The University of Missouri’s resource allocation model must ensure good stewardship of resources and management of costs that align with strategy. It should be flexible, transparent, and easily understood. The resource allocation model will also provide the information and incentives necessary for sound decisions at appropriate levels about revenues and costs to support the institutional mission. This is critical if the University is to compete successfully in a dynamic higher education environment.

The resource allocation model is based on the Mizzou Statement of Values, which include:

- Respect
- Responsibility
- Discovery
- Excellence

Specific principles that are tied to these values are as follows:

**Respect**

- **Transparency:** The resource allocation model will be transparent and include components that are clearly articulated to all campus stakeholders. It will identify available resources, how they are allocated, and the process leading to their allocation—whether required or discretionary. It is essential to have a resource allocation system that provides reasonable guidance and enables all decision-makers to understand and communicate the details of their units’ revenues, costs, spending, and overall budget.

- **Accountability:** The resource allocation model will ensure that decision-makers are accountable to all relevant stakeholders. Those making decisions about strategic resource allocations and those receiving such allocations will be accountable for their stewardship. In general, decision-
makers and the resource allocation process need to be accountable to the values of the institution and to the university’s tradition of shared governance. Accountability depends on transparency.

- Reflect Diversity: The resource allocation model will recognize, support, and reflect the individual and intellectual diversity of the campus and the communities that we serve. This encompasses the experiences and goals of students, faculty, and staff.

Responsibility:

- Strategic Alignment with MU’s Core Mission and Goals: The resource allocation model will align funding with the University’s core missions of teaching, research, service and economic development, creating incentives for the success of the university as a whole, and allowing for investment in new campus-wide initiatives. The resource allocation model will support entrepreneurship and innovation that lead to outcomes consistent with campus strategy and mission.

- Stewardship: The resource allocation model will promote good financial stewardship and revenue generation that is consistent with MU’s values, on behalf of the MU students, public, and communities that we serve.

- Collaboration: While the autonomy of units in deciding how to distribute resources internally is important, consistency, cooperation, and collaboration across units is vital.

Discovery

- Create Incentives: The resource allocation model will enable the campus and its units to make long-term plans and to seize emerging opportunities. The campus needs to be able to invest in activities and programs that are of value to the campus and that support MU’s mission. The model will recognize and quantify the limited funds available for discretionary investments and ensure that the mechanisms for allocating them are consistent with other guiding principles.

- Fostering Innovation: Consistent with the principles governing the resource allocation model, collaborative and entrepreneurial opportunities across units will be promoted and encouraged, so as to capitalize on discovery and innovation.
Excellence:

- **Data-Driven Decisions:** Programs and initiatives will be supported by clearly articulating mission-driven impacts, outcomes, costs, and revenues. Indicators to measure their impact in support of the university’s mission will be made available on a regular basis.

- **Commitment of Campus Leadership:** Given that the new resource allocation model will involve a substantial change, it will need to be implemented over time. The ongoing commitment of campus leadership will be crucial for its successful implementation.