



Memorandum

GARY L. MILLER
Chancellor

To: University Community
From: Gary L. Miller *Gary L. Miller*
Date: February 24, 2016
Subject: The Opportunity Ahead

We have recently closed the budget process for fiscal year 2016-17 and we are midway through our first year of managing the extraordinary state budget reduction enacted by the legislature last session. I want to take this opportunity to review our position and look forward to the future.

I briefly summarized the budget reductions in a memo to the university community this past July (July 10, 2015). In that memo I reiterated our strategy of deploying some of our flexible funds to cushion the immediate impact of the reductions while working to grow enrollment and deploy innovative approaches to our work:

The University of Wisconsin—Green Bay is an exciting and innovative center of learning and engagement with a bright future. These reductions will require us to work differently. But they will not alter our commitment to our special interdisciplinary core and our deep commitment to this community and our students. *Our goal this coming year is to set a course of growth, innovation and engagement that will sustain us in the future.* I very much look forward to beginning our campus discussion about that at the fall Convocation. (Memo to the University Community July 10, 2015¹, emphasis added.)

This past fall the administrative team developed working models, timelines and supporting analytics to guide our management of these cuts through an uncertain state higher education funding environment. We have also accomplished the following largely through extraordinary collaborative efforts across campus:

- Reorganized the university into four colleges (to take effect 1 July 2016).

¹ <http://blog.uwgb.edu/chancellor/files/2015/07/Budget-Update-7-10-15.pdf>.

- Reorganized and expanded university enrollment services and established a forward thinking strategic plan for enrollment growth. The strategic enrollment plan includes focus on selected high growth programs and a number of innovations in recruitment.
- Recruited an experienced professional to the position of Vice Chancellor for University Advancement and President of the Foundation. (Please welcome Mr. Lance Cavanaugh).
- Reorganized and restaffed the Office of the Provost to include experienced faculty leaders in undergraduate and graduate education, accreditation and budget management.
- Continued the exciting build-out of a new Engineering Technology program.
- Recruited an experienced and leading professional to assume the role as Director of Marketing and Communications (to be announced first week of March). The first project for the new Director is to develop and deploy a hard-hitting recruitment marketing plan.
- Reorganized the Chancellor's division to increase efficiency and save money.
- Rebuilt the university web-page.
- Reshaped UPIC in order to use the work of the *Invent the Future Process* to provide advice to the senior leadership team regarding goals, actions and strategies regarding immediate enrollment growth.

To be clear, we seek a university organized smartly and positioned appropriately to expand access, create superb talent and fully engage this region and beyond. We have superb faculty and staff. We have an innovative and proven educational model. We enjoy the very strong support of one of the largest cities in the state. However, to fulfill this vision we must first move forward through a period of extreme financial prudence, where position and funding allocations are carefully scrutinized relative to both short-term financial realities and our long-term goals.

In the coming weeks the provost and I will be visiting the colleges to explain our situation in more detail and to ask your assistance to increase enrollment or transfer, first-time freshman and graduate students in your areas. Enrollment staff, deans and unit leaders will be following up with specific requests for action by you and your colleagues. The goals we have set are ambitious but well within our capacity. The rewards of success are well worth the effort.

In the face of devastating reductions and an uncertain funding environment, this university pivoted quickly to a new organization and a renewed commitment to its fundamental ideals. As I said to the Board of Regents upon requesting the organizational changes:

[This proposal to reorganize] represents an extraordinary recognition on the part of the UWGB faculty, staff and students and the Green Bay community of the substantial challenges and opportunities before us. In my over 30 years in higher education, I have never seen as much courage, wisdom and collegiality in an institution facing change. I have never been prouder to represent an institution before its board than I am today.

It is your “courage, wisdom and collegiality” upon which I rest my optimism and excitement about meeting the challenge before us.

Thank you.