



Professional Administrative 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. 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 College of Natural and Health Sciences:

Planned Changes for the College of Natural and Health Sciences:

Through the above described process, twenty-five (25) positions (11 exempt and 14 classified) were identified for layoff due to realignment of responsibilities and reassignment of specific job duties.

The 25 impacted positions are:

	College/Area	Org	Psn	Title
1	460NHS	46010	E99662	Sr. Administrative Specialist
2	460NHS	46010	E99826	Administrative Specialist
3	460NHS	46010	E99871	Sr Business Mgr College of NHS
4	460NHS	46110	E99409	Business & Technology Manager
5	460NHS	46200	E99204	Clinical Placement Coord
6	460NHS	46200	E99215	Business Manager SON
7	460NHS	46200	E99218	Undergrad Prgrm Mngmt Spec
8	460NHS	46200	E99572	Receptionist/Admin Asst
9	460NHS	46300	E99363	Administrative Specialist
10	460NHS	46420	C00348	Admin Assistant II
11	460NHS	46440	C00084	Admin Assistant III
12	460NHS	46460	C00368	Admin Assistant III
13	460NHS	46470	C01660	Admin Assistant III
14	460NHS	46530	C00645	Program Assistant I
15	460NHS	46530	C01641	Admin Assistant II
16	460NHS	46530	C01641	Admin Assistant II
17	460NHS	46540	C00206	Admin Assistant III
18	460NHS	46540	C01252	Admin Assistant III
19	460NHS	46550	C00217	Admin Assistant III
20	460NHS	46600	C01178	Admin Assistant III
21	460NHS	46600	C01407	Admin Assistant II
22	460NHS	46700	C00168	Admin Assistant III
23	460NHS	46700	C00394	Admin Assistant III
24	460NHS	46110	E99789	Associate Director
25	460NHS	46420	E99305	Laboratory & Industry Agency L

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

Anticipated Benefits:

To better serve constituents, UNC will be undergoing a significant organizational restructure. The new organizational structure will create several benefits to the University. These include redeploying specialized staff to administrative service centers and to student/faculty support roles, which will result in skilled staff completing all tasks, thereby enhancing service to campus constituents. The University will also benefit from increased operational efficiencies as a result of implementing changes. For example, having a smaller number of specialized staff to train increases efficiency and accuracy. Staff from home departments (i.e., accounting, human resources, marketing) will spend less time training. Additionally, service will be enhanced by having content area experts supported by applicable department staff. This means that financial savings can be redeployed to campus priorities such as the Strategic Enrollment and Student Success plan.

Specific Personnel Actions:

The twenty-five (25) positions (11 exempt and 14 classified), associated FTE and primary duties found to no longer be essential to the operations of the institution, are as follows. All primary duties from the listed positions will be redistributed to the new Administrative Service Center positions and Student Faculty Support positions.

	Org	Psn	Title	FTE	Primary Duties
1	46010	E99662	Sr. Administrative Specialist	1.0	The Senior Administrative Specialist is the primary support for the Dean and has responsibilities in the areas of curriculum, support staff training, and affiliation agreements.
2	46010	E99826	Administrative Specialist	1.0	This Administrative Specialist position has responsibilities related to the design, implementation and management of the daily activities in the front office of the NHS Dean's office. This position exists to assist the Dean and staff of the college office in their support of faculty, students, and staff through administrative management, website management and development, committee support, project collaborations and college events.
3	46010	E99871	Sr Business Mgr College of NHS	1.0	The Senior Business Manager is a position that has responsibilities in the areas of college-wide processes for budgetary compliance, travel authorizations, grant budget reviews, and multi-year financial planning.
4	46110	E99409	Business & Technology Manager	.84	This Business & Technology Manager position has responsibilities related to the design, implementation and management of the daily activities in the MAST Institute Office. This position provides administrative support to the Institute and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Director and Associate Director of the Institute.
5	46200	E99204	Clinical Placement Coord	.50	This Clinical Placement Coordinator position for the School of Nursing has responsibilities that primarily include: faculty/student program compliance; instructor/student clinical clearance compliance; agency onboarding requirements; and clinical placements & tracking.

