



**University of Oregon**  
**College of Arts and Sciences**

February 8, 2017

Dear CAS Colleagues,

I am writing to update you on changes in the College of Arts and Sciences dean's office organizational structure and position titles. These changes have been approved by Scott Coltrane, Provost and Senior Vice President. The new org chart can be viewed here: <https://casweb.uoregon.edu/deans-office-org-chart>. The new titles and the persons holding those positions are:

- *Dean for Faculty and Operations*, Bruce Blonigen, Knight Professor of Economics
- *Divisional Dean for Humanities*, Karen Ford, Professor of English
- *Divisional Dean for Natural Sciences*, Hal Sadofsky, Associate Professor of Mathematics
- *Interim Divisional Dean for Social Sciences*, Carol Stabile, Professor of Women's and Gender Studies

There will be no salary increases associated with the reorganization or changes in title.

I have contemplated these changes since stepping into my role as dean more than three years ago. The need for a new structure became ever more apparent as my development workload increased to 50% or more of my job and as the day-to-day demands in the dean's office became ever greater due to implementation of the Collective Bargaining Agreement, centralization of budgets, development of a college-wide diversity plan, increased tenure-track hiring, a renewed commitment to student success, and other initiatives. This need for a better organizational structure became acute last winter when I non-renewed the contracts of six members of the dean's office staff, thus increasing the workload for existing staff even as duties were added from other directions.

Starting more than a year ago, we began to address these issues on an experimental basis by assigning duties to a Senior Associate Dean who helped me coordinate internal operations, especially when I was on the road for development travel. Bruce Blonigen first served in this role until becoming Interim Dean of LCB, after which Karen Ford filled the role. Although they served as Senior Associate Deans on a part-time basis (they still carried out their divisional duties), their contributions in this role helped guide us effectively through institutional changes that are more dramatic and rapid than any I have seen in my 16 years at Oregon. Their contributions also allowed me to focus more on development even as we took on major initiatives across the college.

Beyond these workload issues, it also became ever more clear to me that the college needs a faculty-centered dean's-level position that can help focus our efforts on behalf of faculty success. I believe this person must come from the faculty and bring that

**COLLEGE OF ARTS AND SCIENCES**

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perspective to the job. This led to developing a job description for a Dean for Faculty and Operations (<https://casweb.uoregon.edu/position-description-dean-faculty-and-operations>). In assuming this role again, now that he has returned to CAS, Bruce Blonigen is essentially continuing an expanded version of the part-time role he took on last year.

I have also believed for a long time that the work duties and scope of responsibilities of our divisional associate deans are better reflected by the title of “dean.” Each of these divisional deans oversees units as large as or larger than any of the other schools and colleges at UO. Having the divisional dean title ensures a place for these individuals and their divisions at the dean’s council, enhances their ability to participate in fundraising, and better denotes the level of authority they have in making decisions within their division. The Divisional Dean job descriptions can be found at: <https://casweb.uoregon.edu/position-description-divisional-deans>.

The Divisional Deans will continue to report directly to me, but will have a dotted line report to the Dean for Faculty and Operations and will work with him on routine daily decisions. In addition, CAS IT, the Director of CAS Facilities, and the Assistant Dean for Budget and Finance will report directly to the Dean for Faculty and Operations.

Related to staffing assignments within the dean’s office, as of February 1, Divisional Dean for Humanities Karen Ford will begin assisting the Office of the Provost and Academic Affairs (OPAA) with special projects on a 50% basis through June 30<sup>th</sup>. Her primary foci will be on university-wide plans for: tenure-track hires, Diversity Action Plans (including for the Knight Campus), and other strategic initiatives and priorities for the provost. These are duties that will move the entire university forward as well as the entire college. Karen’s capacity to effectively fill two roles at once has been amply demonstrated over the last six months, but we all look forward to her returning full time to her role as Divisional Dean for the Humanities in the near future.

Also in the vein of lending out CAS leadership to help the university, I am delighted to report that Miriam Bolton, Assistant Dean for Administration and Operations, has now returned full time to the CAS dean’s office. For the past year she worked 50% time on the central leadership team that is consolidating and restructuring IT for the entire university. Her work there will benefit all of us within the college, as well as across the university.

On a closing note, I want to assure you that I will remain deeply engaged with the faculty, staff, and students of the college and with the issues and opportunities you bring forward. This new structure reflects that commitment. The new arrangement—and the strength of the leaders in the dean positions—will enable us to work more effectively with each of you to address your concerns and aspirations.

Regards,



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