

Students, Teachers, Books

UMKC Forward & Reorganization/Program Review Task Force

For ten months, our faculty have worked diligently and earnestly on the UMKC Forward project. Thirty-five faculty worked on Team A and Team B to create the final report in August 2020. Sixteen senators, fully one half of the Senate body, worked from August through December on the Program Evaluation/Reorganization Task Force.

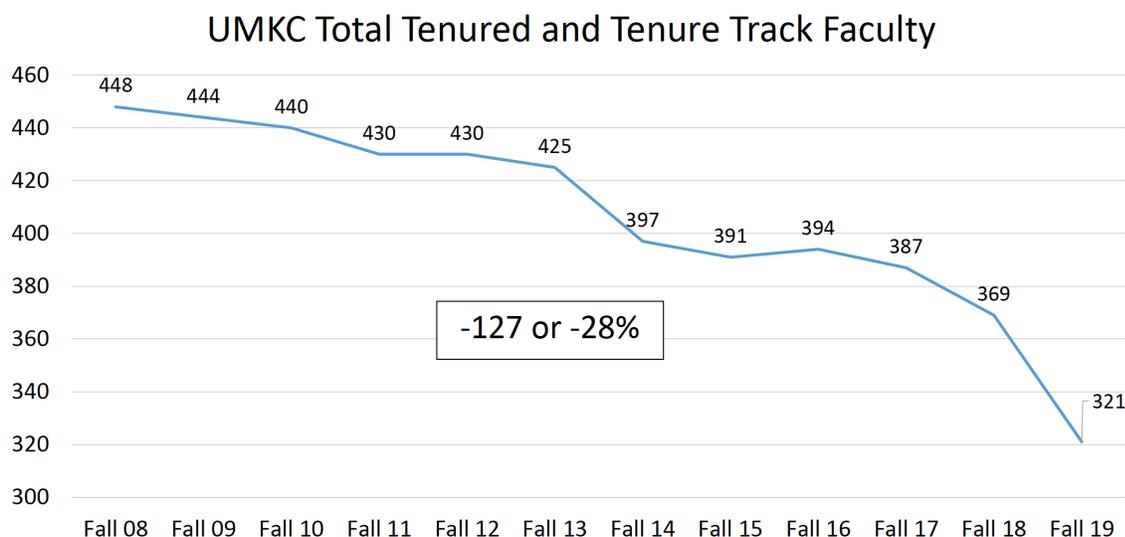
As the result of this period of investigation and deep study, we believe that the faculty are key in recruitment, retention, and credit hour generation and in our analysis the following has become clear: UMKC spends too much on administrative/institutional support at the expense of the academic mission.

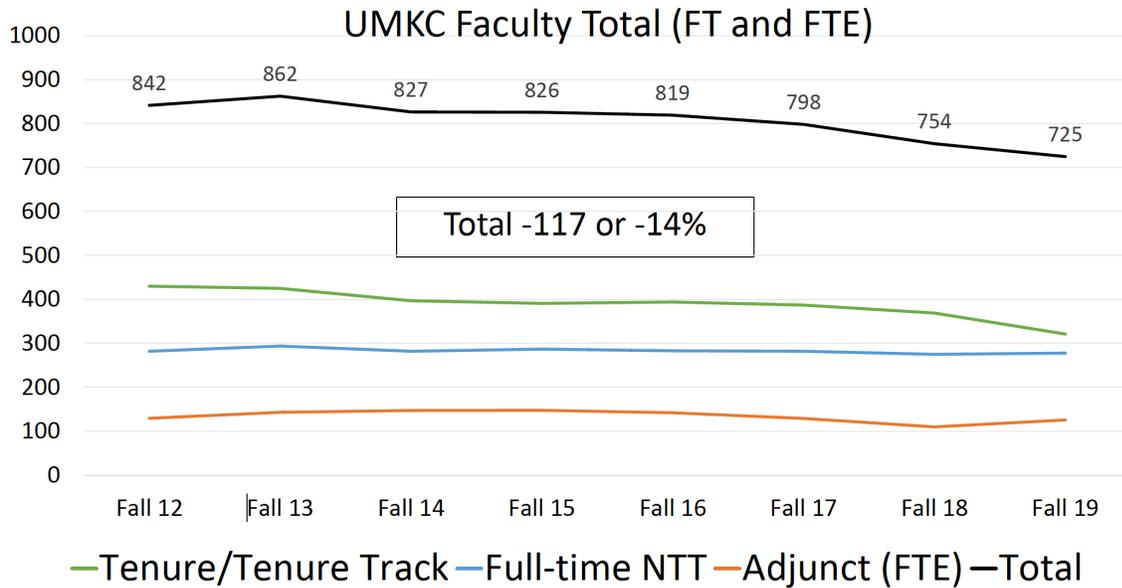
- Number of T/TT faculty have decreased (-28%)
- Support of the teaching mission has decreased, including support for library operations
- Graduate student support has decreased
- Faculty cover two general education models
- The student/teacher ratio has increased from 10/1 to 16/1
- Expense for Instruction remained flat from AY04 to AY20

