



320 STEPHENS HALL
UNIVERSITY OF CALIFORNIA

January 20, 2011

Dear Colleagues:

With Governor Brown's proposed budget cuts for the University of California and President Yudof's sobering predictions to the Regents, it is apparent that the budgetary pain that we have all borne for the last couple of years is far from over. Given this, I echo the sentiment expressed last week by Chancellor Birgeneau, that it is more important than ever that Operational Excellence (OE) succeeds in its objectives of saving the campus at least \$75M annually, while simultaneously developing an administrative support structure that matches our teaching and research in its excellence.

I am writing to update you on faculty and Academic Senate involvement in OE. Although instructional and research activities were explicitly excluded from the scope of the OE project, it is evident that any changes to the administrative operations of the campus will impact the support that we receive for these core academic functions, and the efficacy with which we can work. Moreover, we are all deeply concerned about the staff with whom we work; those who will face significant changes to their jobs, and those who will lose their jobs. As such, it is important for faculty to be engaged in the project, to help assure outcomes that do, indeed support the academic mission of the university and adhere to our core values of community.

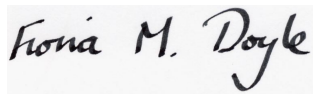
Recognizing the importance of faculty involvement, Chancellor Birgeneau appointed Professor Al Pisano as faculty head for the OE program office in May 2010. I join the OE executive committee in expressing my regret that Professor Pisano has had to step down from this position for personal reasons. However I thank him sincerely for his leadership over the last seven months, and all that he has done to ensure that the OE initiatives will, indeed, support the Berkeley faculty. I am delighted with the appointment of Dean Andrew Szeri as Operational Excellence Program Head. Many of you will be familiar with Dean Szeri through his effective leadership of the Graduate Division, and know of his dedication to our graduate students. As a distinguished researcher and teacher himself, he understands the day-to-day issues facing faculty, and I know that the Berkeley faculty can count on him.

Other faculty members are also involved in the OE initiatives. Each initiative team is sponsored by a faculty member and a member of the administration. Some of the team members are faculty members, while other faculty volunteers have been asked to participate in team activities. I thank all of these colleagues, along with the dedicated staff members participating in the project, for their selfless efforts on behalf of the university community.

Within the Academic Senate, my predecessor, Chris Kutz, served on the OE Steering Committee during the diagnostic phase, and I serve on the OE Coordinating Committee. Some of you attended the panel discussion on OE at the Fall meeting of the Berkeley Division. As we move through the OE design phase, the Divisional Council has met with the OE Program Head and the leadership of the Student Services Initiative. We will be inviting Deans to meet with us to hear of the changes that faculty can expect under the Organizational Simplification changes announced yesterday. In addition, some of our Senate committees have been involved in OE. Professor Elizabeth Deakin, who chairs our Committee on Academic Planning and Resource Allocation (CAPRA), is a member of the High Performance Culture initiative team. The Graduate Council has met with the leadership of the Procurement and Financial Management initiatives, and the Committee on Research has a special interest in the Information Technology initiative. The Committee on the Status of Women and Ethnic Minorities (SWEM) is working closely with the Vice Chancellor for Equity & Inclusion to monitor and assess Organizational Simplification changes to ensure that they adhere to the principles of staff equity and inclusion put forward by the Vice Chancellor last fall and adopted by OE as part of its design phase.

I look forward to the rollout of detailed plans from the different OE initiatives during the Spring semester. I encourage each of you to join the OE update email list to receive regular messages on the project (sign up at: <http://oe.berkeley.edu/>). Finally, I also urge you to attend the Operational Excellence Open House at the Recreational Sports Facility tomorrow, Friday, January 21 from 11:00 a.m. to 2:00 p.m.

Fiat Lux

A handwritten signature in black ink that reads "Fiona M. Doyle". The signature is written in a cursive, flowing style.

Fiona M. Doyle
Chair, Berkeley Division of the Academic Senate
Professor of Materials Science and Engineering

Please direct comments and inquiries to acad_sen@berkeley.edu.