

October 28, 2009



Dear Colleague:

I thought you would be interested in seeing a presentation I made to the Board of Curators last week in Columbia. Despite a steady decline in state funding, continuing national economic challenges and the growing issues facing higher education, you can be assured that the University of Missouri System remains focused on maintaining the quality, affordability and accessibility of the education we provide our students.

Just today, Gov. Nixon announced significant cuts in this year's state government budget. While the university's core budget has been protected from cuts as a result of our agreeing to hold tuition flat, cuts to programs outside of that core are indicative of the 2010 challenge the state faces—and also foreshadows actions the university needs to take in anticipation of those challenges extending into 2011 and 2012.

Our university's four campuses and health system must respond, anticipate and be innovative in finding solutions to the unprecedented level of change affecting higher education and the financial challenges we all face. Therefore, we are engaged with key supporters like you to evaluate and examine a range of new ways to maintain the university's core mission of quality teaching. Optimizing the student-faculty experience is our No. 1 priority.

The way forward incorporates a number of transformative measures aligned with our commitment to innovation and being part of the state's solution to addressing its socioeconomic challenges.

As you will see in the attached remarks, we are:

- Planning to convene regional forums to explore new capital funding and revenue sources for our four campuses;

- Going to propose working with the state to create a state matching program focused on increasing science, technology, engineering and math graduates; and

- Exploring elements of the learning process that can strengthen engagement between faculty and students and improve affordability, including e-learning, year-round programs, better alignment with community colleges and high schools, and three-year or "no-frills" degrees.

MISSOURI

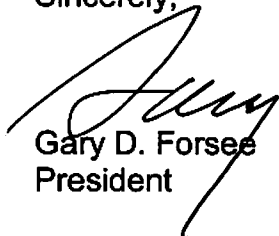
October 28, 2009

Page 2

After more than a year of cost-cutting measures that achieved nearly \$64 million in savings and reinvestment in priority programs, there is more we can—and need—to do. How we navigate the next decade will determine the success of our institution in 2020.

I welcome your ideas and your engagement in our forums and discussions in the coming months. We very much appreciate all that you do to support our university.

Sincerely,

A handwritten signature in black ink, appearing to read "Gary", written over the printed name and title.

Gary D. Forsee
President

Attachments