TO: Charles River Campus Academic Deans

FROM: Jean Morrison, University Provost and Chief Academic Officer

DATE: September 2, 2016

RE: FY 18 Budget Planning

I am writing to initiate the FY18 budgeting process and to provide you with guidance as you assess the resources necessary to achieve your school or college’s strategic goals.

As you will recall, we changed the process in FY17 to focus more on all funds budgeting and strategic initiatives and less on line-by-line budget requests. This worked well as it enabled us to use our November meetings as an opportunity to discuss the overall direction of your school or college and the total resources available to you to meet your unit’s strategic goals. For FY18, I’d like to continue to use the budget meetings to discuss the overall strategic direction of your school or college and how you, as the leader, envision using all the funds available to you to address your unit’s most pressing strategic needs.

As a large, diverse research university, we have an abundance of ideas for exciting initiatives and efforts which can make our budget seem constrained in comparison. Thus, to accomplish as many of our strategic priorities as possible, we need to work together to use all sources of funding available to achieve our mutual goals. As you prepare your FY18 budget narrative, please consider and describe what existing resources may be used to fund your unit’s strategic priorities. Existing resources include university provided recurring and non-recurring dollars; tuition share revenue generated through graduate programs; revenue generated through entrepreneurial programs, gift, endowment and discretionary accounts; and one-time salary savings associated with vacant faculty and staff positions. Where a gap exists between all available sources of funding and the amount necessary to achieve strategic goals, please outline what new resources will be needed.

Attached is a set of strategic budget planning principles that were developed as part of the FY17 planning process to help you think about how to fund your priorities. Also attached is an academic budget narrative outline which includes a high-level summary table organized by strategic initiatives. Please use the principles in thinking about your resource allocation, and organize your narrative to respond to the questions in the outline. Finally, please complete the
summary initiative table showing how you are thinking about funding your school or college’s strategic initiatives.

In order for us to have adequate time to review your budget materials, please submit them to Pat O’Brien (pobrien@bu.edu) by October 14, 2016. She and I are available to answer any questions you might have before then.

In the November meeting, our discussion about the direction of your unit and the strategic investment of resources will be informed by both the Academic Program Review as well as by specific data. These data include: 1) recent enrollment data and short & long-term enrollment trends; 2) freshmen admissions; 3) undergraduate and graduate retention rates; 4) credit hours taught; 5) FTE students taught; 6) faculty scholarly productivity. These data (in summary form) are available on the annual budget meeting SharePoint site and will be updated in October in preparation for our discussion.

The faculty recruitment process continues to be one of the largest strategic investments of central funding during the annual budget process. We have received your proposals and are in the process of informing you of our decisions.

In addition, you will again have a fall enrollment meeting regarding graduate and professional program enrollments as it continues to be essential to our financial well-being as an institution to create new sources of revenue through these programs. The graduate enrollment meetings are scheduled for September to enable you to incorporate the results of the enrollment discussions into your budget planning.

Finally, the University Budget Office will be sending you a Graduate Financial Aid Form separately. Please fill it out based on the results of your graduate enrollment meeting and submit it with your budget materials.

I plan to discuss FY18 Budget Planning at the September Council of Deans meeting and will be happy to answer questions then. But, as you and your staff begin working on your FY18 budget documents, feel free to reach out to Pat or me if we can be of assistance.