

As stated in the URPC's Balanced Budget Proposal for 2019-2022, "Each Division will be tasked with providing a clear, transparent, and rationalized summary to the URPC regarding progress towards identifying and adopting strategies to achieve the specified reductions in alignment with our [Guiding Measures and Principles](#). These summaries will be submitted quarterly, beginning March 31, 2020." Below is a worksheet for documenting and reporting information that will help keep the URPC and campus informed about Divisional planning.

Please describe your division's Year 1 achieved reductions (reflected in the 2020-21 budget) and also provide a status update of reduction actions since July 1, including how much is still outstanding.

Administrative Affairs is responsible for \$3,363,626 of the \$20 million institutional reduction targets. As of July 1, 2020, Administrative Affairs had realized 59% of the division's targeted reductions:

Year 1 Reduction Summary: -\$1.99M

Budgeted Position Reductions - \$1.5M

- Eliminated 15 positions (incl. 5 seasonal/pool positions)
- Shifted 3 positions to alternate funding sources

Operating Expense Reductions - \$.49M

Summary by MBU (note: initial MBU targets slightly higher than total target for division)

| Admin Affairs By MBU | Reduction Target by MBU | 2020-21 Reductions |
|-----------------------------|-------------------------|--------------------|
| ADMINISTRATIVE AFFAIRS - VP | -228,001 | -162,236 |
| BUSINESS SERVICES | -872,792 | -445,060 |
| FACILITIES MANAGEMENT | -1,828,178 | -1,330,719 |
| HUMAN RESOURCES | -196,758 | -31,359 |
| UNIVERSITY POLICE | -409,052 | -23,210 |
| Grand Total | -3,534,781 | -1,992,584 |
| <i>Above/(Below) Target</i> | <i>171,155</i> | |

Year 2 Reduction Update: -\$1.37M

- Division leadership has been actively working on remaining reductions this fall
- Reduction plans due to VP Gordon this month (December)
- Significant portion of remaining reductions will be achieved through EEPs (~10 positions)
- Reorganizations underway to realign work
- Remaining reduction plans will be finalized in January

Please describe the overall budget reduction planning process within your division. Additionally and specifically, address the following:

a) How have you achieved transparency among your stakeholders? For example, how did you share with your stakeholders an overview of the division's budget, with a description of what has been reduced thus far and from where, and how much is still needing to be achieved?

b) How have you engaged stakeholders in a shared decision-making process? For example, how was their feedback and input considered in decisions made thus far, and how will their feedback/input be considered in decisions still to be made to reach final reduction targets?

An overview of the division's reduction planning process:

- Last spring, leadership team developed preliminary reductions plans based on 15%, 20%, and 25% scenarios
- From there, initial planning targets were established by MBU/area at differential levels
 - Note: initial targets in total slightly higher than needed to provide a buffer
- Reductions to occur over two years (2020-21 Budget and 2021-22 Budget), with the goal to achieve as much in Year 1 as possible
- Depending on the size of the MBU, additional engagement with area leadership teams occurred to develop scenarios and plans (example: Facilities Management engaged the FM lead team in this work)
- In addition to updates and engagement by leaders within their respective areas, reduction information similar to this request was also shared at the December all division meeting (budget updates are a regular agenda item at almost every division meeting) to ensure everyone is informed on budget, division priorities and MBU priorities.

Please speak to how your reduction strategy contemplates and incorporates the guiding principles as provided by the URPC:

- **Students First:** *We will always prioritize the needs of students and their education first. We will support students' academic success and provide courses and services that facilitate their education and graduation.*
- **Preserve and Value Personnel:** *The education of students is intimately linked to the morale and security of staff and faculty. As such, every effort will be made to avoid concerted personnel dismissals. We will instead focus on preserving jobs for existing employees and engaging in thoughtful, evidence-driven approaches to filling positions as vacancies arise, and leveraging reassignment of personnel in line with student needs and growth.*
- **Fiscal Stability and Revenue Enhancement:** *The budget must be balanced on an annual basis, and be sustainable into future years, through co-equal consideration of contemporary needs and ongoing institutional health.*
- **Mission, Vision, and Context:** *We will continue to work toward realizing the articulated vision of the University.*
- **Transparency (Clarity), Communication, and Shared Governance:** *We need input in order to make informed decisions about resource allocations such that they reflect the values, needs, and avowed intentions of the University community. In order to provide meaningful input, the Campus community must be informed about the issues being considered. Reciprocal participation by all stakeholders is thus advised and requested.*

The division is committed to achieving its targeted reductions. The division is also working as a strategic partner to advance University efforts to expand and diversify revenue streams. Three members of the division's leadership team were leads on the strategic planning work group for Resource Stewardship and Sustainability, so we are actively engaged and connecting our work with the larger mission, vision and goals of the University. Where possible, we have worked to eliminate vacant positions and not backfill EEPs in order to preserve existing personnel. In addition, as reorganizations have occurred, we have focused on providing growth opportunities for our existing employees.

While much of our work indirectly supports students, we have made efforts to reduce spending in combination with reorganizations and process improvement to minimize impacts to students and the campus. Preserving student jobs has been a focus during our planning efforts and we have even added a student intern program to help train and prepare students for the workforce when they graduate. One student from the program, who is graduating this month, has been hired as an emergency hire in Payroll - demonstrating the early success of this program.

- What might be some projected consequences of your respective reduction/reduced distribution of resources?
- What strategies will you adopt/have you adopted for limiting potential impact to students?
- What are the broad consequences of proposed actions? Include measures such as position reductions and dollar amounts down to the MBU.
- What were the consequences of actions undertaken thus far.
- What are potential inter-divisional impacts? How have you determined those impacts and subsequently limited negative outcomes for other areas?

Challenges:

- Maintaining and improving service with less staffing
- Preserving staff morale
- Increased workload and stress associated with COVID-19 response, which is significant within the Administrative Affairs division

Strategies/Opportunities:

- Process improvement initiatives
- Rethinking how we do the work that we do
- Realigning work to better serve students and campus stakeholders
- Reorganizations to streamline operations and minimize service impacts
- Cross division consolidation opportunities

Potential consequences/impacts:

- Less resources to serve the campus could create service delays and/or challenges meeting service needs
- Less flexibility/capacity to meet new service needs as they arise