



BUSINESS & FINANCE
UNIVERSITY OF MICHIGAN

STRATEGIC PLAN

**FY18-
FY20**

Our Mission:

We Make Blue Go!

Our Vision:

To ensure our university community has the environment and resources necessary to challenge the present, enrich the future and change the world

Our Core Values

Collaboration & Partnership
Community Service
Diversity, Equity, & Inclusion
Ethics & Integrity
Health & Safety

Innovation and Continuous Improvement
Professional Growth & Development
Quality & Customer Service
Respect
Sustainability

Introduction:

The B&F three-year strategic plan is divided into two major sections. The first section focuses on our internally-facing strategic goals and represents the organizational work we will engage in together. The second section highlights the major outwardly-facing initiatives underway in each division of B&F that focus on our university customers and reflect the core work B&F does to steward the university's assets and support its strategic priorities.

Part One: B&F Strategic Goals and Initial Areas of Focus

A large and growing body of research demonstrates that creating a positive organizational culture not only increases employee happiness, but also leads to dramatic increases in employee health, productivity, recruitment and retention; improves customer service; and significantly boosts overall organizational performance.

Substantial efforts have been made over the years to create a supportive, healthy and positive work environment here at the university – much of which has been led by our own University Human Resources and has resulted in the university being named one of the Best Places to Work for the past decade. We want to build on the university's strong foundation and invest in making B&F a more positive and inclusive organization.

Over the next three years, across all divisions of B&F, we will focus on building an organizational culture that unites us in a shared purpose, where staff at all levels are recognized and valued, and where everyone is empowered to contribute to the future. Doing so will get us closer to our vision, result in more engaged and more satisfied staff, and will enable all of us to Make Blue Go *even better*.

Building on our former strategic framework, we have identified three overarching goals and three-year objectives that will guide our work together. In addition, each year we will engage a process to develop current-year action items, including central (B&F-wide) and local (division and/or department specific) initiatives.

Strategic Goal #1: Say yes, how might we?

We will create an environment in which staff at all levels are empowered to improve customer experience and test new ideas. We will adopt a solutions-based philosophy of “how might we” help our customers or our colleagues achieve their goals – pledging to listen, learn, and respond with a mind open to *what’s possible*.

Three-Year Objective: Provide a suite of tactical resources and tools that help B&F teams understand their customers’ interests

- FY18 Action: Complete the revamp of the B&F Customer Satisfaction Survey
- FY18 Action: Establish a customer satisfaction advisory group comprised of B&F managers to recommend resources and tools

Three-Year Objective: Increase employee engagement in service improvement efforts and empower B&F staff to enhance customer experience

- FY18 Action: Involve B&F leaders in professional development related to employee engagement
- FY18 Action: Establish a working group to re-envision the B&F Employee Satisfaction Survey to align with best practice relative to measuring employee engagement

Three-Year Objective: Increase collaboration across and within divisions of B&F to better support customers and enrich related decision making

- FY18 Action: Continue to develop the B&F Leadership Forum as a platform for relationship building, idea sharing and joint problem solving among B&F leaders

Strategic Goal #2: Create an inclusive workplace

We will create a work environment in which we are united in a shared purpose and where staff roles and input are recognized and valued. We will take the time to know each other and find strength in our differences. And, we will go out of our way to support each other's aspirations, growth and health.

