Strategic Resource Allocation

Process Update

Time line
FY 2012 Budget Status

• $8 Million Shortfall
  – Unresolved FY11 gap
  – Collective Bargaining increases
  – Loss of stimulus Funding

• Increase rates and state funding for the ATMC reduced the shortfall somewhat

• There is little chance that state funding will increase in the immediate future
strategic resource allocation – (SRA)

Resources → Strategic Plan → Objectives → Desired Outcomes

Long-term Sustainability

Desired Outcomes

10/31/2011
SRA – Qualitative Attributes

High Responsiveness

High Flexibility

Low Responsiveness

Low Flexibility

Incremental Budgeting

SRA
SRA – Process Overview

1. Strategic Plan
2. Short Term and Long Term Objectives
3. Define Resources and Metrics
4. Data Collection
5. Evaluation Outcomes and Refine
6. Analysis
SRA - So Why Now?

- Shrinking Funding Sources
- Prevailing Economic Conditions
- Increased Competition
- Desirable Programs
- Changing Demographics

UMass Dartmouth
SRA Timeline: FY11 - Conceptual Development

- Begin conversations about SRA
- Discuss SRA application with other Higher Ed Institutions
- Identify prospective SRA Committee members
- Develop standard reports to outline funding history
- Develop a package to report budget
SRA Timeline: FY11 - Conceptual Development (contd.)

Grow Enrollment

- Senior Enrollment Team
- Retention and Yield Task force / Analysis
- Identified Program Initiatives (CRM, Mapworks, CAS)
SRA Time Line: FY12 - Develop the Financial Structure

• Identify key schedules to summarize university budget
• Define Revenue Structure / base
SRA Time Line: FY12 - Develop the Financial Structure

• FY2012 Budget Book – Index Handout
SRA Time Line: FY12 - Develop the Financial Structure

• Understand business units and funding needs
• Define each business unit/organization to understand the "lay of the land" financially and to identify the link to strategic goals
  – Administration
  – Academic Affairs
  – Auxiliaries
• **Quantitative Evaluation** that will serve as the basis for a focused qualitative discussion for each unit
  – Spreadsheet format
SRA Time Line: FY12 - Develop the Financial Structure (contd.)

• Identify the appropriate measures that get us closer to a "Balanced Scorecard" to present a more holistic approach to managing the organization.
  – set realistic targets
  – provide accountability
  – measure outcomes and compare performance to peers

• Input from Quantitative Exercise
SRA Time Line: FY13 (Year$_1$)- Zero Based Budgeting

- Delineate base funding and strategic investments
- Evaluate and redefine base funding; aligning with strategic direction /plan
SRA Time Line:
FY14 - FYX Maintenance Mode

• Strategic Resource Allocation should follow same cycle as Strategic Plan.