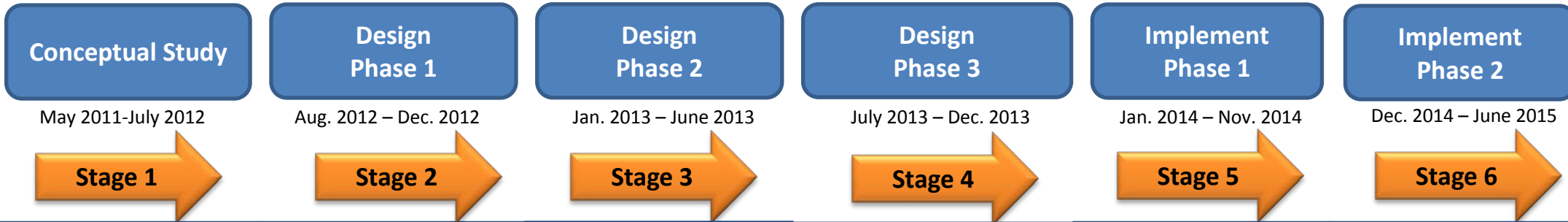




UNIVERSITY FINANCIAL MODEL TIMELINE

The University will transition to activity-based budgeting in conjunction with budget development cycles

Launched May 18, 2011,
by President Sullivan



<p>Conceptual Study</p> <ul style="list-style-type: none"> President's statement of purpose President's core principles Higher Education benchmarking Conducted financial reporting needs analysis Reconciled initial common data set for modeling – financial actuals Supported change preparedness assessment: academic & service Steering Comm. task force reports on key issues: <ol style="list-style-type: none"> Financial reporting, System Preparedness and Training Communication & Change Management Revenues & Incentives Cost and Service Level Architecture Decision-making, Governance and Policy Making 	<p>Design Phase 1:</p> <ul style="list-style-type: none"> Model options for revenue attribution & cost allocation Steering Committee decisions on revenue and cost Draft required governance, decision-making, and policies Develop short term & seek long term data and reporting solutions Propose phasing, hold harmless, operating support guidelines 	<p>Design Phase 2:</p> <ul style="list-style-type: none"> President decides initial revenue and cost allocation methodologies Complete development of initial tool for scenarios illustrating model; conduct testing Set initial processes, policies, reporting & system solutions Begin process-planning for long-term data and reporting solutions Develop scenarios for new financial model according to phasing, hold-harmless and related guidelines. 	<p>Design Phase 3:</p> <ul style="list-style-type: none"> Begin planning budget process changes for transition to new model, while developing FY14-15 budget using traditional process Test new model scenarios with stakeholders using historical data Adjust model methodology for fairness and consistency Initiate process for identifying and implementing long-term data and reporting solutions Revise process, policies and reporting as needed 	<p>Implement Phase 1:</p> <ul style="list-style-type: none"> Move to robust scenario planning and tracking tools for new model Complete FY14-15 budget development in traditional process; beginning July 1, map to new activity-based budgeting as framework of record for rest of FY, including budget-neutrality provisions Familiarize affected constituencies with new model Finalize planning process, policies, reporting, & system solutions and begin implementing Monitor new model for effectiveness, efficiency and fairness 	<p>Implement Phase 2:</p> <ul style="list-style-type: none"> Move operational responsibility for management of the University Financial Model to Assistant Vice President for Budget and Financial Planning Complete FY15-16 budget development within the framework of the UFM, including budget-neutrality provisions Continue to familiarize affected constituencies with new model. Senior University officers set ongoing UFM governance processes Monitor new model for effectiveness, efficiency and fairness
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