

Q. What decisions have been made on FTE reductions among the UM workforce?

A. Here are the agreed-upon reductions for Fiscal Year 17:

	Proposed		Actual	
	Faculty	Non Faculty	Faculty Total	Non Faculty Total
Capture of open lines	25	28	25	21
Enrollment-Based Adjustments	17	22	24	23
Graduate Assistants		29		20
Part-Time and Other		24		22
Administrative Restructuring		5		5
Academic Program Consolidation/Elimination	10	10	9	10
Support Program Consolidation/Elimination		31		33
	52	149	58	134
		201		192

Key points to note:

- The total number of FTE reductions is lower – 192 rather than 201. That’s primarily because we kept a higher number of graduate assistantships in response to campus feedback.
- The total number of faculty FTE is greater than proposed, 58 versus 52. No current tenure/tenure-track faculty members will see their positions eliminated. The numbers reflect capture of open lines and decreases in the adjunct instructor and lecturer faculty pools. Many non-tenure-track faculty members will continue to teach on a semester-by-semester basis.
- Our foundation in the liberal arts and sciences is protected. Of particular concern has been the humanities. If you add up the FTE reduction associated with programs in the humanities in the College of Humanities and Sciences, it totals 5.5 out of the 58 faculty FTE.
- Actual numbers in the non-faculty categories are similar to those we proposed, with the exception of the graduate assistant number.
- While we have reduced faculty FTE by capturing some open lines, we also are hiring. Tenure-track faculty hires will be strategic because of growing programs, new programs and/or critical course needs.
- Academic program and support program consolidation, reorganization or elimination involved five changes:
 - Consolidating International Programs and Foreign Student and Scholar Services;
 - Consolidating Academic Enrichment, Civic Engagement, Career Services and Internship Services;
 - Moving Alumni Relations to Integrated Communications;

- Moving the School of Extended and Lifelong Learning entirely to a self-support model; and
- Reorganizing the budgeting and data analysis offices in the Administration and Finance sector.
- Of the 192 FTE reductions from the general fund, 46 FTE are from open lines (unfilled positions). Almost 90 FTE are from layoffs, non-renewal of contracts, adjunct pool reductions or resignation/retirements.

Here's another way to look at the 192 FTE reductions from the general fund:

- 45.94 FTE are from open lines (23.9%).
- 89.49 FTE are from layoffs, non-renewals, adjunct pool reduction, or resignation/retirements (46.6%).
- 12.7 FTE are from FTE reductions (6.6%).
- 43.75 FTE are transferred to other funds such as grants, gift accounts or auxiliary accounts (22.8%).

Q. How will this affect the students?

A. Courses that students need for graduation continue to be offered. Students overall will see little change since, on a per student basis, we will have more faculty members than we had in 2004, when we had a similar enrollment level.

For graduate students, one of the issues of greatest concern expressed during the comment period was the potential loss of graduate student assistantships. In response, we adjusted that number, so we can keep more student **GTAs**.

Q. What about layoffs?

A. The FTE reductions mean 23 layoffs by June 30 among employees paid through the general fund, and four from funds other than the general fund. Thus, total layoffs are 27. Another 14 general fund employees will have their hours reduced before or by July 1 of this year.

Human Resource Services and supervisors are conducting notification meetings from Jan. 19-26 with employees who are being affected by a layoff, FTE reduction or non-renewal of their contract. The reductions aren't a reflection on the individuals' performance or the service they have provided to UM and our students, but rather a need to adjust the size of UM's workforce to match our enrollment. We ask that you show compassion and support to those colleagues whose positions are eliminated or reduced.

Q. What kind of support are you giving employees who will be laid off or have their hours?

A. All the reductions will happen over the next five months, by or before June 30. Human Resource Services has partnered with the Missoula Job Service, through the Montana Department of Labor and Industry, to help employees transition during this difficult time. This is in addition to benefits required by state law or collective bargaining agreements.

Workshops will be provided by the Missoula Job Service with a representative from the Unemployment Insurance Division the week of Jan. 25 for affected employees. The workshops will provide information about Job Service resources such as job search help and referrals, resume and cover letter assistance, career guidance, employment workshops, and training programs.

Q. Has everyone been notified, or will other people be let go?

A. As far as the FTE reductions go, HR and supervisors are meeting from Jan. 19-Jan. 26 with everyone affected.

In addition, we expect normal attrition, as other people retire or accept other jobs. So we likely will have additional openings this spring, but UM won't necessarily hire to fill all additional openings.

