

Dear Academic Affairs Colleagues,

Over the past several weeks, we have had a number of conversations as a campus about organizational changes. These changes will help us redeploy resources in support of our students while also reducing the overall budget of the university. While these conversations have not been easy, I appreciate the input that so many of you have provided. This update is intended to provide a timeline and details about the Administrative Service Center (ASC) implementation.

Our December projections showed that the university would be facing a \$5 million shortfall for fiscal year 2021, based on flat first-time, full-time freshman enrollment in fall 2020. Good work is being done to recruit and retain students to UNC, but factors outside of our control continue to impact our budget. Those include nationwide declines in enrollment, state support that remains near the lowest in the nation, and increases in costs for technology, utilities, and other necessary investments. With the pressures on our budget, 70% of which is made up of personnel, the only way to invest in our future is to reorganize the way we do some of our work. We must provide more resources to recruit and retain our students, and to make sure that they can complete their degrees on time and with as little debt as possible.

In the fall, the concept of Administrative Service Centers (ASCs) emerged as a way for UNC to more effectively service the administrative needs across campus while also freeing up resources needed to implement new strategies to support our students. I am working with campus leaders including members of cabinet, deans, directors, faculty, and others to finalize the job descriptions in the service centers for each College. As those positions are being clarified, additional work is being done to consider the important student facing support currently being provided by staff in administrative jobs. While some of those administrative roles will be converted into administrative service center positions, others will likely become newly defined student and faculty support positions. This work will require input and collaboration; as deans, chairs, and school directors reach out for feedback, please participate to help us get this right.

Academic Affairs, Student Affairs, University Advancement, Finance & Administration, and Athletics will all be implementing Administrative Service Centers and identifying additional cost savings opportunities. In Academic Affairs, the implementation of ASCs alone will not create enough savings to address the University's projected budget shortfall. Each dean and unit head within Academic Affairs has been asked to identify other activities where permanent savings can be found. We must have a clear plan by spring break so that we can develop the budgets and staffing plans for each unit within Academic Affairs.

Once new positions are created (including both Administrative Service Center staff and Student/Faculty Support Personnel), some of those positions will be populated by individuals whose current job function is closely aligned with the job description for the newly created role. Many of the positions will not have an identified person and will be open for applications from qualified individuals whose positions are being eliminated. All campus employees whose positions will not be continued will be notified individually between late March and April 15.

Specifically, for Academic Affairs, details about the timeline related to ASC implementation are as follows:

Early April – All employees whose positions will not be continued will be notified individually.

Early April – Open Administrative Service Center positions and Student Support positions will be posted. At this time, these positions will only be available to staff currently in the college and whose previous positions will not be continued. At this point, staff will not be able to apply for positions in other colleges or campus units. Any direct appointments into ASC or student support positions will also be made at this time.

Early May – Staff selected to fill open positions will be notified and transitions will begin.

Early May – Staff whose positions are not being continued and who have not been selected to fill vacant positions will be notified. All employees who are laid off and not selected to fill restructured positions will be paid for a minimum of two months from their final day of work.

I recognize that these are hard decisions to make, but I am confident that they will ultimately put the university on a more sustainable path, ensuring that we can make the types of investments we need to make to see that our students are supported, persist, and graduate.

UNC will launch a website this week that will serve as a repository for communication and documents related to this ongoing work. On it, you will find copies of communications like this one sent to other university divisions, sample of the ASC job descriptions and service level agreements, and FAQs about Administrative Service Centers. A link will be provided via UNC Today. Thank you all for your feedback, participation, and concern for UNC's future. Please reach out if you have any questions.

Sincerely,

Mark Anderson, Provost