycle Time  Cost per Transaction  Error Rate  Conformance to Requirements Audits closed in 6 months	Baseline Set Baseline Set Baseline Set 80% 75%	Standard Met Standard Met Standard Met 95% 90%
Build Exceptional Customer Relationships	Develop client-centered partnerships with customers.	Customer Engagement	70%	90%
Be A Responsible Community Citizen	Enhance business activities with minority and women owned companies. Protect campus environment and enhance health and safety.	MBE/WBE Participation Rate  Incidence Rate	31% TBD	37% TBD

## Motivated and Productive People

We are committed to providing our employees the opportunity for challenging and meaningful work in a dynamic environment. We enhance the learning and growth of our employees and continually improve performance through the following strategies.

- Strategy:** Enhance Core Competencies
- Strategy:** Leverage Technology to Improve Performance
- Strategy:** Create a Dynamic Workplace

### 5-Star Quality Standards for Sustaining Organizational Capabilities

- Employees are knowledgeable, competent, innovative, and productive.
- Employees are skilled using technology and information resources.
- Employees are highly engaged, empowered to take action, and held accountable.
- Employees represent a diverse workforce.
- Employees have performance goals aligned to organizational goals.

Strategy	Objectives	Measures	1-Yr Target	5-Yr Target
Enhance Core Competencies	Recruit and retain competent and diverse employees. Enhance training and development.	Retention Workforce Diversity Training Hours Per Employee	85% 20% 30	95% 25% 40
Leverage Technology to Improve Performance	Invest in technology and support systems to enhance productivity and performance.	IT Expenditures Per Employee	TBD	TBD
Create A Dynamic Workplace	Align employee and organizational goals. Reach market-base salary targets for key job classes. Create a climate for action and accountability.	Performance Reviews Complete Percent of Market Salary	65% 80%	100% 90%
		Organizational Climate Employee Satisfaction	65% 70%	95% 95%

## Responsible Resource Management

We are committed to the highest degree of integrity in exercising our stewardship role in managing university assets and in executing our accountabilities to key stakeholders. We fulfill our accountabilities through the following strategies.

- Strategy:** Grow and Diversify Revenues
- Strategy:** Enhance Productivity
- Strategy:** Improve Financial Performance
- Strategy:** Preserve and Enhance Physical Assets

### 5-Star Quality Standards for Managing Resources

- Financial assets are managed to ensure sustainable growth and flexibility.
- Financial resources are managed to ensure that we “live within our means.”
- Financial and physical assets are safeguarded and preserved.
- Resources are invested in “mission critical” activities.
- Debt is strategically managed.

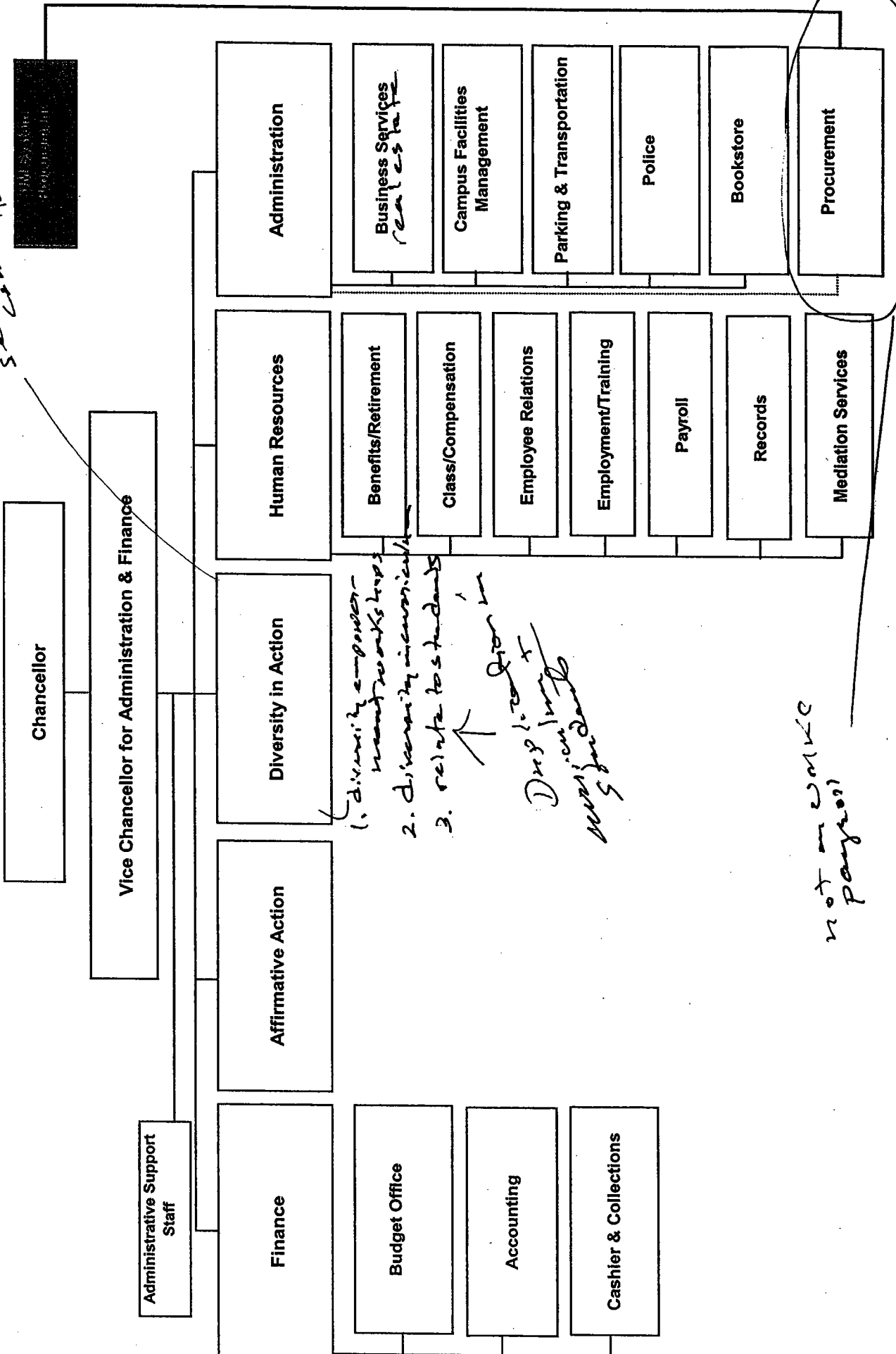
Strategy	Objectives	Measures	1-Yr Target	5-Yr Target
Grow and Diversify Revenues	Increase revenues.	Auxiliary Sales	3%	7%
Enhance Productivity	Reduce costs. Utilize resources effectively.	Expenditures % Total Current Fund Expenditures Return on Net Assets	7% 2%	5% 5%
Improve Financial Performance	Operate within available resources.	Operating Margin	5%	7%
Preserve and Enhance Physical Assets	Maintain and enhance physical assets.	Maintenance & Repair	≥1%	≥1.5%

