

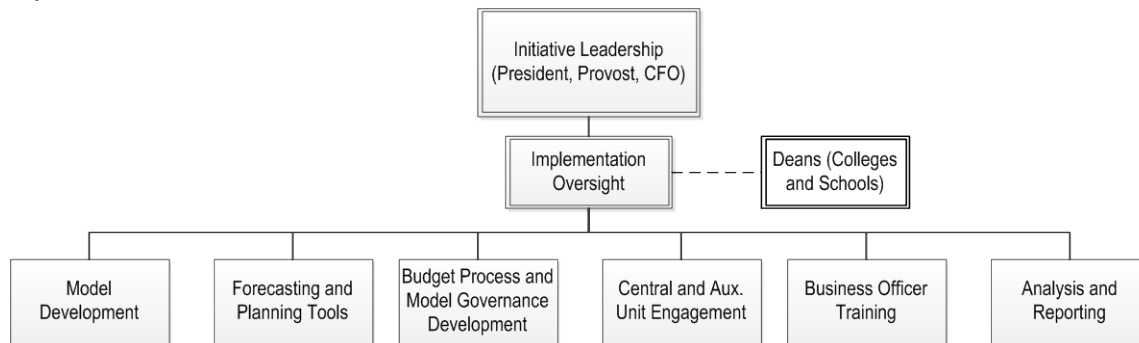
## SRI Implementation Plan (DRAFT – March 2015)

### Function and Purpose

Transitioning to a new resource allocation model requires coordination across many university operations and stakeholder groups. This document details a plan for implementing the SRI Model at the University of Memphis that aims to engage stakeholder groups impacted by the transition to a new model and provide them with the information and tools needed to fulfill their responsibilities.

To execute the implementation plan, SRI leadership has proposed a structure consisting of several committees, each with unique charges. These committees are intended to serve as the implementation effort drivers, and their proposed compositions and planned activities are detailed throughout this document.

### Implementation Committee Structure



### Committees Overview

Implementation Oversight – Responsible for overall project management and reporting updates to initiative leadership, college and school deans, and other stakeholders as needed

Model Development – Responsible for developing and managing the SRI Model's Microsoft Excel workbook files

Forecasting and Planning Tools – Responsible for defining and communicating the forecasting and planning needs of stakeholders under the SRI Model and overseeing tool development

Budget Process and Model Governance Development – Responsible for developing a revised budget process incorporating the SRI Model and a governance process for reviewing the SRI Model after implementation

Central Unit and Auxiliary Unit Engagement – Responsible for communicating SRI Model concepts to central and auxiliary unit leaders and managing central and auxiliary unit needs (i.e. potential service level agreements) after implementation

Business Officer Training – Responsible for training local business officers on how the SRI Model works

Analysis and Reporting – Responsible for communicating the periodic analysis and reporting needs of stakeholders and overseeing report development

## Implementation Oversight Committee

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### *Charge*

The Implementation Oversight Committee is responsible for managing the progress of the implementation process and providing updates to stakeholders, including initiative leadership and the deans of the colleges and schools. The committee will be responsible for the implementation plan timeline and facilitate project management for the other implementation committees. The individuals on this committee will be the points of contact for the other committees to raise issues or concerns and will serve as the “project champions” for all implementation activities.

### *Composition (Proposed)*

#### *Project Champions*

- Jeannie Smith, Assistant VP for Finance
- Jasbir Dhaliwal, Interim Dean, Graduate School
- Ernie Rakow, Interim Dean, College of Education, Health and Human Sciences (alternate project champion)
- Deborah Becker, Director of Budgeting, Office of Financial Planning
- Dean Franklin, Associate Director, Academic Affairs Finance
- Jan Brownlee, Interim Chief of Staff, Provost's Office

#### *Subcommittee Leads*

- Bridgette Decent, Research Analyst II, Office of Institutional Research
- Gary Donhardt, Director, Office of Institutional Research
- Robert Jackson, Associate Vice Provost, Office of Information Systems
- Sherry Greene, Senior Budget Analyst, Office of Financial Planning
- Steve Lackey, Controller, Accounting Office
- Huron Support

### *Tasks*

- Develop and manage timeline for implementation activities
- Meet regularly to review progress of implementation committees and provide support
- Communicate updates to stakeholders as needed
- Engage stakeholders and communicate initiative concepts and progress as needed

### *Meeting Frequency (Proposed)*

This group should aim to have a weekly (or bi-weekly) standing meeting.

