General Questions

What is MIRA?  MIRA is the Model for Incentive-based Resource Allocation also called responsibility centered management (RCM) at many institutions. It is a more transparent and decentralized form of financial planning than is UND’s traditional, incremental budgeting model.

Why are we changing to a different budget model? UND is moving to MIRA because MIRA is a decentralized approach to resource allocation. This new model assigns greater control over resource decisions to deans and directors. The model’s underlying premise is that the decentralized nature of fiscal management entrusts academic leaders with more control of financial resources, leading to more informed decision-making aligned with the “Exceptional UND” mission and vision, and better results or outcomes for the University as a whole. These changes will be guided by 5 principles consistent with our core mission and values:

- Allow UND to focus on strategic priorities
- Promote transparency
- Improve efficiency
- Improve the quality of service provided by UND
- Allow growth initiatives to flourish

How does it compare to our current budget system?

- UND’s current budget approach uses an incremental budget model in which programs are funded based on the amount they received the previous year adjusted by any budget requests granted and/or any budget cuts made. These changes are incremental, based on the budget from the prior year.
- In MIRA the incremental changes for units are based on allocations that take into consideration revenue changes from year to year due to enrollment changes, cost of instruction, demand, and other operational changes. The application of such allocations to both revenue distributions and cost assessment will provide transparency in the budget-setting process.
- Successful implementation of MIRA requires funds to be set aside for the creation of a subvention pool (strategic investment pool).

What are the two types of Units in MIRA? Primary Units and Support Units

What is a Primary Unit and what units are Primary Units? A Primary Unit is a unit whose activities generate revenue. Academic Colleges and Schools, Auxiliaries, and Centers & Institutes are Primary Units. The following is a list of Primary Units for UND.

- All Academic Colleges and Schools
- Office of Extended Learning-Auxiliary
- EERC
- Human Nutrition Center
- Technology Accelerator
• Athletics
• Chester Fritz Auditorium
• Golf Course
• Parking Services
• Environmental Training Institute
• Housing and Dining Services
• Memorial Union
• Student Health Services
• Wellness Center
• Children’s Learning Center

**What is a Support Unit and what units are Support Units?** Support Units are units whose primary purpose is to provide services to Primary Units. The following is a list of Support Units for UND.

• President’s Office
• Academic Affairs
• Diversity and Inclusion
• Graduate Studies
• Honors Program
• International Programs
• Office of Extended Learning – Support
• Registrar
• CIO
• Institutional Research
• Library
• Budget Office
• Controller
• VP for Finance and Operations
• Affirmative Action/Equal Opportunity
• Human Resources and Payroll Services
• Printing and Mailing Services
• Public Safety
• Transportation
• EPSCoR
• Grand and Contract Administration
• VP for Research
• Facilities
• Enrollment Services
• Dean of Students
• Health and Wellness
• Student Academic Services
• VP of Student Affairs
• University and Public Relations

Who was involved in selecting this new budget model?

A Steering Committee for this initiative was charged with providing guidance on the process, reviewing status reports, and validating the opportunities presented. The Steering Committee member was as follows:

• Tom DiLorenzo, Vice President for Academic Affairs and Provost (Committee Co-Chair)
• Alice Brekke, VP of Finance and Operations (Committee Co-Chair)
• Hesham El Rewini, Dean, College of Engineering and Mines.
• Odella Fuqua, Director of Relations and Operations.
• Melissa Gjellstad, Assistant Professor, Languages.
• Lori Reesor, VP of Student Affairs
• Josh Riedy, Vice Provost, Chief Strategy Officer and CIO.
• Shannon Smidt, Budget/Finance/HR Coordinator, College of Business and Public Administration
• Bruce Smith, Dean, School of Aerospace Studies.
• Debbie Storrs, Dean, College of Arts and Sciences.
• Jeff Sun, Associate Professor, Educational Leadership.
• Susan Walton, VP of University and Public Affairs.
• Ryan Zerr, Professor, Mathematics.

What guiding principles did the Steering Committee use to select the new budget model?

• Allow UND to focus on strategic priorities
• Promote transparency
• Improve efficiency
• Improve the quality of service provided by UND
• Allow growth initiatives to flourish

Why is it important to have the guiding principles established by the Steering Committee?

The guiding principles established by the Steering Committee help keep the focus on the right things. The new financial budget model must reflect and strengthen our shared values and priorities.