# University of Missouri - Kansas City

## Division of Administration & Finance

May, 2005

*See University of Missouri  
 2005-2006 Budget  
 for details on  
 funding*



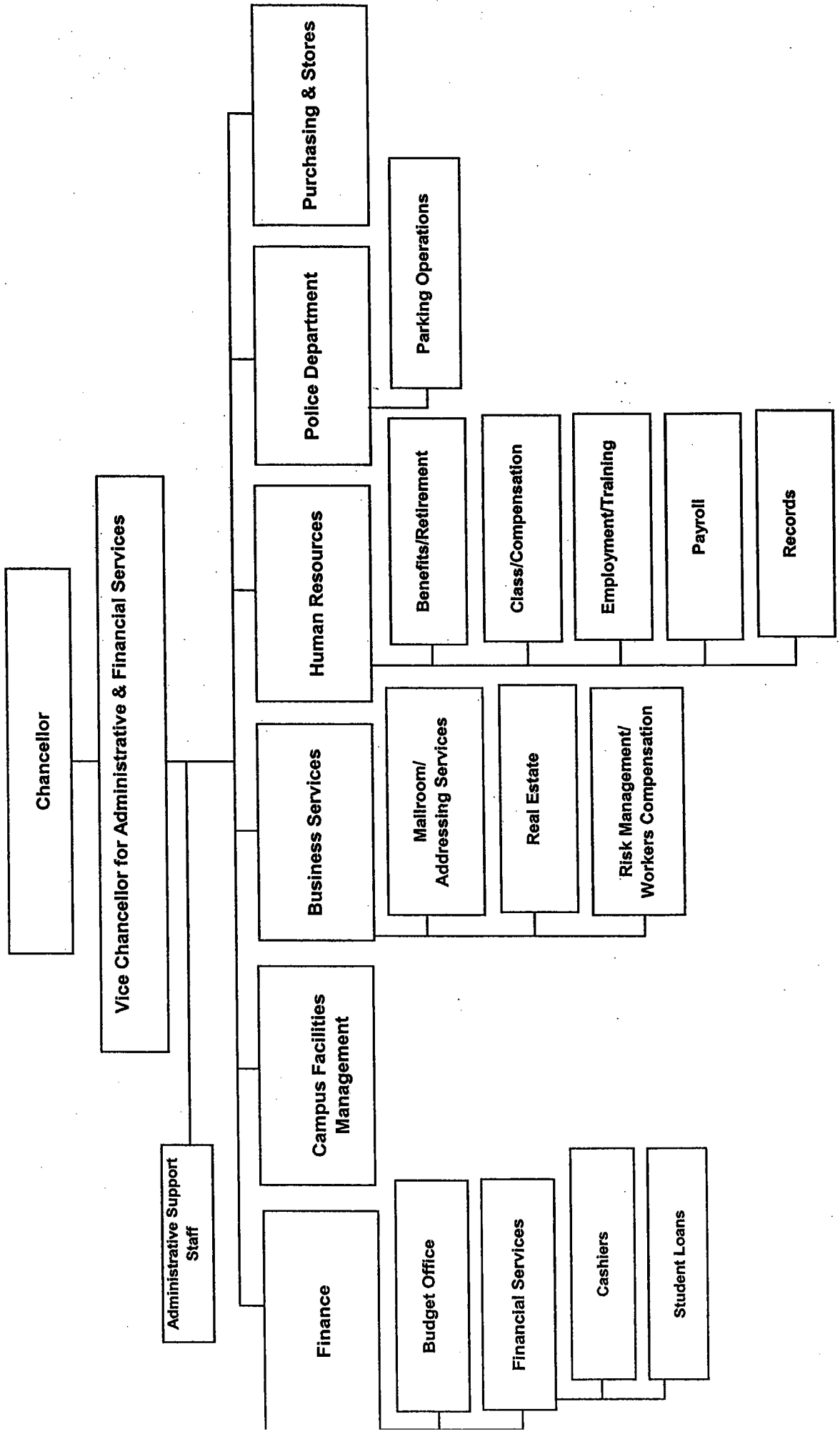
*1. diversity component  
 meant to work top  
 2. diversity in curriculum  
 3. relate to students*

