



December 20, 2016

UW-Madison Finance and Administration Staff,

Before 2016 slips by, I want to take a moment during the holiday season to extend my sincere gratitude for all you have done and continue to do for UW-Madison and the state of Wisconsin.

What I have seen and experienced during my first semester as Vice Chancellor for Finance and Administration (VCFA) confirms what I sensed even before I arrived on campus in August: UW-Madison is a special community.

I have had the good fortune of speaking with – and learning from – many members of the campus community, including faculty, staff, and students. You have shared your aspirations for the university and yourselves, the many challenges we face together, and the traditions that make us proud Badgers. Your commitment to a respectful learning and working environment where everyone can focus on achieving their full potential is truly remarkable.

I have learned so much about the campus and its dedicated employees through meetings with the University Staff Congress, with second- and third-shift workers at the campus Diversity Forum and with the VCFA EID (Engagement, Inclusion and Diversity) Council, to name just a few. You have clearly demonstrated your dedication to UW-Madison's mission and its guiding principle: The Wisconsin Idea.

Thank you for holding open the door to the campus and welcoming me as a member of such a rich and inclusive community. It is difficult for me to imagine a university and group of people that are more dedicated to public service and the common good.

The staff and units of the VCFA organization work day-in and day-out to make UW-Madison one of the world's leading universities. Faculty, students, staff colleagues and visitors to the university count on you – and you deliver. Your contributions often go unnoticed because of the simple fact that you do them so well. I need to say this: Thank you for all you do for this University.

As we turn the calendar to 2017, we will face both new and familiar opportunities and challenges. I can't think of anyone in whom I would have more confidence as we face our shared challenges.

I hope you find time to enjoy the holiday season and semester break with family and friends. And I look forward to continuing to work with you as, together, we build a bright future for our university, our students, and the great state of Wisconsin.

A handwritten signature in cursive script, appearing to read "Laurent Heller", with a long horizontal flourish extending to the right.

**Laurent Heller**  
Vice Chancellor for Finance and Administration