

Dear Colleagues:

I am writing to update you on the work under way to restructure our organization and to encourage your participation as we move through this process.

First, we have moved forward on a number of fronts since our last town hall meeting:

- **Restructuring working groups:** Working groups are now meeting to address three high-priority areas identified in the Monitor report: overhauling both our capital projects planning and external relations functions, and clarifying the respective roles of UCOP, the Regents and the campuses in managing the University. The roles group is expected to provide its recommendations to Regents at their January meeting.

- **UCOP budget:** Each department has submitted its budget proposals for 2008-09, including any requests for augmentation as well as scenarios for at least a 10% budget cut. With the help of Executive Vice Presidents Katie Lapp and Bruce Darling, I am reviewing those submissions now as part of a longer-range process to capture savings from this fiscal year and the next. This is particularly important given our concerns about next year's state budget: a growing structural deficit may limit its ability to meet all of the University's current budgetary needs, making it all the more crucial that UC achieve cost-saving reforms.

In September, I placed controls on filling current OP vacancies that require all job postings to be pre-approved by me. Last week, I extended this same requirement to all contract and temporary positions, as well as any consultant services. I know these measures may place a strain on you and your departments, but I am confident the process can be managed in a way that enables critical functions to continue to be performed.

To give you a sense of what will happen next: I anticipate that our 2008-09 budget review will be complete by the end of the year; after the recommendations of the roles working group are presented in January, a budget proposal will be forwarded to Regents for discussion in March and adoption in May.

- **Your input:** Your ideas and knowledge are essential to the success of these efforts, and we have been working to expand how we can gather your contributions and keep you apprised of all that is happening. Katie and I have been holding a series of small breakfasts with staff members to hear ideas and answer specific questions; those will continue as we work our way around the Franklin and Kaiser buildings.

We have also expanded the restructuring website to focus not just on our administrative reforms, but on all of our efforts to realize the Long-Range Guidance Team's vision of a University that is unrivaled in its ability to serve the needs of California. The new website – www.universityofcalifornia.edu/future – provides detailed information on the work under way, a timeline of our reports to Regents, an FAQ for staff members and an anonymous feedback form for you to submit comments. I also encourage you to continue sending your thoughts to provost@ucop.edu. We've heard from a number of you already and some of your ideas are reflected in

the structure of this new website. I invite you to bookmark the page and return to it often to track our progress and share ideas or examples of effective practices already in place at UCOP to help spark our thinking.

I appreciate the challenges these times are posing for all of us. But I also believe we are going to be a stronger institution for this effort, one where streamlined processes and systems support your talent and creativity, and enable you to focus on what inspired your dedication to UC in the first place: finding ways to better serve the people of California. Thank you for all you do – and will do – as we move forward.

Sincerely,

Wyatt R. Hume
Provost and Executive Vice President