*Discretionary  
 discretionary  
 discretionary*

*not on UMKC  
 payroll*

# University of Missouri - Kansas City

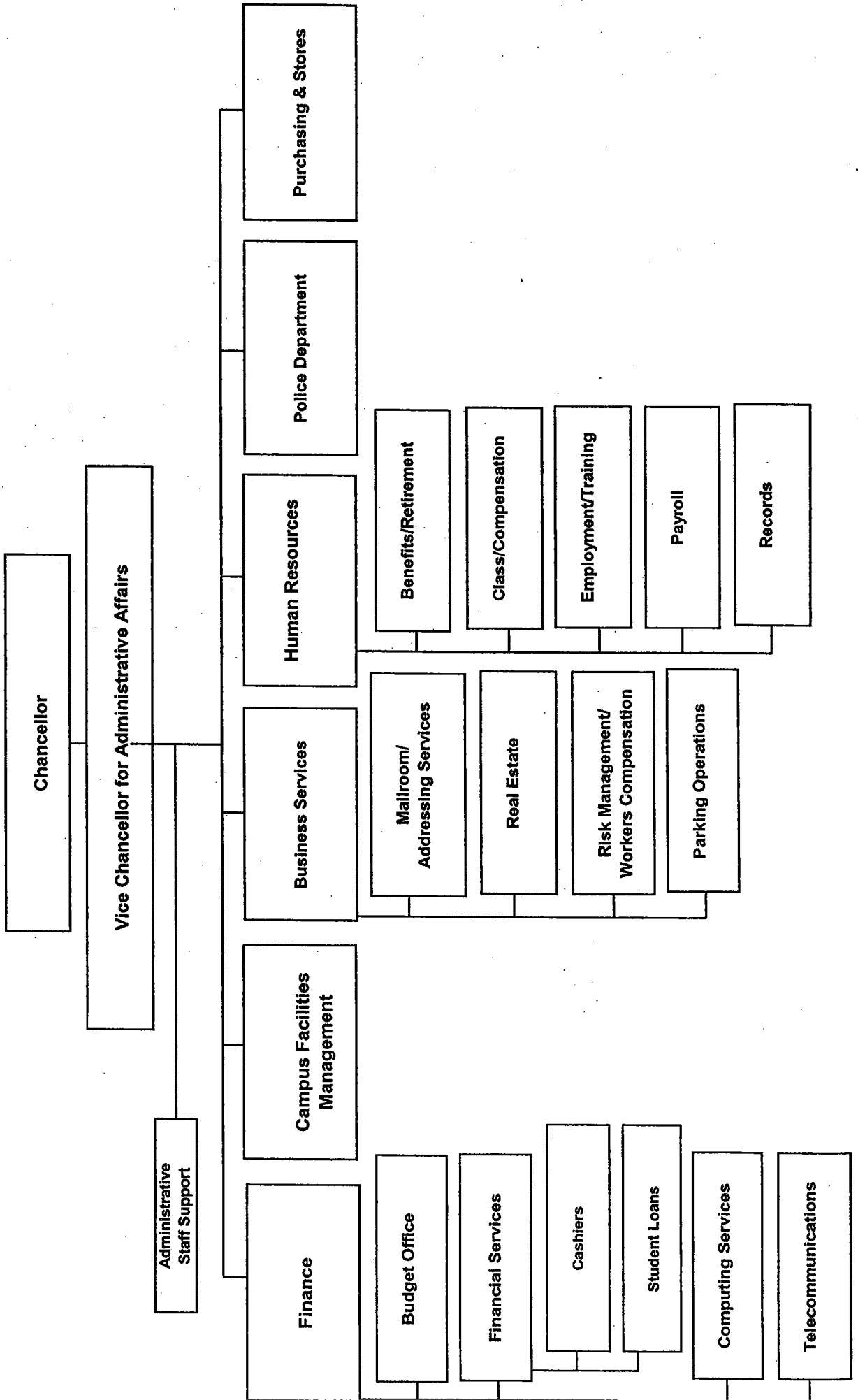
## Division of Administration & Finance June, 2000 to October, 2001



# University of Missouri - Kansas City

## Division of Administration & Finance

April, 1999 to May, 2000



**Changes to Division of Administration and Finance  
Position Staffing Levels Since October 2004 Census Report**

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**Finance**

- Elimination of Manager of Student Loans
- Elimination of Senior Budget Analyst
- Addition of New Senior Accountant - Cashiers
- Elimination of Assistant Director of Accounting

**Diversity in Action**

- Freeze Director of Diversity in Action

**Campus Facilities**

- Elimination of four Custodian positions

**Police**

- Elimination of Assistant Director Position



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**Summary of Division Efficiency and Productivity Initiatives**

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**PROCESS EFFECTIVENESS:**

***Creating Value to Our Customers: Reengineering Core Business Process***

During the past 36 months the Division of Administration and Finance launched several process design initiatives to improve how we provide critical support functions to our campus customers. The overwhelming benefit of these initiatives is the value of building five-star excellence into our business processes by making them user friendly, value-added, efficient, timely and cost-effective.

