



November 6, 2020

Dear Leadership Colleagues,

Today we share two important updates – revised Fiscal Year 2021 budget allocations and information on the Fiscal Year 2022 All Funds Planning Process.

We **remain committed** to supporting you and your teams during the shift to current-year budgeting and to helping you to remain agile in responding to the impacts of the pandemic. Accordingly, we have revised the FY21 budget to update forecast activity to actual activity based on Fall student census data. As President Robbins recently **noted to our community**, we have yielded better-than-expected results for net tuition revenue from on-campus students and online students.

We are therefore pleased to be able to **share revisions** to the **current year budget model and allocations for FY21**, which also incorporate changes arising from the recently-announced adjustments to the **Furlough and Furlough-Based Salary Programs**. These adjustments are informed by our core values and our FY21 pandemic budgetary guiding principles:

- Do no irreparable harm.
- Allow colleges and support units time to plan for possibly needed structural changes to position for the years to come.
- Consider fund balances.
- Prioritize support for highly ranked programs and colleges.

While this is good news, we continue to face long-term financial challenges. Though the University is able to realize some positive impacts due to the improvement in net tuition revenue, the revised outlook still represents a significant decrease of \$55 million compared with our pre-pandemic forecasts. It is therefore vital that we become even more agile and adaptive.

To help us prepare for our future, post-COVID-19, the **Fiscal Year 2022 All Funds Planning Process** kicks off today – with the **revised RCM budget model**. The process, which will continue through the Spring semester, provides an opportunity for all levels of University leadership to engage in thoughtful collaboration around our collective strategic directions.

Our goal is to share finalized budgets well in advance of the beginning of FY22 (July 1, 2021). In support of that, we are shifting the discussion and presentation period to March through April and the decision period to May through June. Submissions from colleges and support units, aligning their financial plans with the University's Strategic Plan, are **due by February 15, 2021**. See additional important dates below.

To assist you, Office of Budget and Planning analysts continue to partner with the ambassador in your college or support unit. For questions about the timeline, process or systems, please contact **your assigned Budget Analyst**. Updates can also be found on the **UAccess Community** Budget and Planning Forum or on the **Budget and Planning All Funds process support website**.

We look forward to working with each of you.

Sincerely, and with continued gratitude for all that you are doing,

Lisa Rulney

Senior Vice President for Business Affairs & CFO

Liesl Folks

Senior Vice President for Academic Affairs & Provost

Important Dates

When?	Who is responsible?	What is due?	Why?
10/09/2020 COMPLETED	Garth Perry, Office of Budget and Planning	Provide colleges/divisions with RCM fall enrollment metrics and an initial FY21 forecast	Data will be used by colleges to help them plan RCM metrics
11/5/2020	Jim Florian, Office of the Provost	Provide initial forecasted RCM model based on OBP forecasted metrics	Data will be used by colleges to help them create initial plans for potential RCM allocations in FY22

10/14/2020-11/09/2020	Academic College Financial Officers	Submit projected RCM metrics for FY21-24 in Axiom RCM Module	Data is needed so Jim Florian, Office of the Provost, can distribute an RCM model forecast
11/16/2020	Jim Florian, Office of the Provost	Provide initial forecasted RCM model based on college-submitted census metrics	Data will be used by colleges to help them create initial plans for potential RCM
11/16/2020-12/18/2020	College/Division Financial Officers	Submit RCM Allocated Sources file in system in Axiom RCM Module	Data is used in the All Funds Planning operational budgets
1/11/2021	Garth Perry, OBP	Provide colleges/divisions with FY22 planning assumptions and provide State of the Budget	Data will be used by colleges and divisions to help them submit FY22-24 operating plans
1/11/2021-2/15/2021	College/Division Financial Officers	Submit All Funds Labor, Operational & Multi Year Plan files & Strategic Narratives	Data will be reviewed and analyzed by OBP and then by senior leadership for strategic planning purposes
03/01/2021-04/30/2021	College/Division Financial Officers, Deans, VPs	Meet with senior leaders - Provost and SVP Business Affairs/CFO + SVP Health Sciences, for UAHS units	Share how college/division financial plans align with the University's Strategic Plan

This email sent to Senior Leadership Team, Dean's Council, Heads Up, President's Cabinet, Provost's Council, SPBAC, Faculty Senate, CABO/UFO/RUBO, General Faculty Finance Advisory Committee.

Privacy Statement

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Land Acknowledgment

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