I am writing to initiate the FY2021 budget process and to provide guidance as you assess the resources necessary to achieve your unit’s strategic goals.

As we plan for FY2021, I expect faculty recruitment to be the largest, and one of the most strategically important, areas of investment by the University. Nevertheless, a limited amount of funding for new initiatives may be available for programs that bring high value to the educational and research missions of the University.

With this in mind, I have established the following guidelines:

- No new staff positions will be approved unless they are part of a pre-approved initiative or are directly connected to new revenue generation.
- New initiatives may be funded by a reallocation within a unit’s unrestricted base budget or from a unit’s restricted or designated funds.
- New initiatives that require central support should already have appreciable support from the current budget allocation to the administrative unit.
• To hold expense growth to a minimum, we will continue to look for ways to reduce costs across all academic and administrative units, while maintaining and enhancing the education of our students and the infrastructure of our faculty.

The budget process is an excellent opportunity for us to focus on your strategic priorities and the total resources available to you to meet your strategic goals. I would like to learn how you, as the leader, use or envision using all the funds available to you to address your unit’s most pressing strategic needs.

This memo includes two attached documents:

- Strategic Budget Planning Principles
- Strategic Initiatives Table

The principles were developed in 2016 to help senior leaders think about how to fund their priorities. Please use these principles in thinking about your resource allocations and use the initiatives table to summarize your resource planning.

Your budget submission should include a budget narrative that describes your unit’s key strategic priorities and the support necessary to achieve each goal. For each priority, please identify all funding sources that you envision allocating to that initiative. Funding sources we expect to see discussed include University-provided recurring and non-recurring dollars and gift, endowment, and discretionary accounts. You may also want to include a summary of your most significant achievements and major challenges during fiscal 2019 and 2020.

Your budget submission may include funding requests for non-capital facilities improvements. Such requests should be accompanied by a cost estimate from Facilities Management & Planning. Capital projects are handled through the Space Committee. Any questions about capital or non-capital facilities improvements may be directed to Amy Barrett, Assistant Provost for Academic Space Planning.

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 7, 2019. She and I are available to answer any questions you might have before then.