A non-tangible value that resulted from the project redesign efforts was a demonstrated spirit of increased trust and collaboration among central support departments that did not exist a year ago. Team members participating in these management initiatives are now working on other self-directed projects and business process efforts. These benefits are priceless to any organization.

Secondly, the Division has dedicated a significant amount of staff resources to improve the quality of service to our customers. Following both the University system and division's goal of providing streamlined business processes and superior customer service, the following initiatives are highlights of some of the major successes undertaken:

- Accounts Payable and Purchase Order (APPO) Business Process
- Post Award Student Loan Business Re-engineering
- One Stop Student Billing Processing
- Centralized Accounts Receivable Processing
- Transformation of Human Resources
- Service Center for Processing Administrative Center Business Processes
- Improved Bulk Mail/Addressing Service Processing
- Bookstore
- Campus Facilities and Utility Management Initiatives
- Parking and Transportation
- Police Accreditation

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**Accounts Payable and Purchase Order (APPO) Process Redesign**

This past year, with support from campus leadership, the university formed a 14-member, cross-divisional team consisting of employees from administration and finance, student affairs, academic affairs, and university advancement to focus on functional areas of the accounts payable process. Processes included non-purchase-order vouchers, requisitions, procurement cards, travel reimbursements, and petty cash reimbursement.

The team's charge was to: assess the accounts payable processes from initiation in the department to payment, and to improve quality of service, efficiency, accuracy, accountability, and cost effectiveness for all stakeholders. The team proposed 20 recommendations for system improvement related to training updates, technology advances, and policy changes. The team also concluded that the interrelatedness of these functions warranted a procurement decision flowchart to capture the process of executing purchasing decisions.

In addition, our assessment of current processes included focus-group sessions and surveys of various stakeholder groups as well as research of best practices in accounts payable functions at other institutions. The analysis also focused on value-added versus non-value-added activities as we looked to streamline transactions by eliminating duplication.

One example of a recommendation that has since been implemented is the streamlining of our vendor creation and payment processes. Through customer feedback and business process analysis, we learned that every time a department wanted to pay a new vendor, it had to manually submit a form to accounting to create a new vendor account. The process could take up to three days, thus slowing the department's ability to process payments. Simply by reviewing how we could better exploit the functionality of our existing business applications system, we determined how to automate the process, streamlining the creation of new accounts by reducing the wait time to next-day or even same-day turnaround.

In another example, focus group feedback made it clear that our processing of requisitions was far too cumbersome. Because a significant number of campus requisitions—approximately 1,100 out of 1,500 total—related to annual maintenance agreements, the project team recommended reviewing how to reduce the requisition volume by consolidating maintenance agreements wherever possible. For instance, instead of each department issuing its own copier service agreement, the entire campus could leverage a campus-wide agreement. Since we calculated that our average cost per requisition transaction was \$75.00, consolidating annual maintenance agreements could save the university about \$42,000 per year. This cost savings does not reflect the added transaction cost savings from vendors for providing them increased business volume.

In a third example, review of our petty cash process centered on determining the actual cost to provide this service. The initial review revealed an extremely convoluted 12-step process involving six separate departments for receiving reimbursement. While our flowchart analysis showed how we could reduce the process to four steps involving only two departments, the larger question that surfaced was whether we even needed a traditional petty cash system. Because of improved technology for tracking and processing cash-flow transactions, the project team recommended eliminating our petty cash system altogether, which we are now in the process of doing. Cost estimates indicate that the elimination of steps from our previous approach will save the university more than \$21,000 annually.

In total, with changes implemented in these and other accounts payable transactions, it is estimated that more than \$150,000 in future savings will result from eliminating steps that are nonessential and non-value-added for the customer.

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**Post Award Student Loan Business Re-engineering**

The Finance Department is currently implementing a major reengineer initiative for improved post award administration and customer delivery for awarded Federal Perkins, Health Profession and campus institutional loans. Presently, these loan programs are being managed by utilizing an in-house legacy mainframe billing system. The objective of the University to improve service delivery to our student borrowers while remaining accountable for the loan assets. The new process is being structured to maintain efficient methods for administering its student loan programs to achieve the following goals:

- Provide continuity and uniformity to the administration of the University's federal and institutional loan programs, as well as our many delinquent receivables.
- Provide an integrated billing and collection system that provides for 24 hour access for the borrower and client to provide for payment, account inquiries, and processing of electronic promissory notes and related student loan processing procedures.
- Provide a toll free phone number for student and university access to account inquiries, with live customer service support representatives (no automated answering systems during normal business hours).
- Provide monthly collection and account reconciliation reports and statements.
- Provide timely and accurate recording of borrower's payments including audit trail controls.
- Provide a fully automated electronic discloser solution.
- Consolidate collections to provide additional resources of the University's student financial assistance program.

