


Goal 1: Institute multi-year financial plans for the University and schools that identify priorities for new investments, provide financial stability for existing programs, and create adequate cash reserves.

Tactic 1:		Priority / Start	FY 2013 Resources		Status			Responsible Person
1.1	Develop sound multi-year all-funds business plans for significant existing and new programs (including major faculty recruitments) which will be approved by the president. Prioritize funding for ongoing multi-year mission critical programs. Develop a process for establishing funding priorities for each school and eliminating support in areas not prioritized.	1	Neutral		Underway			Kathy Byington
		FY 2013	mostly allocation of existing personnel					
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.1.1	Provide three year estimates for reductions/increases to each major business unit on campus for planning purposes. November each year.	Target	11/30/12	Completed	Continue	Continue		
		Actual		Completed				
1.1.2	Determine fair benchmarks for funding central campus administrative functions. Continuously work toward the goal and publicize the results	Target	11/30/2013	In Progress	Completed			
		Actual		Accomplished				
1.1.3	Refine the annual budget process and meetings with the president to review funding for programs.	Target		In Progress	In Progress	Refine each year based on priorities		
		Actual		Accomplished				
Tactic 2:		Priority / Start	FY 2013 Resources		Status			Responsible Person
1.2	Develop the current financial model to show full revenues and costs for delivering research, instruction, and clinical and non-clinical service programs in total by program and by school. This should be done in a way that is clear and understandable to the Executive Committee.	1	\$48,000 One-Time		Starts October 2012			Scott Bitner
		FY 2013						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.2.1	Develop the current financial model to fully cost each program in July 2013 based on FY 2012 actual data. Nov each year thereafter	Target		In Progress	8/31/13			
		Actual		Accomplished				
1.2.2	Test the understandability of the fully costed model with Associate Deans for Administration & Finance and other key financial positions. Present annually for discussion and changes.	Target		n/a	10/30/13			n/a
		Actual						
1.2.3	Test the understandability of model with Deans / the executive Council. Present annual results this way going forward.	Target		n/a	11/30/13			n/a
		Actual						
Tactic 3:		Priority	Start	Fiscal Impact		Status	Responsible Person	
1.3		1	9/1/2013 (FY 2014)	medium (Moderate)		Starts once financial model is completed	Scott Bitner	
Use the financial model to aid with sensitivity analysis for probable changes in environmental factors including for example decreases in NIH grant funding, annual inflationary cost increases or a tuition freeze. Use the financial model to assess new endeavors.				will need new analytical capability in central; FY14 1/2 year of analyst est. \$75K (\$150K annual)				

Metrics:	Base	6/30/12	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R	
1.3.1 Annual executive meeting to kick off budgets in January of each year presents major environmental factors in this context.	Target			1/30/14	Refine			
	Actual							
1.3.2 Determine if this tool assisted in vetting and change in plans associated with new initiatives	Target				7/30/14	Refine		
	Actual							
1.3.3 Determine if this tool resulted in not undertaking new initiatives because of the costs	Target				Each yr.	Each yr.		
	Actual							
Tactic 4:	Priority	Start		Fiscal Impact		Status		Responsible Person
1.4 Establish cash reserve targets and plans to achieve the targets for the schools and the University to ensure flexibility and stability during challenging financial times. Work with the system on an enhanced understanding of the campus use of fund balance for flexibility and stability.	4	7/1/2014 (FY 2015)		If model shows we do not have sufficient reserves this could have a significant negative impact on future operating funds		Starts once model & sensitivity capabilities are complete		Kathy Byington
Metrics:	Base	6/30/12	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R	
1.4.1 Design a model based on key risks and financial commitments to guide the setting for fund balance targets by school and for the campus.	Target				9/30/14			
	Actual							
1.4.2 Each school and department within each school and every unit on campus will develop a plan to achieve their targets and present it as part of the annual budget review.	Target				1/1/15			
	Actual							
Tactic 5:	Priority / Start	FY 2013 Resources			Status		Responsible Person	
1.5 Continue to educate the USM and legislature on the financial structure of this university and engage system leadership in developing a new methodology for funding.	2	Neutral			Underway		Kathy Byington	
	FY 2012							
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.5.1 Engage the system office more proactively in our new budget process.	Target		yes	Continue	Continue			
	Actual		Partial					
1.5.2 Present annual financial results to the system in both the required format and in our new financial model format.	Target		n/a	1/31/14	yes			n/a
	Actual							
1.5.3 Work with legislative affairs to determine how to communicate our financial challenges identified in an all funds budget process to the legislature and their analysts who review only state funding information.	Target		n/a	Continue	Continue			n/a
	Actual							
Goal 2: Develop the infrastructure to enable the University to operate efficiently and seamlessly.								
Tactic 1:	Priority / Start	FY 2013 Resources			Status		Responsible Person	
Document standard operating procedures for routine business processes and continuously enhance them	1	\$250,000 One-Time						

