



January 17, 2018

To: Vice Chancellors; Vice Provosts; Deans; University Librarian; Associate Chancellor;  
Associate Executive Vice Chancellor

RE: FY2018-19 Budget Process: One-Page Strategic Plan due February 2

Dear Colleagues,

As we put into practice last year, to help me understand the fiscal landscape more fully and in advance of a formal budget call letter, I will be holding a series of group meetings with subsets of you throughout February. The purpose of these meetings is twofold: a) to help me learn from you about your divisional strategies and the implications to your programs of continuing to reduce our deficit via revenue generating and cost saving activities; and b) to create conditions for a conversation among you to learn from each other about your divisional strategies. These meetings are part of an iterative approach for this year's budget process, which I will describe more when we meet.

In preparation for the meetings, I would like each of you to prepare a one-page programmatic strategy document to submit to my office by Friday, February 2. While each division is expected to include at least one strategy that supports philanthropy and revenue generation, the document is intended to be a list of your division's highest priority strategic goals, encompassing all aspects of your portfolio. The document follows the same format as last year's document, and a blank template with a completed sample are attached. The instructions are embedded into the "notes pages" of the blank template. Please be prepared to discuss your strategy with the other meeting participants.

In addition, prior to the small group meetings, you will receive a preliminary division-specific budget target so that you may more fully prepare for the discussion. Each meeting will last approximately 90 minutes and will include an overview of the iterative budget process, a discussion of your individual strategic plans (including philanthropy and revenue plans), and a review and discussion about how to achieve your strategic goals within budget targets.

I realize that calendars are tight, but I know we all agree on the importance of having robust and repeated discussions about our budget process and strategic priorities, so I ask you in advance to be as flexible as possible when my office contacts you for scheduling.

I'm happy to answer any questions or speak to any concerns you might have. Both Rosemarie Rae and Phyllis Hoffman will be joining me for these meetings, so feel free to contact either of them as well.

Sincerely,

A handwritten signature in blue ink, appearing to read 'A. Paul Alivisatos', with a stylized flourish at the end.

A. Paul Alivisatos  
Executive Vice Chancellor and Provost

cc: Carol Christ, Chancellor  
Rosemarie Rae, Vice Chancellor, Finance & Chief Financial Officer  
Phyllis Hoffman, Associate Executive Vice Chancellor