Administrative and Support Review
Phase I Report – January 2011

Contents

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Executive Summary

UAF's April 2010 Executive Leadership Workshop identified the need to conduct a review of the university's academic, research and administrative/support functions, in part to help inform future budget allocations. Committee members included participants from the ELW with a staff council and a faculty representative. Additionally, administrative services program leads and staff from unit business offices supported the process by attending most meetings.

Using salary and position data from Banner, an inventory of administrative and support positions was developed, identifying 903 FTEs with job titles that are administrative and support related and budgeted in administrative and support functions on unrestricted or recharge funding. This data can be manipulated to examine staffing and expenditures by year (2006 through Fall 2010), vice chancellor reporting, unit/school/college and 12 job categories. The A&S staffing increased 7% between Spring 2006 and Fall 2010, from 842 to 903 FTEs, but is reduced slightly from a high of 915 positions in Spring 2010.

From this inventory, a report was distributed to each of the units/schools for review and verification. While some issues were identified with individual departments, the inventory overall has been accepted as a useful and fairly accurate representation of the administrative and support staffing levels. A list of ratios to use as benchmarks and for comparisons has been developed; this information will be distributed to departments in February 2011. Committee members agree that the inventory data and resulting ratios will provide context for questions and analyses of UAF's administrative and support staffing. However, the information alone cannot serve as the sole basis for decisions.

The concept of shared business centers will be explored further. The shared business center model appealed to many committee members as a way to leverage expertise between departments and central offices. In the continuous effort to improve and streamline processes, we will examine proposed changes under two organizational models: first, the existing structure (staff at units and central offices) and second, under a shared business center model (which would likely draw some staff from the units as well as from the central offices).

Four processes were selected to evaluate for process improvement: procurement, hiring and on-boarding, award processing and travel. Working groups with staff from the central offices and from the units will work to map the processes as they currently exist, identify best practices, and identify specific steps for improvement. The beginning of this effort will be a business process mapping training February 4 and 7, with 48 participants confirmed. Interest in the workshop was high, and we expect to offer another workshop later in spring to accommodate those that could not attend the February workshop.

Over the next few months there will be regular communications with staff across units regarding processes under consideration. The communications will help identify necessary process changes and build buy-in for the changes. In time, the communications will report the effectiveness of the changes based on agreed upon measures.

In August 2011, the administrative and support committee will review process changes to date and provide a status report to Chancellor Rogers.

Goals

The committee was charged with three primary goals:

1. Develop a mechanism to inventory UAF's administrative and support capacity that is robust enough to provide insight, but simple enough to replicate on an annual or semi-annual basis. Measures may include:
    a. Current funding and staffing levels
    b. Trend information
    c. Key indicators and benchmarks
2. Develop criteria for rating importance, efficiency, and effectiveness among functions. These criteria will consider operational effectiveness in light of organization risk, compliance and safety efforts.
3. Identify common processes to streamline. Given the organization-wide involvement of this review, a byproduct will be the identification of key processes that, if streamlined, can improve overall administrative effectiveness. Achieving and documenting measurable costs savings or performance improvements is key to success on this goal.

Note: The committee charge memo is attached as Appendix 1.

Scope

Discussion and data analysis focused on staffing for administrative and support functions in these general categories:

*   Chancellor, vice chancellors, provost and deans, along with their respective personnel;
*   Administrative functions such as procurement, financial services, grants and contracts, proposal office, and human resources, both in central offices and within operating units;
*   Support functions in development, communications, marketing, OIT, recruitment, both in central offices and within operating units; and
*   Areas such as registration, financial aid, advising, police, fire, risk management and facility services.

Auxiliary operations, athletics, and academic, research and service program staff were not included, though administrative and support staff to support those programs were included.

Process

The initial membership for the administrative/support review committee was drawn from participants at the ELW, with additional representatives solicited to represent Faculty Senate and Staff Council.

From August 2010 through January 2011, the full committee met seven times to review staffing trend information and to discuss various processes/functions at UAF and guiding principles for future process changes. One meeting focused on presentations by consultants from the Education Advisory Board focusing on their research on procurement and shared services at other universities.

An inventory of administrative and support positions based on full-time equivalent employees on April 1 of each year from 2005 to 2010, with an update in October 2010 was developed. Financial data was used for administrative and support staff expenditures during the same period. The staff trend analysis categorized employees in 12 categories based on employee job title, including:

1. Administrative Generalists and Specialists
2. Administrative Managers and Professionals
3. Chancellor, Vice Chancellors, Deans, Directors
4. Communications and Development
5. Facilities
6. Fiscal Managers and Professionals
7. Fiscal Technicians
8. Human Resources
9. Information Services
10. Police, Fire, Risk Management,
11. Procurement
12. Student Services

A complete list of job titles associated with each job category is included in the appendices.

