



Date: December 13, 2021

To: UW Madison Deans

From: Karl Scholz, Provost and Vice Chancellor for Academic Affairs
Rob Cramer, interim Vice Chancellor for Finance and Administration

Re: 2022 Divisional Budget meetings

We are beginning to prepare for the annual divisional budget meetings with leadership which will take place during the months of February and March 2022. Once again, we are asking you to submit a narrative to help guide these discussions. Specifically, we would like you to address these two broad areas in your write-up:

- **Teaching and Research**

- What are you doing to continually enhance the student experience in the classrooms and, when relevant, laboratories?
- What strategies do you have for increasing grant applications and external funding? If relevant, please speak separately about federal dollars and industry dollars.
- Are there strategic areas for research growth or instruction that you are targeting?

- **Financial**

- What are your plans for using your accumulated fungible balances and gift balances?
- What is driving FTE increases in your unit? If you are experiencing increases in administrative staff, how do you propose to control this? (if applicable)
- What plans do you have to grow 131 revenue programs and professional school tuition (if applicable)?
- As we enter the post-campaign environment what actions are you taking to maintain or increase your philanthropic support?
- What other ideas do you have in place or ready to launch to generate more revenue?
- What do you consider the largest threats to successfully implementing these plans?

If you wish to provide commentary on other key areas in your school or college (e.g., public service) please feel free to include them in your narratives. We will consider proposals for one-time or base additions to your budget but as we emerge from the pandemic, funding is limited and largely being prioritized for capital renewal projects, strategic compensation programs, and the growth of the online undergraduate degree program.

Finally, to further enhance our discussions, the Budget Office will soon be sending out a PowerPoint presentation to your school or college containing information on key metrics including fungible balances, FTE trends, philanthropic activity and teaching and research trends. They will then be following up with your team to answer any questions on the data. We will begin each meeting by reviewing this presentation. To give us ample time to review your narrative, please submit them to the Budget Office no later than one week before your meeting. Thank you for your cooperation in this important exercise and please reach out to David Murphy or Jennifer Klippel if you have questions on the process.