



## Message to the UT Southwestern Community

December 16, 2008

Dear Colleagues:

I'm writing to you about a matter that I am sure is on everyone's mind as each day seems to bring more reports of economic uncertainty. While the State of Texas continues to enjoy a stronger economy than many other states, it is increasingly clear that we will not be immune from the effects of the global economic downturn.

I want to assure you that UT Southwestern remains on a solid financial footing. However, recent market conditions undoubtedly will adversely impact the performance of our endowments and the Permanent University Fund, so prudence dictates that we act as especially careful stewards of the university's resources at this time.

Gov. Rick Perry and Dr. Kenneth Shine, Chancellor ad interim of The University of Texas System, have asked us to review current spending and be prepared to reduce expenses should that need arise. We have responded with details about our efforts to control costs of materials and supplies through group purchasing agreements, negotiate better utility rates, reduce energy consumption, consolidate leased space into university-owned facilities, carefully select vacant positions to be filled, and identify other potential savings in our budget.

I ask that you too be vigilant in commitments for discretionary expenditures to achieve savings where possible. For example, in planned travel, regardless of funding source, I hope you will carefully consider whether the trip is clearly necessary and whether fewer might travel and achieve the same benefits for the institution. I hope each of you will think about meaningful cost-saving opportunities and share your ideas with the Budget Office.

We are fortunate that years of careful planning have put UT Southwestern in a relatively better financial position than many other institutions. Over the past three months, I have spent a lot of time listening and learning in a wide variety of settings across the campus and in the community, and I will be sharing my thoughts and observations as well as initial plans with you soon after the start of the New Year.

Thank you for your help and understanding as we tackle the current unexpected economic climate - and thanks especially for all you do each day that contributes to UT Southwestern's clinical, research and educational missions. I hope that even in these trying times, you will have time to enjoy the holidays and will pause to appreciate the good fortune we all have to be engaged in the important life-changing work of the medical center.

I offer my very best wishes to you and your families for a safe and happy holiday season.

Daniel K. Podolsky, M.D.  
President, UT Southwestern Medical Center