After the initial review of data for UAF, charts were developed to reflect administrative and support staffing by vice chancellor level and for two test units represented on the committee: the Geophysical Institute and the College of Liberal Arts. GI and CLA were selected units that are primarily focused on research and academics, respectively. The director/dean and business manager met with the project staff to review data for their unit to confirm the validity of the data and to identify any issues with the data that might arise with other units.

After this initial review, data summaries were sent to all other UAF schools, colleges and administrative units in mid-December for their review. Preliminary data was also included in the fall financial review data provided to departments. An Excel spreadsheet with FTE data used in the inventory will be posted on the VCAS website (http://www.uaf.edu/adminsvc/admin-review-process/) for departments that would like examine the data for their department.

In conjunction with this review process, the Administrative Services Division workshop in October 2010 focused on process improvements for administrative services functions. This workshop identified several processes to be mapped as the first step in streamlining those functions.

Values

UAF recognizes that continuous process improvement is critically important to ensuring that operations are executed as efficiently as possible. While all functions should be reviewed, UAF will focus on those process changes that are expected to have the greatest overall positive impact with particular emphases on maintaining or improving quality of service. Changes in process resulting from these efforts will be implemented in a way that minimizes adverse impact to students, faculty, researchers, and staff during the transition.

The committee recognizes that there are unit-based administrative and support staff at UAF who have exceptional understanding of the unit's unique needs and operational requirements. Process changes will accommodate decisions best made at the department level while maximizing collaboration among units to support large, high-volume and/or complex business areas.

Given that process changes often face significant resistance, support from deans/directors will be critical to implementing process changes, particularly at the department level. Recommendation for structured incentives will be developed during the second phase of this committee's work (February 2011 to July 2011). In the meantime, UAF leaders are asked to collectively promote involvement and open-mindedness to administrative process changes.

To evaluate proposed administrative process changes, the committee developed a five-point "test":

1. Does the process support UAF's core mission themes of educate, discover, prepare, connect and engage?
2. Does the change improve service to students, faculty, researchers, staff, partners, or constituents?
3. Is the overall process time or cost reduced from the time the need is identified to when it is fulfilled (for the entire process beginning to end)?
4. Have you re-examined to assure only appropriate and necessary[1]compliance and accountability steps are included?
5. Have you balanced process intensiveness with potential risk[2] and have you accommodated anticipated adverse impacts resulting from the change?

A "no" answer to any of the questions would require a re-evaluation of the proposed change.

A very similar "test" was developed to guide individuals in their daily administrative and support practices:

1. Are your actions supporting UAF's core mission themes of educate, discover, prepare, connect and engage?
2. Do you understand the process from beginning to end, including the role others have in the process and how your piece affects the entire process?
3. Are you providing timely and respectful customer service?
4. Have you identified best practices for the process and shared them with others involved?

In an effort to support best practice sharing, an overarching effort among central administrative and support offices will be to *identify* best practices for different functions, *document* the process, *disseminate* them to staff and to periodically *examine* the best practices to ensure that they continue to meet UAF's needs in the most efficient manner. When consistent deviations from the identified best practices occur, the process should be examined to determine whether it still meets the end user's need. Standardization is encouraged for efficiencies, with the recognition that flexibility and judgment are exercised to accommodate unexpected, unusual, or unique opportunities.

Administrative & Support Capacity

A primary goal of this project was to establish an inventory or baseline information regarding administrative and support capacity at UAF. This effort focused primarily on the number full-time equivalent employees. Administrative and support staff were defined by job title and program code, a budget code that defines the type of work. Staff with job titles denoting administrative or support were classified into 12 categories (see process section above). Additionally, staff were categorized using their budgeted program codes. The program codes identified as administrative include institutional support, academic support, and departmental administration; support includes student services, and facilities operations and maintenance. A complete list of program codes and job titles is included in the appendix.

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[1] Understand the hierarchy of applicable laws, policies, rules, and practices. Federal and state laws and federal agency policies are the primary compliance drivers. Additionally, university BOR and MAU policies, regulations, rules, and practices guide process requirements. Remember, the university level policies, regulations, rules, and practices are all within our collective ability to change and can be revised with reasonable justification.

[2] The lower the institutional risk (financial, safety, reputational, etc.) the less intensive the process needs to be. The higher the risk, the more intensive the process will be. Be risk aware, not risk adverse, and manage potential risks appropriately.