With the third party service provider concept, the University is projecting the following reductions in its basic student loan processing costs:

	<u>Current</u>	<u>New Process</u>
Cost per student loan billed	\$ 11.44	\$ 3.15
Cost per executed promissory note	\$ 4.86	\$ 0.15
Cost per exit interview	\$ 5.15	\$ 0.25

The outsourced business model is to take effect in late Spring 2005. The estimated cost for the outsourced provider is estimated at approximately \$80,000 per year. Additionally, UMKC will also be expanding its level of services that it provides to the student borrowers as well as address opportunities for improved reporting and communications with the students. Once complete, the business process will be managed with 2 to 3 positions compared to the 2001 staffing level of 8 positions with a total net projected annual savings of \$150,000. Additionally, the UMKC will be investigating the possibility of assessing many of the billing and collection cost components directly to the student borrower to assist recovering the cost of the service provider contract and achieve additional operational savings.

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**One Stop Student Payment/Processing “Shopping”:**

The Finance Department has focused on several process initiatives related to improving the billing and payment process for our students. This initiative has encompassed four program efficiencies for the University. Key to each of the reviews was the University's desire to improve the customer support service level for the students while addressing accountability for the University's resources.

**Student Short Term Emergency Loan Business Process Review**

The Finance Department's Cashier/Student Loan Collection Office and Student Affairs Financial Aid Office work together at the beginning of every semester to provide short-term loans to students. The loans allow students to purchase their books immediately rather than waiting for the federal loan payments, which may be delayed.

In 2003, the Department re-engineered its processes to streamline the pre and post award student loan emergency loan processes for the students. Through internal improvements to automation and consolidation of the billing function, the campus realized more efficient and accountable processes while reducing staffing costs by \$6,000 and workload by .35 FTE. An added outcome of this initiative is an increased collection rate of cash short term loans to 85 percent by end of term.

**Consolidated Student Billing**

Migration to central cash billing and cash collections within the Cashier's Office was implemented in 2004. Students previously received multiple statements and billings for education fees, parking permits and violations, housing fees, students IDs, meal plans and bookstore charges. Under the current integrated model, the Cashier's Office bills students on monthly basis for Residential Life (Housing charges and Meal Plans), University Center (Student ID replacement) Parking Control (Permit Purchases), and Student Bookstore (Student book purchases). This process has lessened confusion for students and improved efficiencies in cash collections for the campus. Additionally, this has resulted in \$15,000 in savings resulting from the production of fewer billing statements and the cost of postage, collections and staff time to manually process various payment processes.

**Student (Swipe Card) One-Card Charge System**

The second phase of this project to migrate to a “swipe card” system, is under review by an inter-campus project team. The team is currently assessing software options for the campus to replace the student identification card with a universal card that can be used as a student billing charge card to the students account. The plan calls for the recommendations to the project Executive Sponsor in the summer of 2005 for potential implementation with the upgrade to the PeopleSoft Student Financial System Billing application upgrade.

**Electronic Bill Presentation and Payment Process**

The University migrated to an electronic billing presentation and check payment processing system in late 2004. This new business improvement allows students and their authorized user (i.e., parent) to view 12 months of billing and make payment electronically via e-check. This service will help accomplish our customer service goal by applying technology in a positive way. An e-check payment will also cost less in processing than standard credit card payments. Estimated savings of \$50,000 is anticipated if the tool is properly used. Electronic bill presentment also provides an avenue to explore the possibility of paperless billing. If the University elects to proceed in this fashion, the cost savings in mailing and postage will be approximately \$400,000.

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**Improved Cash Reconciliation and Collection Processes and Procedures: Centralized Accounts Receivable Processing.**

Over the past 12 months the Finance Department completed analysis of CRR transactions to determine which campus departments are receiving cash and are not utilizing PeopleSoft-ARBI (Accounts Receivable Billing Information). This initiative resulted in capturing approximately \$200,000 of additional receivables in ARBI. Prior to this initiative, more than \$750,000 of accounts receivable was not recorded versus approximately \$550,000 captured outside the ARBI system today. A majority of the receivables not recorded on ARBI relate to the Dental School and KCUR Radio Station; these receivables are captured in another system specifically designed to meet the needs of their operations.

The department developed weekly reports to monitor the summer and fall revenue deferral activity to ensure reliable and accurate posting; this has resulted in discovering a few posting errors that we were able to pinpoint and work with the University System Office to correct. This process initiative effort benefits the UMKC campus as well as the other campuses since the deferral program is executed at the system level for all four campuses. This improvement initiative to the deferral program will also ensure the revenues deferred are accurately reported.

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**Transformation of Human Resources Strategic Plan**

The strategic plan, when implemented in full, realigns the role of the Human Resources office from its current compliance driven role to one of strategic partner, administrative expert, and employee champion and change agent. Human Resources must be able to create value and deliver results that enable the University to accomplish goals, and specifically create an environment for engaged and productive people.

This partnership with the campus community will accelerate the process and ensure positive outcomes. The re-engineering of Human Resources to meet these goals can happen quickly. The addition of key personnel allows us to serve the goal of creating an environment where all members are committed to the goal of motivating people to excellence of contribution and the highest standards of productivity.

