Dear Colleagues,

We are reaching out to initiate this year's strategic budget process for Centers and Institutes (C&I).

The process will build upon the experience and lessons learned from the pilot, which established the new framework based on a holistic, strategic and all-funds, multi-year budgeting model. Our goal for this new cycle is to deliver a transparent and interactive process with a clear and streamlined timeline.

C&I will have the opportunity to share their strategic vision, accomplishments, challenges and opportunities to the Office of the Provost. Depending on the budgetary situation of the Center/Institute and the University, existing commitments, and agreements with colleges/schools, requests for recruitment can be presented to the Office of the Provost.

Timeline. We ask you to kindly submit a powerpoint presentation and an [Authorization To Recruit (ATR) spreadsheet](#) (in case you are requesting new positions) based on the provided [instructions and guidelines](#) by April 1st. Your presentations to the Office of the Provost will take place mid to late April. After your presentations, the Office of the Provost will assess each Center/Institute, evaluate possible requests, decide on the commitments, and prepare the provostial hiring plan which will be presented to the Senior Budget Executive Team (SBET) in May.

Guiding principles. Requests will be evaluated in the context of the Center/Institute vision, its research and/or educational missions and needs, budgetary conditions, commitments, and existing University-wide initiatives. All requested faculty hires in C&I should be cross-referenced with the affiliating College/School. Requests that leverage non-state funding sources (e.g., SBF) are encouraged and will be positively considered. For each C&I, the Office of the Provost will evaluate requests largely following its specified priority ranking. Exceptions may occur as result of the following possible cases:

- Unintended convergence on specific thematic areas (e.g., multiple C&I or departments or colleges/schools hiring in the same field without coordination);
- Mismatches in the prioritization between collaborative hires across C&I, departments, colleges and schools (e.g., C&I X presenting a collaborative hire with college Y as top priority, while college Y does not presents the same hire or it gives it as low priority);
- Mismatches between priority rankings and committed hires (e.g., committed and time-sensitive EIP hire ranked as low priority);
- Duplication of central and peripheral services.

Transparency and communication. The feedback that we received on the last budget process indicated the need for enhanced transparency in the hiring approval process. The Office of the Provost is committed to such transparency and openness. The Office of the Provost will communicate with the Campus community about the process and provide a summary of the outcome on a newly created website.

Please find the ATR Template and the Hiring Process Guidelines file [here](#).
We look forward to engaging with you in this process and working together for our university. Please do not hesitate to reach out to us if you have any questions in anticipation of your ATR submission or presentation.