



March 2, 2021

Dear Colleagues,

Thank you for your recent feedback on the guiding principles for Activity Informed Budgeting (AIB). As a result of your thoughtful, sustained input, our new budget model will build upon the lessons learned from Responsibility-Centered Management (RCM) to reduce complexity, increase transparency, and provide you with the tools necessary to make the informed financial and strategic decisions that best meet our common goal of upholding the University's long-term educational, research and land-grant missions.

The financial challenges that we collectively face, both from the trends in higher education and from the still-unfolding effects of the ongoing pandemic, necessitate that we remain agile, flexible and adaptive – traits that our community demonstrates daily.

Upon careful reflection of the steps ahead and in alignment with feedback from across our community, today we share that the AIB project timeline will be adjusted for full implementation to begin at the start of FY23, on July 1, 2022. In the coming months, we will continue to share information, incorporate feedback and convey decisions on individual components of the model, particularly for those that will be implemented during FY22. However, this modification will afford the time necessary to work together to thoughtfully finalize the model while we continue to simultaneously adapt our operations.

In the upcoming months, the AIB Working Group, led by the project's manager, Garth Perry, Vice President and Chief Budget Officer, will provide additional updates and opportunities for you to share your insights and ideas. To ensure a more open and transparent process, they will be supported by a forthcoming AIB Communication Committee with expert practitioner representatives from across the University. We have asked Holly Jensen, Vice President of Communications, to lead this effort. As one of its immediate undertakings, the team hopes to soon stand up a project website, which will serve as a hub for information and provide avenues for our many engaged colleagues to add their voices to the process.

Thank you for your continued efforts. Together, we will reimagine how we budget for the mission at the University of Arizona – so we can maintain our lasting success in support of our students, faculty, staff and the communities we serve.

Sincerely,

Robert C. Robbins
President
AIB Project Sponsor

Liesl Folks
Senior Vice President for Academic Affairs & Procurement
AIB Project Sponsor

Lisa Rulney
Senior Vice President for Business Affairs & CFO
AIB Project Sponsor

Garth Perry
Vice President & Chief Budget Officer
AIB Project Manager

This email was sent to: SPBAC, SLT, Provost and Deans Council, Cabinet, Vice Presidents, CABO/UFO/RUBO, Department Heads, and Directors.

In an effort to reach as many business office constituents as possible, you may receive this email more than once. We apologize for any inconvenience.

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Land Acknowledgment

We respectfully acknowledge the University of Arizona is on the land and territories of Indigenous peoples. Today is home to 22 federally recognized tribes, with Tucson being home to the O'odham and the Yaqui. Committed to equity, diversity, and inclusion, the University strives to build sustainable relationships with sovereign Native Nations and Indigenous communities through education offerings, partnerships, and community service.