As we have seen, long term excellence and productivity can only be accomplished with a workforce that is cared for and supported. Human Resources must be able to deliver excellent customer service to all our constituencies to enable their contribution to the overall success of the University.

The strategic plan has at its core a set of critical success factors: quality customer service, motivated and productive people, excellence in business processes, and responsible resource management. These key factors link to the University of Missouri System mission and goals, UMKC, and the Division of Administration and Finance. These success factors have annual and long term measurable outcomes by which to gauge the success of the plan and the people. Each member of the Human Resources team will have individual goals and responsibilities that form the basis of their performance evaluations.

The year one goals include the design of a systematic training process, development of an ethical and effective performance management plan, and redesign of the recruitment process.

The impact on staffing of the office will be a net increase of four employees in fiscal year 2006. This increase will include:

- Manager of Compensation and Benefits
- Manager of Training and Recruitment
- Manager of Employee Relations
- Human Resource Compensation Specialist

In addition, the position of Assistant Director Human Resources will be eliminated. This will increase the number of employees from the current thirteen to seventeen in 2006. The budget to accomplish these changes will come from existing resources in the Division of Finance and Administration. These changes set the office on course to meet best in practice standards as defined by the Human Resource equivalent of the Baldrige award criteria.

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**Centralized Business Processing (Service Centers)**

The Division of Administration and Finance has taken the leadership initiative to review and propose the centralization of all major business process functions for the administrative units located within the Administrative Center. This management initiative supports the University of Missouri System goal of *Improving Core Processes* and is focused on developing and maintaining effective academic and administrative processes that support the University's vision and create value for constituents.

In order for UMKC to be responsive to this strategic goal, the review investigated ways to promote and achieve greater efficiencies throughout various administrative business processes. Many departments and units within the central administrative offices are performing the same or similar basic business functions. The purpose of the review was to determine if a centralized service center for processing many routine business transactions is a viable strategy for achieving greater administrative efficiencies.

An internal survey instrument was used to collect information concerning the amount of time employees engaged in various business process activities. The survey recorded the average amount of time per month employees spent working on various business process activities. These processes include:

- Accounts payable and purchase orders
- Procurement card reconciliations and postings
- Accounts receivable
- Cash collections
- General ledger (e.g. web applications)
- Payroll
- Budget maintenance and development

The business process study identified that 36 employees currently spend a portion of their time working on various administrative processes each month. These employees' personnel costs total \$2.1 million, of which \$555,200 is spent on business process functions. Of this workforce pool, when their workload is aggregated, the combined workload represents only 9.36 FTE to complete these business process functions.

<u>Business Process</u>	<u>Employees Assigned</u>	<u>FTE Dedicated To Process</u>	<u>Fragmentation Ratio</u>
APPO	30.00	2.15	13.96
Pro-Card	25.00	0.58	43.44
Accounts Receivable	10.00	0.77	12.94
Cash Collections	17.00	0.91	18.65
General Ledger	19.00	1.67	11.36
Payroll	22.00	0.96	22.83
Budget	<u>12.00</u>	<u>2.31</u>	5.19
Total	36.00	9.36	

The business process review indicates the potential to consolidate the above major functions into a combined service center to provide these key functions to the seven administrative department units within the Administrative Center. Further review will be completed in the summer of 2005 to determine the organizational structure and the definition of the job responsibilities for the new Service Center. This initiative will produce increased operational efficiencies while reducing administrative overhead costs.

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**Bookstore**

- Partnered with UM and UMR campuses for a multi-campus book buy, increasing payouts to UMKC students significantly and increasing access to used books
  
- Implemented Student Charge and Launched a UM Certified, e-commerce enabled webstore ([www.umkcbookstore.com](http://www.umkcbookstore.com)).

**Business Services - Improved Bulk Mail/ Addressing Service Processing**

Effective January 1, 2003, the bulk mail operations in Addressing Services were outsourced to several private mailing houses. UMKC remains the customer contact and coordinates the performance of the jobs with the assigned vendors. Billing is handled in Mail/Addressing Services. This change resulted in the ability to eliminate four full-time positions, resulting in a savings to the department of over \$120,000 in annual salary/benefits and \$7,000 in annual equipment maintenance costs.

**Campus Facilities Management**

- Realized over \$500,000 per year in utility cost savings through energy management processes and improvements like a computerized steam trap maintenance program, night set back programs, and various insulation projects.
  
- Initiated process improvement team and reorganization of Building Services operations in first quarter 2005 to improve equipment and services while decreasing costs. To date ten positions have been eliminated resulting in a net savings of over \$200,000 in annual salary/benefits after planned reinvestments in improve training and equipment.

**Parking & Transportation**

- Implemented Parking web site and online parking permit renewal application together with the ability to bill directly to student accounts. Automated renewal of payroll deducted employee's parking permit eliminated the need for yearly renewal forms.
  
- Converting to an automated dispensing system for all fuel tanks (New alternative E85, Unleaded, and Diesel) to improve monitoring and bulk purchasing discounts.



