



February 5, 2019

In my November 14, 2018, letter, I informed you that an area or program you oversee had been identified by the PEPRE Team as being on the narrowed list of programs, offices, or services being considered for reduction or elimination. Following the process, you were asked to provide, if you wished, a response to that notification by February 1, 2019—a deadline later revised to February 15, 2019.

For several reasons, however, we will not go forward with the remaining steps in that process this year. As you know, when the PEPRE process was developed by the Senate Planning and Budget Committee in 2011-2012 and approved by the Senate and President in 2013, the good intention was to outline criteria and processes for potential program/office reduction or elimination. An unintended, although understandable, consequence has been a focus on preservation of the *status quo* and high levels of anxiety and blame. In short, the process is not working and has become a distraction from essential work that must continue.

In the months ahead, Cabinet members need to focus strategically on 2019-2020 budget, seeking ways to lower fixed costs through greater efficiencies and reducing the size of the workforce. This means continued exploration of reorganization plans (as three divisions have done in previous years), using every opportunity to achieve salary savings from vacant lines, and seeking other ways to accomplish critical tasks. Even without the PEPRE team, we will continue to seeking additional revenues, such as maintenance of effort for negotiated salary increases and new sources of funds.

All of us should be focusing on stabilizing enrollment through attention to recruitment, retention, and student success. In Signature Saturday and other recruitment events, we have the opportunity to show what students can learn and do at Fredonia.

The work you have done in drafting a rationale will not be lost. Please be sure to share your draft with your supervisor and Vice President, so that full information about your office, program, or service is available.

Sincerely,

Virginia Schaefer Horvath  
President