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**University Senate Budget  
Presentation**

April 13, 2020



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- Dr. Creamer and I have received questions in advance; impossible to take live questions or have discussion
- We will send a summary of the talk to the campus community
- Some answers to questions we cannot get to will be provided with the summary

- Stock market at all time high, unemployment historic lows
- Everyone was open for business
- Campus was full, we were teaching our students in person, research labs were open.

- Everything has changed
- Everything is speculation today; old models cannot predict the future
- Situation might be radically different in another two months – either back to normal or much worse



**Let's start with what is known**



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- Calling thousands of students; most aware of how difficult this has been - appreciating faculty and staff;
- Miami has a very strong reputation;
- Incoming class numbers above 3-year avg;
- Many new initiatives that will serve us well.

We are up about 10% year over year in grant awards- some recent ones:

- *Carole Dabney Smith: \$433,500 by NIH: protein transport system that bacteria rely on to infect humans.*
- *Hailiang Dong: \$312,000 by NSF: how nitrogen gas becomes bioavailable and paradoxes with the geologic record.*
- *Sarah Woodruff and Cricket Meehan: > \$313,500 by Ohio Department of Education: recommended practices for K-12 student wellness.*
- *Katie Johnson: Summer Stipend by NEH to write book about interracial collaboration in theater in NYC in the 1920s and 1930s*
- *Scott Kenworthy: Summer Stipend the NEH to write a biography of Patriarch Tikhon Bellavin, head of the Orthodox Church during the Russian Revolution.*

<b>Unit/Program</b>	<b>Ranking Entity</b>	<i>in Ohio</i> <i>(among publics)</i>	<i>in Nation</i> <i>(among publics)</i>
Overall University	<i>U.S. News &amp; World Report</i>	#2	#39
Undergraduate Education	<i>U.S. News &amp; World Report</i>	#1	#3
Undergraduate Business School	<i>Poets and Quants</i>	#1	#18
Entrepreneurship	<i>Entrepreneurship Magazine &amp; Princeton Review</i>	#1	#5
Engineering w/o Ph.D.	<i>U.S. News &amp; World Report</i>	#1	#8
Gaming	<i>Intelligent.com</i>	#1	#1
MJF- BS Public Relations	<i>Best Colleges Grad Reports</i>		#1
Mid-Career Salary	<i>Payscale.com</i>	#1	#49
Study Abroad	<i>Open Doors</i>	#1	#3
Sustainable Campus	<i>Sierra Ranking</i>	#1	#39
4-Year Graduation Rate	<i>Report: Chron Higher Ed</i>	#1	#21
Most Efficient School	<i>U.S. News &amp; World Report</i>	#1	#1
Safety and Security	<i>Safe Campus—Nat'l Summit</i>	#1	#9



- Declining Demographics Nationwide- fewer students/ increasing competition
- Loss of International Student Enrollment
- Increasing fixed costs (infrastructure, health insurance, utilities, salaries, risk management, compliance)

- Early closing of residential operations (Miami refunded to families for housing, dining, select fees.)
- Successfully moved to remote instruction and remote work
- Lost revenue from on-campus activities (orientation/summer conferences/camps)
- Study Abroad recalled

- Hiring freezes/ pauses
- Eliminating degrees or majors
- Pay cuts, furloughs
- Cancelling offers to GAs
- Cutting Programs
- Declarations of financial exigency
- Layoffs/ position eliminations
- Some institutions closing

**Miami entered this crisis in good position**

- Many states will have cuts to higher education
- Ohio has announced cut in State Share of Instruction (SSI) for last quarter of this year, possible cuts for 2020/2021
- Federal Stimulus- Approximately \$12,500,000 for all three campus-  $\frac{1}{2}$  will go directly to student support

## Unknowns:

- Fall Enrollments – Incoming and Returning students
- How much we will need to increase aid to students as they have increased need
- International students
- Stock market effect on investments and endowments
- Bond markets for capital projects

**We must protect existing resources and create new ones.**

**We must remain a destination for top students (undergraduate, graduate, and career changer)**

**We must continue creating high-demand degree programs, revising curriculum, investing in strategic priorities**

- Like most universities, we extended confirmation deadline until June 1
- We intend to return to residential face to face instruction in the Fall
- We continue to hire faculty and staff where needed
- Awarding graduate assistantships where needed

## Working with Deans and Department Chairs we are:

Identifying what is **essential** for our mission:

- identify all the essential functions and curricular offerings for next year,

Exploring how to **efficiently** execute essential functions:

- ensure we are targeting resources to needs

Allocating **all resources necessary** to deliver curriculum efficiently and effectively



