

BOARD OF TRUSTEES
UNIVERSITY OF THE DISTRICT OF COLUMBIA
UDC RESOLUTION NO. 2013-01

SUBJECT: Abolishment of positions due to budget and financial requirements

WHEREAS, pursuant to the “Fiscal Year 2013 Budget Support Act of 2012,” Subtitle D, Sec. 4031 (“the Act”), the Board of Trustees was directed by the Council of the District of Columbia to approve a plan starting in Fiscal Year 2013 to bring the University’s costs, staff and faculty size in line with other comparable public universities (“Right-Sizing Plan”); and

WHEREAS, the Act further required the Board to identify under-enrolled and under-performing academic programs and a plan for improving or eliminating those programs; and

WHEREAS, the Act further required the Board to approve a staff and faculty reduction strategy and timeline, including an assessment of the initial and subsequent budgetary impacts of implementing this strategy; and

WHEREAS, the Board and the University Administration have carefully studied enrollment projections, staffing levels and budget and finance requirements and expectations; and

WHEREAS, the University’s enrollment declined by 2008 to its lowest level since 1997 and despite some increase in enrollment at the undergraduate Flagship program, the University by 2011 was unable to sustain substantial positive enrollment growth in the Flagship; and

WHEREAS, a review of University’s administrative staffing compared with peer institutions showed that the University has higher staffing levels than similar institutions; and

WHEREAS, a strategic academic realignment is necessary to ensure affordable education for District residents in the 21st century and such a realignment will eventually reduce the number of independent majors and academic departments, resulting in a corresponding reduction in faculty and staff positions in academic and administrative units; and

WHEREAS, the abolishment of appropriate staff and faculty positions, selected in a manner to assure an adequate academic and operating framework while at the same time achieving the necessary savings to assure budget compliance for FY 2013 and beyond and will save substantial dollars in personnel expenditures for FY 2013 and for subsequent Fiscal Years, as described in the Financial Impact Statement accompanying this Resolution; and

WHEREAS, such savings are critical to reducing the University’s cost per full-time equivalent student, creating economic efficiency and financial stability over the long-term and assuring that a deficit will not occur in Fiscal Years 2013 and 2014; and

WHEREAS, the abolishment of positions is necessary to balance the structural budget problem created by lowered enrollment over the past decade or more without corresponding reductions in staffing, to maintain fiduciary responsibility and to operate within approved budgets and assure compliance with the District of Columbia's Anti-Deficiency Act; and

WHEREAS, the Board has also determined for the current Fiscal Year 2013 that in order to assure a balanced budget and operate in conformity with District law requiring a balanced budget, staff and faculty positions will need to be abolished during this Fiscal Year; and

WHEREAS, the D.C. Code §1-624.08 "Abolishment of Positions for fiscal year 2000 and subsequent Fiscal Years" ("Abolishment Act") establishes a procedure for abolishing position within the University; and

WHEREAS, pursuant to the Abolishment Act the Board through its Executive Committee has previously directed the Administration to identify lesser competitive areas within the University including a description of each proposed competitive area, an organizational chart of the University identifying each of the proposed competitive areas and a justification for the need to establish a lesser competitive area, such description attached hereto as Appendix A; and

WHEREAS, the Board through its Chair has asked the Chief Operating Officer or her designee to identify approximately 69 staff and faculty positions throughout the competitive areas contained in Appendix A and those positions (including sufficiently identifying information such as position number, title, grade and organizational location) are listed in Appendix B; and

WHEREAS, the Administration has presented Appendix A and Appendix B as well as a general Plan to Abolish Positions in FY 2013 ("Abolishment Plan") describing how positions proposed for abolishment were selected and how such abolishment actions will be implemented by the Administration, such Abolishment Plan attached hereto as Appendix A; and

WHEREAS, having reviewed Appendix A and being satisfied that it identifies appropriate and necessary lesser competitive areas within the University; and

WHEREAS, having reviewed Appendix A and Appendix B and determined that the positions in Appendix B proposed for abolishment have been carefully scrutinized by the Administration to assure that their abolishment is critical to and will support the Board's efforts to balance the FY 2013 budget or are necessary to achieving the fiscal responsibility and balance as identified for FY 2014 and beyond, and further that the implementation of the Abolishment Plan will provide appropriate information and support for employees whose positions are abolished or who are otherwise displaced from their position as a result of the abolishment of positions under this Resolution;

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees of the University of the District of Columbia hereby abolishes the positions listed in Appendix B; and

BE IT FURTHER RESOLVED, that the Board hereby directs the Chief Operating Officer or her designee to implement the abolishment of the staff and faculty positions identified in Appendix B of this resolution, such action to assure the fair and timely implementation of the abolishment of these positions in a manner consistent with all of the Abolishment Act statutory requirements, including but not limited to: assuring that eligible employees are entitled to one round of lateral competition consistent with the Abolishment Act and with Chapter 24 of the District Personnel Manual (DPM), sections 2408 - 2411; preparing a retention register as provided for in Chapter 24 of the DPM, sections 2412 - 2421; providing notice to employees meeting the requirements of D.C. Code §1-624.08 (e) and District Personnel Manual (DPM), section 2422 and containing the information regarding appeal described in D.C. Code §1-624.08 (f) and such other information regarding appeal as the University deems appropriate; and assuring that such employees are aware that they may have rights under the Agency Reemployment Priority Program or the Displaced Employee Program established pursuant to Chapter 24 of the DPM, sections 2427-2430; and

BE IT FURTHER RESOLVED, that the Board directs that the Chief Operating Officer or her designee implement the abolishment of the positions approved by this resolution to assure compliance with D.C. Code §1-624.08(g) regarding severance; and

BE IT FURTHER RESOLVED, that the Board hereby directs that Educational Service employees whose positions are abolished pursuant to this Resolution and who are not otherwise eligible for severance under the severance provision of the Abolishment Act, D.C. Code §1-624.08(g), and who are not re-employed at the University or another District agency in a different position following the abolishment of their current position, shall, conditioned on the execution of a legal release in a form satisfactory to the University's General Counsel, receive severance pay according to the same terms and formula as such severance pay is provided for Career Service and District Service employees in Chapter 11 of the District Personnel Manual, Section 1148; and

BE IT FURTHER RESOLVED, that this Resolution and its Appendices A and B shall all be considered together to constitute the Administrative Order or its equivalent necessary to abolish positions pursuant to the Abolishment Act and that the Chief Operating Officer or her designee are hereby directed to provide Notice to individuals whose positions have hereby been abolished beginning as soon as reasonably practicable in January 2013 following the approval of this Resolution.