While the state appropriations to the University have decreased, the “overhead” tax to the teaching units has increased. Faculty have no incentive to increase research (F&A), course fees, or course capacities. Against the cuts and losses in the academic mission there is an ongoing growth in the administrative expenses of the university.

The charts and tables below are derived from IPEDS data submitted by the University of Missouri System to the Department of Education or posted on the University of Missouri System website. They demonstrate loss of faculty and faculty support and UMKC’s increase in administrative spending.

Decline in Faculty:





Surging Student/Teacher Ratio:

Chancellor Morton (2010) frequently stated that the Student/Faculty ratio was 10/1 and that we could 'let it go up a little.' As of Fall 2020 it has surged to 16/1. Hidden in this figure is that the graduate and professional programs, a significant portion of UMKC's faculty and student population (41%), have basically remained unchanged. We do not know the true Student/Faculty ratio for our undergraduate programs (59% of our student population).

Long-term Changes in Spending:

Institutional Support (administration) increased 81% from \$11,896,514 in AY04 up to \$21,551,692 in AY20. Over the same period, Instructional (faculty wages less benefits) of \$80,411,417 in AY04 and \$80,926,278 in AY20 were essentially flat. *The amount paid in Instructional was unchanged over 17 years.* Adjusted for inflation, Instruction spending in 2020 was 40% lower than in 2004 while administrative spending was 29% higher.

A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X
UNHD	Institution Name	AY04	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13	AY14	AY15	AY16	AY17	AY18	AY19	AY20				
178402	University of Missouri-Kansas Cit																					
	Salaries and Wages																					
	Instruction	80,411,417	80,397,770	86,325,286	89,262,552	94,232,873	99,496,095	100,525,684	104,670,487	108,339,026	110,897,623	111,316,360	88,471,138	87,678,771	95,988,886	93,774,466	83,776,498	-10,456,375	80,926,278	2,850,220	-0.03522	
	Research	9,679,837	9,247,123	8,693,416	8,259,957	7,818,987	8,429,678	9,300,437	9,934,918	8,815,289	8,799,386	8,845,408	8,285,369	8,014,080	7,507,477	7,482,594	8,802,843	983,856	10,077,689	1,274,846	0.126502	
	Public Service	7,895,011	8,524,159	8,366,355	8,273,696	8,224,645	9,032,816	8,831,468	8,323,073	8,769,915	8,551,716	8,498,256	9,412,556	10,036,517	11,172,494	10,364,461	10,569,838	2,345,193	11,967,782	1,397,944	0.116809	
	Academic Support	11,152,130	13,092,736	13,842,738	14,778,354	15,428,313	16,667,428	16,986,978	17,163,326	18,111,026	17,610,568	19,107,705	18,211,805	18,838,468	19,131,693	17,161,920	22,466,980	7,038,667	21,616,733	-850,247	-0.03933	
	Student Services	7,160,651	8,305,515	8,837,228	8,487,393	7,992,482	8,299,804	9,098,008	7,496,693	8,108,955	8,489,599	8,528,419	8,660,134	9,130,285	9,278,597	8,979,300	7,544,907	-447,575	8,464,827	193,920	0.108676	
	Institutional Support	11,896,514	14,822,819	14,185,741	14,539,887	13,432,601	15,454,092	14,893,986	16,250,755	16,281,727	16,647,400	17,536,681	18,025,585	17,983,527	19,294,410	19,023,400	20,078,456	6,645,855	21,551,692	1,473,236	0.068358	
	Operation, Maint. of Plant	6,536,303	6,826,033	6,570,237	6,676,482	6,754,528	7,240,823	6,677,093	6,089,182	6,619,601	6,597,923	6,749,466	6,724,801	6,740,699	6,432,312	5,758,473	5,343,405	-1,411,123	-4,913,404	-429,941	-0.0875	
	Subtotal	134,791,863	141,216,155	146,821,001	150,278,321	153,884,429	164,620,736	166,313,654	169,928,434	175,045,539	177,594,215	180,582,295	157,791,388	158,422,347	168,415,869	162,538,614	158,582,927		159,518,465			
	Auxiliary Enterprises	8,959,952	9,507,186	8,664,653	9,993,138	10,798,060	12,115,335	13,343,425	13,477,331	13,863,652	13,184,416	13,405,077	34,034,745	35,071,459	34,922,888	34,298,499	34,714,446		35,466,569			
	Intercollegiate Athletics	2,066,704	2,103,586	1,222,586	1,519,259	1,788,464	2,298,026	2,586,482	2,647,107	2,844,976	3,052,062	3,320,626	3,199,188	3,405,801	3,409,809	3,097,211	2,975,246		3,484,399			
	Total	143,691,815	150,723,341	155,485,654	160,271,459	164,682,489	176,736,071	179,657,079	183,405,765	188,909,191	190,778,631	193,987,372	191,826,133	193,493,806	203,338,757	196,837,113	193,297,373		194,985,034			
	Sources:	Salary and benefits data from UMKC Financial Report and Supplemental Schedules, "OPERATING EXPENSES BY OBJECT MATRIX", "STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION - FOR SELECT AUXILIARY OPERATIONS"																				