6	46200	E99215	Business Manager SON	1.0	This Business Manager position for the School of Nursing has responsibilities that primarily include: budget planning, analysis, and management; faculty and exempt employment contracts; invoicing, payments, equipment, and supplies; fund management and reconciliation.
7	46200	E99218	Undergrad Prgrm Mngmt Spec	1.0	This Undergraduate Program Management Specialist position for the School of Nursing has responsibilities that primarily include: undergraduate student admissions, course scheduling, curriculum, and other general program questions.
8	46200	E99572	Receptionist/Admin Asst	1.0	This Receptionist/Administrative Assistant position for the School of Nursing has responsibilities that primarily include: administrative support for all nursing programs, support for program evaluation and admissions process, room scheduling for meetings, and any other general questions for the School of Nursing.
9	46300	E99363	Administrative Specialist	1.0	This Administrative Specialist position has responsibilities related to the design, implementation and management of the daily activities in the School of Sport and Exercise Science Office. This position provides administrative support to programs within the School and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Director, SES faculty and school staff.
10	46420	C00348	Admin Assistant II	.80	This Administrative Specialist II position has responsibilities related to the design, implementation and management of the daily activities in the Department of Earth and Atmospheric Sciences Office. This position provides administrative support to programs within the Department and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Chair, EAS faculty and staff.
11	46440	C00084	Admin Assistant III	1.0	This Administrative Specialist III position has responsibilities related to the design, implementation and management of the daily activities in the Department of Physics and Astronomy Office. This position provides administrative support to programs within the School and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Chair, PAS faculty and staff.
12	46460	C00368	Admin Assistant III	1.0	This Admin Assistant III is a position that takes care of the chemistry office's day-to-day management, tracking budgets, ordering office supplies, balancing all the faculty travel cards, assisting students, preparing paperwork and examinations, and planning the events of the Department.
13	46470	C01660	Admin Assistant III	.50	This Administrative Specialist III position has responsibilities related to the design, implementation and management of the daily activities in the Science Education Office. This position provides administrative support to programs within the program and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of SCED faculty and staff.
14	46530	C00645	Program Assistant I	1.0	This Program Assistant I position has responsibilities related to the budget management of the Department of Audiology and Speech Language Sciences Office. This position also provides support to programs within the Department and disseminates information to faculty, staff, students and other stakeholders.
15	46530	C01641	Admin Assistant II	.50	This Administrative Specialist II position has responsibilities related to the design, implementation and management of the daily activities in the Department of Audiology and Speech Language Sciences Office. This position provides administrative support to programs within the Department and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Chair, ASLS faculty and staff.
16	46530	C01641	Admin Assistant II	.50	This Administrative Specialist II position has responsibilities related to the design, implementation and management of the daily activities in the Department of Audiology and Speech Language Sciences Office. This position provides administrative support to programs within the Department and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Chair, ASLS faculty and staff.
17	46540	C00206	Admin Assistant III	1.0	This Administrative Specialist II position has responsibilities related to the design, implementation and management of the daily activities in the

					Department of Nutrition and Dietetics Office. This position provides administrative support to programs within the Department and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Chair, DND faculty and staff.
18	46540	C01252	Admin Assistant III	1.0	This Administrative Assistant III position for the Department of Nutrition and Dietetics has responsibilities that primarily include: internal and external graduate and undergraduate student, staff, and preceptor communication, affiliation agreement requests and monitoring, onboarding for Dietetic interns, and accreditation for Dietetic interns and the Distance Dietetics Program.
19	46550	C00217	Admin Assistant III	.80	This Administrative Specialist III position has responsibilities related to the design, implementation and management of the daily activities in the Department of Human Services Office. This position provides administrative support to programs within the Department and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Chair, HUSR faculty and staff.
20	46600	C01178	Admin Assistant III	1.0	This Administrative Specialist III position has responsibilities related to the design, implementation and management of the daily activities in the School of Mathematical Sciences Office. This position provides administrative support to programs within the School and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Director, SMS faculty and school staff.
21	46600	C01407	Admin Assistant II	.57	This Administrative Specialist II position has responsibilities related to the design, implementation and management of the daily activities in the School of Mathematical Sciences Office. This position provides administrative support to programs within the School and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Director, SMS faculty and school staff.
22	46700	C00168	Admin Assistant III	1.0	This Administrative Specialist III position has responsibilities related to the design, implementation and management of the daily activities in the School of Biological Sciences Office. This position provides administrative support to programs within the School and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Director, BIO faculty and school staff.
23	46700	C00394	Admin Assistant III	1.0	This Administrative Specialist III position has responsibilities related to the design, implementation and management of the daily activities in the School of Biological Sciences Office. This position provides administrative support to programs within the School and disseminates information to faculty, staff, students and other stakeholders. This position also supports the work of the Director, BIO faculty and school staff.
24	46110	E99789	Associate Director	1.0	This Associate Director of position has responsibilities with the MAST Institute that primarily include: directing grant funded projects regarding educators and students involved in the establishment of Internal Review Board applications, contracts, financial accountability, delivery of effective instructional practices for participants, data collection processes, and reporting structures for the duration of the projects. This position supports programs and activities that improve the persistence and graduation of high-need undergraduates in STEM programs at UNC and collaborates with UNC STEM program directors to identify and develop funding projects (STEM freshmen support structures and scholarships) to support the recruitment and retention of high-need students in STEM areas. This position also aids in establishing effective practices for student persistence and graduation.
25	46420	E99305	Laboratory & Industry Agency L	.50	This Laboratory & Industry Agency L position has responsibilities that primarily include working with students in the Department of Earth and Atmospheric Sciences on internship placement, including preceptor communication and affiliation agreements.

Work Absorption:

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

Organizational Chart(s) for Named Department:

See Attachments.

Supervisor: _____

Date: _____

Approved: _____

Date: _____

President/Vice President/Authorized Designee