The administrative program code subset corresponds to the administrative cost analysis that establishes UAF's F&A rate. Over the past four F&A rate cycles (FY02-FY04, FY05-FY07, FY08-FY10, FY11-FY13) UAF's administrative cost relative to program related costs has been increasing, with the largest increase in departmental administration as shown in the table below. Although UAF's calculated administrative cost rate exceeds 30%, the federal government caps the administrative component at 26%.[3]

Table 1. UAF's Administrative Rate Trend

F&A Rate Cycle	FY02-FY04	FY05-FY07	FY08-FY10	FY11-FY13
Rate Calculation Base Yr.	**FY01**	**FY04**	**FY07**	**FY09**
Admin Total	**30.7%**	**32.2%**	**35.9%**	**37.5%**
Gen & Admin	*12.2%*	*11.7%*	*14.7%*	*12.0%*
Dept. Admin	*17.6%*	*19.3%*	*20.0%*	*24.1%*
Spon. Program Admin	*0.9%*	*1.2%*	*1.2%*	*1.4%*

The primary driver of the administrative and support cost is the number of staff. Prior to providing the administrative and support staffing analysis, a brief explanation of the definitions used in this analysis is necessary to put the information in context. When looking at how UAF reports for national surveys, there are 4,089 total employees counting students and temporary as well as regular employees. Of the total, there are 2,269 regular employees (includes all benefit eligible positions term and regular) with 677 faculty and 1,604 non-faculty or staff. Although consistent with federal survey definitions, this categorization isn't sufficient to address the goal of this analysis, administrative and support capacity by functional area. Thus, the following figures are more refined using job title categories and funding source. Also, rather than reporting headcount of employee, the figures are represented in full-time equivalent which allows differentiation for part-time employees and those employees that are funded through multiple funding sources or units.

In Fall 2010, UAF had a total of 2,188 full-time equivalent employees (Figure 1). Of those, 933 FTEs were faculty, research associates, librarians, library technicians, research technicians, and coaches; the remaining 1,255 FTEs have job titles that are administrative and support related. Because many of these positions (352 FTEs) are directly employed in an academic, research, museum, library, athletics or public service program code or on restricted funds, this number is further refined to the 903 FTEs with job titles that are administrative (568 FTEs) and support (335 FTEs) related and budgeted in administrative and support functions on unrestricted or recharge funding.

Figure 1: UAF Fall 2010 Staffing

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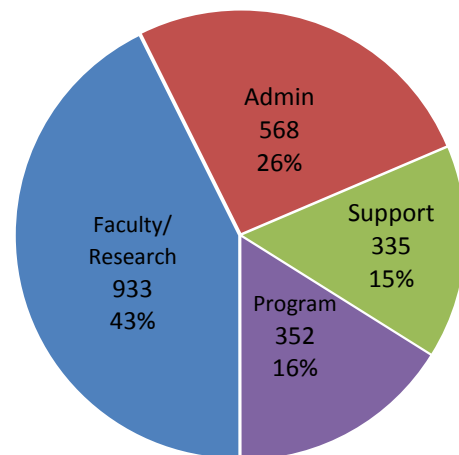
[3] A search of research universities shows that all exceed the federal cap on the administrative component. The amount of compliance and accountability expectations in federal grants and contracts continues to increase. Examples include mandated animal control and risk management measures and the most recent stimulus funding quarterly progress reporting requirement, which includes quantifying and reporting job creation statistics within and outside the institution. Although UAF is similar to other institutions in exceeding the cap and there are valid reasons for many cost increases, it is critical to consciously work to limit administrative costs.

These 903 administrative and support (A&S) FTEs include all central functions, departmental administration, student services, police, fire, risk management and academic support. This more refined category does not include the IS staff on restricted funds for areas such the supercomputing center and the Alaska Satellite Facility, or program managers in public service programs. Additional refinement on the definition may be necessary; however, it is very representative of UAF's administrative and support capacity. Among the 903 A&S FTE, 568 are administrative, including HR, IT, finance, administrative assistants, managers, executives; and 335 are support, including student services, communications, and facilities.

This capacity (903 A&S FTEs) does not include staff with administrative and support job titles if they are grant-funded; these positions are viewed as direct program resources. These staff members may have similar responsibilities to those included in the inventory, such as fiscal technicians and administrative generalists. While not included in the inventory, these positions will be viewed as part of UAF's capacity when process efficiencies are being developed. Additionally, as we examine A&S capacity by unit (particularly in ratio analysis, details below), if a unit has several grant funded administrative and support resources, that information can help explain differences in observed ratios across units.