The following two tables show expense categories of the four University of Missouri universities. Specifically consider the "Institutional Support" line. The first table provides data for FY17 and the second table provides data

for FY20. (Ignore the UMC figure for Institutional Support since the revenue generated by UMC's campus power plant significantly offsets their institutional support expenses.)

UNIVERSITY OF MISSOURI CAMPUSES FY17 EDUCATIONAL EXPENDITURE

Expenditure by Function	UMKC		UMC		UMSL		UMR	
	Total	Pct.	Total	Pct.	Total	Pct.	Total	Pct.
Instruction	142,324,283	48.9%	326,473,270	41.0%	80,706,326	46.8%	86,257,638	48.4%
<i>per FTE student</i>	12,047		11,366		8,245		11,566	
Research	15,448,450	5.3%	144,677,894	18.2%	8,466,739	4.9%	23,240,194	13.1%
<i>per FTE student</i>	1,308		5,037		865		3,116	
Public Service	24,236,260	8.3%	116,933,583	14.7%	20,260,971	11.8%	3,883,930	2.2%
<i>per FTE student</i>	2,051		4,071		2,070		521	
Academic Support	34,913,347	12.0%	84,486,233	10.6%	19,850,592	11.5%	8,568,399	4.8%
<i>per FTE student</i>	2,955		2,941		2,028		1,149	
Student Services	17,974,270	6.2%	38,745,809	4.9%	15,066,956	8.7%	20,438,649	11.5%
<i>per FTE student</i>	1,521		1,349		1,539		2,741	
Institutional Support	34,139,433	11.7%	29,658,231	3.7%	16,527,480	9.6%	15,479,493	8.7%
<i>per FTE student</i>	2,890		1,033		1,688		2,076	
Operation, Maint. of Plant	21,951,642	7.5%	55,797,650	7.0%	11,515,422	6.7%	20,205,498	11.3%
<i>per FTE student</i>	1,858		1,943		1,176		2,709	
Total Expenditure	290,987,685	100.0%	796,772,670	100.0%	172,394,486	100.0%	178,073,801	100.0%
FTE Students	11,814		28,724		9,789		7,458	
Scholarships and Fellowships	12,932,000		37,681,000		10,023,000		8,653,000	
<i>per FTE student</i>	1,095		1,312		1,024		1,160	
Total Educational and General	303,919,685		834,453,670		182,417,486		186,726,801	

Sources:

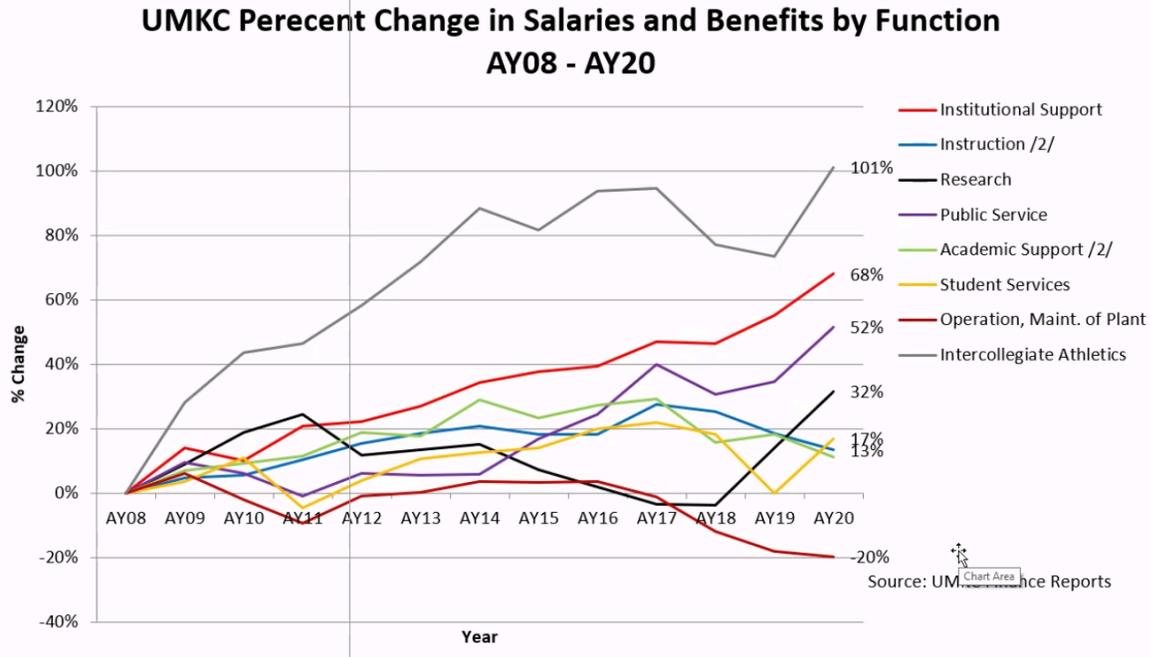
University of Missouri System, Detailed Financial Reports by Business Unit, FY17.

"STUDENT INFORMATION" and "OPERATING EXPENSES BY OBJECT MATRIX"

<https://www.umsystem.edu/ums/fa/controller/financial-reports>

A	B	C	D	E	F	G	H	I	J
1	UNIVERSITY OF MISSOURI CAMPUSES FY20 EDUCATIONAL EXPENDITURE								
2		UMKC		UMC		UMSL		UMR	
3	Expenditure by Function	Total	Pct.	Total	Pct.	Total	Pct.	Total	Pct.
4	Instruction¹	125,758,501	44.7%	314,816,200	40.1%	73,127,140	40.1%	79,210,091	46.4%
5	<i>per FTE student</i>	11,094		12,420		7,948		11,778	
6	Research	19,103,887	6.8%	149,726,292	19.1%	8,087,679	4.4%	25,238,711	14.8%
7	<i>per FTE student</i>	1,685		5,907		879		3,753	
8	Public Service	30,426,384	10.8%	114,023,295	14.5%	27,893,272	15.3%	2,352,451	1.4%
9	<i>per FTE student</i>	2,684		4,498		3,032		350	
10	Academic Support¹	28,527,208	10.1%	79,076,017	10.1%	24,756,801	13.6%	7,971,992	4.7%
11	<i>per FTE student</i>	2,517		3,120		2,691		1,185	
12	Student Services	16,861,307	6.0%	39,542,447	5.0%	17,467,312	9.6%	18,693,455	10.9%
13	<i>per FTE student</i>	1,487		1,560		1,898		2,780	
14	Institutional Support	39,864,184	14.2%	31,513,445	4.0%	18,881,778	10.3%	14,522,370	8.5%
15	<i>per FTE student</i>	3,517		1,243		2,052		2,159	
16	Operation, Maint. of Plant	20,529,587	7.3%	56,216,361	7.2%	12,265,930	6.7%	22,897,953	13.4%
17	<i>per FTE student</i>	1,811		2,218		1,333		3,405	
18	Total Expenditure	281,071,058	100.0%	784,914,057	100.0%	182,479,912	100.0%	170,887,023	100.0%
19									
20	FTE Students	11,336		25,348		9,201		6,725	
21									
22	Scholarships and Fellowships	15,686,000		45,819,000		12,001,000		8,768,000	
23	<i>per FTE student</i>	1,384		1,808		1,304		1,304	
24									
25	Total Educational and General	296,757,058		830,733,057		194,480,912		179,655,023	
26									
27	Sources:								
28	University of Missouri System, Detailed Financial Reports by Business Unit, FY20.								
29	"STUDENT INFORMATION" and "OPERATING EXPENSES BY OBJECT MATRIX"								
30	https://www.umsystem.edu/ums/fa/controller/financial-reports								
31									

