

Santa Barbara City College
College Planning Council
Tuesday, October 30, 2012
3:00 p.m. – 4:30 p.m.
A218C
Minutes

PRESENT

L. Gaskin, President;
L. Auchincloss, Pres., CSEA;
P. Bishop, VP Information Technology;
P. English, Interim VP HR;
J. Friedlander, Executive VP Ed Programs;
K. Monda, Academic Senate Representative,
Chair Planning & Resources Committee;
J. McPheter, Classified Staff Representative;
M. Medel, Supervisory Bargaining Unit;
D. Morris, VP, Academic Senate;
K. Neufeld, President-elect, Academic Senate;
D. Nevins, President, Academic Senate;
K. O'Connor, Academic Senate Representative;
C. Salazar, Classified Staff Representative;
B. Schaffner, Director, Continuing Education,
for O. Arellano
G. Sherman, President, Assoc. Student Body;
J. Sullivan, VP Business Services

ABSENT:

O. Arellano, VP, Continuing Education ,
R. Else, Sr. Dir. Inst. Assessment, Research &
Planning;

GUESTS:

P. Butler, Planning & Resources Committee;
A. Harper, Director, Continuing Education
K. Harris, Director, Continuing Education
D. Hersh, Dean, Ed Programs
D. Hollems, Dean Ed Programs;
J. Metiu, Chair Allied Health Dept.;
B. Partee, Dean, Educational Programs
B. Pazich, Dean, Ed Programs;
J. Pike, Director, Learning Resource Center;
S. Saenger; Co-Chair, Cont. Ed. IA
L. Stark, Pres. Instructors' Association ;
L. Vasquez, ITC, Committee Chair

1.0 Call to Order

- 1.1 President Lori Gaskin called the meeting to order and asked for the approval of the minutes.
- 1.2 Approval of 10/16/12 CPC Minutes

**M/S/C (Nevins/Salazar) to approve the corrected minutes of the 10/16/12 CPC meeting.
All were in favor.**

2.0 Announcements

- 2.1 P. English, Interim VP HR reminded CPC that the completion of the hourly staff restoration request form is due November 2.

3.0 Information Items

- 3.1 Upcoming dates for CPC:
 - November 6
 - November 20
 - December 4

Dr. Gaskin announced the dates of the last three CPC meetings of the year and informed CPC that at the December 4 meeting, the first reading and reviewing of the accreditation special report that deals with our sanction of warning will take place. This special report has been

worked on by the Accreditation Task Force over the past several months. We may or may not have to have a second meeting in December.

4.0 Discussion Items

4.1 Review of the 2011-2014 District Technology Plan – P. Bishop

VP Bishop reported that the review of the 2011-2014 District Technology Plan has already been through ITC, DTC, and Academic Senate. Dr. Bishop would like CPC to review it and at the November 6 CPC meeting the District Technology Plan will be an action item for approval.

4.2 Proposed Mission Statement Review Process – L. Gaskin

The Board of Trustees has established as one of its 2012-13 goals the review of the college's mission statement as a starting point to coalescing and refining our planning process into an integrated structure. The President provided an overview of the process being proposed for review of the mission statement.

Dr. Gaskin stated that CPC is the body that oversees the mission statement. She reminded the members that the mission statement is at the core of integrated planning.

Dr. Gaskin reported that she has invited Dr. Eva Conrad, former president of Moorpark College, to be the consultant to work with the college on the mission statement and on the integrated planning process. Dr. Conrad who has done substantial work with institutions on mission statements, integrated planning and with accreditation sanctions, has been invited to attend the next CPC Meeting on November 6. Dr. Conrad will outline the details of the proposed process that she will take the college through.

5.0 Action items

5.1 Operations Program Review information on new van for van pool. – J. Sullivan

The total estimated cost for the program review items from operations departments is \$146,900 which was approved by CPC at the October 16 meeting with the exception of the \$25,000 for a new van for the van pool pending a cost-analysis which CPC will review at this meeting.

VP Sullivan reported on the balance after expenses that have accumulated in the van pool reserves which is \$25,000. After further discussion a motion was made.

M/S/C (Sullivan/Monda) to approve up to \$10K toward the new van for the Santa Maria van pool, that there be a minimum of four individuals who are utilizing the carpool and that an outreach effort is launched to ensure employees are aware of this transportation option. Two were opposed, fourteen in favor, no one abstained.