Figure 2: UAF Staffing Trends, 2006-2010
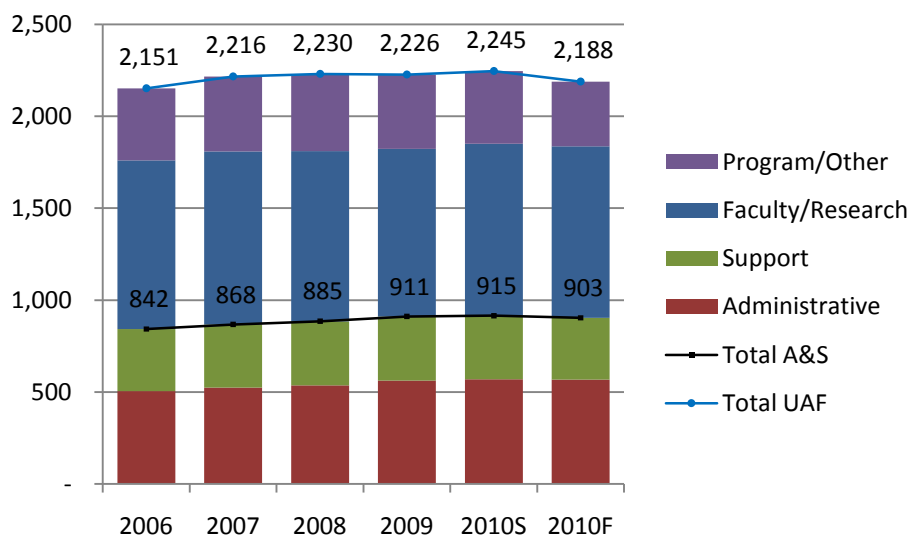
Between Spring 2006 and Fall 2010, the number of A&S FTE increased by 7%, compared to the total UAF FTE increase of 2%.

The following graphs focus on the A&S employees.

Figure 3: A&S Staffing by Vice Chancellor, with growth from 2006 to 2010
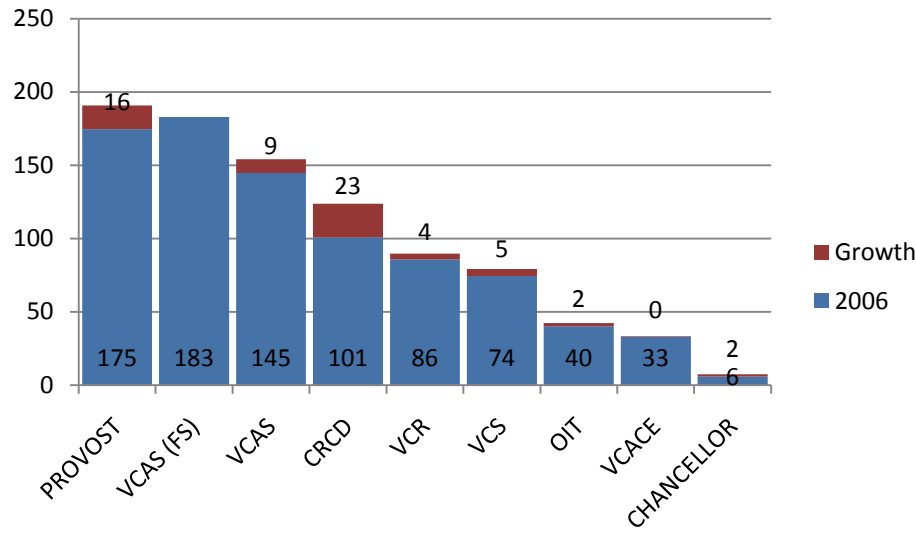
Figure 2 shows the growth of A&S FTE by vice chancellor area. The areas of largest growth of A&S FTE since 2006 were the College of Community and Rural Development (23%) and Provost (9%). The growth in CRCD comes from the addition of student service positions (9) at each campus and at the Center for Distance Education. The student service staff additions at the CRCD campuses started on federal funds then shifted to unrestricted funds through PBB reallocations. CRCD also added administrative generalists (9) and information service staff (3). CRCD did have an increase in administrative managers and professionals; however, this was offset by a reduction of fiscal and HR staff.

Three units drove the growth in the Provost area, the College of Engineering (including the Institute of Northern Engineering), the School of Education, and the College of Liberal Arts. The College of Engineering increase was due largely to the state-funded increases for increasing the number the baccalaureate degree graduates and the Alaska Center for Energy and Power.

The A&S FTE increase in the VCAS area is from risk management, police and fire (5) and the leasing and vehicle recharge departments. The leasing and vehicle recharge departments are organizationally in Facility Services, but are reported here in VCAS [rather than VCAS (FS)]. This reporting roll-up discrepancy is the type of refinement needed in the next phase.

