



## **Budget Planning Strategic Position Review Process**

### **Overview**

*The transformative process to strategically realign the University of Akron's budget has begun. All open positions, temporary hire requests, retire-rehire requests, stipends, off-line adjustments and position audit requests are subject to the strategic position review process outlined below. The purpose of this process is to ensure that personnel dollars are strategically allocated to essential positions now and in the future.*

*Requests to fill open positions, hire temporary employees, negotiate retire-rehire agreements, award stipends and give off-line increases and perform position audits will be considered to determine what action is required to achieve the University's strategic priorities of academic excellence, student success, enrollment management, revenue diversification and enhancement, and operational excellence. Strategic positions support and/or further these strategic priorities. In addition to the strategic position review, funding will be provided for academic investment as approved in the budget process each fiscal year. This funding will be strategically utilized to create academic and other strategic positions.*

*Once all required documentation is received, the personnel-related request will be reviewed according to the process outlined below. The Strategic Position Review Committee meets approximately every two weeks. Once decisions on the requested actions are finalized, they will be communicated, verbally and/or in writing via email/required paperwork to the applicable departments, deans and/or vice presidents.*

### **Process**

#### **1) Review by Provost of Academic, Student Affairs, and IT Areas.**

- Only strategic academic and administrative hires will be made.
- Retire-Rehire agreements will only be offered for strategic positions and will be negotiated to result in salary savings for the University. Salary savings result when the retire-rehire agreement is less than the retiree's previous compensation, due to differences in the salary and/or cost of benefits.
- Academic Positions in the Colleges, including faculty, contract professionals, and staff

- Deans will confer with Department Chairs to write a needs analysis and justification for the position and send to the Provost for review (preliminary verbal discussions are helpful). They should use data collected in last year's program review snapshots.
- Justification includes:
  - Enrollment data—faculty/staff assignments and sections that must be offered
  - Analysis of utilization of part-time and/or temporary employees, including student assistants for the area
  - Documentation of the position as a strategic hire
  - Immediate need to fill position
- Administrative Positions in IT and Student Affairs, including contract professionals and staff
  - VPs/Directors write a needs analysis and justification for position and send to the Provost (preliminary verbal discussions may be helpful)
  - Justification includes:
    - Current open positions in the area and relationship of this position to overall staffing and staffing plans
    - Analysis of potential coverage of the function by other employees, including student assistants
    - Value added by the position to the strategic priorities of the University, with focus on student success and revenue generation/cost efficiencies
    - Immediate need to fill position

**2) *Review by Vice President for Finance and Administration/CFO of Administrative Units and Athletics.***

- Only strategic hires will be made.
- Retire-Rehire agreements will only be offered for strategic positions and will be negotiated to result in salary savings for the University. Salary savings result when the retire-rehire agreement is less than the retiree's previous compensation, due to differences in the salary and/or cost of benefits.
- Administrative Positions [VP areas (except IT and Student Affairs) and Athletics]
  - VPs/Directors write needs analysis and justification for position and send to the VPFA/CFO (preliminary verbal discussions are helpful)
  - Justification includes:
    - Current open positions in the area and relationship of this position to overall staffing and staffing plans
    - Analysis of potential coverage of the function by other employees, including student assistants
    - Value added by the position to strategic priorities of the University, with focus on student success and revenue generation/cost efficiencies

**3) *Strategic Position Review Committee will review request, as appropriate.***

The Strategic Position Review Committee will be comprised of the President, or his designee, the Provost, the VPFA/CFO and vice presidents, deans, the executive director of Human Resources, the director of Equal Employment Opportunity and other administrators, as necessary and appropriate, to share expertise and make determinations on whether positions are strategic, appropriate salary and wages for positions and timing for filling positions.

**4) *Prior Approval of Senior VP/Provost or VPFA/CFO will be required to begin JRF/PAF/TRF/Position Audit processing.***