Students

Major

Curriculum  
needs

Tuition

Cost per course

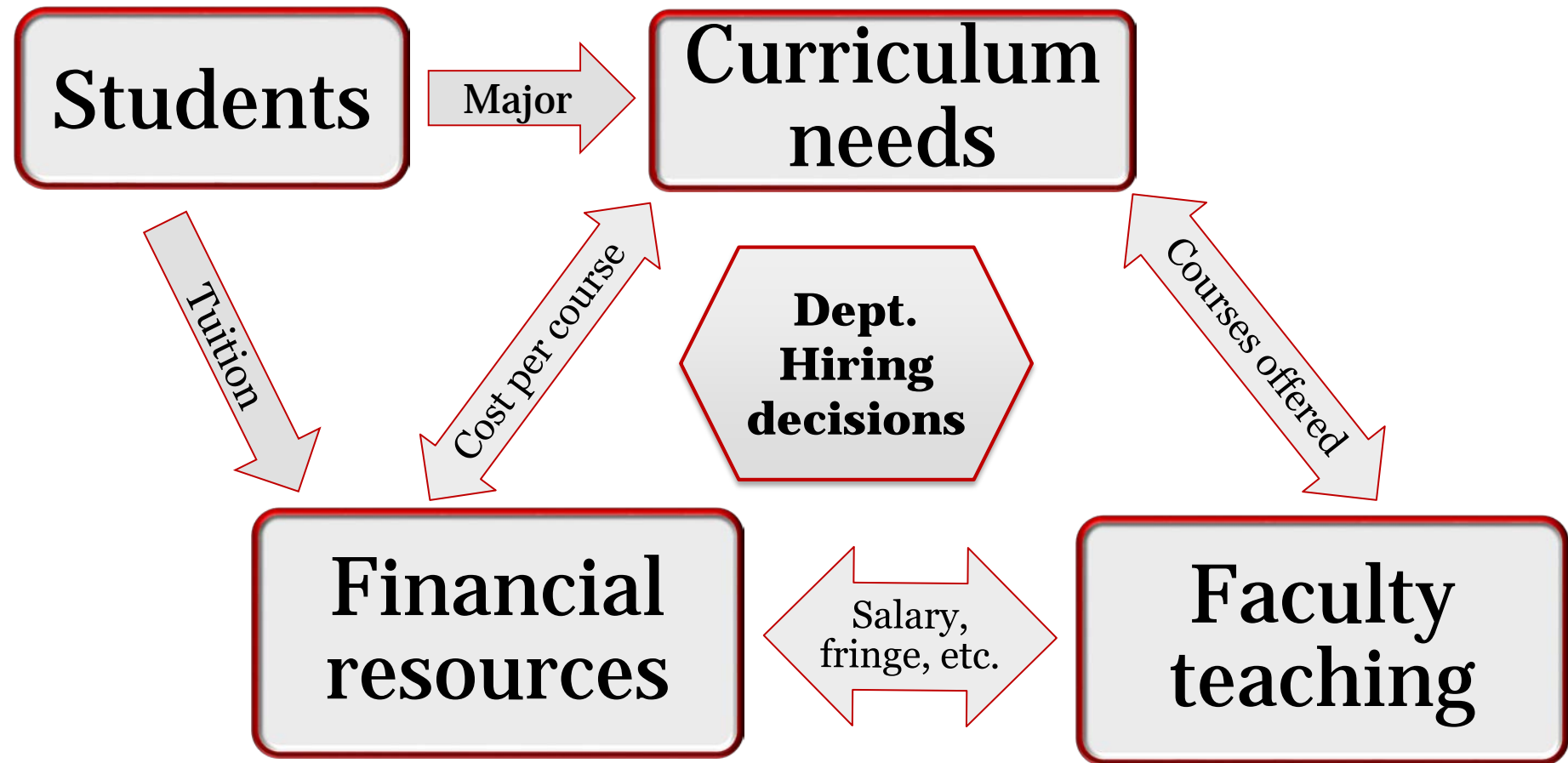
Dept.  
Hiring  
decisions

Courses offered

Financial  
resources

Salary,  
fringe, etc.

Faculty  
teaching



Every year contingent faculty (visiting, adjuncts) offered appointments starting April → August as needs dictated.

We are offering appointments as we have need like every year.

We expect to offer around 100 full-time visiting appointments for 20-21.

**Shared governance means different groups have different roles and responsibilities.**

- **Fiscal Priorities Committee weekly meetings with CFO**
- **University Senate- biweekly or weekly meetings**
- **Deans, Chairs working with departmental faculty to evaluate curriculum and contingent faculty needs**



# An agile budget prepared us for this moment



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- Implementation began 2019-2020;
- Responsive to Financial Sustainability recommendations in MiamiRISE strategic plan;
- Reallocation originally:
  - 1.5% per year (7.5% total) for deans, provost and administrative divisions
  - 2% per year (10% total) for ICA and other auxiliary budgets supported by the general fee
  - Academic department budgets excluded from reallocation to central budget but subject to reallocations between departments consistent with strategic plan needs

- December 2019 BoT: Reallocations increased to 10.5% and 14%
- Accelerated reallocations into the FY 2021 budget
- This advanced preparation and planning provided financial flexibility in responding to the pandemic

- **Uncertainties (Extended confirmation date, end of stay at home order timing) are making budget preparation for next year difficult;**
- **Multiple budget scenarios have been developed to facilitate a final budget for adoption by the Board of Trustees at the end of June;**
- **Given the uncertainty today, we are exploring scenarios ranging from a strong fall class to less desirable outcomes;**

- We have done WELL to switch to remote delivery of instruction;
- We are having early success with incoming class;
- Our practice of planning for various scenarios will continue to serve us well despite many uncertainties;
- Our understanding of the larger situation and its budgetary implications continues to evolve;
- We will update the community as we know more.





**Let's answer some questions you  
submitted**



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