

Vision

We will enable our university community to excel by being great stewards and providing a great place to work, live, and discover.

we make blue go

collaboration & partnership | community service | diversity, equity, & inclusion

ethics & integrity | health, safety, & environment | innovation

professional growth & development | quality & customer service | respect | stewardship

We will approach the following initiatives with tenacity and passion:



Say yes

We will serve our community by striving to say yes



Workplace

We will be a great place to work



Leadership

We will promote a culture of leadership



Stewardship

We will be great stewards of knowledge, resources, and information

1. Costs of major capital projects
2. MiWi-fi Project
3. Improvements to customer service
4. Transition of course sites from CTools to Canvas
5. Data science infrastructure
6. Development of a business intelligence center of expertise for B&F and its customers
7. Learning Analytics in partnership with the Office of Digital Education & Innovation

1. President's diversity, equity, and inclusion five-year planning initiative
2. MHealthy
3. Implementing Lean as employee empowerment and process improvement strategy
4. Actions based on 2014 Employee Satisfaction Survey and 2016 Employee Satisfaction Survey
5. Bicentennial planning

1. Leadership development
2. Support for sustainability
3. Mobile app tracking movement
4. Stabilization and leverage of the Shared Services Center
5. Strategic sourcing/procurement processes

1. IT security
2. Research safety
3. Guidance for venture start-ups
4. Protecting university financial assets
5. Affordable Care Act (ACA)
6. Facility Supply Chain Project
7. Use of university assets to increase efficiency and optimize use
8. Health System Value Management Improvement (VMI) Initiative

COURAGEOUS VISION | BOLD GOALS



Say yes

We will serve our community by striving to say yes

1 Costs of major capital projects

- A** Tactic 1.1: Develop a series of reports clarifying the cost components and cost comparables of major capital projects, and communicate the results by February 2016.

2 MiWi-fi Project

- A** Tactic 2.1: Upgrade a minimum of 3 million square feet of academic/student buildings by July 2016.

3 Improvements to customer service based on 2015 customer data B&F has collected and going forward

- A** Tactic 3.1: Each unit will create action plans by November 30, 2015 based on customer data, and will update progress on the plans by May 31, 2016.
- A** Tactic 3.2: Convene a team to evaluate and recommend revisions to the 2017 customer survey process (including administration, tool, timeline, and data display) to EVPCFO Senior Staff relative by May 31, 2016.

4 Transition of course sites from CTools to Canvas

- A** Tactic 4.1: 50% of all Winter 2015 term courses use Canvas.

5 Data science infrastructure

- PA** Tactic 5.1: Provide at least three faculty members pilot use of the OpenStack private research cloud, leveraging on-demand, software-defined databases.

6 Development of a business intelligence center of expertise for B&F and its customers

- A** Tactic 6.1: Hire decision support and analytics leader and create a decision support roadmap (including Dashboarding). Begin the process to create a plan for Dashboard for the President and other executives.

- PA** Tactic 6.2: Provide standard management reports aligned to administrative Shared Services Center processes.

7 Learning Analytics in partnership with the Office of Digital Education & Innovation

- A** Tactic 7.1: Deliver initial Learning Analytics Research Dataset, that includes student bio/demo data and student enrollment term data, by June 30, 2016.
 - Student biographic/demographic data
 - Student term data



Workplace

We will be a great place to work

1 President's diversity, equity, and inclusion five-year planning initiative

- A** Tactic 1.1: Create a B&F-wide Five-Year Diversity, Equity, & Inclusion plan that is approved for inclusion in the University Diversity, Equity and Inclusion Plan.

2 MHealthy

- A** Tactic 2.1: Build manager and supervisor capability to effectively address and promote the health and well-being of employees by launching a manager training program and toolkit by January 2016.
- A** Tactic 2.2: Convene a committee of university experts to explore ways to increase faculty and staff engagement through a new incentive strategy design and make recommendations to university leadership by March 2016.
- A** Tactic 2.3: Work with the Faculty Advisory Committee and other key partners to develop a task force report and recommendations to university leadership with strategies for addressing high stress among faculty by June 2016.



Workplace

We will be a great place to work

2 MHealthy (continued)

- A** Tactic 2.4: Develop the unit-level champions program to broaden reach and improve engagement by increasing the number of MHealthy unit champions.

3 Lean as an employee empowerment and process improvement strategy

- A** Tactic 3.1: Conduct Lessons Learned from the FY15-FY16 LEAN team experiments that have been conducted to-date and present a summary report to EVPCFO by December 15, 2015.
- A** Tactic 3.2: Develop a B&F Lean Implementation strategy to find and fix root causes of broken processes that are keeping employees from working to their full potential.