Approved by Board of Trustees:

January 23, 2013



Elaine A. Crider
Chairperson of the Board

A List
UDC Abolishment Act List

Division	Department	Position #	Title	Approv. Salary	Comp Service Years	Approx. Salary + Benefits (28.7%)	CBU	Type of Appointment	Type of Service
1 Academic Affairs	Admissions	00013711	RECORDS OFFICER	\$73,729	39.98	\$94,889	Non Union	Regular Appointment	Educational
2		00051069	OFFICE MANAGER	\$54,858	6.85	\$70,602	Non Union	Regular Appointment	Educational
3	CAS	00007078	SECRETARY	\$128,587		\$165,491			
4		00015789	COMPUTER LAB TECH	\$42,536	7.81	\$54,744	AFSCME	Regular Appointment	Career
5		00045040	RESEARCH ASSOCIATE	\$43,221	31.05	\$55,625	AFSCME	Regular Appointment	Educational
6		00022051	SECRETARY	\$61,141	17.42	\$78,688	AFSCME	Regular Appointment	Educational
7		00002331	SECRETARY	\$50,420	12.55	\$64,891	AFSCME	Regular Appointment	Career
8		00004447	SECRETARY	\$53,048	5.84	\$68,273	AFSCME	Regular Appointment	Career
9		00033443	RESEARCH ASSISTANT	\$57,308	13.60	\$73,755	AFSCME	Regular Appointment	Educational
CAS Total				\$33,561	11.18	\$43,193	AFSCME	Regular Appointment	Educational
10	CAUSES	00006778	SECRETARY	\$341,235		\$439,169			
11		00007984	BUSINESS MANAGER	\$49,106	12.04	\$63,199	AFSCME	Regular Appointment	Career
12		00044250	TECHNICAL SERVICES SPECIALIST	\$87,430	41.90	\$112,522	Non Union	Regular Appointment	Educational
13		00036838	EXTENSION AGENT II	\$72,883	12.87	\$93,800	AFSCME	Regular Appointment	Educational
14		00042159	SECRETARY	\$72,883	11.18	\$93,800	AFSCME	Regular Appointment	Educational
15		00039883	EXTENSION AGENT II	\$46,478	19.42	\$59,817	AFSCME	Regular Appointment	Educational
16		00044859	LAB MANAGER	\$63,811	31.00	\$82,125	AFSCME	Regular Appointment	Educational
17		00047587	FARM MANAGER	\$53,822	8.64	\$69,269	AFSCME	Regular Appointment	Educational
18		00041162	ASSOC PROFESSOR/CHAIR	\$75,151	25.49	\$96,719	AFSCME	Regular Appointment	Educational
CAUSES Total				\$87,972	11.43	\$78,480	Non Union	Regular Appointment	Educational
19	Arts and Sciences	00009631	ASSISTANT PROFESSOR	\$589,536		\$758,733			
20		00012022	PROFESSOR	\$60,961	50.67	\$78,457	NEA	Regular Appointment	Educational
21		00015577	PROFESSOR	\$97,551	48.38	\$125,548	NEA	Regular Appointment	Educational
22		00047895	PROFESSOR	\$103,799	46.41	\$133,589	NEA	Regular Appointment	Educational
23		00041212	ASSISTANT PROFESSOR	\$80,365	22.44	\$103,430	NEA	Regular Appointment	Educational
College of Arts and Sciences Total				\$58,952	7.18	\$75,871	NEA	Regular Appointment	Educational
24	Institutional Research	00040897	SENIOR DATA ANALYST	\$401,628		\$516,895			
25		00041237	OPERATIONS RESEARCH ANALYST	\$82,146	9.52	\$105,722	Non Union	Regular Appointment	Educational
Institutional Research Total				\$83,489	47.88	\$107,450	AFSCME	Regular Appointment	Educational
26	Research	00021167	STAFF ASSISTANT	\$165,635		\$213,172			
Total Research				\$57,308	30.84	\$73,755	AFSCME	Regular Appointment	Educational
27	SEAS	00015918	ELECTRONICS TECH (MECHANICAL)	\$57,308	33.87	\$73,755	AFSCME	Regular Appointment	Educational
SEAS Total				\$57,308		\$73,755			
28	Learning Resources	00003587	LIBRARY TECHNICIAN	\$57,308		\$73,755			
29		00024485	MEDIA TECH IV	\$46,294	12.76	\$59,580	AFSCME	Regular Appointment	Educational
30		00051056	DEP DIR WASH DC INTER FILM FES	\$52,170	41.45	\$67,143	AFSCME	Regular Appointment	Educational
Learning Resources Total				\$68,575	16.19	\$88,256	Non Union	Regular Appointment	Educational
31	Provost Office	00038536	DIRECTOR, INTERNATIONAL AFFAIRS	\$167,039		\$214,979			
Provost Office Total				\$68,936	7.30	\$88,721	Non Union	Regular Appointment	Educational
32	School of Business	00003369	SECRETARY	\$49,106		\$63,199	AFSCME	Regular Appointment	Career
33		00038102	CAREER COUNSELOR	\$68,947	10.17	\$88,735	AFSCME	Regular Appointment	Career
School of Business Total				\$118,053		\$151,934			
34	Law School	00002458	LIBRARY TECHNICIAN	\$49,275	16.98	\$63,417	AFSCME	Regular Appointment	Career
35		00039994	STAFF ASSISTANT (ACQUISITIONS)	\$63,046	10.01	\$81,140	AFSCME	Regular Appointment	Educational
36		00044536	SPECIAL ASSISTANT TO THE DEAN	\$87,430	30.32	\$112,522	Non Union	Regular Appointment	Educational
37		00047936	STUDENT ACCOUNTS SPECIALIST (LAW SCHOOL)	\$57,308	3.72	\$73,755	AFSCME	Regular Appointment	Educational
Law School Total				\$257,059		\$330,835			
ACADEMIC AFFAIRS TOTAL				\$2,352,324		\$3,027,441			

