



Memorandum

GARY L. MILLER
Chancellor

To: University Community
From: Gary L. Miller
Date: March 20, 2017
Subject: Challenges and Opportunities

Despite the encouraging increase in student headcount this fall and continued upward improvement in overall enrollment, our recent gains have not been enough to balance expenses and revenue and keep reserves at an acceptable level. Thus, unfortunately, we must deploy an additional expense reduction of approximately \$2 million in the coming year.

The Provost and Vice Chancellor for Business and Finance co-chaired a Budget Working Group to develop recommendations for this adjustment. The Group included the Deans, key administrators and members of the University Committee. The Provost will communicate our determinations very soon. These were very difficult decisions for which there were no good answers. I appreciate the work of all those involved.

Beginning soon, I will visit each of the Colleges and the various administrative and support units, to discuss this situation and take questions. The schedule of those visits will be posted on the Chancellor's web page in the next day or two.

We have a strong vision, an exceptional faculty and staff, a solid operating model, an extremely supportive community and an important mission in this community. While this long season of budget reductions – now stretching into its fourth biennium – is extremely wearing and discouraging, it is also a time when our most courageous and creative action is required. Thank you all for your great work on behalf of our students and this community. I look forward to discussing this with you in more detail in the coming days.

c: Cabinet
Council of Trustees