“OneUMKC” Retreat

Strategic focus – Total enrollment of 20,000 by 2020
- Focusing on domestic undergraduate student recruitment and retention
- The first in a series of meetings on the goal

Awesome staff for the retreat: Amy Watson, Kim Johnson, Julie Silkman, Becky Markley, Travis Dixon, Michael Sargentini, and Robin Hamilton.
- New face in town – Provost Barbara Bichelmeyer

Questions for you:
- How does / How can your Unit support “OneUMKC”? 
- What gaps do you see in the effectiveness of strategies and initiatives at the Unit or University level?
- What recruitment and retention strategies do you plan to implement?

Let’s get started!

“OneUMKC” Retreat

Today’s Purpose – planning to achieve 20,000 by 2020

Background
- Why?
- Some Critical Success Factors
- Where are we?
- The challenges
- Some thoughts

Remember the questions
UMKC’s four part mission is:

• To lead in life and health sciences;
• To deepen and expand strength in the visual and performing arts;
• To develop a professional workforce and collaborate in urban issues and education; and
• To create a vibrant learning and campus life experience.

Kansas City’s University – A Regional Asset

Chamber Big 5 Ideas

- Regional Translational Research (UMKC – A Regional Asset)
- World Symposium on Animal Health (Dr. Bonewald engaged)
- UMKC Downtown Arts Campus (All about UMKC)
- America’s Most Entrepreneurial City (Kauffman Foundation/UMKC Assets)
- Urban Core Neighborhood Initiative (UMKC Economic Dept.)

Aligned to support – Enrollment Growth, Alumni Engagement, Philanthropy, etc.

Critical Success Factors

- Growth in undergraduate enrollment
- Improve first year Retention and Graduation rates
- Engaged Faculty and Staff
- Facilities/Environment Upgrades
- Increase Regional Engagement
- Increase philanthropic support
- Improve financial performance
### About UMKC

**2008 – 2010 Assumed**

- State Appropriation: 3.9, 4.2, 4.3%
- Enrollment: 3.4, 2.4, 4.3%
- Student Credit Hours: 0.6, 4.2, 5.4%
- Net Tuition and Fees: 5.6, 6.6, 5.0%
- Compensation: 3.8, 6.8, -0.3%

- State appropriations and enrollment have been disappointing
- High school graduation rates declined
- However, UMKC's profile is increasing as a comprehensive university with excellent faculty and staff, increasing regional philanthropic support in great locations on beautiful campuses.

### FY 2011 Proforma to Curators

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>3.4, 2.4, 4.3%</td>
<td>5%</td>
<td>3.2, 1.6, 6.4%</td>
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<tr>
<td>Student Credit Hours</td>
<td>0.6, 4.2, 5.4%</td>
<td>5%</td>
<td>5.9, 10, 8.2, 8.3%</td>
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<tr>
<td>Net Tuition and Fees</td>
<td>5.6, 6.6, 5.0%</td>
<td>5.5%</td>
<td>9.2, 5.1, 4.5, 4.1%</td>
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<tr>
<td>Compensation</td>
<td>3.8, 6.8, -0.3%</td>
<td>2%</td>
<td>4.2, 3.8, 3.3, 3.1%</td>
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- Proforma:
  - The Challenge