A List
UDC Abolishment Act List

	Division	Department	Position #	Title	Approx. Salary	Comp Years	Approx. Salary + Benefits (28.7%)	CBU	Type of Appointment	Type of Service
38	Agency MGMT	Facilities	00011079	ADMIN ASST	\$75,151	51.22	\$96,719	AFSCME	Regular Appointment	Educational
39			00016105	PAINTER	\$65,062	43.90	\$83,735	AFSCME	Regular Appointment	Career
40			00017591	BOILER PLANT OPERATOR LEADER	\$70,616	23.87	\$90,883	AFSCME	Regular Appointment	Career
41			00020629	PIPEFITTER/LEADER	\$55,806	7.38	\$71,823	AFSCME	Regular Appointment	Career
42			00024031	PARKING MONITOR	\$39,166	13.01	\$50,407	AFSCME	Regular Appointment	Educational
43			00025481	BOILER PLANT OPERATOR LEADER	\$70,616	11.21	\$90,883	AFSCME	Regular Appointment	Career
44			00038461	CARPENTER LEADER	\$70,616	31.62	\$90,883	AFSCME	Regular Appointment	Career
45			00043456	BOILER PLANT OPR LEADER	\$65,062	3.69	\$83,735	AFSCME	Regular Appointment	Career
46			00043707	SUPERINTENDENT, BL PL OPR	\$73,923	23.08	\$95,139	Non Union	Regular Appointment	Career
47	Facilities Total		00044871	BOILER PLT OPER 3RD CLASS ENG	\$59,467	13.59	\$76,534	AFSCME	Regular Appointment	Career
48		Finance/Procurement	00019875	PROGRAM ASSISTANT	\$645,486		\$830,741			
49	Finance/Procurement Total				\$44,326	24.55	\$57,048	Non Union	Regular Appointment	Educational
50		Information Technology	00005571	COMP ASST	\$44,326		\$57,048			
51	Information Technology Total		00015520	INFO TECH SPEC DATA STORAGE	\$55,488	34.48	\$71,413	AFSCME	Regular Appointment	Career
52		University Relations	00038524	STAFF ASSISTANT	\$63,046	47.33	\$81,140	AFSCME	Regular Appointment	Educational
53	University Relations Total		00018009	ALUMNI RELATIONS COORDINATOR	\$118,534		\$152,553			
			00043128	EXEC. DIR. DEVELOPMENT	\$51,212	7.89	\$65,910	Non Union	Regular Appointment	Educational
					\$75,151	39.82	\$96,719	AFSCME	Regular Appointment	Educational
					\$104,274	5.96	\$134,201	Non Union	Regular Appointment	Educational
					\$230,637		\$296,830			
	AGENCY MANAGEMENT TOTAL				16		\$1,337,171			
54		Athletics	00020852	POOL MGR	\$44,850	37.42	\$57,722	AFSCME	Regular Appointment	Educational
55			00024012	ASSOCIATE ATHLETIC DIR FOR EXTERNAL RELATIONS	\$70,920	2.01	\$91,274	Non Union	Regular Appointment	Educational
56			00025672	RECREATION & FAC MGR SUPV	\$53,521	13.31	\$68,882	AFSCME	Regular Appointment	Educational
57			00047000	STAFF ASSISTANT	\$70,615	43.22	\$90,882	AFSCME	Regular Appointment	Educational
58			00039482	HEAD VOLLEYBALL COACH	\$71,471	6.43	\$91,983	Non Union	Regular Appointment	Educational
59	ATHLETICS TOTAL		00035189	ASST VOLLEYBALL COACH	\$39,883	5.59	\$51,329	Non Union	Regular Appointment	Educational
					6		\$452,072			
60		Community College	00020030	ASSESSMENT SPECIALIST	\$75,151	47.05	\$96,719	AFSCME	Regular Appointment	Educational
61			00047894	PROFESSOR	\$114,264	28.19	\$147,058	NEA	Regular Appointment	Educational
	COMMUNITY COLLEGE TOTAL				2		\$243,777			
62		Student Affairs	00015055	MGMT ASST	\$47,738	12.63	\$61,439	AFSCME	Regular Appointment	Educational
63			00016303	RECEPTIONIST	\$44,504	42.78	\$57,277	AFSCME	Regular Appointment	Career
64			00020050	FINANCIAL AID ASST	\$63,046	47.37	\$81,140	AFSCME	Regular Appointment	Educational
65			00038071	VETERANS AFFAIRS SCHOOL CERTIFYING OFFICIAL	\$52,170	41.21	\$67,143	AFSCME	Regular Appointment	Educational
66			00041966	SUPV SPEC FOR ST DISAB	\$66,955	22.18	\$86,171	AFSCME	Regular Appointment	Educational
67			00042450	STAFF ASSISTANT	\$45,898	5.30	\$59,071	AFSCME	Regular Appointment	Educational
68			00065189	MEDICAL ASSISTANT	\$41,809	4.71	\$53,808	Non Union	Regular Appointment	Educational
69	STUDENT AFFAIRS TOTAL		00063188	MEDICAL ASSISTANT	\$41,809	7.73	\$53,808	Non Union	Regular Appointment	Educational
					8		\$519,857			
	GRAND TOTAL				69		\$5,580,318			

