

Appendix A. Budget memorandum template

MEMORANDUM

Month Day, Year

To: ELT Leader (please address this memorandum to your unit's leadership: to Provost McLaughlin if you're an academic unit, to President Cabrera if your unit is under the president's portfolio, etc.)

From: Dean or Unit Vice President

Re: FY2024 Unit Budget

Overview of FY24 budget

Introductory paragraph.

FY24-FY28 strategic direction narrative

1. Outline your unit's planned actions in support of the Institute Strategic Plan over the next five years, noting specifically how these actions will impact your budget and how you have accounted for that impact. Further, describe measurable impacts to your budget because of the strategic plan work to date, noting if any net new expenses are one-time or permanent in nature.
2. Summarize your unit's strategic faculty and staff composition plans. Are you planning to make strategic new hires, or to add new or grow existing departments? How will these additions and changes be funded?
3. Describe plans to develop new revenue streams and/or reprioritize expenses. Developing and reallocating resources are vital to realizing our strategic vision. What plans do you have to grow revenues, reallocate existing resources towards new priorities, or reduce existing expenses?
4. (Academic Units only) Are you developing and/or retiring any programs or academic offerings?

cc: Jim Fortner, Interim Chief Financial Officer