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**Police Department Accreditation**

Certified and accredited law enforcement agency through the Commission on Accreditation of Law Enforcement Agencies (CALEA), December 2004. The UMKC Police Department is one of 520 agencies out of 17,000 in the country to earn the CALEA accreditation. In addition the UMKC-Police Department is one of fewer than 40 college and university police departments to attain accreditation. Accreditation allows UMKC to have:

- 1. A stronger defense against lawsuits and citizen complaints**  
Accredited agencies are better able to defend themselves against lawsuits and citizen complaints. Many departments report a decline in legal actions against them, once they become accredited.
- 2. Greater accountability within the department**  
Accreditation standards give the Chief a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports that support decision-making and resource allocation.
- 3. Support from university officials**  
Accreditation provides objective evidence of the department's commitment to excellence in leadership, resource management, and service-delivery. Thus, university officials are more confident in the agency's ability to operate efficiently and meet community needs.
- 4. Increased community advocacy**  
Accreditation embodies the precepts of community-oriented policing. It creates a forum in which police and citizens work together to prevent and control challenges confronting law enforcement and provides clear direction about community expectations.

**Responses to Follow Up Question for COSCO**  
**Provided to Steve Driever and Jerry Knopp**  
**Submitted by Larry Gates, Vice Chancellor, Administration & Finance**

**Question 1: What are the "auxiliaries" in the various FY budgets?**

**Answer:** The major auxiliary operations within the Division of Administration & Finance include the following units: Bookstore, Parking/Transportation, and Rental Property.

**Question 2: Does the property rental income exceed the costs of the real estate office personnel, operating expenses, and repairs for the rental properties?**

**Answer:** In most fiscal years, there is a positive operating margin in the Rental Property after all operating and capital maintenance and repair expenses have been paid. The operating surplus is used to purchase additional properties for UMKC in the area between 53<sup>rd</sup> and 55<sup>th</sup> streets bound on the north and south and between Troost and Holmes bound on the east and west. This area is being land banked for future campus expansion as indicated in the Campus Master plan approved by the Board of Curators.

**Question 3: What is the line item "Administration-Operations in the Personnel Budgets starting in FY 2005? (It is \$165,464 in FY 2005 and \$175,028).**

**Answer:** The Administration-Operations is the Office of the Assistant Vice Chancellor for Administration. The budget reflects salary, benefits, and general operating budget supporting the AVC's function. The position has daily operating responsibility and oversight for business services, parking/transportation, environmental health and safety, police, bookstore, and procurement (see organizational chart distributed to COSCO in May, 2005). The position shares leadership responsibility over campus facilities with the Vice Chancellor for Administration & Finance. The position was a newly created position in 2004 (see staffing level table provided to COSCO in May, 2005). The position was funded through staffing reductions attributed to the Voluntary Early Retirement Incentive Program (VERIP) initiated in 2003.

**Question 4: Could we have a Division of Administration & Staffing for a census other than 10/31/04. A census from 2000 and from 2005, for example would be most helpful.**

**Answer:** Staffing data previously provided to COSCO in May, 2005, were census counts for October 31, 2001 and October 31, 2004. Those counts showed a census of 385 on October 31, 2001 and a count of 340 on October 31, 2004. A similar count for October 31, 2000 shows an employee census of 373. Since an employee census occurs each October 31, the current statistic is not available. However, turnover statistics for the first quarter of the fiscal year (July through September of 2005) show an average employees census of 326.

**Question 5: Could we have a summary of personnel budgets for the entire Division of Administration and Finance for FY2000?**

**Answer:** Budget data for the Division for FY2000, resides in the legacy financial accounting system. Compilation of the detail budgets similar to those previously given to COSCO will require an extensive amount of staff time and expense. Furthermore, due to accounting changes resulting from conversion to of PeopleSoft Financials, direct comparison of FY2000 personal services budget and current year budget would be grossly misleading. Numerous budgetary accounts that were part of designated funds in FY2000 are now treated as general operating funds in the current accounting structure. Thus, any comparison between the FY2000 personal services general budget and FY2005 data will reflect changes resulting primarily from accounting practice changes, some reorganization changes, and annual inflation increases in salaries and fringe benefits adjustments.

Despite the limitation of comparability of data, the following is approximation of the personal service budget for the Division as a whole in FY2000 for the unrestricted current funds budget.

	<u>FY2000*</u>	<u>FY2006</u>
Personal Services**	\$13,440,120	\$16,459,539

\* Approximation

\*\* Includes salary and benefits

Total estimated increase of \$3,019,439, or 22.5% for a 6 year period FY2000 to FY2006. Represents an annual percentage increase of 3.7%.

**Question 6: Could we have an annual budget (that is a budget for all revenues and expenditures) for FY2000?**

**Answer:** Budget data for the Division for FY2000, resides in the legacy financial accounting system. Compilation of the detail budgets similar to those previously given to COSCO will require an extensive amount of staff time and expense. Furthermore, due to accounting changes resulting from conversion to of PeopleSoft Financials, direct comparison of FY2000 total current funds budget and the FY06 current funds budget would be grossly misleading. Furthermore, provide FY2000 annual budget data in a format comparable to data previously provided to COSCO is not possible for the following reasons:

1. Prior to implementation of PeopleSoft, revenue budgets were not developed at the division, department, or unit level. The only budget prepared were expenditures budgets based on the concept of expenditure authorization. All revenue budgets were developed and managed centrally.

2. In the legacy system, restricted funds have no formal annual budget comparable to the current status in PeopleSoft.

3. Several phases of reorganization in the Division occurred during the FY2000 and FY2006 period (see organization charts provided to COSCO in May, 2005).