Type of Service	# of Positions
Career	18
Educational	51
GRAND TOTAL	69

**The University of the District of Columbia
Plan to Abolish Positions in FY 2013**

January 23, 2013

I. INTRODUCTION

This Plan to Abolish Positions in FY 2013 (“Abolishment Plan”) at the University of the District of Columbia (“University” or “UDC”) is established in response to the University’s current Fiscal Year 2013 budget deficit, the anticipated Fiscal Year 2014 budget shortfall and the long term need of the University to right-size its employee workforce. The alignment of personnel costs with projected revenue is necessary in order to assure fiduciary responsibility and compliance with budget constraints while at the same time continuing to deliver high quality academic programs, with associated student support services, for the benefit of the citizens of the District of Columbia.

The Abolishment Plan is presented by the Chief Operating Officer and her Administration to the Board of Trustees in support of the recommendation to abolish certain faculty and staff positions at the University consistent with the District of Columbia Abolishment Act, D.C. Code § 1-624.08 (“Abolishment Act”).

II. BACKGROUND

In FY 2012, the University determined that the anticipated deficit for FY 2013 was likely to be an amount in excess of \$9,000,000. The University’s Board of Trustees and President, during the University’s annual performance hearing before the Council of the District of Columbia in March 2012 and annual budget hearing in April 2012, presented their conclusions regarding the anticipated budget problems for FY 2013 and on a longer term basis for FY 2014 and beyond. Subsequently, the Council enacted legislation requiring the University to implement plans to reduce its costs.

Pursuant to the “Fiscal Year 2013 Budget Support Act of 2012,” Subtitle D, Sec. 4031 (“the Act”), the Board of Trustees was directed by the Council of the District of Columbia to approve a plan (“Right-Sizing Plan”) starting in Fiscal Year 2013 to stabilize University costs and bring those costs, including staff and faculty size, in line with other comparable public universities. The Act required the Board to identify under-enrolled and under-performing academic programs; to develop a plan for improving or eliminating those programs; and to approve a staff and faculty reduction strategy and timeline, including an assessment of the initial and subsequent budgetary impacts of implementing this strategy.

In addition to the mandates of the Act, the University took immediate steps to address the revenue gap in its FY 2012 budget, resulting in the University’s Gap Closing Plan, a combination of limiting Non-Personnel Services spending, curtailing non-critical hiring, and making limited transfers from its Fund Balance. By September 6, 2012, the President approved 36 positions to be eliminated from the University’s FY 2012 budget.

In the spring of 2012, the University began working on a plan to present to the Mayor and the Council. The University’s Right-Sizing Plan was unanimously approved by the Board, and subsequently submitted to the Council on October 1, 2012. The Board anticipates that with its implementation, the Right-Sizing Plan will create a University that is more academically effective, economically efficient and financially stable over the long term. The Right-Sizing Plan

predicts a five year cost avoidance of more than \$95 million and an increase in annual revenue of \$14 million by FY 2018.

A key aspect of the Right-Sizing Plan included an assessment and realignment of academic programs in all academic units, aimed eventually at reducing the number of independent majors by 25 and resulting in the elimination of academic degree programs. This academic review built upon earlier efforts in 2009 and 2010 that proposed the elimination of selected degree programs. The Board approved the elimination of some degree programs, including French, Spanish, Urban Studies and the undergraduate level Respiratory Therapy program. Most faculty and staff positions associated with those discontinued degree programs are subject to elimination as part of this Abolishment Plan.

Similarly, the Right-Sizing Plan required action to streamline administration through a critical review of all staffing, including at the senior management level, and action to reorganize, consolidate and transfer administrative units in order to reduce hierarchy, redundancy and bureaucracy. The academic realignment was summarized in the Right-Sizing Plan as follows:

The implementation of the interdisciplinary focus areas and integration of different learning paradigms will necessarily mean changes in our faculty through reductions and strategic additions. The Board believes the implementation will result in a reduced number of programs, faculty and staff, and additions of new interdisciplinary courses and programs supported by more efficient organizational arrangements and better alignment with critical educational and job training needs of the District.

The Board determined in the Right-Sizing Plan that, contemporaneous with a realignment and reduction of faculty to fit new program models, administrative staff and senior management must be right-sized in order to achieve true operational efficiency. A key part of this administrative staff right-sizing was an internal review of senior management staffing in order to compress the hierarchical structure of the University and better align executive, administrative and managerial positions with the academic profile of the University. As stated in the Right-Sizing Plan, “[T]he Board’s paramount goal in this area is to ensure that costs are contained in a way that limits expenditures while minimizing adverse impact on University operations and instructional needs.”

The Board concluded in the Right-Sizing Plan that the University’s financial health should be expected to significantly improve upon implementation of right-sizing initiatives, including faculty and staff reductions. In addition to reducing costs per full-time equivalent student, the Board concluded that right-sizing would contribute to sustained growth in the University’s Fund Balance, another important goal of the Right-Sizing Plan.

III. DEVELOPMENT OF THE ABOLISHMENT PLAN

The Board of Trustees and the Administration reviewed and assessed the options available for reductions in the number of personnel at the University, and determined that the

Abolishment Act would be the vehicle to achieve these personnel reduction goals. Throughout the process, it was determined that the short-term cost reduction goals would be accomplished in part through a stronger focus on the elimination of staff positions. The assessment of staff positions to be eliminated included a determination of the need to streamline by realigning or reprogramming functions and reducing the number of staff needed to perform necessary functions. The long-term right-sizing of faculty positions, by contrast, requires careful deliberation and substantial lead time with regard to program termination and teach-outs of academic programs, which are currently underway.