This chart shows a steady increase over the last ten years for Institutional Support (red line at +68%) compared to Instruction (blue line at +17%). Library operations are included in Academic Support (green line at +13%).



Institutional Support and Athletics continue to spend more, which is confirmed in the following table. Comparing AY19 against AY20, note that Instruction Salary & Wages *declined* by \$4,995,295 and Institutional Support *increased* by \$2,218,227.

UnitID	Institution Name	AY09	AY10	AY11	AY12	AY13	AY14	AY15	AY16	AY17	AY18	AY19	AY20	Year over year
2E+05	University of Missouri-Kansas City													
	Salaries and Wages													
	Instruction /2/	100,793,427	101,691,959	106,202,033	111,267,709	114,101,028	116,207,993	113,927,689	113,802,721	122,777,610	120,566,202	114,171,046	109,175,751	-4,995,295
	Change from AY08	4.68%	5.61%	10.30%	15.56%	18.50%	20.69%	18.32%	18.19%	27.51%	25.22%	18.57%	13.39%	
	Medical Contracted Services	20,941,821	21,677,978	23,339,692	24,172,358	25,979,596	25,885,289	25,945,335	26,437,635	27,641,836	28,714,649	29,115,791	30,766,806	
	Total *Instruction*	121,735,248	123,369,937	129,541,725	135,440,067	140,080,624	142,093,282	139,873,024	140,240,356	150,419,446	149,280,851	143,286,837	139,942,557	
	Change from AY08	4.68%	5.61%	10.30%	15.56%	18.50%	20.69%	45.27%	45.65%	56.22%	55.04%	48.81%	31.52%	
	Research	10,375,402	11,308,594	11,837,591	10,630,292	10,792,262	10,977,372	10,217,365	9,697,945	9,187,226	9,172,107	10,859,998	12,524,862	1,664,864
	Change from AY08	8.95%	18.75%	24.30%	11.63%	13.33%	15.27%	7.29%	1.84%	-3.53%	-3.69%	14.04%	31.52%	
	Public Service	11,374,939	11,019,480	10,285,216	11,014,213	10,962,622	10,987,723	12,145,709	12,920,635	14,536,230	13,571,621	13,973,720	15,748,741	1,775,021
	Change from AY08	9.46%	6.04%	-1.03%	5.98%	5.49%	5.73%	16.87%	24.33%	39.87%	30.59%	34.46%	51.54%	
	Academic Support /2/	20,918,057	21,378,939	21,805,463	23,249,623	23,026,546	25,247,389	24,127,608	24,919,398	25,323,857	22,672,644	23,152,718	21,768,351	-1,384,367
	Change from AY08	6.82%	9.17%	11.35%	18.73%	17.59%	28.93%	23.21%	27.25%	29.32%	15.78%	18.23%	11.16%	
	Student Services	10,203,991	10,908,858	9,396,283	10,234,909	10,894,814	11,083,092	11,241,070	11,823,419	12,015,821	11,643,952	9,840,620	11,510,455	1,669,835
	Change from AY08	3.61%	10.77%	-4.59%	3.93%	10.63%	12.54%	14.14%	20.06%	22.01%	18.23%	-0.08%	16.88%	
	Institutional Support	19,651,851	18,957,546	20,803,076	21,082,700	21,877,294	23,171,381	23,738,619	24,020,916	25,352,646	25,269,113	26,760,958	28,979,185	2,218,227
	Change from AY08	13.98%	9.95%	20.65%	22.27%	26.88%	34.39%	37.68%	39.32%	47.04%	46.55%	55.21%	68.07%	
	Operation, Maint. of Plant	9,262,749	8,539,299	7,899,231	8,643,448	8,749,414	9,037,646	9,004,996	9,043,400	8,612,401	7,679,515	7,139,791	7,003,402	-136,389
	Change from AY08	6.14%	-2.15%	-9.48%	-0.95%	0.26%	3.56%	3.19%	3.63%	-1.31%	-12.00%	-18.18%	-19.75%	
	Scholarships and Fellowships													
	Subtotal	182,580,416	183,804,675	188,228,893	196,122,894	200,403,980	206,712,596	204,403,056	206,228,434	217,805,791	210,575,154	205,898,851	206,710,747	20.46%
		6.40%	7.11%	9.69%	14.29%	16.78%	20.46%	19.11%	20.18%	26.92%	22.71%	19.99%	20.46%	
	Auxiliary Enterprises	15,066,049	16,452,961	16,631,629	17,301,455	16,666,501	16,933,691	42,451,548	43,053,107	42,894,231	42,780,544	43,004,789	45,397,075	235.85%
		11.46%	21.72%	23.04%	28.00%	23.30%	25.28%	214.06%	218.51%	217.33%	216.49%	218.15%	235.85%	
	Intercollegiate Athletics	2,910,291	3,263,289	3,328,004	3,596,922	3,903,435	4,279,485	4,128,005	4,399,649	4,422,889	4,021,246	3,942,117	4,567,158	101.14%
		28.17%	43.72%	46.57%	58.41%	71.91%	88.47%	81.80%	93.77%	94.79%	77.10%	73.62%	101.14%	
	Net Auxiliary Enterprises	12,155,758	13,189,672	13,303,625	13,704,533	12,763,066	12,654,206	38,323,543	38,653,458	38,471,342	38,759,298	39,062,672	40,829,917	336.86%
		8.08%	17.28%	18.29%	21.86%	13.48%	12.52%	240.76%	243.69%	242.07%	244.63%	247.33%	336.86%	
	Total Salary, Wage, and Benefits	197,646,465	200,257,636	204,860,522	213,424,349	217,070,481	223,646,287	246,854,604	249,281,541	260,700,022	253,355,698	248,903,640	252,107,822	36.19%
		6.77%	8.18%	10.66%	15.29%	17.26%	20.81%	33.35%	34.66%	40.83%	36.86%	34.46%	36.19%	
	Total Current Funds Operating Expense													

