



Classified Layoff Business Plan

In accordance with State Personnel Director's Administrative Procedure 7-6(B) for any and all layoffs, after making its business decisions and ten days prior to issuing the first layoff notice, the University and Department shall post a Layoff Plan, signed by the President, both in a conspicuous place where all impacted parties have access to view the posting and on the University's webpage. The purpose of this layoff plan is to facilitate strategic planning prior to the abolishment of any classified staff position(s) and to provide an open and transparent explanation for the elimination of position(s) and/or service(s).

Historical Context

Over the past 18 months, University of Northern Colorado (UNC) leaders have determined that the financial position of the University is sufficiently serious and urgent to warrant implementation of permanent cost-savings measures that include a Reduction in Force (RIF).

Historical factors contributing to the deficit include: fewer high school graduates resulting in lower demand for higher education; increased competition from other higher education institutions; the inability to meet anticipated growth enrollment targets; and depleting cash reserves.

Since fall 2018, UNC has engaged in a continuing process of evaluating and prioritizing programs, academic and non-academic alike, to develop an action plan to address the University's urgent financial situation. In FY2018/19, UNC leaders scrutinized all vacancies to determine whether filling each of them was necessary. Several budget-saving alternatives were implemented to minimize the need for layoffs. Despite these efforts, UNC eliminated 11 occupied and 80 vacant positions in spring 2019. Unfortunately, the 2019 layoffs were not substantial enough to address the entire deficit, and the University is faced with a remaining \$5 million structural deficit (without accounting for the expected financial impact of the COVID-19 pandemic).

Current Situation

In summer 2019, UNC engaged in a comprehensive assessment of our organizational design with the assistance of an external consultant. Results identified a clear need for UNC leaders to systematically redirect human and financial resources to stabilize the University financial condition. A major issue identified was the fragmentation of administrative work. UNC's current personnel structure consists of over 100 employees (approximately 70 state classified and 30 professional administrative) with 37 distinct position titles performing traditional forms of administrative support in a decentralized model across campus. These employees' duties generally fall into 3 categories: human resources/payroll, accounting, and communications functions. Significant technological advancements in the past decade have changed how transactional work is completed, which has resulted in the automation and simplification of tasks. As a result, some tasks are more efficient but also more complex. UNC has made

incremental changes and adaptations to performance of administrative functions, but we had not previously conducted a systematic review of how these important tasks are performed across campus.

Decision: Implement Shared Services Model

As a result of the factors identified herein, UNC leaders realized the need to reallocate personnel resources toward the implementation of a campus-wide shared-services model called Administrative Service Centers (ASC). The new ASCs will reduce fragmentation in roles and emphasize specializations by using a shared services approach. ASCs will be staffed with personnel who handle the transactional tasks that are currently handled by staff in administrative support roles. Examples of these transactional tasks include travel, p-cards, journal entries, payroll/IT access data forms, submitting hiring documents, coordinating searches, work orders, official functions, and many other tasks.

An ASC will be implemented in each of UNC’s academic colleges as well as in each of the administrative divisions (Finance & Administration, Student Affairs, Athletics, and University Advancement). The baseline ASC team will consist of the positions outlined below with an example of the relevant job duties.

ASC Position	Example of Duties (not comprehensive)
Business Operations Manager (professional admin)	strategic budget, enrollment/course offering analysis, evaluation coordination, committee support, workload verifications, supervision of the other ASC personnel
HR Specialist II (classified)	hiring documents, contracts, payroll/IT access data forms, search administration, independent contracts, sabbatical/promotion/tenure applications and tracking
Accounting Technician II (classified)	Travel, p-cards, accounts payable, journal entries, purchase orders, deposits, work orders
Communications Specialist II (classified)	internal and external event planning, internal/external communications to students and staff, official functions, website management/maintenance

As a result of this new shared services structure, many of UNC’s existing administrative support roles will be eliminated, resulting in layoffs.

Other Position Eliminations

In addition to the organizational changes brought about by implementing the ASC model, UNC leaders have identified the need to eliminate additional positions in auxiliary services (i.e., housing and dining). This need is due to decreased revenues and lower-than-anticipated student enrollment in the current academic year and decreases in forecasted enrollments for the upcoming academic year.

Planned Changes for the Department of Audiology & Speech-Language Sciences

Through the above described process, one (1) classified position was identified for elimination due to drastic reductions in services provided by the UNC Speech-Language Pathology & Audiology Clinic.

The impacted position is:

Position #CO1659 Administrative Assistant II (.5 FTE)

Implementation of this layoff plan will meet the best interests of the ASLS Department and balance the reorganization of job duties to various positions.

Anticipated Benefits:

The UNC Speech-Language Pathology and Audiology Clinic's primary purpose is to provide for required student clinical training. The Clinic is a clinical classroom/lab first and foremost. The secondary purpose is to serve the community and engage students in that community. The UNC Speech-Language Pathology & Audiology Clinic is celebrating its 60th year.

Student clinical training is required for program accreditation via the Council of Academic Accreditation of the American Speech-Language-Hearing Association (ASHA). The Clinic and its outreach programs provide for approximately 3500 graduate student training hours (2500 SLP + 1000 audiology) and about 800 required undergraduate student observation hours each year. The Clinic on average serves hundreds of clients each year on campus and through its community outreach programs.