A. Selection of Positions Proposed for Abolishment

In selecting positions for abolishment, the Vice President for Human Resources (“VPHR”) consulted with the President initially, and then met with senior administrators of the executive cabinet of the University (e.g., Facilities; Student Affairs; Government Relations; General Counsel; University Relations; Finance; and Provost) as well as each Dean of a college or school of the University. In those meetings, the VPHR and each administrator reviewed which positions could be eliminated with the least adverse impact on the services to be provided in that administrator’s area of operations and without compromising the University’s existing compliance obligations.

Faculty position abolishment reflected the Provost’s judgments about which academic programs were being phased out and where scarce resources would be best employed given strategic changes in the University’s overall academic offerings. Position selection also included judgments by the Deans or the Provost regarding the need to “teach out” students remaining in a degree program approved for discontinuation, to transition the functions of a program or department to a new setting within the University, and similar matters of academic administration.

In July 2012, the Provost worked with the University’s academic Deans to eliminate costs from their respective FY 2013 Non-Personnel Services budgets unless such cuts involved resources necessary to carry out basic operations. The Deans also focused on additional reductions of non-faculty staff positions, beyond those they had already identified in the spring and early summer of 2012. This included a review by each Dean of the clerical and technical functions in her/his college or school that could be streamlined by realigning or reorganizing functions and reducing the number of staff positions to perform necessary functions. Deans were asked by the Provost to identify and eliminate functions and positions least essential to achieving their core academic and/or service missions.

Deans were also instructed to eliminate at least one-half of all funded but vacant and full-time visiting faculty positions. These reductions were based on an assessment of which positions were least essential to achieving the academic unit’s teaching, learning, research, service and enrollment goals. Deans were also required to review course schedules for the coming 2012-13 Academic Year and to reduce the number of course offerings in general and specifically those that would be taught by adjunct faculty, in order to meet an overall two-thirds reduction in the adjunct faculty budget at the University.

Factors considered by the managers selecting positions to be abolished differed depending on whether the positions being considered were faculty or staff positions and on their location within the organization. Consistent with such difference, such factors ordinarily included but were not limited to: elimination of duplicative functions; elimination of less essential functions and programs that would be least harmful or least disruptive to achieving a particular unit's goals or the University's goals; reduction of administrative costs; realignment or consolidation of certain functions; and assessments to determine whether savings could be achieved and operational efficiency improved through outsourcing some functions.

Managers used their discretion, consistent with these factors, to choose which positions and applicable grade(s) would be abolished. These reductions were undertaken in the context of assuring that all units of the University could continue to provide core academic and administrative support services to students and employees in order to achieve the University's mission.

Grant-funded positions, because they are not part of the local funds or the appropriated funds budget, were excluded from initial consideration for abolishment as part of the Abolishment Plan process (except as noted in the next sentence), as they would have no impact on reducing the budget problem being addressed by the abolishment of positions. The single exception to the non-consideration of grant-funded positions occurred with respect to the College of Agriculture, Urban Sustainability and Environmental Sciences. In this division of the University, grant-funded positions were eliminated because those positions were funded on grants that required the University to match funds, i.e., for every regular position funded by the University, there was an associated grant-funded position. When a University funded position was eliminated through this abolishment, a corresponding grant-funded position was also required to be eliminated. Grant-funded positions, however, were included on the retention registers when affording employees one round of lateral competition, as discussed in further detail below.

The Chief Operating Officer approved the final list to the Board of all positions to be abolished.

B. Designation of Lesser Competitive Areas

After positions were identified for abolishment, the University was required to provide for one round of lateral competition pursuant to the Abolishment Act. Under the regulations governing the single round of lateral competition, the University is permitted to establish competitive areas smaller than the agency as a whole that are major subdivisions of the University clearly identifiable and distinguished from other areas on terms of mission, operation, function, and staff. The Administration recognizes that competitive areas should reflect the unique nature of an educational institution. The University differs from other government agencies because its various components – individual academic units like colleges and schools as well as administrative units such as Student Affairs or Facilities – generally serve significantly diverse functions. College and school faculty and staff instruct in different subjects and operate in distinct ways. Establishing lesser competitive areas permits the University to achieve the needed cost savings under the Abolishment Plan and to preserve appropriate employee retention

rights without forcing the University to absorb excessive retraining costs or to place an employee in a position for which he or she might not be properly qualified.

The University is establishing lesser competitive areas for each major departmental unit and, with respect to each school or college, lesser competitive areas within the school or college corresponding to the varied disciplines taught by faculty and other instructional, discipline-specific staff, as follows. Organizational charts for each unit are attached to this document.

1. David A. Clarke School of Law

The David A. Clarke School of Law ("Law School") has a unique mission to prepare graduates as legal professionals qualified for admission to the bar. Students learn in a hands-on clinical teaching setting at the only publicly-funded urban land grant HBCU committed to public service and clinical education. The Law School offers an ABA-accredited degree program. The Law School's operations and functions include providing students more than 700 hours of hands-on clinical work and 40 hours of community service to prepare them to deal with real-world clients. The organizational segments of the University affected by the establishment of this lesser competitive area include the Law School's day and evening division programs, the Master's degree in law LL.M. program, the Took Crowell Institute for At-Risk Youth, a large law library, and a variety of clinical legal service programs.

The establishment of lesser competitive areas within the Law School is justified because it is a major academic subdivision of the university, identifiable and distinguishable by its discipline of law and its unique clinical education teaching environment, its legal research activity by the law faculty, and teaching activities which require faculty and support staff with unique academic credentials, experience, and skills. Faculty and other instructional staff working in specific disciplines unique to their credentials and training constitute separate competitive areas for those disciplines, whereas non-discipline specific administrative and support staff compete within a larger, college-wide competitive area.

