



November 17, 2008

TO: Members of the University Community  
FROM: Gary D. Forsee, President *Gary*  
SUBJ: Continued impact of the global financial crisis on the University of Missouri

Several weeks ago, I provided an update based on the context at that time, concerning the impact of the economic crisis on our university as it applied to our students, faculty and staff, retirees and more broadly to all of our alumni and supporters.

Since that time, we all have watched the turmoil in the stock market, the impact on companies large and small as they adjust to this reality and the continued forecasts of difficult times as we move into what is normally a strong period for the economy around the holiday retail period. At the same time, the recent national and state elections provide a renewed opportunity to focus on the challenges at hand and possible solutions.

The forecast for the economy is of great concern. We should remain convinced and forceful in our belief that education generally, and higher education in particular, is a critical part of the solution to today's issues. It is the lifeblood of a robust, competitive workforce. Our mission of teaching, service, research and economic development is what makes us most relevant during difficult times.

We are conveying this message broadly during campus forums for our newly-elected officials. These visits began last week in Rolla and St. Louis and will conclude this week in Columbia and Kansas City.

As we stay abreast of the state's planning for both 2009 and 2010, our university must continue to be prepared, and that requires thorough planning and decisive actions. This is necessary to ensure that we have maximum flexibility to deal with our highest priorities, such as faculty and staff salaries. We also want to protect the quality of the student experience in light of unprecedented enrollment growth, and ensure that new and existing programs are properly supported.

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I have asked each chancellor, as well as the System staff, to review and prioritize every line item of expense and capital to be sure we can provide resources for the future as described above. I also have instituted a hiring freeze on administrative, staff and faculty positions effective immediately. Beginning today, searches currently underway and open positions will be frozen. This action will provide us with the optimal flexibility to plan while ensuring that our mission as a university is viewed as part of the solution, not just a cost to the citizens of our state.

As stated in my earlier memo to members of the university community, if you have any personal concerns, please take advantage of the campus resources that are readily available to assist you. I will continue to provide periodic updates as appropriate.

I leave you with one final point. In late October, we introduced [Strategic Directions for the University](#), a document that highlights key planning directions and reinforces our commitment to accountability as stewards of this great institution. I encourage each of you to join us in conveying to others the message that our university is worthy of public support as it continues to contribute to our state's future success and prosperity.