Overview (based on Dec. 1, 2016 campus communication)

- As required, UND submitted a biennial budget for 2017-19 at 90 percent of general fund level
  - a reduction of $16.6 million for the biennium or about $8.4 million per year
- Additional reductions for 2017-19 are possible
  - a potential reduction to 85% general fund level for the biennium would equate to a total reduction of $25 million or about $12.5 million per year
  - enrollment for FY17 is slightly down, resulting in less tuition revenue
- Final impacts on the UND budget will not be known until:
  - legislative session adjourns
  - approval of FY18 annual budget requirements including tuition rates, salary increase percentages and health premium increases by SBHE
Time Line

Dates

• December 1, 2016
• December – February
• January – March
• January – May

Actions

• Initial budget planning message sent to campus
• Planning for reductions at 4, 8 and 12% reduction levels based on FY17 base appropriated budgets
• Continuation of tuition and fees model development
• Refine strategic plan and assignment of responsibilities
Time Line (continued)

**Dates**
- February
- TBD (tentative late February)

**Actions**
- Divisions submit 4, 8 and 12% budgets
- Support Unit Allocation Committee makes recommendations for FY18 funding levels for support unit cost pools
Time Line (continued)

Dates
• February/March

• February 24, 2017

Actions
• Ongoing budget discussions including strategic focus and subvention expectations; finalize support unit allocations to enable primary unit planning

• Conclusion of first half of legislative session (crossover)
Time Line (continued)

Dates

• March/Early April
• April
• April
• April 26, 2017

Actions

• Ongoing budget discussions; primary unit budget presentations to Provost and VPFO
• Primary unit budget refinement
• Finalize budget scenarios across all divisions
• Last day for legislative session (limited to 80 days)
<table>
<thead>
<tr>
<th>Dates</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early May</td>
<td>SBHE finalizes annual budget guidelines; final budget decisions are made at the campus level (president)</td>
</tr>
<tr>
<td>Mid June</td>
<td>FY18 annual budget due to NDUS (data entry and uploads must be complete to roll into new fiscal year)</td>
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</tbody>
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Items to Consider

• Aggressively identify and implement collaborative/shared service arrangements that improve efficiency while reducing cost
• Aggressively pursue external funding and assign faculty time to produce outcomes
• Centralize services; elect not to rehire positions when vacant
• Consolidate administrative functions/structures to reduce administrative costs
• Digitize documents, recruitment materials, newsletters, etc., to reduce duplication costs
• Eliminate apps/software not used
• Defer/eliminate specific programmatic, operational, and personnel costs based on UND and division priorities
• Consolidate IT services functionally to reduce software, hardware and staff expenses
Items to Consider (continued)

- Optimize class size; special appointment hires rather than tenure-track
- Maximize efficiencies and economies of scale
- Reduce programs in low enrolled and/or non-priority areas to redeploy personnel to support student success and on-time graduation
- Reduce the number of options/electives, especially with low enrollment
- Re-evaluate productivity/workload
- Restructure areas and redeploy staff to ensure necessary skills are available consistent with priorities and functions to be delivered
- Scrutinize and limit operational costs and be as frugal as possible without jeopardizing mission objectives
- Use space management techniques to maximize classroom use
Tools

- Voluntary separation program
- Voluntary reduced FTE
- Early retirement
- Phased retirement for faculty
- Freeze tenure-track faculty searches through remainder of FY
- Soft freeze (additional review) staff searches through remainder of FY