

Professional/Administrative staff Layoff Business Plan

The University of Northern Colorado has engaged in a months-long process of evaluating and prioritizing programs, academic and non-academic alike, in an effort to develop an Action Plan. The driving factors underlying the need to develop the Action Plan include: the reduction of the number of 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. The University's Leadership has determined that the financial position of the University is sufficiently dire to warrant implementation of permanent cost-savings measures that include a reduction in force.

The purpose of this layoff plan is to facilitate strategic planning prior to the abolishment of any staff position(s) and to provide an open and transparent explanation for the elimination of position(s) and/or service(s).

Description of Process: The University of Northern Colorado embarked on the development of an Action Plan to address revenue shortfalls, identified through internal processes that have resulted from failure to meet enrollment numbers needed to maintain revenue based on the University's anticipated, but not realized growth targets. Development of the Plan includes a campus-wide evaluation of all programs: academic, administrative, athletic, facilities, business, etc.

Last year, evaluation criteria were developed through an inclusive and collaborative process for the four broad areas: academic programs, student services programs, athletic programs, and administrative and operational programs. Each unit was asked to report relevant data to the specific criteria. This data was combined with other information to evaluate each program so that the most critical programs to the success of the University of Northern Colorado could be retained and those with lower value or impact on students and the university could be considered for elimination or reductions.

While engaging in the Action Plan process the institution scrutinized all vacancies before determining whether they were a necessity to fill. Alternatives taken into consideration to minimize the need for layoffs include: modifying the tuition benefit for employees and their dependents, modifying the insurance plan premiums and/or plans, modify retirement plan contributions from the employer, further reducing staff travel expenses, furlough days for staff, voluntary and involuntary reduction of employee FTE, outsourcing of shared services, extending computer refreshes and maintenance, changing faculty workload.