Figure 4: A&S Staffing by Job Category, with growth from 2006 to 2010
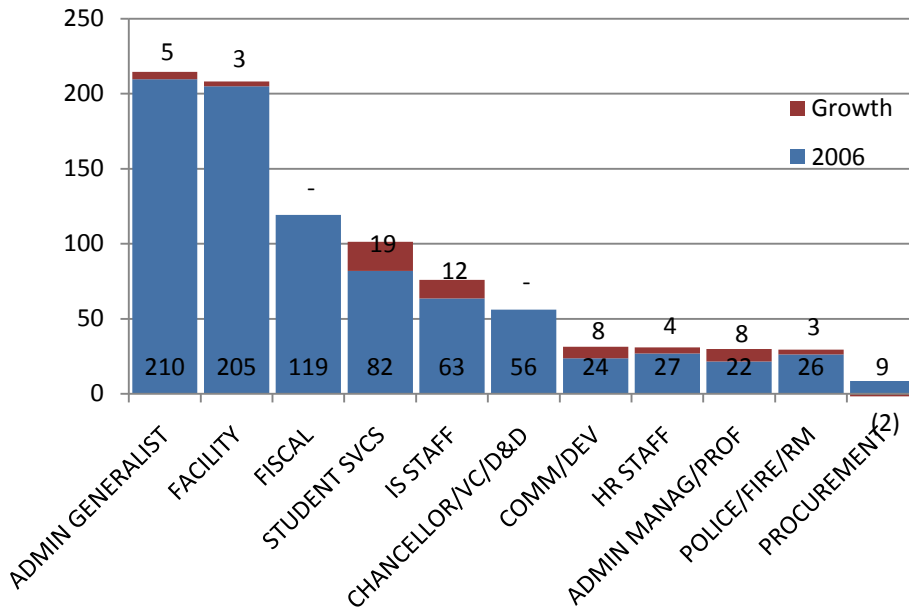
Figure 3 shows the growth of A&S FTE by job category. In percentage terms, administrative managers/professionals (38%), communications/development (32%), student services (24%), and information services (20%) had the most growth. CRCD and VCAS units accounted for the increase in administrative managers and professionals. VCACE accounted for half of the increase in communications/ development FTE, followed by units under the VCR and the Provost. CRCD accounted for half of the Student Service increase, with enrollment management, CEM, SOE and SFOS accounting for the rest. Units under the VCR accounted for one-third of the information services staff increase, followed by Provost and CRCD units; OIT accounted for only one of the 12 additional IS staff. There was not an overall increase in the fiscal category; however; there was a shift from the lower level fiscal technician to the fiscal professional/manager. A similar shift from technical categories may explain some of the increase in the administrative manager/professional category. Reclassification of positions was not part of this analysis, but as specific categories are studied in the future, it should be included.

Figure 5: Staffing, Central vs Units, with growth from 2006
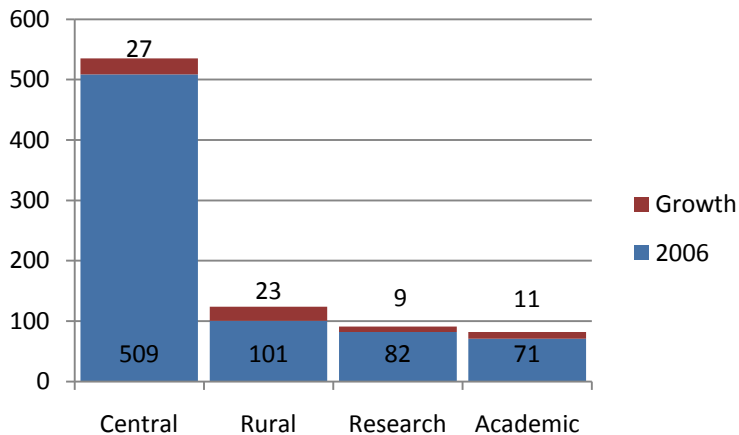
Using the unit classification described below (see Ratios, Benchmarking & Analysis), the growth in A&S FTE by unit types shows that central offices including (Chancellor/VC offices, student services operations, facilities, and OIT) grew by 5% between Spring 2006 and Fall 2010. Primarily instructional units grew by 15%, research units by 11%. CRCD units (include the five rural campuses, the Community and Technical College, the Center for Distance Education and the associated administration under the Vice Chancellor for Rural, Community and Native Education) were combined as a separate category; A&S FTE increased by 23%. SFOS, SNRAS, and CES are classified as Hybrid units (not pictured on this graph); their A&S FTE decreased slightly.