2. Law Library of the David A. Clarke School of Law

The Law Library is responsible for library acquisitions and cataloging; reference, circulation, and emerging technologies; research instruction and problem solving, and related public services; and for supporting the IT and educational technology needs of the School of Law. The establishment of this as a lesser competitive area is justified because it is a major subdivision of the university, identifiable and distinguishable by its technological discipline within the School of Law and its unique expertise, which requires staff with unique academic credentials, experience, and skills.

3. School of Business and Public Administration

The School of Business and Public Administration of the University ("SBPA") has a unique mission to prepare graduates as business and public administration professionals qualified for professional work in those fields. The SBPA offers accredited degree programs leading to degrees in business and public administration. The organizational segments of the University

affected by the establishment of this lesser competitive area include the School's Department of Management, Information Systems and Marketing, the Department of Accounting, Finance and Economics, the Department of Public Administration and the Institute for Human Service Delivery.

The establishment of lesser competitive areas within the SBPA is justified because it is a major academic subdivision of the University, identifiable and distinguishable by its disciplines of accounting, finance, economics, management, marketing, business administration, computer information systems, procurement and public contracting and public administration. Its program for certification in entrepreneurship uniquely prepares students for the small business environment. These classroom, business world and research activities by the SBPA faculty require faculty and support staff with unique academic credentials, experience and skills. The various academic departments and programs serve significantly different academic disciplines. The educational and professional credentials, teaching experience and research background for the faculty are very different in each of these areas and justify treating each such academic department, division or unique academic discipline as a lesser competitive area. Faculty and other instructional staff working in specific disciplines unique to their credentials and training constitute separate competitive areas for those disciplines, whereas non-discipline specific administrative and support staff compete within a larger, college-wide competitive area.

4. Learning Resources Division

The Learning Resources Division ("LRD") has a mission entirely different than any other unit of the University – to provide support services for teaching and learning to students and faculty. It maintains cooperative programs with other institutions for the exchange of materials and services to augment its support of teaching and learning activities at the University. It maintains resources and collections of information through an online catalog; provides information literacy orientation to patrons; and provides remote access to digital collections and online assistance. It maintains the Center for Academic Technology to support distance learning and enable pedagogical innovation, including support for Blackboard, for instructional design, for oversight of the University's distance education and for online course activities.

LRD also participates with the Washington Research Library Consortium, the D.C. Sponsored Libraries Committee and similar library organizations. It operates the University's archives, including the unique and well-recognized Felix E. Grant Jazz Archives, and the University's multi-media services. The organizational segments of the University affected by the establishment of this lesser competitive area include the Center for Academic Technology, the Information Services and Archives division, the Technical Services division and the Access Services division.

The establishment of lesser competitive areas within the LRD is justified because it is a major academic support subdivision of the University, identifiable and distinguishable by its disciplines of library science, archives and online instructional design as well as its unique facilities and support services for students and faculty throughout the University which require faculty and support staff with unique academic credentials, experience and skills. Faculty and other instructional staff working in specific disciplines unique to their credentials and training

constitute separate competitive areas for those disciplines, whereas non-discipline specific administrative and support staff compete within a larger, college-wide competitive area.

5. College of Agriculture, Urban Sustainability and Environmental Sciences

The College of Agriculture, Urban Sustainability and Environmental Sciences of the University ("CAUSES") has a unique mission as the heart of the University's land grant tradition to offer academic programs that are research based, relevant to local constituents through a wide range of community education programs, aimed at solving urban problems and focused on health and wellness. In addition, CAUSES equally has as part of its mission to function as the Cooperative Extension Service and the designated provider of extension agent services for the U.S. Department of Agriculture to the District of Columbia. Most of these programs are unlike anything offered in the other academic units of the University and, accordingly, require their own lesser competitive areas.

Its various academic departments and programs serve significantly different academic disciplines. Faculty in CAUSES may instruct in different subjects and operate in distinct ways. The educational and professional credentials, teaching experience and research background for the faculty and other discipline-specific instructional staff are very different in each of these areas and justify treating each such academic department, division or unique academic discipline as a lesser competitive area.

The non-instructional, support staff positions for the various departments and programs in CAUSES require only familiarity with the academic requirements applicable generally to CAUSES students. The credentials, training and experience for the support staff in CAUSES are not particularized as to academic departments in CAUSES the same way as are faculty requirements. Accordingly, the lesser competitive area for the non-faculty support staff in CAUSES is the entire College of Agriculture, Urban Sustainability and Environmental Sciences.

6. College of Arts and Sciences

The College of Arts and Sciences of the University ("CAS") currently consists of ten widely varied academic departments, three institutes, a full service speech and hearing clinic, an early childhood laboratory school, a Geographic Information Systems lab in criminal forensics, a newly launched Center for Urban Education, and an art gallery. As a core University academic unit offering undergraduate and graduate degrees, these various academic departments and programs serve significantly different academic disciplines. Individual departments instruct in different subjects and operate in distinct ways. The educational and professional credentials, teaching experience and research background for the faculty and other discipline-specific instructional staff are very different in each of these areas and justify treating each as a lesser competitive area.

At the same time, the non-instructional, support staff positions for the various departments and programs in CAS require only familiarity with the undergraduate and graduate degree requirements applicable generally to CAS students. The credentials, training and experience for the support staff in CAS are not particularized as to academic departments in the

College the same way as are faculty requirements. Accordingly, the lesser competitive area for the non-faculty support staff in CAS is the entire College of Arts and Sciences.

