

Dear University Planning and Budget Committee,

I extend to you my thanks and appreciation for your hard work and contributions to the FY 2020 budget process. Balancing the needs, requests, and desires of the Central community with the University's financial realities and state budget constraints is challenging, so it is not unexpected that there are some disagreements and differences of opinion as we strive for a compromise. The majority of the University Planning and Budget Committee's (UPBC) recommendations have been approved by the Integrated Planning Council (please follow [this link](#) to see details).

As we work together to improve the budget process, including transparency and communication, the UPBC has my support in implementing the following recommendations:

1. The creation and distribution of a calendar by Sept. 5, 2019, with specific milestones intended to engage the University community at every level. I will check in with my Executive Team at these milestones to ensure that progress is being made.
2. A review of the templates conducted to determine needed changes and a narrative developed to provide specific instructions for populating the templates. These actions should help reduce common errors and ensure that additional detail is provided in support of requests. I further recommend that a work session be scheduled with the Executive Team to focus on reviewing these materials in advance of the kick-off.
3. End the pilot for the integrated budget model, which has provided valuable learning opportunities for the participating divisions.

I have asked Chief Financial Officer Charlene Casamento to collaborate with you on implementing these changes.

I am confident, as I hope you are, that we can continue our work together to improve the budget process, which is essential in shaping the future of our University.

Sincerely,

Zulma R. Toro
President