Despite the note limitations cited above, the following data represents the best approximation of the **unrestricted current funds budget** for the Division of Administration and Finance in FY2000. The **unrestricted funds budget** at that time was composed of the general operating funds and designated funds (service operation and auxiliaries). The comparable financial are show for both FY2000 and FY2006 budgets.

	<u>FY2000*</u>	<u>FY2006</u>
Operations Fund	\$28,653,234	\$26,275,615
Service Ops. & Auxiliaries	<u>\$14,172,975</u>	<u>\$15,244,583</u>
Total	\$42,826,209	\$41,520,198

\* Approximation

Note: Figures represent recurring resources available for expenditures. They do not include fund balances.

Question 7: Personnel Budget Finance – Budget unit has gone from apparently non-existence in FY2002 to costing an anticipated \$369,665 for FY2006. Where were these positions before in the personnel budget? Why is budgeting so expensive in terms of personnel?

Answer: Prior to FY2002, the positions in question were split budgeted in the Vice Chancellor's budget and in Accounting. Prior to FY2002, campus budgeting was support by one professional and one middle-level office support staff. The staffing at that time lacked sufficient breadth of core competencies to perform the work required of the positions. During FY2002, a professionally staffed campus budget office was established and compensated at market based salaries in order to attraction experienced qualified candidates. Funds for these positions came from within the Division, either in existing position salaries or through reallocation for other Divisional units. Current staffing is composed of an executive level administrator and two professional level budget analysts. All personnel are degreed, two hold masters degrees in either business administration or public administration. Each individual has over 7 years of budget experience in either higher education or local government.

Responses to Additional COSCO Question (10/24/05)

Question 8: Why were operating expenses for the Parking Fund so much higher in FY2002 (\$962,001) than in the other fiscal years?

Answer: In FY2002, Parking budgeted the required mandatory transfer for debt service payment on the Rock Hill Parking Structure as an operating expense. The debt service payment of approximately \$700,000 should have been budgeted as a mandatory transfer. If the transfer would have been correctly budgeted initially, then the operating expense would have been approximated \$226,000. A similar situation occurred in FY2003, however in this case, Parking budgeted the transfer as negative revenue of \$600,000. Beginning in FY2004, the mandatory transfer has been correctly budgeted.

Question 9: Please explain the "full costing, madatory, and non-mandatory" in the total transfers in the Parking Fund. Where does this money go at the end of each fiscal year?

Answer: Parking, as an auxiliary enterprise, is charged a "full-costing" assessment which represents an overhead charge to the unit for services provided centrally, such as accounting services, human resources services, procurement services, and general administrative support. The mandatory transfer is for required debt service payment on the Rockhill Parking Structure. The non-madatory transfer consists of transfers to Campus Police for providing security services for the parking lots and garages and for a contribution to the capital pool fund for small capital investments in the parking system.

Question 10: What is the miscellaneous income that begins to show up in FY2005 and FY2006 for the Central Mail Fund?

Answer: The miscellaneous income in Central Mail relates to bulk mail fee assessment to users.

Question 11: The miscellaneous income for rental properties – is this rent payment and nothing else?

Answer: The miscellaneous income primarily includes rental income from the properties own by the Board of Curators and a small amount attributed to a management fee charged to the Trustees for managing their real estate. It does not include rental income of properties own by the Trustees.

Question 12: What are the "mandatory" and "non-madatory" expenses of the Bookstore and why were there none only for FY2003?

Answer: The mandatory transfer is for debt service payment on capital improvements made to the Bookstore several years ago. The "non-mandatory" is a transfer to the capital pool fund for future small capital investments. Since the Bookstore reported through Student Affairs until FY2005, I can not attest to why mandatory and non-

mandatory transfers were not budgeted for FY2003. The university's financial records, however, show that actual transfers, both mandatory and non-mandatory, did occur during fiscal year 2003. Mandatory transfers were \$142,680 and non-mandatory transfers totaled \$30,396.

Question 13: Have the problems of procurement card misuse reported on April 27, 2003 in the Kansas City Star been resolved and have steps been put in place to avoid future abuses?

Answer: The Kansas City Star account was reporting on departmental audits conducted at UMKC. The primary issue surrounding the procurement card is not misuse, but lack of proper controls and segregation of duties associated with monitoring usage and verification of expenses within academic and administrative units. For those units audited corrective actions have been taken to mitigate financial risk and insure monitoring of the control systems. As we continue auditing operations, if we find similar issues we require unit level management to implement corrective actions immediately. We conduct follow up audit reviews on a 6 months basis to insure control systems are in place and functioning properly.

Question 14: We assume that "Grant Thorton" mentioned in the report on consultations is really Grant Thornton." Are we correct?

Answer: You are correct. The firm's name is Grant Thornton.

Question 15: You gave COSCO a Marketsphere Consulting report entitled "Share Services- Information Document. In what FY did this consultation occur and how much did it cost?

Answer: Marketsphere Consulting was never hired as a consultant for UMKC. The information share with COSCO came from Marketsphere representatives and the company's website. I provided this information to COSCO as an illustration of a more cost effective way to deliver business services within the University. This was in direct response to a question previously posed to me by COSCO prior to our last formal meeting.