Three-Year Objective: Ensure teams are recognized for the critical role they play in supporting the B&F mission and vision

- FY18 Action: Develop and implement a communications plan to recognize teams and their roles, and to highlight efforts, among teams, to create a "line of sight" for staff, connecting their work to the university's mission*
- FY18 Action: Senior leadership will conduct team site visits, hold cross-departmental activities and otherwise take steps to get to know staff and the work they do*

Three-Year Objective: Improve internal communications and promote organizational transparency

- FY18 Action: Establish an advisory group comprised of B&F managers to recommend tools and resources, for use by managers, that support effective communication with their teams

Three-Year Objective: Support and encourage the personal and professional wellbeing of B&F staff

- FY18 Action: Convene a working group to explore opportunities to improve workplace flexibility for staff in ways that make sense given job duties, with regard to when, where and how work is performed
- FY18 Action: Continue to track and summarize requests from B&F staff related to accessible or inclusive facilities; develop B&F-wide planning principles to guide future decision-making on these issues*
- FY18 Action: Build awareness of MHealthy offerings and goals among leaders and staff to increase engagement

Three-Year Objective: Increase staff awareness of B&F's commitment to diversity, equity and inclusion, as well as related resources and support

- FY18 Action: Implement at least one DEI engagement mechanism in each unit within B&F (such as town halls, diversity cafes, etc.)*
- FY18 Action: Develop and implement a plan to increase staff awareness of the current policies and mechanisms available to report, investigate and resolve conflicts relating to identity harassment, bias, discrimination, bullying*

*Items also included in our DE&I Strategic Plan

Strategic Goal #3: Invest in our people

We will prepare for the future by investing in our staff. We will recruit diverse talent and provide the support and feedback needed to help our people develop their full potential, step outside their comfort zones, pursue big ideas, and grow personally and professionally.

Three-Year Objective: Implement strategies to recruit more diverse teams throughout the organization

- FY18 Action: Explore a hiring and selection training approach that combines competency-based interviewing with hiring and selection-specific unconscious bias training*

Three-Year Objective: Support professional development at all levels

- FY18 Action: Convene a cross-departmental working group to investigate a rotation program for one or two job functions, in which staff could try out positions in other areas of B&F or the university*
- FY18 Action: Partner with the Department of Organizational Learning to develop a customized education and learning plan to address climate issues surfacing from the climate survey and other data*

Three-Year Objective: Clarify expectations for performance, development and advancement

- FY18 Action: Partner with the Department of Organizational Learning to explore a competency-based professional development model that outlines specific participation and behavioral expectations for leaders at all levels*
- FY18 Action: Conduct inventory of current practices for performance reviews across B&F

Three-Year Objective: Explore strategies to ensure B&F is prepared to meet the evolving needs of the university

- FY18 Action: Continue succession planning across B&F for the top three levels of the organization's leadership*
- FY18 Action: Begin to engage staff in dialogue, innovation and planning related to preparing the university for the future and preparing our workforce to adapt to changing needs and priorities

*Items also included in our DE&I Strategic Plan

Part Two: Stewardship & Major University Initiatives

Across all areas of B&F, we implement services and strategies designed to steward the university's assets in all their myriad forms – people, finances, places and things, information and reputation –and provide vital resources necessary for the institution to achieve its goals. As part of this core work we do to Make Blue Go, each division of B&F will draw on their unique expertise to undertake major initiatives that support the university's strategic priorities. The following initiatives reflect key areas of focus for our university-facing work over the next three years.

Benefits, Health and Well Being

- Enhance MHealthy program offerings to help individuals prevent and manage chronic conditions, including interventions with high risk populations.
- Evaluate and improve value based health design implemented in partnership with Michigan Medicine
- Implement the new incentive model for MHealthy Rewards participation, including a new gym subsidy and a points based reward system
- In collaboration with other U-M partners, further develop and implement stress management and resiliency strategies for U-M faculty and staff
- Through focused partnerships with high risk groups and departments, pursue strategies for addressing needs and improving engagement

Capital Projects

- Initiate, design, and complete capital projects for the university's academic, health-care, research, housing, and athletics functions

Data-as-a-Service and Data Virtualization

- Capitalize on big data environment to develop new products and models for learning analytics and business/administrative analytics

Data Visualization / Institutional Metrics

- Design, develop and deliver more institutional, college, and department-level metrics to our campus leadership and their delegates in our IQ's visualization platform
- Leverage visualization platform to support DEI reporting campuswide

