



SRI Initiative: Steering Committee Discussion

March 2015

The goal of today's meeting is to review the state of the SRI Initiative and outline next steps for model implementation.

Today's meeting is designed to:

- Recap initiative efforts to-date
- Summarize the deans-recommended and President-approved allocation methodology
- Discuss next steps

Additional documents provided include:

- FY13 SRI Model
- FY13 SRI Allocation Methodology
- SRI Model Implementation Plan

Activities To Date

Since September 2014, Huron has supported the progress of the SRI Initiative's "Partnership Year" by providing project management and stakeholder engagement.

Huron Tasks	Sept	Oct	Nov	Dec	Jan	Feb-Jun
ESTABLISH PARTNERSHIP YEAR						
A. Project Management		●	●	●	●	★
B. Model Review & Assessment						
C. Dean Engagement and Feedback Integration						
D. Infrastructure Development						

● SRI Steering Committee Meeting ★ Deans Retreat

- Facilitated over 60 hours of meetings with colleges and schools engaging over 100 unique stakeholders
- Facilitated seven discussions with the SRI Steering Committee Group
- Facilitated Budget Panel Discussion on 12/2/2014, attracting over 165 participants
- Facilitated two deans retreats and an additional deans meeting to refine the SRI Steering Committee's model proposal
- Worked closely with budget and finance office to build an initial model workbook (in MS Excel)

In late January 2015, the deans reached agreement on a model to propose to the President based on the Steering Committee's recommendations and facilitated discussions.

- December 16th deans' retreat proved valuable in orienting the deans to the proposed SRI model, and agreement was reached on a number of decisions points, in particular the **model structure**.
- January 12th deans' retreat provided an opportunity for the deans to discuss model details, and consensus was reached for the **revenue allocation rules and cost allocation rules**. Caveats included:
 - Additional study was requested regarding cross-subsidies and the strategic investment pool (SRI Fund)
 - One dean supported the model, but asked to caveat perspective that "research needed more funding"
- January 21st deans' meeting addressed the SRI Fund and agreement was reached for the **proposed model**
 - Continued concerns raised about the need for a high tax rate
 - Material discussion focused on the need for subventions to be guaranteed
 - Additional study was requested with regard to University College

The proposed model will allowed UM's leadership to adopt a model that has been developed by the Steering Committee/deans and introduce new levels of incentives and accountability.

Deans' Recommended SRI Model

The allocation methodology agreed upon by the deans are reflected in the following documents:

FY13 SRI Model: Financial results of model decisions by unit

This is a complex spreadsheet titled 'Deans FY13 SRI Model Recommendations'. It displays financial data for various units at the University of Memphis. The columns include unit names, budgeted amounts, and recommended SRI allocations. The data is organized into sections for different academic and administrative units.

Allocation Methodology: Allocation drivers and funding splits

This dashboard provides a high-level overview of SRI allocations. It includes sections for 'Academic Allocations' and 'Administrative Unit Allocations', each with a table showing the percentage of total funding allocated to various categories. A summary table at the bottom shows the total funding available and the total allocated.

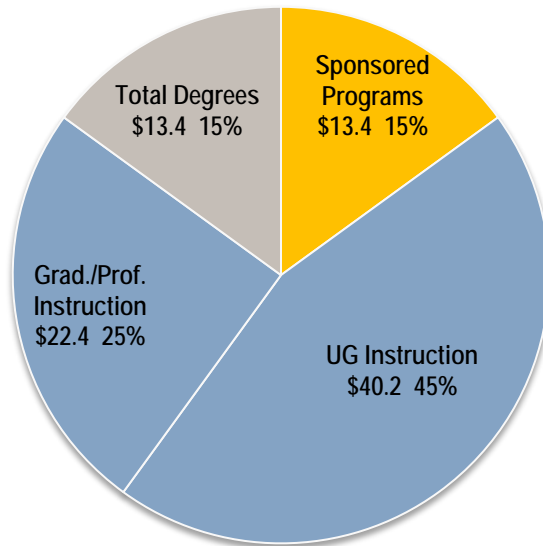
Category	Allocation	% of Total
Academic Allocations		
Undergraduate Support		100%
Graduate Support		100%
Administrative Unit Allocations		
Student Support		100%
Faculty Support		100%
Library Support		100%
Other Support		100%

These documents were presented to the President at a recent meeting, during which he provided his preliminary approval of the SRI Model and requested that implementation efforts be initiated.

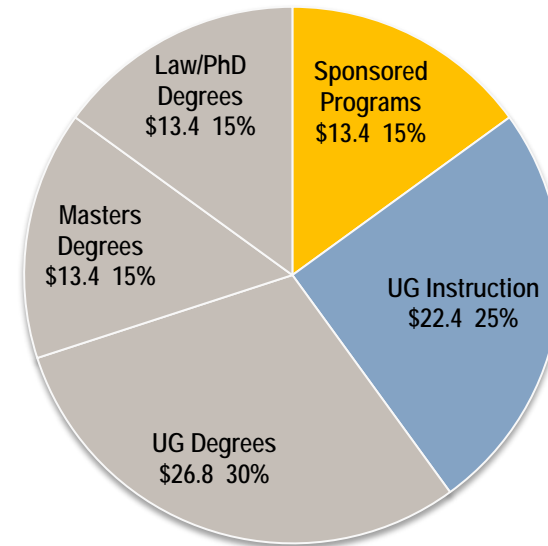
Deans Retreat Recap: State Appropriations

The deans' discussions on state appropriations resulted in a new allocation approach that shifted focus from credit hours towards degrees awarded.

SRI Steering Committee Recommendation



Deans' Recommendation



(\$ in MM)

■ Instruction Incentive (CHs) ■ Sponsored Programs Incentive ■ Majors Incentive (Degrees)

The new allocation approach for state appropriations was recommended by the deans to better align with the state funding formula and provide stronger incentives for retaining and graduating students.

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	FY15				FY16				FY17				FY18			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Period	Partnership Year				Parallel Process				"Live" Model (Year 1)				"Live" Model (Year 2)			

Activities	
Partnership Year	<ul style="list-style-type: none"> Continued Academic Engagement Administrative and Auxiliary Unit Engagement Infrastructure Development (Governance, Tools/Reporting, Training) Model Build Out (layering of FY2014 actuals and FY2014 budget) Tweaks to allocation methods may be incorporated if any egregious issues arise
Parallel Process	<ul style="list-style-type: none"> Budgets Reflect Current Model Back-end Reporting Conducted to Illustrate Impact Under New Model Formalized Model Training Created and Provided Units Develop Action Plans for FY17 Tweaks to allocation methods may be incorporated if any egregious issues arise
“Live” Model	<ul style="list-style-type: none"> New Model Takes Effect

SRI Model implementation efforts for the remainder of the Partnership Year will be driven by a collection of implementation committees that will be assembled over the coming weeks.

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 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