5.2 Budget Development Timeline for 2013 – 14 Budget - J. Sullivan and L. Gaskin (Att. 5.2)

The budget development timeline for the 2013-14 budget provides the schedule from October, 2012 through September, 2013. The schedule covers the development of program

review, budget assumptions, tentative and adopted budgets, critical dates and the consultation process.

VP Sullivan handed out and walked CPC through the 2013-14 budget development timeline.

Dr. Gaskin introduced Zero-Based-Budgeting (ZBB) into this discussion. Dr. Gaskin stated that an institution needs to look back and see what its baseline is and move forward, especially in times of austerity. She stressed that this is not a yearly process, but healthy to do every few years when there are limited fiscal resources.

Dr. Gaskin outlined the different major object codes used in the college's budgeting, delineated which ones would be included in the review and analyzed. She stressed that no permanent staff codes would be reviewed, but areas such as supplies and materials, contracts and services, and equipment would be. Tier 1 needs are essentials needed to run a program, Tier 2 needs are identified as important, but not essential and Tier 3 allows the operation to be enhanced.

Dr. Gaskin stated that ZBB is prioritizing where this institution believes it needs to place its limited resources and recognizing that we cannot continue to do it all. This relates to our mission statement.

Dr. Gaskin asked for an action to approve the college building the discretionary part of the general fund, using ZBB for the 2013 – 14 calendar year.

M/S/C (Friedlander/O'Connor) to approve the Budget Development Timeline for 2013 – 14 Budget with a notation that more detail will be added in terms of the committee work. All in Favor, no one opposed.

M/S/C (Nevins/Neufeld) to implement Zero Based Budgeting for the development of the discretionary part of the general fund using ZBB budget of 2013 – 14 within this calendar.

Discussion took place regarding the ZBB motion with a request that the vote be postponed until the November 6 Meeting in order to take it to the Academic Senate meeting to discuss.

M/S/C (O'Connor/Monda) to table the motion to implement ZBB until the November 6 CPC Meeting. All in Favor, no one opposed.

5.3 Emergency Operations Request – J. Sullivan

Emergency Operations is requesting \$26,000 from contingency in the equipment fund to purchase communications equipment for the emergency operations center. The equipment consists of 8 radios, flashlights, repeaters (including installation) to allow communication across the entire campus and between the campus and Wake and Schott centers during an emergency. There is no equipment available for this currently.

VP Sullivan explained the importance of purchasing the repeaters in order to communicate across campus and the Wake and Schott Centers during an emergency. The repeaters are more reliable than cell phones and in an operation Dr. Gaskin, and her team will need to communicate with all those involved.

M/S/C (Nevins/Friedlander) to approve Emergency Operations request of \$26,000 from contingency in the equipment fund to purchase communications equipment for the emergency operations center. All in Favor.

5.4 Integrated Planning Work Group - Lori Gaskin

The President is requesting CPC form a workgroup to evaluate the college's overall planning framework and develop an integrated approach linking the varied elements of that structure. R. Else, Sr. Dir. Inst. Assessment, Research & Planning will be heading up this group. The goal of the integrated planning is to enable every person on this campus to understand how our processes relate. This group will help the college develop that. Dr. Gaskin stated that she was looking for individuals who have a passion for this. The nine who volunteered and who are on the committee are as follows:

- 1) Robert R. Else, Sr. Dir. Inst. Assessment, Research & Planning - Chair
- 2) Lori Gaskin, President, SBCC
- 3) Dean Nevins, President, Academic Senate
- 4) Kim Monda, Academic Senate Representative, Chair Planning and Resources Committee
- 5) Paul Bishop, VP Information Technology
- 6) Priscilla Butler, P&R, Academic Senate
- 7) Liz Auchincloss, Pres., CSEA
- 8) Laurie Vasquez, ITC, Committee
- 9) Nina Mahaffey, Supervisor of the CLRC from Management Group
- 10) Jack Friedlander, place holder for someone from Ed Programs.

M/S/C (O'Connor/Bishop) to approve the CPC Integrated Planning Workgroup. All in Favor.