Turnover

Through a cursory analysis of staff movement within and among job categories, a few observations stood out and reinforced the need to improve hiring and on-boarding processes. In any given year of the staff in selected administrative and support job categories[4], approximately 15% of the staff are new to their job families each year (either transfers within UAF or new to UAF). Specifically, in the administrative generalist/specialists category, there were 55 employee replacements each year on average. Among the employees leaving the administrative generalist and specialist categories, an average of 17 moved within UAF and 38 left the university. The number leaving the university is analogous to a turnover rate. Given all employees in this category (regardless of funding source, term or regular position), it translates to 12.5% turnover. This group has a higher rate than UAF as a whole, which has been between 5-7%.   Additional analysis is needed; however, just focusing on the administrative generalist/specialist category alone, the potential for improved efficiency through a more robust on-boarding and mentoring process is significant.

Ratio, Benchmarking, and Trend Analysis

As part of the effort to establish the overall administrative and support capacity at UAF and have that data be useful for analysis of trends, distribution among units, equity, etc., it is necessary to use measures such as ratios and benchmarks. Two factors will be used for establishing ratios: budget/expenditure data and A&S FTE.

During discussions on how best to measure capacity at the unit level, a major observation was the need to classify units based on primary function. This recognizes that administrative needs and structures at a primarily research unit differ from those of a primarily instructional unit. For benchmarking among similar operations, units were classified into the following categories:

- Central Administration (Financial Services, Enrollment Services, Chancellor/VC offices, OIT, etc.)
- Research Units (i.e. Geophysical Institute, Institute of Northern Engineering)
- Academic Units (i.e. College of Liberal Arts, College of Engineering and Mines)
- Hybrid Units (i.e. School of Natural Resources and Agricultural Sciences, Cooperative Extension Service & School of Fisheries and Oceanic Sciences)
- Rural Campuses (Including all CRCD units)
- Other (Library, Museum)

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[4] Admin generalist, communication, facilities, fiscal tech HR, IS, student services, including term-funded positions.

Recommended ratios are listed below. These will be developed over next few months, both for UAF overall and for individual units. These ratios will provide for benchmarking and trend comparisons. Preliminary data is being worked on; this will be provided to the departments for review and further input before any ratios are adopted for benchmarking purposes.

Overall UAF and all units:
1. Administrative/Support Expenditures vs. Unit Expenditures
2. Administrative/Support Expenditures vs. Unit Restricted Expenditures
3. Administrative/Support Expenditures vs. Unit Unrestricted Expenditures
4. Administrative Support Personnel vs. Unit Personnel
5. Administrative Support Personnel vs. Unit Faculty and Programmatic Personnel
6. Administrative Support Personnel vs. Unit Faculty

Additional measures for academic units:
1. Administrative/Support Staff vs. Number of Students
2. Administrative/Support Staff vs. Number of Student Credit Hours Generated

Additional measures for research units:
1. Administrative/Support Staff vs. # of Active Grants
2. Administrative/Support Staff vs. Total Grant Activity

Additional measures for hybrid units:
1. Administrative/Support Staff vs. Number of Locations

In addition to these ratios, as functions such as human resources and procurement are being analyzed, functional specific information will be collected and analyzed (i.e. new hires, position reclassifications, resignations, procurement transactions by unit size, etc…).

Next Steps

1. Explore options for shared business centers

The shared services center, a model explained by the Education Advisory Board consultants during their visit, was intriguing to several committee members. A conceptual model for shared business centers at UAF will be explored as a possible structure for improved and more efficient service. This model will be explored in conjunction with process improvements (below), with proposed process improvements examined both under the current administrative structure as well as with the shared services model to see which structure provides the best service to faculty, students, and staff.

2. Evaluate ratios for inventory analysis.

Now that a baseline inventory of UAF's administrative and support capacity has been developed, we need to further explore the use of ratios and measures for benchmarking and trend analysis at the unit level. Several ratios have been suggested. The ratios will be distributed to the units in February for review, analysis, and comparisons.

3. Evaluate process improvements Procurement, Hiring/On-Boarding, Award Processing and Travel

Procurement

Efficiencies may be gained by increasing the use of contracts for best pricing and leveraging large volume purchasing. An analysis of procurement spend for 20-25 UAF vendors will help compare UAF spending to other institutions and will also identify when UAF pays multiple prices for the same products. A procurement technician program is being explored to allow qualified department fiscal employees to receive delegations to make purchases up to $25,000, which would help streamline certain purchases.

Hiring Process & On-Boarding

Current recruitment processes for student and temporary employees have already been significantly streamlined for quick hiring and on-boarding. However, faculty and staff recruiting is typically more complicated and time consuming, with multiple groups involved at the department level and at the vice chancellor level. Additionally, while improvements have been made to the UAKJobs interface, it was noted at the committee meetings that significant improvements can be made through training at the department level for the preliminary stages of the hiring process – when the need for a new faculty member or employee is first identified at the department level, but before the position is created in the UAKJobs system.