### Enrollment Challenge

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>% Change</th>
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<tbody>
<tr>
<td>A&amp;S Enrollment</td>
<td>4,151</td>
<td>4,415</td>
<td>4,690</td>
<td>4,863</td>
<td>4,980</td>
<td>4,477</td>
<td>4,161</td>
<td>3,972</td>
<td>-10.1%</td>
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<tr>
<td>Other Units Enrollment</td>
<td>8,448</td>
<td>8,481</td>
<td>8,762</td>
<td>9,018</td>
<td>9,118</td>
<td>9,677</td>
<td>10,021</td>
<td>10,311</td>
<td>-10.1%</td>
</tr>
<tr>
<td>On-Campus Enr. SCH</td>
<td>12,599</td>
<td>12,896</td>
<td>13,452</td>
<td>13,881</td>
<td>14,098</td>
<td>14,158</td>
<td>14,162</td>
<td>14,283</td>
<td>-10.1%</td>
</tr>
<tr>
<td>A&amp;S SCH</td>
<td>53,906</td>
<td>57,306</td>
<td>61,089</td>
<td>64,367</td>
<td>66,360</td>
<td>62,278</td>
<td>60,187</td>
<td>55,902</td>
<td>-10.1%</td>
</tr>
<tr>
<td>On-Campus SCH</td>
<td>139,578</td>
<td>145,441</td>
<td>153,301</td>
<td>162,322</td>
<td>163,940</td>
<td>164,345</td>
<td>164,759</td>
<td>166,601</td>
<td>-10.1%</td>
</tr>
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</table>

- Net Tuition and Fees: $87.8M - $129.6M, 5.6% - 4.1%
- State Appropriation: $77.6M - $71.7M, 2.7% - 2%
- Fund Balance: $25.6M - $33.4M, 8.6% - 5.6%

### “OneUMKC” Retreat

**Some important thoughts/facts/examples/question:**

- **Obvious thought** - Targeted marketing and recruiting needed
- **Fact** - Undeclared students were previously placed in A&S
- **Fact** - 40% of new A&S students are Pre-X
- **Fact** - Student Success Center and University College have contributed to increased retention and graduation rates
- **Example** - Nursing – Bachelor of Health Sciences
- **Example** - Law – A&S performance avoids LSA T
- **Question** - Other alternatives leverage enrollment of Pre-X’s
- **Fact** - A&S is critical to success at UMKC
 UMKC Facts

- **Budget**: $346 million
- **Non-Tuition Fees**: $373M, State: $75M, Other: $298M
- **Grants/Contracts**: $34M, Philanthropy: $7M, Sales/Services: $63M, Misc: $10M

- **Number of Schools**:
  - 12 academic units
  - 4 Professional Schools (Dentistry, Law, Medicine, Pharmacy)
- **Benchmarks**:
  - Low student/faculty ratio 13:1
  - Selectivity – we are among the first quartile of our peer institutions
  - Retention – we are among the lower quartile of our peer institutions

 UMKC’s Unique Potential!

- **Comprehensive Universities**:
  - Four professional schools
  - Conservatory of Music and Dance
  - Growing schools of Eng. & Mgmt., A&S, SBIS, SOE, Nursing

- **Capacity to Grow**:
  - Student to faculty ratio – 13:1
  - Highly regarded faculty
  - Small class sizes
  - Enhanced facilities
  - Research & Service
  - Sufficient staff

- **Extraordinary Community Support**:
  - Diverse and growing businesses
  - Chamber, Big 5 Ideas – all involve UMKC
  - Realization – KC needs a top tier University
  - Unique partners: e.g. Kauffman Foundation
  - Philanthropy – highest per capita – KC-centric

- **Other Assets**:
  - Location
  - No significant local competitors
  - Leadership engagement – can open any door

**Bottom line** – We need to remove distractions and leverage the above to advance our mission and strategy
UMKC - Developing Financial Stability

Enterprise Operating Reserves
- Recent low – $19.8 million in 2009
- Recent high – $39.4 million in 2012
- Currently – $33.4 million FY 2014
- Projecting - improved performance in 2015
- Need to have $60 to $90 million in operating reserves

Reserves - All Funds
- $87.7 million FY 2014

Total Endowments
- $284 million FY 2014
- Current Capital Campaign - $240 million+ towards a $250 million goal with 1.5 years to go

Going Forward
(Keys to Long-Term Financial Strength)
- Campus-wide engagement in developing an A&S enrollment solution
- Differential tuition for SCE, BSM, Nursing, Conservatory
- Professional schools – price to market
- Reverse engineer weighting factors
- Maintain focus on improving productivity measures
- Eventually, retire the hiring committee
- Staffing plans/Compensation/Budget alignment/Performance