5.5 Conversions of Non-credit, Non-enhanced FTES to Fee-Based (Tuition) for 2012-2013 – O. Arellano

At its special meeting on June 20, 2012, the Board of Trustees provided direction to the Continuing Education Division to convert 40% of the non-enhanced FTES to fee-based (tuition) in fall 2012, and 20% in winter 2013. This has been accomplished.

It is the recommendation of the Continuing Education (CE) Council that no additional conversions occur beyond the 60% for the 2012-2013 year in anticipation of full conversion with the launching of the Center for Lifelong Learning in fall 2013. The CE Division is requesting a recommendation from CPC.

After a discussion there was consensus that this item would be considered by CPC after the outcome of the November election is known.

6.0 Adjournment

6.1 The meeting was adjourned.

6.2 The next regularly scheduled CPC meeting will be Tuesday, November 6 in Room A218C, 3:00 p.m. - 4:30 p.m.

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ABSENT:

R. Else, Sr. Dir. Inst. Assessment, Research &
Planning;
D. Morris, VP, Academic Senate;
K. Neufeld, President-elect, Academic Senate

GUESTS:

E. Conrad, Consultant
P. Butler, Planning & Resources Committee;
S. Dixon, Supervisory Bargaining Unit,
D. Hersh, Dean, Ed Programs
B. Pazich, Dean, Ed Programs;
J. Pike, Director, Learning Resource Center;
S. Saenger; Co-Chair, Cont. Ed. IA
M. Spaventa, Dean, Ed Programs
L. Stark, Pres. Instructors' Association ;
E. Stein, Classified Consultation Group
L. Vasquez, ITC, Committee Chair

1.0 CALL TO ORDER

1.10 President Gaskin called the meeting to order. CPC will be asked to approve the 10/30/12 CPC Minutes at the 11/20/12 meeting.

2.0 ANNOUNCEMENTS

2.10 Dr. Gaskin stated that the delicious Election Day celebratory cake was made by students in Sandy Allain's CA 124, Principles of Baking class and by students in Chef Susan Schneiderbauer's CA 224 Pastry Practicum class.

3.0 INFORMATION ITEMS

3.1 Executive Director Job Description, Center for Lifelong Learning. - J. Friedlander, (Att. 3.1)

EVP Friedlander discussed the job description for the Executive Director of the Center for Life Long Learning (CLL). He stated that this is the culmination of a year and a half of brainstorming and planning with community groups as well as with Interim VP Human Resources English, Dr. Gaskin and others. The job description will be presented as an information item to the Board's November 8, 2012 meeting and will be announced shortly thereafter with the intent of filling the position in early January. Funds to pay for this position

this year will come from the Continuing Trust Account. This position will be self-funded from fees generated from the CLL courses and program beginning in September 2013.

4.0 DISCUSSION ITEMS

4.1 Mission Statement Review – L. Gaskin and Dr. Eva Conrad (consultant), (Att. 4.1)

Dr. Gaskin prefaced her introduction of Dr. Conrad stating that the review of the SBCC Mission statement is a monumental step because the college's planning processes are linked and interwoven and central to that is a mission statement that has meaning and purpose to the institution. The Board recognized that if the college is going to move into the future in a strategic way, the mission statement needs re-examination in light of the fiscal austerity measures that the college as well as the state has been confronting.

Dr. Gaskin introduced Dr. Eva Conrad, former President of Moorpark College, who has been hired to be the consultant on this project. As President of Moorpark College, Dr. Conrad led the college in developing an integrated planning process and streamlined processes for college governance. She is now working as a consultant with a focus on strategic planning and how to build an integrated planning model. She is highly regarded around the state for her work on accreditation and integrated planning. Dr. Gaskin turned the meeting over to Dr. Conrad to explain the proposed process.

Dr. Conrad provided her background information to CPC and presented the proposed process for the mission statement review process. She spoke about the importance of community colleges' to routinely and systematically review their mission statements and to assess if their mission statements measure up to their own value systems. The process entails individual interviews with CPC, Executive Council and governance groups: Academic Senate, Board of Trustees, Classified Consultation Group, Deans' Council, Managers, and Student Senate. The results of the interviews will be summarized to identify common themes which will then be integrated into a report. A CPC retreat will be held Wednesday, January 23, 2013 from 9am – 1pm to review the results and draft a revised mission statement. The participants will include CPC members plus two additional representatives from each constituency and two Board members. CPC Members were asked to invite the two members from their groups so those members can HOLD the date on their calendars.

