

I. Work Group Name

Revenue Enhancement Workgroup

II. Charge:

The charge of this group as assigned and outlined by President Engstrom in his campus address entitled, "Fiscal Year 2014 Budget Introduction" is to, "examine opportunities to increase revenue through sources other than the general fund. It will examine instructional and non-instructional opportunities to generate additional funding in line with our mission and direction for the University."

III. Target Completion Date

This is our final submission.

IV. Introduction/Background/Climate

-Briefly describe the current campus conditions in relation to the work group charge. What is significant about this work group and its purpose?

The campus has experienced a decline in enrollments as well as other negative financial impacts. These factors have highlighted the need to look at new revenue sources and opportunities to fill the gaps created by the above factors. The reality is that in order

for us to sustain and grow as a campus we need to look at entrepreneurial ways to generate new dollars. We also need an institutional commitment to actually change our practices and processes versus trying to adapt new ideas into the way we have always done things.

-Summarize the activities of the work group, what was assessed, and the overall results.

Committee members were asked to submit a broad range of ideas based on their expertise as well as from the input of their colleagues. These ideas were shared with campus via Moodle and additional input was requested. A matrix was developed that used several criteria to assess the viability of each suggestion. We also identified a number of ideas worthy of future consideration.

V. References/Methods

-List the most prominent reference materials, research, or resources that you may have used.

Committee and campus expertise was used for input of possible ideas.

-How did you reach your findings? Cite the use of surveys, interviews, workshops, or other instruments that the work group may have used.

Ideas were generated through committee meetings and requests for additional ideas through Moodle.

-What were some of the limitations that you encountered?

The expertise of the committee was very broad so in many cases specific knowledge and experience with ideas was often limited to a single committee member. These ideas were discussed but further input will be needed from others directly involved in the many areas considered.

VI. Discoveries/Results

-What were the work group's findings about UM practices?

We have many traditional practices that need to be reviewed and updated as far as what is historical practice versus what is actually required. There needs to be better communication and administrative and academic processes need to be reviewed and streamlined. We also need to move beyond a dependence on state funds and tuition revenue as our major income sources.

-What, if any, discoveries were made that you found significant to campus financial practices/reviews that were outside of your committee's charge? Does this discovery merit recommendation for the relevant sub-group's attention?

Many ideas generated could have come under cost savings so there will definitely be overlap with the findings of that group. Ideas generated will also need to be aligned with the Academic Programming group as well. Ultimately a coordinated plan will have to be developed based on the ideas from all groups with support from Faculty Senate, campus leadership, and students.

VII. Recommendations

-Discuss and explain the work group findings. Based off of these findings what recommendations would the work group forward to the Planning-Assessment Continuum and executive campus leadership?

A decision matrix is included with the final report containing ideas submitted with priorities identified based on the work of our group. A summary of suggestions are below.

- Adopt new business models for online and blended learning as well as summer and winter sessions.

- Develop a self-support tourism/hospitality program.
- Increase self-support professional courses, certificates, and programs (credit/non-credit).
- Market and sell UM services and products to external audiences.
- Create a centralized “one-stop” UM conference and event services office.
- Create new summer programs and opportunities across all age levels.
- Bundle existing courses with outdoor pursuits.
- Insource services (vending, office coffee, bulk mail, etc.).
- Change fee structures (build incentives for registration deposits).
- On-campus parking (review current fee structures and the overall process management of campus parking that may generate additional revenue).
- New sustainability initiatives (go “landfill free”, other energy saving initiatives).
- Cultivate corporate sponsorships for campus events.
- Expand enhanced revenue opportunities through commercial patents of faculty research discoveries.
- Explore expansion of the UM Golf Course beer/wine site-specific license to include all University of Montana sites.

These ideas are a start to changing our culture, business practices, and current organizational structures. We see these ideas being a catalyst to moving towards an entrepreneurial environment.

-Outline what you believe the Planning-Assessment Continuum should do next with your information?

This report will need to be coordinated with other group reports and then a request for campus input should be initiated. A taskforce of various stakeholders should be named to prioritize and finalize action steps that will be implemented.

10/17/13

Full list of revenue generating ideas (unabridged):

1. increase the number of tuition paying students (recruitment and retention)
2. increase the number of self-support courses and programs - **increase self-supported professional courses and certificates (credit and non-credit)**
3. expand services to other entities outside the University
4. **create centralized "one-stop" UM conference and event services office** - "one-stop shop" (one bill) for campus-wide conference and event services: from coordination through billing
5. Campus-wide scheduling system
6. **sell UM services and products to external clients** - enhance intellectual property i.e., lease or sell educational products created by UM
7. where are we drawing revenue currently and how much more can the buyer pay (price elasticity) and what will they pay for? Will work with Enrollment Management group to get information
8. retail market analysis
9. **create new summer programs** - summer programs: what do we do now e.g., Indians in Psych., FLBS summer program, Wilderness Distance program, Archeology Field Camp, Sports camps, Schwanke Summer Leadership program, TRIO summer programs, and Wild Rockies Field courses (create comprehensive list); how could we do these better, and what new programs should we offer?
10. Improve the system for how faculty members work for state agencies, so UM gets paid (include any overhead that's being covered now by UM, not the affiliate)
11. online learning: **adopt new business models for online/blended learning**
12. non-credit opportunities
13. winter session and the spring semester link that might be a money loser
14. shortening winter session and developing a pre-summer session since commencement would be earlier
15. need for a different revenue and budget model for summer session
16. physically integrate Missoula College with Mountain Campus
17. Bitterroot College
18. **bundling classes with outdoor pursuits** e.g., fly-fishing with biology 101
19. air travel in and out of Missoula: decrease cost and increase flights
20. **create a self-support tourism/hospitality program**
21. continue to improve UM marketing: focus on "global audience" not just MT
22. analyze what services and programs we have now, decide what we want to have, and create a campus-wide plan/strategy and a system for making it happen
23. outsourcing/contracting services e.g., mail sorting, motor pool, etc...
24. **on-campus parking** - outsource parking management and change policy for 1st-year students living on campus
25. **"insourcing" services**/self-op e.g., vending, engraving, UC Market, etc...
26. testing services
27. international opportunities e.g., sites in China
28. Have alumni office coordinate with current students and faculty for fund-raising drives.
29. Solicit local private donors for faculty endowments.
30. I think there are opportunities for some additional certificate programs, online or otherwise. I know of one in particular would be an Accounting certificate. There are quite a few non-Accounting majors (Business, Marketing, Finance, etc.) that find out that a CPA designation can be very beneficial for their career. They are only missing the upper-level accounting credits and total credits to sit for the exam. I would think that there might be others as well.
31. Expand the number of WUE's at Missoula College
Explanation: This past fall, the enrollment numbers at Missoula College fell approximately 330 from the prior year. If we were to market some of our programs to non-resident student (probably the more technical based programs) and offer WUE to a number of students we could