## Model Development Committee

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### *Charge*

The Model Development Committee will be responsible for the development and refinement of the SRI Model in Microsoft Excel. The SRI Model, initially built using FY13 actuals data, will need to be developed for additional fiscal years using both actuals and budget data. The committee will be responsible for this effort, documenting model development procedures, and incorporating changes to the model as needed.

### *Composition (Proposed)*

- Sherry Greene, Senior Budget Analyst, Office of Financial Planning (lead)
- Dean Franklin, Associate Director, Academic Affairs Finance
- Deborah Becker, Director of Budgeting, Office of Financial Planning
- Deborah Keeney, Associate Director of Budgeting, Office of Financial Planning
- Lorrean Lim, Director of Financial Analysis and Treasury Services, AVP Finance Office
- Cassandra Dinwiddie, Business Officer III, College of Arts and Sciences
- Wendy Scott, Manager, Financial Reporting
- Huron Support

### *Tasks*

- Create SRI Models representing FY14 actuals and FY14 budget data
- Create documentation for SRI Model development
- Manage ad-hoc revisions

### *Meeting Frequency (Proposed)*

This committee should aim to have a weekly standing meeting throughout the model development process; group should also be engaged during any model review sessions and be available to meet as needed to incorporate changes.

## Forecasting and Planning Tools Committee

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### *Charge*

The Forecasting and Planning Tool Committee will be responsible for defining and overseeing the development of forecasting and planning tools for local-level stakeholders to use while operating under the SRI Model. The new model will provide units with increased authority and responsibility for their activities that generate and consume resources, and unit leaders will want to conduct scenario analyses based on the model's allocation methodology to understand the potential financial impact of their decisions. The Forecasting and Planning Tools Committee will be charged with conceptualizing forecasting and planning tools that will be useful based on their understanding of the model and providing feedback on their utility throughout the implementation process.

### *Composition (Proposed)*

- Deborah Becker, Director of Budgeting, Office of Financial Planning (co-lead)
- Bridgette Decent, Research Analyst II, Office of Institutional Research (co-lead)
- Gary Donhardt, Director, Office of Institutional Research
- Dean Franklin, Associate Director, Academic Affairs Finance
- Alicia Stires, Business Officer II, Loewenberg School of Nursing
- Alicia Lax, Business Officer II, Fogelman College of Business and Economics
- David Greganti, Business Officer II, College of Engineering
- Ernie Rakow, Dean, College of Education, Health and Human Sciences
- Tom Nenon, Dean, College of Arts and Sciences
- Rob Stalder, Director, Enterprise Application Services
- Huron Support

### *Tasks*

- Document forecasting and scenario planning needs
- Conceptualize tools to meet forecasting and scenario planning needs
- Oversee development of tools
- Provide feedback on tool utility throughout implementation

### *Meeting Frequency (Proposed)*

This committee should aim to meet after the Model Development Committee has developed the FY14 Actuals and FY14 Budget Model and be prepared to meet regularly (i.e. weekly) throughout the tool development effort.

## Budget Process and Model Governance Development Committee

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### *Charge*

The Budget Process and Model Governance Development Committee is responsible for developing the process needed to create the University's annual budget under the new model. This committee will also be responsible for developing the governance process that ensures the budget development process and the SRI Model itself are meeting their intended goals.

### *Composition (Proposed)*

#### *Project Champions (4)*

- Jeannie Smith, Assistant VP Finance (co-lead)
- Jasbir Dhaliwal, Interim Dean, Graduate School (co-lead)
- Deborah Becker, Director of Budgeting, Office of Financial Planning
- Jan Brownlee, Interim Chief of Staff, Provost's Office

#### *Deans (8)*

- Dan Lattimore, Dean, University College
- Don Wagner, Dean, Health Sciences
- Lin Zhan, Dean, Loewenberg School of Nursing
- Peter Letsou, Dean, Cecil H. Humphreys School of Law
- Richard Ranta, Dean, College Communication of Fine Arts
- Rick Sweigard, Dean, Herff College of Engineering
- Rajiv Grover, Dean, Fogelman College of Business
- Tom Nenon, Dean, College of Arts and Sciences

#### *Administrators (3)*

- Andy Meyers, Interim Vice Provost of Research
- Ellen Watson, Vice Provost and CIO for Information Technology
- Rosie Bingham, VP for Student Affairs

#### *Faculty Senate Reps (3)*

- Martha Robinson, Chair, Faculty Senate Ad Hoc Budget and Finance Committee
- Wade Jackson, President-Elect, Faculty Senate
- Reginald Greene, President, Faculty Senate
- Huron Support

### *Tasks*

- Develop the SRI Model budget development process
- Develop a post-implementation model governance plan

### *Meeting Frequency (Proposed)*

This group should aim to meet bi-weekly, or as schedules permit.