A Different Approach:

Since 2008, UMKC has focused on one expense category to solve its budget and funding problems: Instruction.

There has been no extensive review of non-academic functions and spending at UMKC equivalent to the review of academic spending undertaken by UMKC Forward and the Reorganization/Program Evaluation Task Force.

It's time to consider a different approach:

Students, Teachers, Books

Hold harmless and enhance revenue generation. Faculty and instruction should be held harmless because students pay to study with faculty and to take courses both in and beyond their major. Academic programs generate revenue. Admissions, Financial Aid and Cashiers should be considered revenue generating because they bring in and process our students. UMKC Libraries are critical for our student success and need proper funding; the Miller Nichols Library is the most popular student destination on campus. UMKC's marketing and promotion should be considered part of revenue generation but needs to be retooled to work more effectively at bringing students to campus.

Encourage more revenue neutral units. There used to be a program called Zero-Based Budgeting for administrative units to sell services and provide their own operating budget. This should be expanded but not to the point of charging for services within the closed loop of the university, but seeking external revenue.

Consider cuts in units that provide support and services, but generate no external revenue. This will be the most difficult work, but is necessary. This would create a temporary cutback in services and support, but keep the revenue generating components working and growing. The support and services would be built back mindfully as the economy and budget allow.

The Faculty Senate believes that the best way to protect and grow UMKC in this difficult time is by supporting academic programs and those parts of the university that demonstrably further the academic mission's capacity to raise revenue, while shrinking administrative support and services that are pure expense.

We feel it is important in the near term to focus on students, teachers and books.