Additionally, on-boarding improvements will help ensure that new employees have the tools they need as soon as possible. One area identified for improvement is access to email, Banner and network servers. Mentoring and training across departments will ensure that employees in similar job functions have the same training so that their skills can be applied to other departments if they change jobs within UAF.

Award Processing

Post award set-up processes encompass the receipt, acceptance and financial establishment of a sponsored project. To accomplish this, certain documentation is required: the authorized proposal, the accepted award document, and the Banner budget setup forms. The set-up of the restricted fund is accomplished by review and coding, appropriate for the University's Banner Finance System, of the trio of documents from which all the governing factors, such as start date, end date, billing frequency, type of billing, and other special conditions, are gleaned. The factors must be translated into Banner fields, which is why the budget forms are all-important. This set-up process takes the cooperation of the OSP, OGCA and departmental individuals involved for each of their areas of responsibility.

Travel

Travel touches virtually every aspect of the university's operations, with expenditures exceeding $21 million dollars annually in approximately 15,000 trips, both foreign and domestic. Process improvements can save significant staff time in travel-related planning, purchasing and reporting functions. A task force consisting of staff from the central administration offices (including grants & contracts) and departmental users will examine the current process, including current travel forms (TAs and TERs), the travel approval process, transmittal of documents and receipts, and the availability and effectiveness of travel-related documents and forms. Options for the use of electronic processing for all elements of the travel process will also be explored and evaluated. This will be done in conjunction with the evaluation and expected implementation of the Banner Travel Module which is focused on web based TA and TERs linked to Banner Finance.

4. Develop communication plan

Communication with all UAF staff will be critical to any process change, both to identify specific areas for improvement and to communicate changes in processes and new best practices when they are implemented. Expect to see regular updates, requests for participation, and requests for input via surveys, forums, and transaction reports. Communications will be structured based on the process being addressed and the stakeholder groups involved (faculty, researchers, program staff, A&S staff). The goal of the communication is to assure broad involvement and input to ensure improved processes are developed with broad awareness and acceptance of changes. .

Appendix 1: Committee Charge Memo

UAF
UNIVERSITY OF ALASKA FAIRBANKS

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MEMORANDUM

DATE   July 29, 2010

TO   Administrative and Support Review Team Members
            Michelle Bartlett, Summer Sessions
            Cathy Cahill, Faculty Senate
            David Christie, Alaska Sea Grant
            Burns Cooper, CLA
            Torie Foote, CRCD
            Mike Sfraga, Student Services
            Jake Poole, Advancement & Community Engagement
            Maria Russell, Staff Council
            Roger Smith, GI

CC   Susan Henrichs, Provost
            Ian Olson, PAIR
            Brian Rogers, Chancellor
            Bob Shefchik, Executive Office
            Jonathan Dehn, Faculty Senate
            Project Support Staff
                Wanda Bowen, Raaj Kurapati, Julie Larweth, Michelle Littell, Einar Often
            Administrative Services Leads
                Maggie Griscavage, John Hebard, Kris Racina, Stuart Roberts, Linda Zanazzo, Bill
                Krause, Sean McGee, Jim Styers

FROM   Pat Pitney, Vice Chancellor for Administrative Services

RE   Administrative and Support Review Process and Timeline
            First Meeting – August 3, 2010

The April 30 Executive Leadership Workshop identified the need to review the process for future budget
allocations. This summer and fall, two teams will examine the university's current processes and
recommend criteria for future decisions: one team for academics and research and a second team for
administrative and support functions.

Each of you volunteered or was recommended to be a member of the Administrative and Support
Review Team. The first meeting of this group will be August 3 at 10 a.m. in the Chancellor's Conference
Room. At this meeting, we will refine the goals for the process (listed below) and develop a timeline for
the review, with the intent to have an initial report completed by December 15, 2010.

– continued next page

Scope

Our scope of work will be defined by the processes. Below is an initial list of areas classified as administrative and support:

- Administrative functions such as procurement, financial services, grants and contracts, proposal office and human resources, both in central offices and within operating units;
- Deans, provost, chancellor, vice chancellors and respective support personnel;
- Support functions in development, marketing, OIT, and recruitment, both in central offices and within operating units; and
- Areas such as registration, financial aid, advising, police, fire, risk management, and facility services.

This list is not exhaustive and may be refined as the process evolves. Auxiliary operations, athletics, and academic, public service and research programs are not included in the scope of our discussions, though their administrative and support functions are.