7. Community College

The Community College of the University ("UDCCC") has a unique mission rooted in its unique student population. It is the academic unit of the University that offers the two-year associate degrees and is also the division that offers the largest number of certificate programs, providing training at the certificate level. It is also the college that is the principal provider of the University's continuing education programs, available to all prospective students without requiring prior academic credentials. Finally, it is also the principal provider of Workforce Development programs in the District, aimed at providing skills and training for District residents to enter into the workplace or to expand or enhance their workplace skills and credentials.

UDCCC's various academic departments and programs serve significantly different academic disciplines. Individual departments in the Community College instruct in different subjects and operate in distinct ways. The educational and professional credentials, teaching experience and research background for the faculty and other discipline-specific instructional staff are very different in each of these areas and justify treating each such academic department or division as a lesser competitive area.

The non-instructional, support staff positions for the various departments and programs in the Community College require only familiarity with the associates degree and certificate requirements applicable generally to UDCCC students. The credentials, training and experience for the support staff in UDCCC are not particularized as to academic departments in the College the same way as are faculty requirements. Accordingly, the lesser competitive area for the non-faculty support staff in UDCCC is the entire Community College.

8. School of Engineering and Applied Sciences

The School of Engineering and Applied Sciences ("SEAS") has a mission to prepare graduates as professionals in engineering and computer science. Students learn engineering research, design and applications. The School offers ABET-accredited degree programs (one of only a few universities in the area to do so) in civil, electrical and mechanical engineering, and computer science, along with information technology and a National Security Agency recognized concentration in information assurance. The SEAS's operations and functions include technical and scientific training at the bachelors and masters degree levels. The organizational segments of the University affected by the establishment of this lesser competitive area include the departments of Civil and Mechanical Engineering, Computer Science and Information Technology and the department of Electrical Engineering as well as the Center for Excellence for Renewable Energy and the Assurance Research Center for Trusted Computing Information. The SEAS is a major academic subdivision of the University, identifiable and distinguishable by its technical and scientific engineering disciplines, its extensive scientific research funding and activities, and teaching activities which require faculty and support staff with unique academic credentials, experience and skills.

The SEAS's various academic departments and programs serve significantly different academic disciplines. Individual departments in the SEAS instruct in different subjects and operate in distinct ways. The educational and professional credentials, teaching experience and research background for the faculty and other discipline-specific instructional staff are very different in each of these areas and justify treating each such academic department or division as a lesser competitive area.

The non-instructional, support staff positions for the various departments and programs in the SEAS require only familiarity with the undergraduate and graduate degree requirements applicable generally to SEAS students. The credentials, training and experience for the support staff in the SEAS are not particularized as to academic departments in the School the same way as are faculty requirements. Accordingly, the lesser competitive area for the non-faculty support staff in the SEAS is the entire School of Engineering and Applied Sciences.

9. Executive Administration

Each of the following administrative areas reporting to the President of the University requires the establishment of lesser competitive areas for the employees in each of those areas. These areas each have significantly different requirements for educational and professional credentials or licenses, work experience and job skills. Each of the below administrative components serve significantly diverse functions, and each constitute major subdivisions of the University clearly identifiable and distinguishable from others in the University in terms of their mission, operation, function and staff. Each of these following areas comports with this criteria such that they each constitute separate competitive areas:

- Provost's Office and administrative offices reporting to the Provost ["Academic Affairs Administration"]
- Athletics
- Managing Director of Finance ["Finance"]
- Facilities
- Office of General Counsel ["General Counsel"]
- Government Relations
- Human Resources
- Information Technology
- Office of the President, Secretary to the Board and Internal Auditor ["Office of the President"]
- Student Affairs
- University Relations

C. Determination of Competitive Levels and Retention Registers

The University intends that the implementation of the "one round of lateral competition" provided for in the Abolishment Act pursuant to this Abolishment Plan shall be conducted in a manner consistent with those requirements of Chapter 24 of the District Personnel Manual ("DPM") deemed applicable to the Abolishment Act under the laws, regulations and Court

decisions of the District of Columbia. Under the law, the University has the responsibility and the freedom to determine the positions which comprise the competitive areas in which employees shall compete with each other for retention, as described above. Upon identification of a position to be abolished within a competitive area, the University is required to rank all employees within the same competitive level in accordance with their respective retention standing, as described more fully in detail below.

An employee's Position of Record (ordinarily as identified on the Standard Form 50 in the employee's Official Personnel File in the University Office of Human Resources) shall be the principal controlling factor in the employee's inclusion in a particular competitive level. Position of Record is defined as the position for which the employee receives pay or the position from which the employee has been temporarily reassigned or promoted on a temporary or term basis.

Each competitive level shall consist of all positions in the pertinent lesser competitive area as identified by the University which have the same title and are in the same grade and are sufficiently alike in qualification requirements, duties, responsibilities and working conditions so that the incumbent of one position could successfully perform the duties and responsibilities of any of the other positions, without any loss of productivity beyond that normally expected in the orientation of any new but fully qualified employee. Other factors to be included for consideration in the composition of a competitive level shall include similarity of qualification requirements, the title and series of the positions and other factors as described in sections 2410 and 2411 of Chapter 24 of the DPM, including pay schedules, grade, and whether a position should be excluded from a competitive level because, while the title might be the same as others in the level, its position description includes parenthetical titles in accordance with applicable classification standards that justify its being placed in a separate competitive level. When necessary to choose between grades among otherwise like positions, managers considered the factors referenced earlier when they were choosing positions to be abolished.