Students pay tuition and fees to take courses associated with clinical training/practicum (equal to hundreds of credit hours). Additionally, the Clinic serves as a lab for research for undergraduate and graduate students. Financially the Clinic is typically able to cover many of the overhead costs (administrative support, supplies, equipment) and is able to cover some of the costs of faculty and other educational expenses.

As a result of the Coronavirus pandemic, the clinic needed to close most of its services. At this point we are able to provide speech-language services to 50% of our clients via telepractice so that students can continue gaining required training hours. Unfortunately, we are unable to see audiology clients, or provide services through our many off-campus contracts. Given we cover the majority of our costs, this lack of income will put us in a financial deficit within the next few months.

To better serve constituents, the UNC Speech-Language Pathology & Audiology Clinic has been going through a budget review process. Through that process we have identified a few areas for cost-savings that are structural in nature. This is important given the expectation that it will be a number of

months for the clinic to return to full capacity. The new personnel structure will be centered around laying off a .5 FTE staff member. The person's current duties are primarily billing in nature and have decreased substantially with the interruption of many of the clinical services. Duties can be absorbed by the other full-time staff member. As the clinic gradually returns to functioning, processes will be reviewed and consolidated where possible.

Initial savings from the elimination of this position:

- \$17,545 annual salary + \$2924.16 fringe = \$20,469.16 annually

Specific Personnel Actions:

ASLS Department will eliminate one .5 FTE Administrative Assistant II position # C01659

The position found to no longer be essential to the operation of the institution is as follows:

- (1) Administrative Assistant: This is a part-time position in ASLS Department. The duties of this position are primarily to serve as a backup to others in the department and are a duplication of responsibilities assigned to other departmental employees.

Work Absorption:

Redistribution of duties from the selected position described above will cause the least hardship on remaining staff. Any remaining work in progress will be transitioned to other members of the department.

Effect of Changes on Employees:

The incumbent employee in the position identified for elimination will be laid off.

Ranking Factors and their Relative Weights:

If it is determined that any of the staff members in the affected positions has retention rights, the University will utilize the ranking set forth in the published layoff matrix for the University of Northern Colorado which was developed pursuant to Chapter 7 of the State Personnel Board Rules and Director’s Administrative Procedures, to determine any impacts resulting from an exercise of retention rights under Board Rule 7-18.

Pursuant to § 24-50-124, C.R.S., as of January 1, 2013, eligibility for retention rights within the state personnel system has changed. Retention rights for those who are eligible under current law will be determined following the State Personnel Board Rules and Director’s Administrative Procedures in Chapter 7. Affected staff members will receive a written notice at least 45 days in advance of their position being eliminated or anticipated layoff. In the event an employee has retention rights, UNC will strive to minimize the resulting impact.

Modifications to Special Qualifications for Positions Affected by the Layoff Business Plan:

No special qualifications have been modified.

Organizational Chart(s) for Named Department:

See Attachments.

Approved: Burkhard Englert
Supervisor

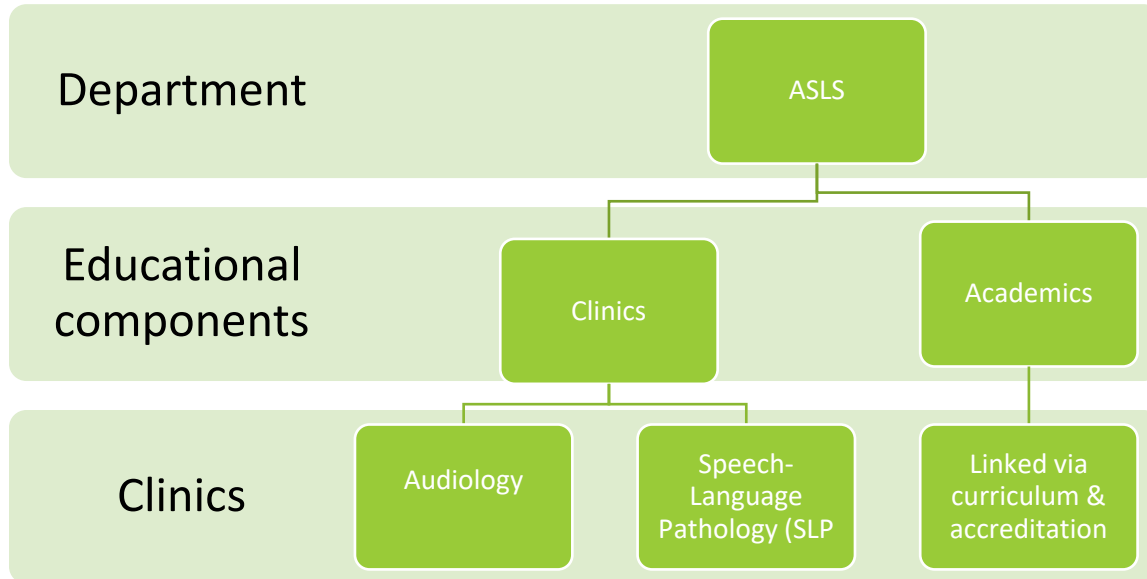
Date: 6/1/2020

Approved: _____
President/Vice President/Authorized Designee

Date: _____

UNC Speech-Language Pathology and Audiology Clinic

Organization Chart



Personnel