2.1	utilizing best practices. Apply technology to streamline business processes and improve efficiency and cost structure across the University while providing dependable support services.	FY 2012			Underway			Kathy Byington	
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R	
2.1.1	Provide a step-by-step process for the campus to use to develop Standard Operating Procedures for business processes. (New Tactic)	Target			6/30/14	Review	Review		
		Actual							
2.1.2	Identify the high priority processes being addressed by the HRMS upgrade. Involve all parties effected in the design and rollout.	Target		1/30/13	review	review	review	●	
		Actual		Done					
2.1.3	Prioritize other business processes and identify future projects to address them.	Target		n/a	4 per year	4 per year	4 per year	n/a	
		Actual							
2.1.4	Develop a step by step process and make it available to all departments outlining how to create file systems using the campus standard document management system.	Target		n/a	1/1/14			n/a	
		Actual							

**Previous metric was not feasible. The new metric is more realistic and measurable.

Tactic 2:	Priority	Start		Fiscal Impact		Status		Responsible Person
2.2	2	7/1/13 (FY 2014)		Moderate Impact				Kevin Curley
Provide seamless, searchable databases for services, information, and business processes.				Investment in IT/Programming depedning on project				
Metrics:	Base	6/30/12	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R	
2.2.1	Target			10/31/13				
	Actual							
2.2.2	Target			3/31/14				
	Actual							
Tactic 3:	Priority	Start		Fiscal Impact		Status		Responsible Person
2.3	3	9/1/2013 (FY 2014)		Moderate				Peartree
Develop incentives to encourage units to more carefully utilize space and University services.								
Metrics:	Base	6/30/12	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R	
2.3.1	Target		4/30/13					●
	Actual		Completed					
2.3.2	Target			8/30/13				●
	Actual							
2.3.3	Target			9/30/13				
	Actual							
2.3.4	Target			7/1/14				
	Actual							
2.3.5	Target			3/31/14				
	Actual							
2.3.6	Target				7/1/14			
	Actual							
2.3.7	Target				???			
	Actual							
2.3.8	Target				????			
	Actual							
2.3.9	Target				????			

2.3.9 Implementation of new space model which provides an incentive to economize space usage.

Tactic 4:		Actual							Responsible Person
Tactic 4:		Priority	Start		Fiscal Impact		Status		Responsible Person
2.4 Evaluate deans and vice presidents annually on their success in collaborating to improve efficiency and improve cost structure of support services on campus.		2	9/1/2013 (FY 2014)		Neutral/ No cost - could have significant positive impact over time				Pete Gilbert
Metrics:		Base	6/30/12	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R	
2.4.1 All Deans and VP's have written annual goals on collaborating to improve efficiency.		Target			9/30/13	Continuous			●
		Actual							
2.4.2 Percent of Deans and VP evaluations which identify positive contributions to collaborating to improve efficiency.		Target			3/31/14	Continuous			●
		Actual							
Goal 3: Explore new affiliations and/or develop separate entities to improve the University's flexibility to manage ongoing and new ventures.									
Tactic 1:		Priority	Start		Fiscal Impact		Status		Person
3.1 Undertake a feasibility study on the pursuit of more autonomy to reduce costs and improve efficiency, including the possible formation of a separate research entity.		3	7/1/13 (FY 2014)		Neutral - Partnership with UM Ventures				Kathy Byington
Metrics:		Base	6/30/12	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R	
3.1.1 Committee formed and makes recommendation on possible autonomy initiatives		Target			1/30/2014 (Recommendations)				●
		Actual							
3.1.2 Feasibility study (ies) initiated and completed.		Target			3/31/2014 (Initiate)				●
		Actual							