4.2 Zero Balance Budgeting – J. Sullivan (handout)

The process for developing a zero based budget will be examined using a tiered approach for determining funding down to the account level. The timeline for the process, including review, will be proposed.

VP Sullivan walked CPC through the information from his handout explaining the process for developing Zero Based Budgeting (ZBB). He explained that the departments will receive spreadsheets to complete as they did in the past with the budget. The information will be consolidated and uploaded into Banner and be available to everyone. There was further discussion clarifying the process and about holding budget training sessions. The Deans will be asked to spread the word that VP Business Services Sullivan and his team will be willing to train different departments. The ZBB process will be integrated into the 2013 – 14 Budget Development Timeline.

5.0 ACTION ITEMS

5.1 Reorganization: Human Resources and Emergency Preparedness (First Reading) – L. Gaskin, (Att. 5.1)

CPC is presented with a reorganization plan which provides for the: (1) restructuring of Human Resources given the recent retirement of the Vice President of Human Resources and Legal Affairs; and (2) creation of a management position responsible for emergency/disaster preparedness and response.

Dr. Gaskin restated what was outlined in the attachment regarding the reorganization of Human Resources and the need for a new management position to oversee the college's Emergency Preparedness. At this point in time the college does not meet basic state and federal regulations for emergency preparedness. There was further discussion regarding the pros and cons of hiring a new full time person. When the Special Advisor for Emergency Management, from the Chancellor's Office, Kim Aufhauser was on campus training faculty, staff, students and trustees about emergency preparedness, he also drew up a six page document delineating areas that the college needs to work on which Dr. Gaskin stated she would share with CPC.

_____ was expressed about this new position. Academic Senate Representative, K. O'Connor requested that this information be taken back to their constituent groups for consideration. Dr. Gaskin agreed and asked that this be considered a first reading.

5.2 Proposal: Reorganization for Risk Management, Community Services, Purchasing, Duplicating Contracts and Bidding – J. Sullivan, (Att. 5.2)

The vacancy of the director of risk management and community services has created the need for reorganizing Business Services. The primary assumption is that the director position will not be replaced and the restructuring will allow for preserving most of the salary for that position as savings to the District. The areas that need additional resources applied to them are risk/liability, contract administration and the expanding role of community services. This reorganization will provide for covering these responsibilities with one less management position. The reorganization would be permanent.

Dr. Gaskin stated that this proposal will also be considered a first reading. VP Sullivan went through the information included in the attachment in more detail. Further discussion ensued and there was consensus that this too will be brought back again for a second reading.

5.3 Restoration of Budget Cuts in Critical Areas: Report from Short-Term Hourly Work Group. P. English, L. Auchincloss

The Work Group for the Restoration of Budget Cuts in Critical Areas include: two co-chairs: L. Auchincloss, Pres., CSEA and P. English, Interim VP, Human Resources and six members: Paul Bishop, Joyce McPheter, Michael Medel, Dean Nevins, Kathy O'Connor and Cindy Salazar. Dr. Gaskin had asked that CPC provide a recommendation regarding the need to consider restoring a portion of the short-term hourly cuts, as this is the part of our budget reduction plan that is getting us closer to a structurally balanced budget. The request for restoration was sent out to Deans, Managers and Chairs with a request deadline of November 2. The requests were then ranked at the November 5 Executive Committee Plus Meeting, and the results were reported to CPC.

Dr. Gaskin reported that the requested total was \$306,077. The vast majority of the requests came from Ed Programs, so the Deans Council worked on prioritizing those areas and there were only two areas from Business Services.

President, Academic Senate Dean Nevins reported the ranked results from the projected spreadsheet. The requested total for EVP Friedlander's area and VP Sullivan's area is \$280,441.50. Dr. Friedlander explained what process the Deans went through, clarifying that this restoration was to get people by just this year. Given the cuts the college has had in prior years plus 50% taken out this year, this amount asked for restoration is to provide essential services in three major categories: Health and Safety, Critical Services and Tutoring. Dr. Gaskin reported that the original cut was close to \$1M, and this represents approximately a 29% restoration proposal. Dr. Nevins walked the members through the rankings spreadsheet which showed who asked for what, justifications and amounts and said the updated spreadsheet will be sent to CPC members for review. CPC has been asked to approve recommending that the Board of Trustees approve a transfer of \$280,441.50 from reserves for 2012-13 only for the restoration of budget cuts in critical areas.

