



# University of Missouri System Centralized, Efficient Operating Structure

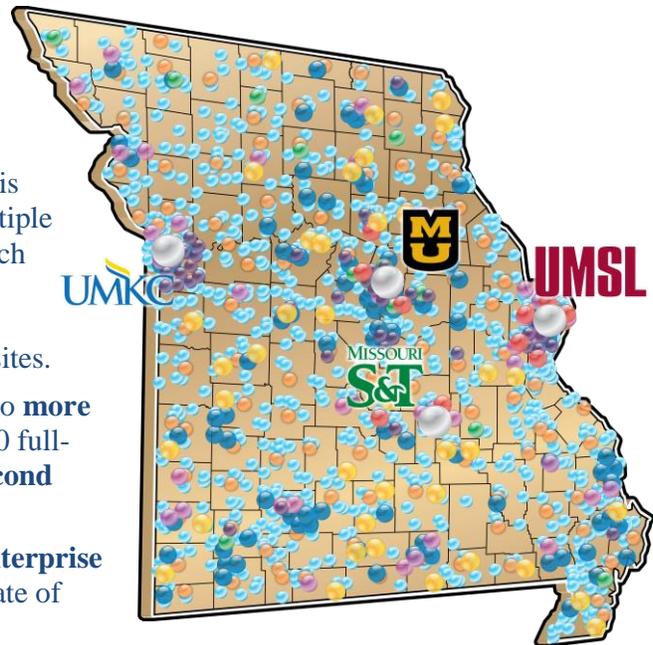
The mission of the University of Missouri, as a land-grant university and Missouri's only public research and doctoral-level institution, is to discover, disseminate, preserve, and apply knowledge. The university promotes learning by its students and lifelong learning by Missouri's citizens, fosters innovation to support economic development, and advances the health, cultural, and social interests of the people of Missouri, the nation, and the world.

## The UM System has a unique and important role in providing teaching, research, service and economic development to the state

In addition to its four campuses, the UM System is comprised of a statewide health care system, multiple research parks and incubators, agricultural research stations, and a vast network of Small Business & Technology Development Centers, Extension Centers, Telehealth Network sites and MoreNet sites.

The four campuses of the UM System are home to **more than 77,000 students**, and with more than 17,700 full-time employees, the UM System is the state's **second largest employer**.

Collectively, the **UM System is a \$3.1 billion enterprise** that represents one of the greatest assets of the state of Missouri.



## The UM System provides a centralized and efficient operating structure

The UM System eliminates replication of services by centralizing key functions like payroll, benefits management and IT support, which allows the campuses to dedicate more resources to teaching and research.

The UM System has an obligation to act in a fiscally responsible manner. As such, a key outcome of the system structure is that resources are leveraged across the university to create efficiencies, which in turn, free campus resources to be used for core mission areas and strategic priorities, and helps to keep the cost of education affordable and a college degree attainable for all Missourians.

- UM System **spends 75.5% on its core mission of educating** students verses our peer average of 70.4%, meaning our peers spend 5.1% more on administrative costs.
- The UM System annually realizes cost-savings through efficiencies and effective measures, including **\$77 million since 2014**.
- The UM System is viewed as one entity by investors, supporting our **AA+ credit rating**, which decreases interest rates and increases access to outside funding.
- The UM System's institutional support expenditures (general administrative services, executive management, legal and fiscal operations, public relations, development, and central operations for the physical plant) were **37 percent less per student** than the peer average.



# University of Missouri System

## Centralized, Efficient Operating Structure

The university is governed by the University of Missouri Board of Curators, a nine-member volunteer board appointed by the governor and confirmed by the senate. The day-to-day management of the collective UM System enterprise is led by a president who reports to the Board of Curators.

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### The UM System is structured with six departments to serve centralized functions:

#### **Academic Affairs enhances academic programs and promotes research and economic development.**

- Research and scholarly productivity
- Degree program assessment
- Teaching and learning outcomes
- Research parks and incubators
- Systemwide strategic planning

#### **Finance maximizes the financial and physical capacity of the university.**

- Financial oversight, audit and reporting
- Budget and planning
- State appropriations
- Cash, investment and debt management
- Accounting, taxation and payroll
- Procurement, sourcing
- Facilities design and construction
- Real Estate
- Insurance

#### **General Counsel provides all legal services to the university.**

- Legal services for Board of Curators, UM System, 4 campuses, Health Care, Extension, and employees sued in course of employment
- Specialty areas of law: complex transactions, civil litigation, medical malpractice, health care, intellectual property, Title IX, startups, public-private partnerships
- High-volume, routine services

#### **Human Resources leads centralized HR services for all employees and retirees.**

- Employee benefit and wellness programs
- Compensation policies and practices
- Talent management
- HR information systems
- Labor relations
- Retirement programs

#### **Information Technology provides the technology infrastructure for the university.**

- Research computing and networking
- Data networks, servers and storage
- Hardware, software technology
- Telecommunications
- Information security
- Enterprise application services
- IT services for K-12 schools, public libraries and government

#### **University Relations serves as the central communications and advocacy arm of the university.**

- State and federal government relations
  - Strategic communications
  - Executive communications
  - Media relations
  - Open records requests
  - Digital/Web services
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While the president serves as the chief executive managing the overall university enterprise, each of the four campuses — the University of Missouri-Columbia, the University of Missouri-Kansas City, Missouri University of Science and Technology, and the University of Missouri-St. Louis — are freestanding and are led by a chancellor who reports to the president.