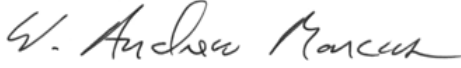




University of Oregon
College of Arts and Sciences

January 22, 2016

To: CAS Department Heads and Budget Managers

From: W. Andrew Marcus 

Re: Administrative structure and staff changes in CAS dean's office

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I am sending this note to inform you of upcoming changes in the administrative structure and staffing in the College of Arts and Sciences (CAS) dean's office. I am undertaking these changes as part of the overall plan to reduce the significant annual operating budget deficit that CAS is carrying and to make sure that our limited resources can be targeted to the hiring and support of research-active tenure-track faculty. The staff changes will be effective as of the end-of-contract date for the affected personnel.

The five job positions that I am eliminating from the dean's office central administration are the:

- Associate Dean for Finance and Administration
- Advisor for Undergraduate Initiatives
- Director of Operations
- Business Analyst
- Records and Information Coordinator

I want to emphasize that I am taking these measures because of the tremendous budgetary pressures we face, as outlined in my memo of January 13, 2016 (<https://casweb.uoregon.edu/budget-memo>), and the need to align our resources with our greatest strategic priorities as outlined by President Schill in his memo of January 6, 2016 (<https://president.uoregon.edu/content/aligning-our-resources-support-academic-excellence>).

In total, the above staff comprise 19% of the total CAS central administrative staffing, excluding development personnel (who are co-funded by the Office of University Advancement) and student workers. Eliminating these positions will generate approximately \$790,000 in salary and OPE savings – savings that will reduce overall administrative costs as we seek to bridge a \$4 million dollar annual operating deficit.

The individuals in the above positions have each played a major role in CAS operations over many years. Collectively, they have contributed to: the centralization of CAS budgeting; the initiation and establishment of personnel policies as mandated by the Collective Bargaining Agreement; the complete overhaul and redesign of CAS-Web; the development of more effective management teams in a number of CAS units; the inception and design of the College and Careers Building; the systematization of records

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keeping; the movement to more paperless processes; and the General Education Renaissance. The list could go on. My point is that the individuals in these roles have made major contributions to our college and its administration. Their presence will be missed.

This is a big step in the CAS dean's office. It will require existing staff to take on new roles and responsibilities, and will require changes to the dean's office administrative structure. It is because of my faith in the quality and capacity of our staff that I can implement these measures right now. However, we will continue to monitor the needs of the college and the capacity to provide critical services in the dean's office. If critical services are impacted, we will examine the possibility of strategically increasing staffing in the future or finding creative partnerships to ensure the college runs efficiently and effectively. I am resolute, however, in maintaining an overall reduction in CAS dean's office staffing into the future.

This is a moment in time at the University of Oregon when we can no longer continue business as usual as we strive to become a world-class research and teaching university. To move in that direction, some of the decisions we make – that I make – will be difficult. They will be difficult because of the people affected, people we care about and who have made significant contributions to our community. At the same time, I believe these are moves we must make to become stronger as a college and achieve our academic aspirations as a university.