

**EMBARGOED UNTIL 4:30 P.M.**

## **Summary of President Engstrom's Remarks Tues., Nov 17, 2015**

The purpose of this talk is to inform the campus of the actions we will take to align our enrollment and financial resources at the University of Montana, and to position ourselves for the future.

Central to this conversation is the imperative to maintain fiscal responsibility, to reinforce the exceptional quality in education, research, and service for which we are known, and to ensure the well-being of our students.

### **Enrollment Reality:**

At the present time, we have an enrollment of just over 13,000 headcount and just under 11,000 Full Time Equivalents. That follows a peak headcount of 15,400 in 2011 followed by a steady decline. The peak itself occurred after a dramatic climb from 2008 to 2011, so we are currently at approximate enrollment numbers of UM in pre-recession years.

### **Financial Alignment:**

During the years of the steep enrollment increase, we added personnel to the University's workforce, over 400 FTE, both faculty and otherwise, to meet the needs of our students. With the subsequent decline in enrollment, we are now in a "personnel-heavy" state, with more employees than our revenue sources can support and too much of our available money spent on people, leaving an insufficient amount for operating expenses.

How should we adjust our personnel base? We have two parameters to guide us: national norms for institutions of our type and our own history from more stable enrollment times. Going forward, we will therefore set a faculty number based on a student-to-faculty ratio of 18:1 (FTE calculation), which also correlates with spending at least 50% of our resources on instruction. We will set our non-faculty workforce using a non-faculty-to-faculty ratio of 1.4:1.

At our current enrollment (FY16) of 10,915 FTE, the faculty number will therefore be adjusted to 606 and the non-faculty number to 849. Those targets will require reductions from our current numbers by 52 faculty FTE and 149 non-faculty FTE, (the latter number including the categories of staff, contract professionals including administrators, student employees, and graduate assistants.)

Note that the total employee number is still significantly larger today than in pre-recession days of similar enrollment for two reasons – we were significantly

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understaffed in those days, and our responsibilities in student services and compliance areas are greater today than in the past.

The decreases in employee numbers will be made through a combination of opportunistic measures (normal attrition) and strategic decisions. These actions are summarized in this table.

Action	Faculty Decreases	Non-Faculty Decreases
Capture of Open Lines	25	28
Enrollment-Based Adjustments	17	22
Graduate Assistants		29
Part-Time and Other		24
Administrative Restructuring		5
Academic Program Consolidation/Elimination	10	10
Support Program Consolidation/Elimination		31
<b>Total</b>	<b>52</b>	<b>149</b>

Notes on these actions:

- Certain academic programs are essential to our mission and identity, but have experienced substantial enrollment reductions and are therefore targeted for staffing adjustments on a program-by-program basis. These include: Journalism, Anthropology, English, Geography, Liberal Studies, Art, Political Science, Forestry Management, and the Missoula College programs of carpentry, building maintenance, and recreational power equipment. The Deans will work collectively to determine specific actions.
- Specific actions to downsize the administration are:
  - Elimination of Graduate Dean position
  - Merging of Alumni Office with Integrated Communications
  - Facilities Administration decrease
- Some programs are no longer enrolling at a level that allows keeping them, at least in their current configuration. Programs that will be closed or undergo serious renovation include: Energy Technology, Electronics Technology, Graduate Programs in Foreign Languages, consolidation of Recreation Management and Resource Conservation graduate programs, and consolidation of the Broadcast and Journalism degrees into a single Journalism degree.
- Specific actions to adjust support programs include:
  - Adjustments of staffing in certain research centers.
  - Reductions in Library Staffing.
  - Reduction in Athletics.

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- Reductions to the School of Extended and Lifelong Learning.
- Consolidation of several units under Academic Enrichment, including the Office of Civic Engagement and Career Services.
- Combining Foreign Student Services into International Programs.

### **Enrollment Management in the Immediate Term: Recruiting/Marketing**

- We have launched a search for a reconfigured position, the Vice President for Enrollment Management and Student Affairs.
- We have made and will continue to make specific changes in recruiting methodologies.
- We have in place the “We Are Montana” tour, which brings teams of faculty, administrators, and recruiting specialists to key cities and towns across Montana.
- Our general marketing continues to evolve in both message and delivery modality, focusing on our exceptional academic offerings, campus vitality, and our host community and surroundings.
- Customer Service is to be central to both our admissions processes and our on-campus service to students.

### **Enrollment Management in the Long-Term: Programmatic Alignment**

In the long-term, we must adjust our academic portfolio to be increasingly attractive, relevant, and outcomes-based, while not losing site of our fundamental identity and role in the state of Montana.

We will focus on strengthening our programming in several key strategic areas for the purposes of growing enrollment.

- Strategic Area 1: Healthcare and Human Development
- Strategic Area 2: Data and Computational Science
- Strategic Area 3: Business and Entrepreneurship
- Strategic Area 4: Ecology and the Environment
- Strategic Area 5: Workforce-Specific Programs