

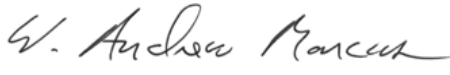


University of Oregon
College of Arts and Sciences

August 28, 2015

W. Andrew Marcus
Interim Tykeson Dean,
College of Arts and Sciences
office: (541) 346-3902
fax: (541) 346-1150
email: marcus@uoregon.edu
<http://cas.uoregon.edu>

To: CAS Department Heads, Department Managers, and Administrative Staff

From: W. Andrew Marcus 
Interim Tykeson Dean, College of Arts and Sciences

Re: Staff Structure Changes in the CAS Dean's Office

I am writing to outline some shifts in staff responsibilities within the dean's office in the College of Arts and Sciences. We have put these changes in place to better serve departments and meet the evolving needs of the college. Please note that we have not changed the total number of staff with these changes.

The changes that we have put in place are as follows:

- **Each division/divisional associate dean will now have its own OA divisional specialist.**

The intent of this change is to provide "one stop shopping" for department administrators to simplify their lives, create more opportunity to build one-on-one relationships between departments and dean's staff, offer better support for each divisional associate dean, and to build redundancy into our dean's office duties so that we provide better coverage if an individual staff member is otherwise unavailable. In our previous arrangement, administrative specialists provided strength in particular areas, but this arrangement required department-level staff to reach out to multiple individuals (often to complete just one task) and left us without backup if one of the individuals was away.

The divisional specialists and their divisional responsibilities will be as follows. Department managers should route all their queries through their divisional specialists.

- **Ellen Coughran, Humanities**
- **Anna Duncan, Natural Sciences**
- **Alicia de Gonzalez, Social Sciences**

Each of these individuals has demonstrated great capacity in their previous job assignments. I want to acknowledge the excellent job they did in their previous roles - and how much I look forward to working with them in their newly configured jobs.

Ellen, Anna, and Alicia will meet on a regular basis to coordinate activities and insure consistent practice across divisions. They will also meet with their divisional associate deans on a regular basis to organize processes that flow between department heads, department managers and the dean's office. The divisional specialists will report to Assistant Dean for Budget and Finance Sherri Nelson.

COLLEGE OF ARTS AND SCIENCES

5228 University of Oregon, Eugene OR 97403-5228 T (541) 346-3902 F (541) 346-1150 <http://cas.uoregon.edu>

An equal-opportunity, affirmative-action institution committed to cultural diversity and compliance with the Americans with Disabilities Act

- **The Position of Director for Budget and Finance has been elevated to the Assistant Dean level.**

Sherri Nelson has held the title of Director, Finance and Budget Development for some time. In this role, she has overseen multiple staff, served as primary liaison to all of our department managers and their staffs, and shared much of the accounting responsibility for our \$130M budget. The level of responsibility and independent decision making authority vested in this job portfolio is more accurately reflected in the title: “Assistant Dean for Budget and Finance.”

The change in Sherri’s title also reflects the high quality of Assistant Dean Nelson’s past work and leadership. In her role, she has helped the college deal with major changes to our accounting system, coordinated with departments to help them navigate these changes, been an excellent personnel manager, and provided valuable guidance to Gordon Taylor, myself and others on the college budget. She is deserving of this new title and has helped to define the role for the college and the future.

In line with this change, I have added Assistant Dean Nelson to the CAS leadership team, which now consists of: myself; the Assistant Dean for Administration and Operations, Miriam Bolton; and Associate Deans Bruce Blonigen (Social Sciences), Karen Ford (Humanities), Ian McNeely (Undergraduate Education); Hal Sadofsky (Natural Sciences), and Gordon Taylor (Finance and Administration). Karen Sprague will serve for fall and winter quarter as Acting Associate Dean for Undergraduate Education (see below) and will be on the leadership team during this period.

The Assistant Dean for Budget and Finance will continue to report directly to the Associate Dean for Finance and Administration.

- **Human resources now reports to the Assistant Dean for Administration and Operations.**

In the past, the majority of the college’s human resources activities have been routed through Shari Powell, Director of Operations, who has reported directly to the Associate Dean for Finance and Administration, Gordon Taylor. In the future, Shari and the college’s human resource activities will report to Assistant Dean for Administration and Operations Miriam Bolton.

I have initiated this change to accommodate the growing work load associated with the college’s new and more centralized budgeting approach and the major financial planning needs and challenges of the college. The large number of personnel issues that have previously flowed through the Associate Dean for Finance and Administration has made it difficult to support this focus on financial matters, and Shari Powell, in her role as Director of Operations, has been diverted from fully focusing on HR by the financial tasks that were also in her portfolio. Having Shari and the HR function report directly to Assistant Dean Miriam Bolton will eliminate these conflicts.

The Associate Dean for Finance and Administration will continue to oversee the college's budget, financial operations, and major administrative units, including CAS-IT, and will be principally responsible for decisions regarding staffing levels in various units. However, the personnel and procedural components of the HR process (onboarding, training, complaints, investigations, etc.) will now flow through the Assistant Dean for Administration and Operations.

- **Karen Sprague will serve for two quarters as Acting Associate Dean for Undergraduate Education.**

Professor Ian McNeely, Associate Dean for Undergraduate Education, will be on sabbatical and research leave during fall and winter quarters of AY2015-2016. Although he will be turning over the majority of his duties to Professor Sprague during this time, he will continue to be the dean's office representative overseeing the American English Institute.

We are incredibly fortunate to have someone of Karen's Sprague's quality and experience to step in to the Associate Dean role during Ian's absence. Professor Sprague's background with respect to undergraduate education is both broad and deep. Among her contributions in this area, she has served as Vice Provost for Undergraduate Studies, worked extensively with the Undergraduate Council, been a leader in establishing First Year Programs, and has continued to work with the CAS dean's office on issues ranging from math training to planning for the College and Careers Building. She will be an immense asset during Ian's absence.

We all look forward to working with you in the year ahead – and to receiving your feedback on ways in which we can continue to improve the services we provide to departments.