## Central Unit and Auxiliary Unit Engagement Committee

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### *Charge*

The Central Unit and Auxiliary Unit Engagement Committee is responsible for communicating with Central Unit and Auxiliary Unit stakeholders about the initiative's progress to-date and the impact of the SRI Model on their operations. The SRI Initiative thus far has primarily focused on the colleges and schools, and this committee will be responsible for involving other stakeholders going forward. This committee will also be responsible for managing the needs of Central Units and Auxiliary Units throughout implementation and analyzing current business processes for potential changes based on the needs of operating under a new model.

### *Composition (Proposed)*

- Steve Lackey, Controller, Accounting Office (co-lead)
- Robert Jackson, Associate Vice Provost, Office of Information Systems (co-lead)
- Dean Franklin, Associate Director, Academic Affairs Finance
- Deborah Becker, Director of Budgeting, Office of Financial Planning
- Dick Irwin, Interim Vice Provost for Academic Innovation, Provost's Office
- Sylverna Ford, Dean, University Libraries
- Mo Valentine, Director of Research Administration, Office of the Vice President for Research
- Colis Chambers, Director, Student Affairs
- Kathy O'Bryan, Director of Business Support Services, Physical Plant
- Stacy Martin, Executive Senior Associate Director, Athletics
- Huron Support

### *Tasks*

- Develop content and facilitate 2-3 meetings with Central Unit stakeholders and 2-3 meetings with Auxiliary Unit stakeholders
- Communicate needs of Central Unit and Auxiliary Unit stakeholders and provide advisory support for the potential development of service level agreements

### *Meeting Frequency*

This group should aim to meet as schedules permit to develop content prior to facilitating group information meetings, and meet regularly (i.e. monthly) for service level agreement development.

## Business Officer Training Committee

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### *Charge*

The Business Officer Training committee will be responsible for training local business officers on understanding the SRI Model and how it will impact their operations. Under the new model, local business officers will need to be equipped with the proper training on how to analyze the model and understand the impact of decisions. This committee will be responsible for transferring knowledge on how the model works to the business officers.

### *Composition (Current)*

- Dean Franklin, Associate Director, Academic Affairs Finance (lead)
- Deborah Becker, Director of Budgeting, Office of Financial Planning
- Cassandra Dinwiddie, Business Officer III, College of Arts and Sciences
- Latica Jones, Assistant Director Academic Affairs Finance, Provost's Office
- Ora Taylor-Strowder, Business Officer II, College of Education, Health and Human Sciences
- Janet Wiens, Sponsored Programs Administrator, Research Support Services
- Huron Support

### *Tasks*

- Identify training needs of local business officers
- Develop training materials
- Facilitate regular budget officer training sessions

### *Meeting Frequency*

This group should aim to meet approximately monthly with business officers throughout the implementation period and parallel year.

## Analysis and Reporting Committee

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### *Charge*

The Analysis and Reporting Committee is responsible for overseeing the development of necessary reports for the SRI Model. An intended purpose of the SRI Model is greater transparency to funds flows and financial information, and the Analysis and Reporting Committee will be responsible for seeing that the appropriate information from the SRI Model is distributed to stakeholders in an easily understandable manner.

### *Composition (Current)*

- Dean Franklin, Associate Director, Academic Affairs Finance (lead)
- Alicia Lax, Business Officer II, Fogelman College of Business and Economics
- Latica Jones, Assistant Director Academic Affairs Finance, Provost's Office
- Ropo Sanvee, Associate Director of Business Operations, School of Public Health
- Jamilah Harris, Manager Business Service Center, Lambuth Campus
- Lorrean Lim, Director of Financial Analysis and Treasury Services, AVP Finance Office
- Susan Boyce, Analyst III, Office of Financial Planning
- Rob Stalder, Director, Enterprise Application Services
- Huron Support