Retention registers are required to be established, completed and implemented consistent with sections 2412 through 2421 of Chapter 24 of the DPM. Final retention registers are compiled by calculating creditable service for an employee (including former Federal or District or military service), and providing additional service credit if an employee is eligible as a District resident, a veteran, and/or an employee with an outstanding performance rating in the evaluation year immediately preceding the abolishment. Such data is based on information available to the University at the time of the construction of the retention registers. The retention registers rank employees based on their service date within their respective tenure groups, as follows: Tenure Group 01 is composed of regular employees; Tenure Group 02 is composed of probationary employees; and Tenure Group 03 is composed of employees serving under indefinite, TAPER, or term appointments. Non-competing employees, which are below Tenure Group 03, are in temporary positions or have negative performance evaluations, thereby requiring Non-Competing employees to be released prior to any employee in a higher tenure group. Thereafter, Tenure Group 03 employees would be released from the competitive level (thereby resulting in position abolishment) in inverse order of their standing on the retention register, followed by Tenure Group 02 employees, and then Tenure Group 01 employees.

Grant-funded positions were included on the applicable retention registers in accordance with the pertinent sections of Chapter 24 of the District Personnel Manual when the University conducted one round of lateral competition. Grant-funded employees comprised one of two classifications – regular or temporary, with temporary grant-funded employees having a Not to Exceed (“NTE”) date associated with the appointment. Consistent with the University’s historic classification of regular grant-funded employees, they were treated the same as regular employees at the University for purposes of the retention registers due to their positions being funded by specific federal entitlement programs on a continuing basis. Temporary grant-employees, by contrast, were placed lower on retention registers based on their relevant tenure group because of their NTE status at the University.

D. Severance

In addition to the legally mandated severance pay available to Career Service employees under the Abolishment Act, the Board will approve severance pay for Educational Service employees who are not otherwise entitled to such pay under the Abolishment Act on the same terms and formula as such severance pay is provided for Career Service and District Service employees in Chapter 11 of the District Personnel Manual, Section 1148, conditioned on the execution of a legal release in a form satisfactory to the University’s General Counsel. A legal release will be included along with the Notice delivered to each Educational Service employee whose position is abolished. The employee will not be permitted to execute the release at the meeting with his/her supervisor. It is expected that each employee will review the release carefully after leaving the campus and with whatever legal, financial, family or other advisor the employee may choose. Consistent with the rights for review or cancellation included in their release, employees will be given an envelope in which they can return an executed agreement to the University. Employees are also encouraged to call or make an appointment with the Office of Human Resources if they have questions about the legal release or their severance. Consistent with the regulations governing severance, displaced employees who are re-employed by the University or any other District agency during the period of time they are receiving severance benefits may no longer be eligible for the receipt of severance as re-employed District Government employees.

E. Notice

Notice shall be provided to employees whose positions are approved by the Board of Trustees to be abolished as provided for in the Abolishment Act, namely in writing and provided at least 30 calendar days before the effective date of his or her separation. The University will deliver notice to such employees at least 30 days before the effective date of separation by hand delivery from the employee’s supervisor or more senior manager to the employee in the workplace to the extent possible, with receipt acknowledged in writing by the employee and witnessed by a third party. All employees whose positions are being abolished will also receive Notice at their address shown on University personnel records as their home address by U.S. Mail, Certified/Return Receipt Requested or similar accountable mail delivery method satisfactory to the University. If an employee is off duty at the time Notice is to be delivered by hand at work, the supervisor will arrange to meet with the employee at his or her next scheduled work time.

Each notice should state the effective date of the abolishment of the employee's position; the employee's competitive area, competitive level, tenure group and service computation date; the place where the employee may inspect the regulations and records pertinent to his or her case; the reasons for retaining a lower-standing employee in the same competitive level, if applicable; the employee's appeal rights, including the time limit of appeal and the location of the office to which an appeal should be sent; information about where to get details on any severance for which the employee may be eligible; and summary information advising where the employee can find out about post-abolishment services that may be available through the District Government or the University, including such services as counseling, résumé preparation, unemployment benefits or reemployment rights under the Abolishment Act particularly as they are identified in Sections 2427-2430 of Chapter 24 of the District Personnel Manual.

It is anticipated that some of the faculty whose positions are abolished will have an effective date of termination following the end of the Spring 2013 semester and will continue to teach or complete other regular faculty assignments already in place as indicated by their supervisor. All other employees whose positions are abolished will be, unless otherwise indicated in their specific notice, placed on administrative leave effective upon receipt of the notice of the abolishment of their position. During their meeting with their supervisor, guidance will be provided regarding the retrieval of personal belongings from a locker, desk or office, return of University property and keys and similar matters. Questions about such matters will be resolved by the University's Office of Human Resources. Respect for individual employee dignity is paramount and especially in matters related to each employee's physical departure from the workplace.

F. Post-Abolishment Support

Following the abolishment of an employee's position, the Office of Human Resources will provide each displaced employee with information about services available to aid their transition out of their position, including but not limited to: information about review of their official personnel file or the retention register for their position; information about appeal rights; information about re-employment programs addressed in the Abolishment Act, about résumé preparation or career counseling; information about Employee Assistance Programs such as COPE; and information about obtaining unemployment benefits, retirement benefits, continuation of life insurance, short and long-term disability coverage, dependent care benefits, the Commuter Benefits Flexible Spending Accounts, the Health Savings Flexible Spending Accounts, payment of accrued unused annual leave, continuation of health care benefits, and the like. To the extent Educational Service employees may not otherwise be entitled to participation in the re-employment programs identified in Sections 2427-2430 of Chapter 24 of the District Personnel Manual, pursuant to this Abolishment Plan they are entitled to such participation. The Abolishment Plan also contemplates that the University's Office of Human Resources will coordinate as appropriate with the District's Human Resources Office to provide post-employment guidance to include the availability of individual meetings and generalized workshops for all displaced employees to address employee concerns or questions.

G. Administrative Order Equivalent

The Resolution of the University Board of Trustees identifying the competitive areas and the positions to be abolished, by position number, title, series, grade and organizational location shall constitute the Administrative Order authorizing the abolishment of positions.