

Dear Student 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 want to thank each of you who has provided input. I know there is anxiety about the decisions being made and a need to know details about the timeline. 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.

All divisions within the university will all be implementing Administrative Service Centers and identifying additional cost savings opportunities. The implementation of ASCs alone will not create enough savings to address the University's projected budget shortfall. Similar to all divisions, department leaders within Student Affairs have been asked to identify other activities where permanent savings can be found, including reductions in non-personnel and elimination of occupied and vacant positions not related to ASCs. We have been working hard on a clear plan and we will complete this work by spring break so that we can develop the budgets and staffing plans for each unit within Student Affairs.

#### Administrative Service Centers

In the fall, the concept of Administrative Service Centers 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, directors, unit leaders, and others to finalize the job descriptions in the service centers for each unit within the Division of Student Affairs (DSA). Once completed, DSA will have two ASCs (one for Housing & Dining operations and a second for the division as a whole) and I expect that each will be slightly different as each area has unique needs. Once new ASC positions are created, some of those positions will be filled by individuals whose current job responsibilities are closely aligned with the job description for the newly created roles. For positions that are not filled with direct appointments, applications will be accepted from individuals whose positions are not being continued and who meet the qualifications of the open positions.

#### Employee Notification Timeline

The process for notifying all campus employees whose positions will not be continued will be notified individually in early April. Regardless of the date of notification and whether individuals are asked to

remain on for a short period of time after notification, all employees who are impacted will be paid for a minimum of two months after their final day of work.

Specifically, for Student Affairs, timeline details are as follows:

#### Early April

- All employees whose positions will not be continued will be notified individually.
- Some employees' final day will closely coincide with the date they are notified their position is not being continued.
- Some employees will be asked to remain in their position through the end of the semester to allow time for a transition in operations.
- These decisions will be made within each unit at the discretion of unit-level leadership.

#### Early April – ASC

- Any direct appointments into the ASC will also be made at this time.
- If there are any ASC positions not filled by direct appointments, applications will be accepted from individuals whose positions are not being continued and who meet the qualifications of the open positions.
- At this time, these positions will only be available to staff currently in DSA.

#### Early May

- Staff selected to fill open positions will be notified and transitions will begin.
- Staff whose positions are not being continued and who have not been selected to fill vacant positions will be notified.

I recognize these decisions greatly impact both individuals and departments and, will ultimately put the university on a more sustainable path. At the same, these decisions ensure our ability to make the needed investments so we continue to see that our students are supported, persisting, and graduating.

#### Continued Communication

This week, UNC will launch a website that will serve as a repository for communication and documents related to this work. On it, you will find copies of communications like this one sent to other university divisions, samples 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 in conversations, and concern for UNC's future. Please let me know what questions you have.

Respectfully,

Katrina Rodriguez  
Vice President for Student Affairs