



December 12, 2018

To: Task Force on the Structure of CAS

From: Michael H. Schill, President and Professor of Law

Jayanth Banavar, Provost and Senior Vice President

Re: Charge and Discussion Outline for Task Force

First and foremost: Thank you for your willingness to serve on the task force to examine the structure of the UO's College of Arts and Sciences (CAS). As you begin your work in earnest, we wanted to provide some additional context and a framework, developed in coordination with task force chair Karen Ford, for your discussions.

Through conversations with several people about the work of the task force, we have received a number of helpful suggestions for how to progress through this analysis. That framework is provided below and we hope it provides additional clarity.

We recognize that you and many of your colleagues might be anxious about this endeavor. That is understandable – the prospect of change usually brings with it some discomfort. We would like to reassure you that there is no hidden agenda or secret intent behind this endeavor. We do not want you to expend **valuable (and limited) time evaluating change for the sake of change, nor do we want to waste anyone's** time to lay the foundation for a foregone conclusion. We also do not ask for this analysis because we want to abandon certain units for the benefit of others; our hope is that a robust and open-minded analysis will help identify opportunities to ultimately help all units.

Task Force Charge

The task force is asked to conduct an analysis of the costs of and benefits to making structural changes to the division of academic programs currently housed in CAS, and those in professional schools which may better align with current CAS departments or vice versa. The task force is not being asked to make a recommendation for a particular path forward, but rather to focus on the pros and cons of the current structure and possible changes to it. **The focus of this analysis should be rooted first and foremost in the departments' abilities to individually and collectively—with the highest level of success—meet the university's goal and mission of excellence in teaching, research and scholarship, and service.**

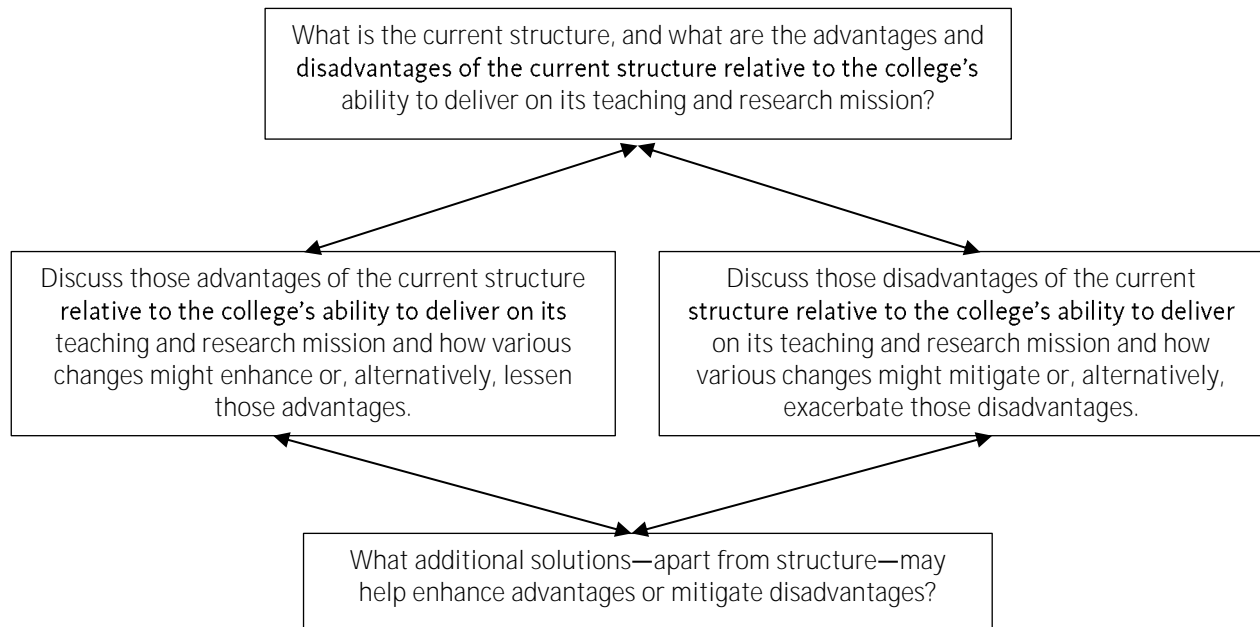
Throughout this discussion, you should think creatively and look outside our existing structures. For example, a department may not necessarily fall along our current divisional lines, or there may be departments or programs that are better aligned with a professional school (or vice versa). Additionally, the



task force may also identify disadvantages of the current structure that should be addressed, but perhaps the proper mitigation is not structural. You should feel comfortable including such observations.

Framework for Discussion

Our aim is to allow an open dialogue within the task force and the broader UO community. Thus, the framework below is meant to help focus what could otherwise be a tremendously broad conversation and create a work plan for your progress.



Frequently Asked Questions

Several questions have arisen since the task force was announced. Below we provide answers to several of those in case they are helpful as you begin your work.

Should the task force consider budgets and costs?

Financial concerns (e.g. the cost of alternate structures) should not be the driving force in the analysis, although they may ultimately be relevant with respect to whether a particular change is feasible. Brad Shelton, executive vice president for academic operations, is on the task force to **supplement the group's** discussions with financial information. He will lead a small group of academic CFOs to help gather and distill relevant information.

Is this analysis about finding cost efficiencies?

No. In fact, we recognize that the analysis may lead to discussions about solutions that could *cost* money. The question will be about whether any savings or costs are worthwhile when weighed against the institutional mission and goals.



Why now?

The size and scope of CAS, particularly relative to the rest of the institution, is a question that has been on the minds of many for some time. With a transition in leadership, we felt now was the right time to conduct an analysis about whether that relative size and scope makes sense and fits with the overall needs of the institution and individual CAS departments.

Will the task force take a vote?

The task force will not take a vote, and will not make any particular recommendations. Its work is truly analytical and will feed decision-making by the provost and president.

How will others' voices be heard in this process?

Ultimately this is up to you as members of the task force, but we have already talked with Karen about how best to gather as much insight as possible. Her plans include an open discussion with the University Senate (February 13), targeted outreach to stakeholder groups, an online survey, open meetings, and an email address for general feedback.

Will the task force's report be public?

Yes; once submitted to the president and provost, the report will be shared publicly on the task force webpage (<https://provost.uoregon.edu/task-force-structure-college-arts-and-sciences>) and people will have the ability to offer feedback about the report as well.

Again, thank you. We appreciate your time and attention on this, and we look forward to receiving your report next year.