Early Adopt GASB Statement No. 75

- Implement Governmental Accounting Standards Board Statement No. 75 in the university's audited financial statements
- Work with university's actuaries to review and document the impact and options associated with this new Statement, proactively identify and address implementation issues, and determine the appropriate actuarial assumptions

Employment Center of Expertise

- Develop a business case for investment in a contemporary employment center of expertise regarding talent acquisition.
- Enhance and make more available selection interviewing resources for leadership
- If funding approved, implement business case recommendations

Employee Value Proposition (Creating the Ideal Experience)

- Develop a university-wide people strategy that articulates our values and how they shape and support the staff experience
- The strategy will include employee engagement, recruitment, retention and selection, performance management, training and development, rewards and recognition, compensation, and promoting a healthy workplace culture

Enhance Campus Mobility

- Continue the development of safe, sustainable, accessible and collaborative transportation solutions
- Assess ways to improve commuting options and connectivity between the three primary campuses
- Advance autonomous vehicle program activities

Implement Supplier Portal

- Establish processes and policies in support of the new standardized and simplified business processes for supplier information management using the new portal
- Pilot the recommended supplier portal's registration and supplier onboarding capabilities with select campus units
- Manage campus wide rollout, including change management; supplier registration, onboarding and information management; cleanse and archive vendor data in current database

Leadership Development Framework

- Create a university-wide leadership development framework, based on the adoption of universal leadership competencies, that provides the right development programs/services for the right U-M leaders at the right time
- Implement 70/20/10 leadership development curriculum based on executive leadership feedback and expectations

Lean Service Offering

- Build on the success of Lean in Daily Work at the SSC by developing a service offering for campus that would provide support in process improvement, coaching on lean systems and practices, and training
- Capture continuing interest in the Lean Framework elsewhere in the university and build broad Lean in Daily Work customer base

Leverage Technology for Non-Resident Alien (NRA) Processes

- Implement software to calculate "substantial presence test," interpret tax treaty information based on data entered by foreign nationals, and complete related forms
- Produce a downloadable version of the year-end 1042-S form

Metro Health Financial Integration

- Convert Metro Health from FASB to GASB basis of accounting
- Incorporate Metro Health into the university's consolidated financial statements
- Support Metro Health with their standalone financial statement audit

North Campus Planning

- Support North Campus planning efforts by assisting university units with definition of needs
- Explore various delivery approaches to capital improvements, including public/private partnerships

Research Administration Training

- Continue to create and deliver courses to educate research administrators on budgeting for sponsored projects
- Evaluate and assess training offerings, including those targeting new and junior faculty, administrators and the broader research administration community

Reporting and Analysis

- Modernize our current reporting/analysis platform with better performance, scalable architecture and new product deliverables

Shared Services Value Proposition

- Collaborate with the university in investigating opportunities for further use of the shared services model through expanded or enhanced services
- On a continuing basis, incorporate additional customers into existing services

Support U-M Entrepreneurial Efforts

- Serve as investment manager for the MINTS program which invests directly into companies that are based on U-M developed technologies.
- Provide operational and administrative guidance and support to investment oriented initiatives sponsored by schools across campus.

Sustainability

- Focus efforts on achieving university sustainability goals by 2025 in alignment with the university's guiding principles
- Expand waste prevention efforts with Zero Waste events and composting programs
- Reduce greenhouse gas emissions with the Central Power Plant expansion project

Trinity Health

- Conduct diligence and support Michigan Medicine with their joint venture with Trinity Health

University Diversity, Equity & Inclusion Plan

- Manage and promote university-wide training and education offerings over the next three years to build engagement in the program and improve the overall climate
- Explore applicant tracking, electronic hiring and recruiting warehouse to facilitate gathering and reporting of faculty applicant data
- Identify best practices related to the inclusion of DEI contributions in staff Performance Management evaluations