

Chancellor New Year Message/Open Letter to Faculty and Staff

To the campus community:

As we begin a new year and a new semester, I write to encourage optimism but also innovation as the university faces the greatest financial challenge in its history and faster-than-expected state spending of federal stimulus funds. I affirm my commitment to the UCCS role and mission and to the university's faculty and staff.

We are focused on five strategic areas.

I will briefly describe each of these efforts with the hope of sparking interest, ideas and innovation, the roots of expansive thought. In sharing these areas, I believe we can better collaborate within UCCS and with others who share our vision.

The five areas are:

- Strategic enrollment management, an effort to boost UCCS enrollment with high-quality students and to provide focus for our efforts to meet students where we can help them reach higher.
- Academic innovations. While we are paying attention to such areas as on-line programs, this effort focuses on ensuring UCCS students are prepared for their future lives, both in the workplace or in continuing their education.
- Business enterprise management. We must use our campus to our advantage, generating revenue through such efforts as restructuring use of campus buildings and reviewing our continuing professional education offerings.
- Innovation and partnership development. There are others who share our goals. By collaborating with those individuals and groups, we become stronger. This is the root of the Southern Colorado Innovation Strategy, a unique collaboration of community colleges, four-year state universities, research universities.
- Efficiency and effectiveness. Quite simply, we must look at how we do business and seek ways to reduce debt, increase revenues, and find efficiencies wherever possible.

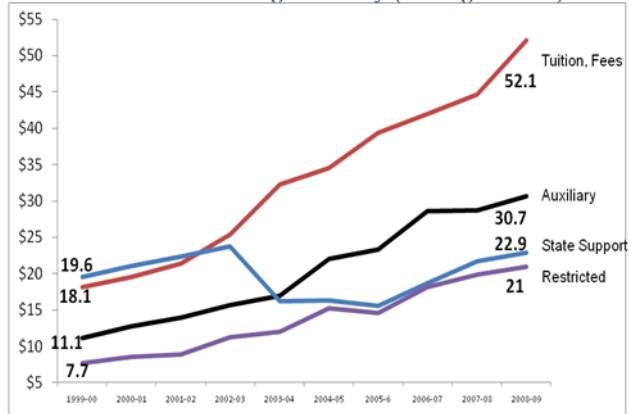
For years, we looked to the State of Colorado to fund a large part of our dreams. We need only to look at such investments as El Pomar Center to see the assistance that the State of Colorado provided us.

But we cannot rely on government – state or federal – to fund our future.

Federal stimulus funds, provided to the states as a way to ensure education remains a national priority, are being spent faster than the state and national economies can recover.

Review

Current Fund Budget History (through 08-09)

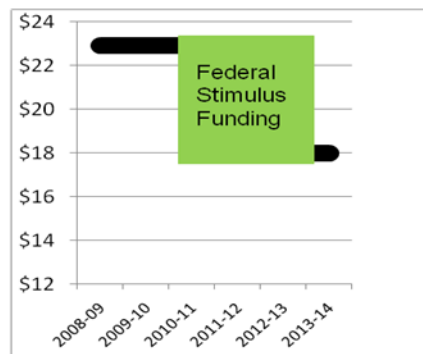


The university as a whole has taken a \$50 million base reduction in state funding since July 1, 2008. Additional cuts are likely. For UCCS, state funding a decade ago was more than \$19 million and reached as high as \$24 million in 2002-2003. I believe it may fall to the \$10 million mark by 2012.

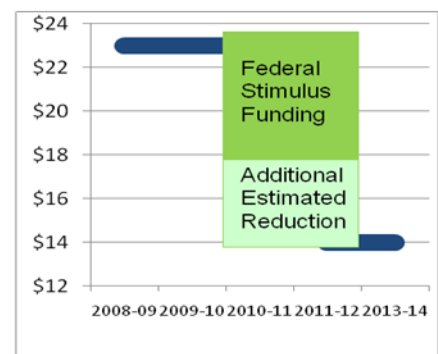
Stimulus funding temporarily restores cuts but spending reductions are necessary to avoid massive, disruptive cuts when stimulus funds are no longer available effective June 30, 2011. This is what I have referred to in our forums and in other communications as the cliff effect.

UCCS State Funding: The Cliff Effect

July 1, 2009
State Support



Aug. 2009
State Support



The university is addressing the shortfalls through a combination of strategic cuts, revenue generation and efficiencies. UCCS and system administration are formulating budgets now for FY 2010-11. We will have a thorough discussion with the University Budget Advisory Committee, governance groups, deans and directors at meetings in February, followed by broad sharing of plans with the campus in mid-March before presenting to the Board of Regents in April.

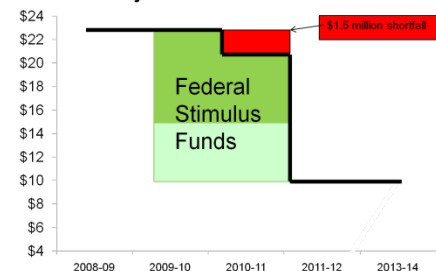
At an all campus forum scheduled for 10 a.m. Feb. 3, I hope to share with you the details of the processes we will use as well as any budget updates. I encourage your attendance.

I believe we can survive this fiscal crisis and not lose sight of our primary mission of helping students reach higher and to achieve their dreams. We must, however, be individually accountable and collectively focused.

I offer these ideas in an effort to “prime the pump” and to encourage your creative thoughts about meeting our budget goals.

UCCS State Funding: The Cliff Effect

Dec. 2009 Projected Stimulus Shortfall – FY 10-11



- **Participate in the campus energy savings efforts** by turning off lights, computers, unplugging space heaters, refrigerators, and coffee pots. A sweater in the office might be nice, too, as central heating is reduced to save energy.
- **Recruit a student** to UCCS by talking with friends and neighbors about the high-quality of the university and the many successful alumni. If you need to brush up on your facts about UCCS, visit <http://www.uccs.edu/~pages/about.html>
- **Retain a student** at the university, not by giving him or her an undeserved passing grade, but by referring him or her to the multitude of services available ranging from the Excel Centers or both the Student Health Center or University Counseling Center. Better yet, ask a student how he or she is doing and take a few minutes to listen.
- **Apply for a sponsored research grant.** Not only do grants improve scholarship, the university receives overhead from them which provides funds for physical plant maintenance and other campus support functions.
- **Teach** either an extra course or, if qualified but not on an academic appointment, teach a course for no additional pay. University rules prohibit officers from accepting pay for teaching a course. This upcoming academic year, I will ask that all university officers teach at least one course. I will teach two. I ask each professional exempt staff member to work with campus deans to review their potential for teaching. Additionally, I ask that each full-time faculty member consider what he or she can do for the fall, spring or summer semesters.
- **Contribute** to the CU Foundation to assist in the operation of the university.
- **Submit your own idea.** While we have already received many excellent ideas about how to generate revenue or reduce expenses, I encourage you to continue the submission of ideas to me by e-mail at exec1@uccs.edu.

I remain optimistic about the future. I encourage you to be as well, recognizing that we are uniquely positioned to control our personal futures, the future of UCCS, and the future of our region.

Respectfully,



Pam Shockley-Zalabak
Chancellor