increase the enrollment numbers at Missoula College – thus recovering some of the tuition revenue that was lost last year. Items that would need to be determined are:

- Is there demand from out-of-state students for the programs we have space in?
- Will the marginal cost of education be covered by the WUE tuition?
- Do the current Mountain Campus WUE GPA requirements have to be the same for the Missoula College?

32. Establish SELL as a degree granting College

33. Add the rebate we get from the ProCard, Land Grant Revenue, and interest earnings to the general fund pool

34. Increase self-support courses and programs and add new programs;

35. Attached to internationalization, I'd suggest self-supported non-credit opportunities should include cases where universities in other countries send students here who concurrently pay tuition back home and our rates (either out-of-state or self-support at a high level), earning continuing education credits here and getting degrees back home from their own schools; "bench fees"

36. Super-tuition (targeted tuition) for high-cost programs should be pursued (not just new ones, but a couple approved during the moratorium on that);

37. BCC might share with all its complete funding sources in one document, to ensure all are aware of actual costs/revenue (former Perkins dollars and adult education); and

38. Regarding summer and wintersessions, we should also envision them off-site (internationally) with students from partner universities abroad paying us to participate

39. **Change fee structure** - build in incentives for registration – deposits

40. **New sustainability initiatives** - go "landfill free"; create system for repurposing glass; generate, use, and sell renewable energy; natural gas buses and fueling station

41. **Corporate sponsorships for campus events** - may require "broker" - new position - and UMF

Revenue Enhancement Ideas and Criteria to Evaluate their Implementation

IDEAS	precursors/other considerations	Authority	rewards	risks	time to implement	policy changes and level	process changes and level	politics	potential partners	external factors	other considerations/notes
<i>provide details for each criteria based on your existing knowledge or what you learn from further exploration into the idea</i>											
Ideas to Consider Now:											
adopt new business models for online/blended learning	new performance-based funding model is in place										
create a self-support tourism/hospitality program	must be self-support										
increase self-supported professional courses and certificates (credit and non-credit)	partner with industry and prof assocs to offer certifications; would need to expand testing services										
sell UM services and products to external clients*	"Noncompete policy/practice" must be revised - may need to pay unrelated business income taxes (UBIT)										
create centralized "one-stop" UM conference and event services office	need position dedicated to sales for UM conferencing										
create new summer programs*	review existing and fill gaps										
bundle existing courses with outdoor pursuits	ex. Energy Tech and Climate Change model										
"insource" services	ex. Vending, UC Market, office coffee service, etc...										
On-campus Parking	outsource parking management and change policy for 1st-year students living on campus										
Change fee structure	build in incentives for registration - deposits										
New sustainability initiatives	go "landfill free"; create system for repurposing glass; generate, use, and sell renewable energy; natural gas buses and fueling station (hydrogen too)										
Corporate sponsorships for campus events	may require "broker" - new position - and UMF										
Incentivize patents for faculty											
expand UM wine/beer license	expand UM golf course site specific wine/beer license to include all UM sites										

**perform a comprehensive analysis to determine what exists, what could improve existing summer camps and programs, and then determine what's missing (include willingness to pay and marketability)*

Ideas Worthy of Future Consideration:

Establish SELL as a degree granting College	would face significant political barriers										
create international satellite locations	legal complications (ex. China); but many departments are making tremendous strides toward this becoming a reality VERY soon; also look into "bench fee" programs										
Review WUE's	add more states; offer to 2-year students, etc.										

Other:

Authority Key

President - Royce C. Engstrom
 Vice President for Research and Creative Scholarship - Scott Whittenburg
 Vice President for Administration and Finance - Michael Reid
 Provost and Vice President for Academic Affairs - Perry Brown
 Vice President for Integrated Communications - Peggy Kuhn
 Vice President for Student Affairs - Teresa Branch
 Athletic Director - Kent Haslam

President
 R&CS
 A&F
 AA
 IC
 SA
 Athletics

Alumni Director - Bill Johnston
 Legal Counsel - Lucy France
 Equal Opportunity and Affirmative Action Director - Eric Gutierrez
 The University of Montana Foundation President - Shane Giese
 Chief Information Officer - Matthew Riley
 Institutional Centers and Institutes

Alumni
 LC
 EOAA
 UMF
 IT
 IC/I