4 Actions based on 2014 B&F Employee Satisfaction Survey & plan for 2016 B&F Employee Satisfaction Survey

- A** Tactic 4.1: Report in January 2016 on actions taken per the plans created based on the 2014 Survey.
- PA** Tactic 4.2: Administer the employee satisfaction survey in March 2016, and improve overall satisfaction when compared to 2014.

M | BUSINESS & FINANCE

Strategic Plan, Initiatives, Goals, and Tactics at a Glance

5 Bicentennial planning

- A** Tactic 5.1: Present Voices of the Staff committee proposal for the staff celebration to Bicentennial leadership by January 2016. Implement the planning process for the approved plan.
- A** Tactic 5.2: Secure space and sponsors for the Wonder of Learning exhibit for the Bicentennial.
- A** Tactic 5.3: Present proposal and secure funding for the history of labor relations exhibit at U-M.



Leadership

We will promote a culture of leadership

1 Leadership development

- A** Tactic 1.1: Create a university leadership development strategy that drives the design and implementation of leading edge programs and practices. Prepare a compelling business case to obtain multi-year resources for this initiative.
- A** Tactic 1.2: Complete two classes of leadership development program for IT campus leaders.

2 Support for sustainability

- A** Tactic 2.1: Provide support for the President's sustainability goals when they are announced. (Detail to be provided).

- PA** Tactic 2.2: Select A/E, seek Regent project approval in coordination with utilities rate setting committee, and complete schematic design for gas turbine project at the Central Power Plant with up to 15 MW capacity of new generation.

3 Mobile app tracking movement

- A** Tactic 3.1: Explore and report on capture and location data.

4 Stabilization and leverage of the Shared Services Center

- A** Tactic 4.1: Develop comprehensive training plans for incoming entry-level positions to more quickly and effectively bring new team members to full capacity.
- A** Tactic 4.2: Develop and deliver a leadership development curriculum focused on strategic thinking and staff planning.
- A** Tactic 4.3: Broaden understanding of LEAN principles by providing value-stream mapping training for supervisors by March 31, 2016.
- A** Tactic 4.4: Identify, evaluate, and propose additional service offerings by June 30, 2016.
- A** Tactic 4.5: Implement the delivery of metrics to the units by December 31, 2015.

5 Strategic sourcing/procurement

- A** Tactic 5.1: Explore and report on the ways to create additional synergies and efficiencies among procurement operations across the university.



Stewardship

We will be great stewards of knowledge, resources, and information

1 IT security

- A** Tactic 1.1: Transition current Multi-Factor Authentication (MFA) to a new solution and expand its use.
- A** Tactic 1.2: Deploy Payment Card Industry (PCI) compliant infrastructure.
- NA** Tactic 1.3: Create secure enclaves that meet compliance and security requirements for sensitive information (FISMA, PCI, HIPAA, ITAR).
- A** Tactic 1.4: Work with faculty to develop and deliver initial instruments to understand the relationship between training and susceptibility to phishing.

2 Research safety

- A** Tactic 2.1: Develop a strategic communications plan by March 2016 to help focus research safety culture enhancement within the campus community.

3 Guidance for venture start-ups

- A** Tactic 3.1: Develop guidelines for evaluating potential venture projects.
- A** Tactic 3.2: Develop a charter that details impact on U-M's mission, funding sources, reporting needs as well as organizational and governance options.

Strategic Plan, Initiatives, Goals, and Tactics at a Glance

4 Protection for the purchasing power of the endowment

- A** Tactic 4.1: Sustain and grow the endowment (after spending) in real terms over ten year periods.

5 Affordable Care Act (ACA)

- A** Tactic 5.1: Implement processes to support the eligibility and enrollment for the ACA employer-shared responsibility mandate by January 1, 2016.
- A** Tactic 5.2: Comply with new IRS and federal reporting requirements under ACA, new 1095 tax form delivered to employees by January 31, 2016, and University submission to the IRS by March 31, 2016.

6 Facility Supply Chain Project

- A** Tactic 6.1: Provide excess/obsolete materials to asset recovery supplier for South Campus Region.
- A** Tactic 6.2: Provide excess/obsolete materials to asset recovery supplier for North Campus Region.
- A** Tactic 6.3: Begin setup of a region warehouse for a second region, including establishment of reorder quantities in FMS.
- A** Tactic 6.4: Develop and deploy additional inventory and ordering functionalities within FMS inventory module.

7 Use of university assets to increase efficiency and optimize use

- A** Tactic 7.1: Understand and assess public-private partnerships and recommend when using this method benefits the university.
- PA** Tactic 7.2: Prepare revised master plan for Executive Officer review by identifying potential changes to land use. Base the suggested modifications on an analysis of current and potential holdings and uses, various strategies to evaluate the potential for third party amenities on North Campus that meet university goals, review of leasing strategy, and potential space efficiencies.

8 Health System VMI Initiative

- A** Tactic 8.1: Provide support to the VMI (Value Margin Improvement) initiative in the Health System through June 30, 2016.