At the same time, we will hire some open faculty lines. All tenure-track faculty hires will be strategic because of growing programs, new programs and/or critical course needs.

Q. Is there a hiring freeze?

A. There is no hiring freeze campus-wide. UM placed a delay on posting and filling open classified staff positions in late November 2015 until all layoff notifications were given. Open classified staff positions that have been approved for recruitment will be posted beginning Friday, Jan. 29. Only current permanent UM MPEA staff employees, and those who have been affected by layoff and choose to go into the MPEA layoff pool, will be eligible to apply for these MPEA-affiliated positions during the month of February 2016.

Q. What about the humanities and liberal arts?

We worked to make sure our liberal arts and sciences foundation is protected. Of particular concern has been the humanities. If you add up the FTE reduction associated with programs in the humanities, it totals 5.5 out of the 58 faculty FTE.

That 5.5 FTE reduction is 5.6% of UM's total humanities/liberal arts FTE, the lowest of any major academic category.

Q. When I look at the chart of FTE by employee classification, it looks like contract professionals in FY17 will be higher than in 2004 and classified staff is much lower. Why?

A. The classified FTE is lower because a number of classified staff positions were moved to the contract professional category in recent years to reflect the actual position duties. That is why the contract professional category is higher than FY04. More positions from classified were moved to that category.

Q. How much does this FTE plan add up to?

A. About \$7.5 million

Q. Will this take care of the budget shortfall? Will this be enough?

A. The 192 FTE reduction accounts for about \$7.5 million of the at least \$12 million in total reductions needed for next year's, FY17, budget. Our next steps are to balance the current year's budget to account for the fall enrollment decline and the expected decline in spring enrollment. For the current year, we will need to reduce non-personnel general fund expenses. The spring budget adjustments will be replicated in the FY17 budget to meet the projected reduction we need to make.

Q. What kind of percentage reduction is this?

Overall, we are building a budget for next year assuming 1,463 FTE positions in the general fund. If we count the layoff and FTE reductions, they amount to affecting about 2.4 percent of the work force.

Q. Why did you reduce the total FTE being cut?

A. We did move from the original goal of 201 FTE reductions in November to 192 FTE. In response to feedback and additional data, it was clear that we needed to readjust so fewer graduate student assistantships would be eliminated. Instead of reducing by 29 FTE, we're reducing by 20, and that left additional FTE we were able to recoup.

Q. Did the comments make a difference?

A. Yes, we listened to concerns; the president spent a great deal of time looking at the comment summaries and other comments mailed directly to him; he met with the shared

governance leaders for additional feedback; and he heard from many individuals on campus and in the Missoula community.

As a result of the feedback, President Engstrom asked that we make several important changes:

- Keep a higher number of graduate assistantships.
- Reinforce the core intellectual capital of our tenure/tenure-track faculty.
- Uphold the core liberal arts and sciences foundation of the University.
- Respect the contributions of long-term staff members who might be affected by these changes.
- Add shared governance leadership members – Faculty Senate, Staff Senate and ASUM – to his Cabinet.

Q. How did UM get to this point?

A. Our general fund budget is tightly tied to our enrollment. When enrollment increased rather dramatically from 2008 to 2011, we increased the number of employees to serve the higher numbers of students. Now we must adjust our workforce by July 1 to reflect the lower number of students.

We hired a significant number of positions – largely faculty – to handle the increased student numbers leading up to FY 13. As enrollment started to decline, we decided not to reduce personnel as much as reduce other expenditures. We reduced our investment in infrastructure, and used one-time-only savings. Now we must adjust on a broader basis to reflect fewer students.

Q. What happens next? Where is UM heading?

A. The FTE reductions allow UM to maintain fiscal responsibility and serve as good stewards of our students' and state's investments in UM, *and* they allow us to fulfill our mission as the liberal arts and sciences university for the state of Montana.

The president has announced five strategic areas that position UM for growth in addition to keeping our mission:

- healthcare & human development
- data & computational science
- business & entrepreneurship
- ecology & the environment
- workforce specific programs.

This spring, we expect to see tangible signs of UM's continuing strength. For example, several colleges and schools expect to make announcements before commencement about significant gifts. The overall amount of funded research conducted on campus – including new research grants and awards – will be up significantly more than last year. You will see

major announcements about programming and other initiatives in these areas starting shortly. **The President's Mid-Year Update is scheduled for Feb. 3 at 4 p.m. in the UC Theater.**