



Dear Colleagues,

Ever since my first visit to The University of Toledo, I have seen and experienced our incredible prospects for success. In the last seven months, we have all made tremendous progress in creating a foundation to build an institution ready to face the challenges and opportunities ahead.

But before we can complete that foundation, we must remedy our fiscal challenges.

As many of you know, we face a number of budgetary pressures this year that were sparked by a decline in our enrollment last fall.

As I have said, I recognize that our reality was not created overnight, and that there are not quick or easy solutions. However, I am determined to address these challenges head on and move past them.

And to do that, I am asking all of you for your help.

For the past several months, discussions have been taking place across campus with administrators, deans, business managers, faculty senate, staff and student leaders, and many other stakeholders regarding a projected multi-million-dollar gap in the current fiscal year. Among various permanent and one-time solutions presented, these conversations have yielded:

- Changes in enrollment management;
- College and administrative consolidation;
- Exploring all possible cost savings;
- The recapture of utility savings;
- An eight-month position hold; and
- Presidential scrutiny and approval on compensation increases.

In order to ensure we meet our budget goals this year and in future years, we must be fiscally responsible now and continue to look to live within our means in order to strengthen our University for years to come.

In the coming days, Larry Kelley, interim chief financial officer, will communicate with division and college leaders identifying the needed budget stabilization in specific units for Fiscal Years 2016 and 2017. This will include a 1.5 percent stabilization reduction to the operating budget for FY 2016 and 3 percent to the entire budget for FY 2017.

College deans and vice presidents will have discretion regarding how best to meet these targets. I anticipate this as the first step in a process that incentivizes units to look for ways to generate increased revenue by allowing some of it to be kept by the unit.

We must grow and correct our way out of this history that incorporates annual budget cuts. I have no interest in repeating this exercise in the future, and I know you will agree with me. [Externally](#), Ohio Gov. John Kasich has limited increases in tuition and fees, and we must ensure that the quality and value of the education our students receive matches the price that we charge.

I truly believe that The University of Toledo is poised for growth in the coming years, but we must first shift from how we have operated in the past if we hope to achieve different outcomes in the future. And with your help, I am confident we will get there.

Sincerely,

Sharon L. Gaber
President
University of Toledo