M/S/C (Friedlander/Nevins) to approve recommending \$288,441.50 for restoration of budget cuts in critical areas for this year only. In Favor: 6; Opposed: 1; Abstentions: 4.

5.4 2011-2014 District Technology Plan – P. Bishop, (Att. 5.4)

The 2011-2014 District Technology Plan has been through ITC, DTC, and Academic Senate. Last week it was presented to CPC for review and this week CPC is being asked to approve the 2011-2014 District Technology Plan.

M/S/C (O'Connor/Auchincloss) to approve the 2011 - 2014 District Technology Plan. All were in favor.

6.0 ADJOURNMENT

- 6.1 The next regularly scheduled CPC meeting will be Tuesday, November 20 in Room A218C, 3:00 p.m. - 4:30 p.m.

**BUDGET DEVELOPMENT TIMELINE Updated November 2012
For the 2013-14 Budget**

Date Due	Committee	Description	Day of Mo?
October 3, 2012		Program Review Updates, including Resource Requests opens.	
November 21, 2012		Deadline for Program Review submissions.	
December (2012)	EC	All Zero Based Budgets are distributed to Budget Managers	
December (2012)		Budget Forum	after Nov. election
December 5, 2012	Program Review committee	Review resource request reports.	
January (2013)		Gov. releases proposed budget, estimate implications for SBCC.	Estimate day
January 14, 2013		Discussion of budget strategies, estimate of potential expense increases. Program Review distributed to consultation groups.	
January 25, 2013	Budget Manager	To submit to their immediate supervisor Zero Based Budgets for review.	
January 21, 2013	EC	Review Gov.'s State budget proposal.	
January 28, 2013	EC	Review Gov.'s State budget proposal.	
February (2013)	P&R	Review and discussion of Program Reviews	Estimate day
February (2013)	ITC	Review and discussion of Program Reviews	Estimate day
February 5, 2013	CPC	Presentation of current mid-year Budget update and Gov.'s State budget proposal.	
February 5, 2013	Area VP	All Zero Based Budgets are reviewed and completed.	
February 11, 2013	Fiscal	Presentation of current mid-year budget update and Gov.'s State budget proposal.	
February 11, 2013	EC	Begin development of tentative budget assumptions.	
February 19, 2013	CPC	Review the Zero Based Budgets.	
February 21, 2013		Receive P-1 State Apportionment Allocation	Last week of February
February 21, 2013	CPC	Begin development of tentative budget assumptions.	
March 4, 2013	EC	Continue work on budget assumptions.	
March 19, 2013	CPC	Continue work on budget assumptions.	
March 25, 2013	EC	Preliminary Unrestricted General Fund revenue budget.	
March (2013)		Zero Based Budget is incorporated in the Budget Process for 2013-14.	
March (2013)	Budget Managers	Distribute preliminary Salary Model for comment, TLU analysis for adjunct & overload exp.	Estimate day
April 1, 2013	EC	Preliminary Unrestricted General Fund revenue budget.	
April (2013)	DTC	Program Review	First week
April (2013)	EC	Program Review	First week
April (2013)	Academic Senate	Program Review	First week
April (2013)		Projection of current year ending balance and 2013-14 budgets for all funds. Refine transfers from General Fund to other funds.	Estimate day
April 2, 2013	CPC	Preliminary Unrestricted General Fund revenue budget.	
April 8, 2013	Fiscal	Preliminary Unrestricted General Fund revenue budget.	
April 8, 2013	EC	Budget and Assumptions	
April 11, 2013	Study Session	Preliminary Unrestricted General Fund revenue budget.	
April 16, 2013	CPC	Budget and Assumptions	
April (2013)		Budget Forum	Estimate day

