



## Budget Message from the Chancellor

*Dec. 1, 2008*

Dear UWM Faculty, Staff and Students,

This message is the first in a series of periodic updates I will be providing to the campus about how the state budget problems may affect our university.

We face the most significant economic downturn of our lifetimes and our ability to maintain a positive momentum will surely be challenged. Although we do know the extent of the current projected budgetary revenue shortfalls for the state (up to \$500 million for 2007-2009 and \$5.4 billion for 2009-2011), we do not as yet know how much of this burden will fall on UW-Milwaukee. UWM will undoubtedly be called upon to help shoulder our share of the budget reductions that are likely to occur.

As we go forward during these difficult economic times, there are guiding principles that UWM will follow:

- We will retain current students and guide them toward their degrees.
- We will continue to recruit students and maintain the stream of tuition revenue that is vital to our institution.
- We will keep our commitment to the UW System Growth Agenda, which supports a major expansion in UWM's funded research.
- We will maintain educational quality while dealing with budget constraints.
- We will protect the safety and well-being of our students, faculty and staff.
- We will address issues relating to the university's budget with openness and transparency.

These guiding principles are important because they will contribute to UWM's future success. By ensuring we maximize use of the state resources currently entrusted to us and finding new sources of revenue through our research and fundraising, we are simultaneously good stewards and capacity builders.

As you know, state support for UWM over the past decade has dwindled from 37% to 24% of our overall budget while the share paid for by tuition has increased from 20% to 26%. Yet during that same time, we worked to increase FTE enrollment 36%, expand funded research more than three-fold and maintain the high level of quality of education and service to our students by adding 124 full-time faculty and 166 instructional academic staff. It is clear the faculty and staff of our university have responded to demanding circumstances in the past.

We are prepared to use our collective energy to support the work being done by Governor Doyle and state legislators, who face the daunting challenge of balancing the budget without impeding the quality of services provided to Wisconsin residents.

As we await further details on our budget projections, we already have been responding to the shifting economy:

- While there is no hiring freeze yet, each proposed job search on campus must be approved by me.
- Travel is being closely scrutinized and will be supported only if it is essential to specific UWM academic, research or operational objectives.
- Operational and administrative efficiencies are being sought across campus.
- All deans and vice chancellors have been asked to meet with their faculty and/or staff to discuss budget challenges and solicit ideas of how to best deal with current circumstances.
- We will consult with the Academic Deans Council and appropriate governance committees as we develop a planning strategy to prepare for potential budget reductions.
- Provost Rita Cheng, Vice Chancellor of Finance and Administrative Affairs Christy Brown and I are available to meet with any campus units to answer budgetary questions and gather thoughts of how to move forward.

As we read the news each day, it is hard to anticipate exactly what tomorrow will bring. Events are unfolding quickly and approaches used previously may not be sufficient. Nonetheless, I am confident that, as in the past, UW-Milwaukee will rise to the challenge. Our university is being relied on to build the state's intellectual and economic capacity even in these difficult times. When this crisis has passed, we will know we maintained UW-Milwaukee as a driving force in service to the people of Wisconsin and prepared the state to move forward.

Sincerely,  
Carlos E. Santiago, Chancellor  
University of Wisconsin-Milwaukee