



Dear colleagues,

Recently, President Nemer requested that Academic Affairs review expenditures vis-a-vis revenue with the aim of addressing a significant University financial gap. As part of the Academic Investment Committee (AIC) work of the past two years, we have collected data in this regard. In addition, enrollment data (i.e. majors or degrees granted) is a reasonable proxy for revenue. As such, we will be assembling this information for President Nemer and will likewise share it with the AIC and the Akron-AAUP.

In a recent message, President Nemer discussed expenditure adjustments and the continuing effort to best serve students, faculty and staff. In that regard, HR and the Office of Academic Affairs are focusing on a methodical revamping of our staffing, with an eye towards developing expertise and agility across our units. Two colleges are conducting a pilot program to implement numerous ideas, and we anticipate

they will finish within the current fiscal year. We foresee some expenditure reduction over time, but this process will rely on job reassignment, attrition and shared service models. This transformation of our workforce will be led by Sarah Kelly, vice president and CHRO, and her team of human resource professionals, with additional guidance and feedback from the Talent Acquisition and Development committee of the University Council.

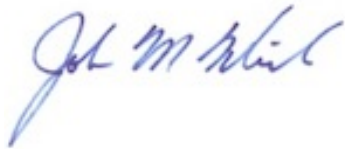
The other major expenditure within the academic areas is instructional cost. It is paramount that we continue to offer a high-quality education and meet accreditation requirements. With that in mind, we will be assessing instructional capacity versus enrollment in the coming months and will be proposing some reductions to our instructional staffing. We have been in conversations with Akron-AAUP and shared governance bodies about this matter, albeit only in general terms thus far. The Collective Bargaining Agreement (CBA) with the Akron-AAUP guides us on key steps in addressing shifts in student demand, enrollment and related financial issues. We intend to carefully follow those guidelines.

Bargaining unit faculty may choose to avail themselves of a process described in Article 16 of the CBA to discuss ideas and proposals for voluntary separation from the University. If you are interested in this option, please fill out this [form](#). To give the University the clearest picture as we move forward, we suggest interested faculty complete the form by mid-December but will still accept requests on an ongoing basis. We have and we will continue to review such petitions, gauging the necessity of reducing the number of faculty at this time. Although a structured broad incentive program for voluntary separation ("buy out") was considered, UA's leadership preferred to address customized solutions for interested individuals.

Although the coming months may be difficult, please know that OAA is committed to serving the mission and the people

of our UA community. We continue to be optimistic about the future and are working diligently on behalf of our students and our employees. We would like to continue to hear from you with ideas, questions and feedback as we move forward together.

Sincerely,

A handwritten signature in blue ink, appearing to read "John M. Wiencek". The signature is fluid and cursive, with the first name "John" being the most prominent part.

John M. Wiencek
Executive Vice President & Provost
The University of Akron