**BUDGET DEVELOPMENT TIMELINE Updated November 2012
For the 2013-14 Budget**

May (2013)		Asses implications for Gov.'s May revise for SBCC. Finalize budget assumptions and projection of year end fund balances.	Estimate day
May (2013)		Compile budget into adoption presentation format.	Estimate day
May (2013)	CPC	Review Program Review.	Estimate day
May 6, 2013	EC	Preliminary tentative budget review and recommendation.	
May 7, 2013	CPC	Preliminary tentative budget review and recommendation.	
May 9, 2013	Study Session	Preliminary tentative budget review and recommendation.	
May 13, 2013	EC	Tentative budget review.	
May 21, 2013	CPC	Tentative budget review.	
June (2013)		Final adjustments to Tentative Budget presentation format.	Estimate day
June 3, 2013	EC	Review of final tentative budget.	
June 10, 2013	Fiscal	Review of final tentative budget.	
June 13, 2013	Study Session	Review of final tentative budget.	
June 13, 2013	Study Session	Public hearing/Adoption of Tentative Budget.	
September (2013)		Final adjustments to Adopted Budget presentation format.	Estimate day
September 9, 2013	EC	Review of Adopted budget.	
September 9, 2013	Fiscal	Review of Adopted budget.	
September 12, 2013	Study Session	Review of Adopted budget.	
September 12, 2013	Study Session	Public hearing/Approval of Adopted Budget.	
November (2013)		Budget Forum	after Nov. election

Proposal: Reorganization for Risk Management, Community Services, Purchasing, Duplicating Contracts and Bidding

The vacancy of the director of risk management and community services has created the need for reorganizing Business Services. The primary assumption is that the director position will not be replaced and the restructuring will allow for preserving most of the salary for that position as savings to the District. The areas that need additional resources applied to them are risk/liability, contract administration and the expanding role of community services. In addition this position would be responsible for bringing the college into compliance with emergency preparedness regulations, protocols, procedures, and laws; and (2) ensure ongoing readiness by creating a management position with oversight, accountability, and responsibility for all aspects of emergency/disaster preparedness and response. This reorganization will provide for covering these responsibilities with one less management position. The reorganization would be permanent.

Positions Restructured

Three positions will have additional responsibilities assigned to them:

1. Director of Purchasing to become Director of Administrative Services and Emergency Response. This is a new position assigning risk/liability management, community services, emergency compliance and training, and contracts to the position of Director of Purchasing. These additional responsibilities would require restructuring two positions reporting in to this position.
2. Lead for Community Services and Workers Compensation Administration. Currently there is an administrator working out of class to support the expanded role of community services as well as supporting workers compensation and risk. This position would be made permanent in the new position and would oversee one full time administrator and at least 7 part-time temporary workers.
3. The Senior Buyer would become Lead of Purchasing, Shipping and Receiving. This would be adding the responsibility of overseeing shipping, receiving, moves and adds to the senior buyer responsibilities providing relief for the director position.

There will be one position (Communications Services Coordinator) moved from communications (currently reports to Director-Purchasing), into the IT department as a result of the reorganization. This will help to balance the workload for the new Director position.

The savings from the restructuring after taking into consideration the compensation required for the increased responsibilities would be from the elimination of the community service/risk manager position of \$102,000. There is \$22,500 remaining in the current year budget from eliminating the rent a risk manager position, the balance is not included in the current year budget. Approximately \$18,000 would be allocated to the three positions and an additional \$24,000 is requested for emergency response support. The savings from eliminating the position would be approximately \$60,000.

**Reorganization
Human Resources
*Revised: November 2012***

Factors Contributing to this Reorganization Plan

- Retirement of the Vice President, Human Resources/Legal Affairs in June 2012.
- Opportunity to examine the efficacy of decoupling human resources from legal affairs.
- Opportunity to reorganize Human Resources, accrue salary savings, and redeploy that savings to institutional positions in high need areas.

Human Resources

- Restructure the Vice President, Human Resources/Legal Affairs position into Vice President, Human Resources.
- Engage external legal counsel on a retainer basis.
- Reorganize the Human Resources department:
 - (1) eliminate the position of Director of Human Resources;
 - (2) assign the current Director of Human Resources/interim Vice President of Human Resources to the Vice President position on a permanent basis; and
 - (3) reclassify the Human Resources Technician II position to Human Resources Technician III as a result of significantly increased scope of responsibilities associated with this reorganization.
 - (4) Add a new Human Resources Technician I position to address shifting responsibilities associated with this reorganization.