### *Tasks*

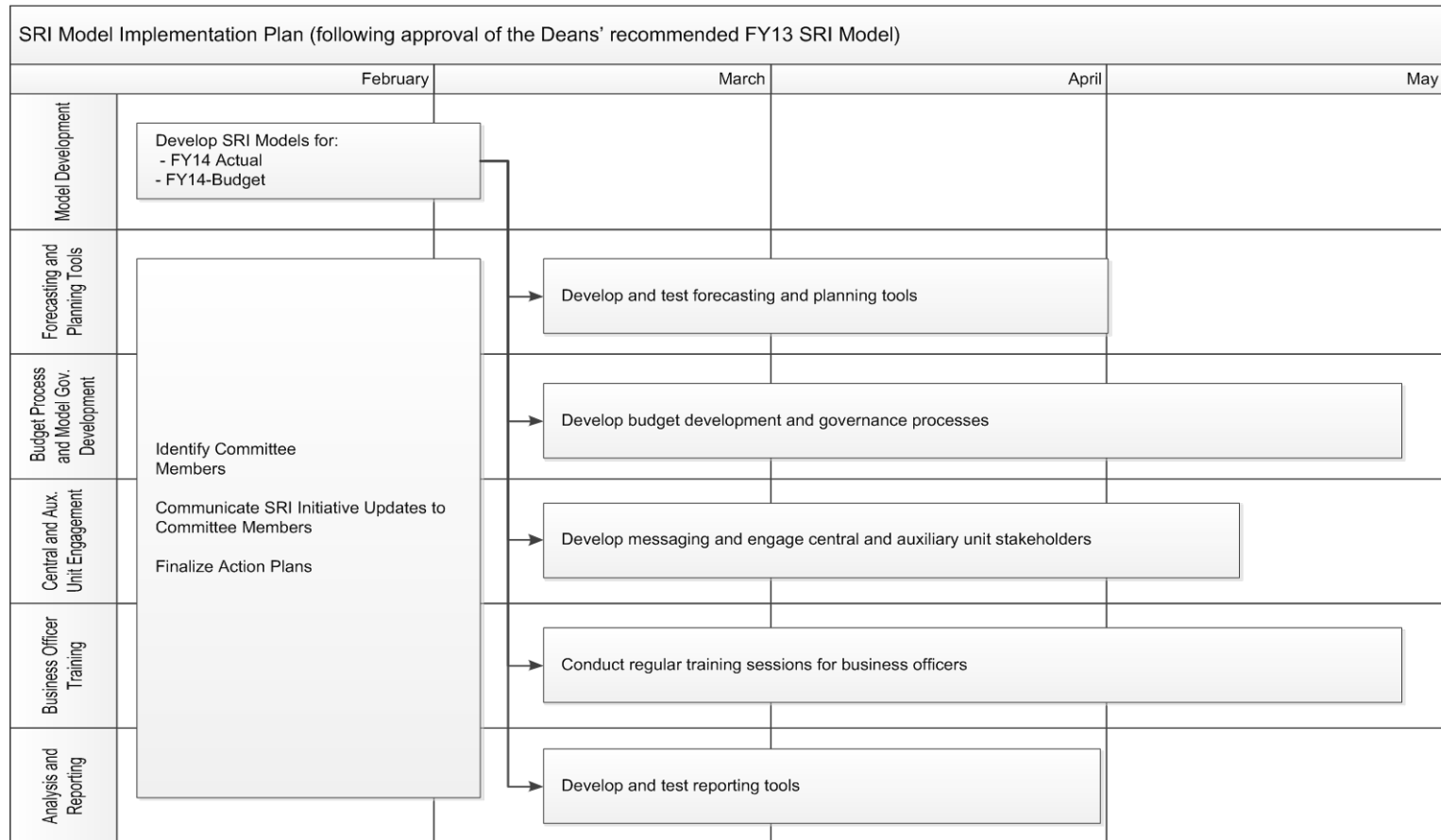
- Identify reporting needs of SRI Model stakeholders
- Identify reporting capabilities
- Generate reports and solicit feedback

### *Meeting Frequency*

Committee should aim to meet after the Model Development Committee has developed the FY14 Actuals and FY14 Budget Models and be prepared to meet regularly (i.e. bi-weekly) throughout report development



### Proposed Implementation Plan Timeline



Note: Huron will provide ad-hoc support for the implementation committees throughout the month of June as well