Review Process Goals

1. **Develop a mechanism to understand the current status for various functions.**
This may include current funding and staffing levels, trend information, status of key activity indicators and ratios, benchmarking (both over time and across units), and other methods suggested by team members and functional area leads. The mechanism needs to be robust enough to provide valuable insight, but simple enough to continue on an annual or semi-annual basis.

2. **Develop criteria for rating importance, efficiency, and effectiveness among functions.**
The criteria developed will be used to inform future resource allocation decisions. These criteria will consider operational effectiveness in light of organization risk, and compliance, and safety requirements.

3. **Identify common processes to implement streamline.**
Given the organization-wide involvement of this review process, a byproduct will be the identification of key processes that if streamlined can improve overall administrative effectiveness. One or more focused sub-committees will be assigned to systematically streamline those processes. Achieving and documenting measureable cost savings or performance improvements is key to success on this goal.

Project Staff & Committee Members

Wanda Bowen, Raaj Kurapati, Julie Larweth, Michelle Littell, and Einar Often will serve as the project staff. The directors from the administrative and support functions will also participate throughout the process.

Coordination with Susan Henrichs and Ian Olson will ensure alignment with the academic and research review process. Additional members and subcommittees may be required as the process moves forward. All meetings will be open, and anyone interested in the process is encouraged to attend. Details on upcoming meetings will be posted online at http://www.uaf.edu/adminsvc.

Feel free to contact me if you have any questions or if you have guidance in advance of our first meeting. Thank you in advance for your participation in this critical project. I look forward to working with you over the next few months.

PP/kf

Appendix 2: Program Codes

The table below shows the programs code categories used in the inventory. The grayed out codes were not included in the Administrative and Support FTE figures.

AC	Academic Support - Central Level	Admin
AL	Library	Program/Other
AM	Museum	Program/Other
AP	Academic Support - O&M	Support
AS	Other Academic Support - College Level	Admin
AY	Academic Support - Recharge	Support
AZ	Academic Support - Unallowable Activities	Program/Other
OS	Debt Service	Admin
FA	Financial Aid	Support
GA	General and Administrative (G&A)	Admin
GB	Staff Benefits	Not on Budget
GM	General and Administrative - O&M	Admin
GP	G&A - Pre-award and post-award functions (campus-wide level)	Admin
GS	G&A related to Student Services (specific graduation activities)	Admin
GY	General and Administrative - Recharge	Admin
GZ	General and Administrative - Unallowable Activities	Admin
1D	Instruction Support / Department Administration	Admin
1M	Academic Unit O&M	Support
IN	Instruction	Program/Other
IR	Academic Unit Department Research	Program/Other
IY	Instruction - Recharge	Program/Other
IZ	Instruction - Unallowable Activities	Program/Other
OM	Operations & Maintenance (O&M)	Support
OY	Operations & Maintenance - Recharge	Support
OZ	Operations & Maintenance - Unallowable Activities	Support
PD	Public Service Support / Department Administration	Admin
PM	Public Service Unit O&M	Support
PS	Public Service	Program/Other
PY	Public Service - Recharge	Program/Other
PZ	Public Service - Unallowable Activities	Program/Other
RD	Research Support / Department Administration	Admin
RM	Organized Research Unit O&M	Support
RO	Organized Research - Non-Organized Research Unit	Program/Other
RR	Organized Research - Organized Research Unit	Program/Other
RT	Organized Research - Training	Program/Other
RY	Organized Research - Recharge	Support
RZ	Organized Research - Unallowable Activities	Program/Other
SA	Intercollegiate Athletics	Program/Other
SS	Student Services	Support
SY	Student Services - Recharge	Support
SZ	Student Services - Unallowable Activities	Support
UM	Auxiliary Operations - Maintenance	Support
UR	Auxiliary Operations Renewal and Replacement	Support
UX	Auxiliary Operations	Support
UZ	Auxiliary Operations - Unallowable Activities	Support

Appendix 3: Job Titles by Job Category

The chart below represents the job titles used in Banner for positions at UAF, including those in the 12 job categories included in this review. Staffing levels for 2006-10 are shown for each job title and each job category.

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
ADMIN GENERALIST 1	15	13	13	8	8
ADMIN GENERALIST 2	85	72	64	62	45
ADMIN GENERALIST 3	96	105	109	103	109
ADMIN GENERALIST 4	38	42	51	48	44
ADMIN GENERALIST 4 (EXEMPT)		1	1	1	1
ADMIN GENERALSIT 4	1				
ADMIN SPECIALIST 1	12	14	20	22	26
ADMIN SPECIALIST 1 (EXEMPT)			1	1	1
ADMIN SPECIALIST 2	28	30	28	27	30
ADMIN SPECIALIST 2 (EXEMPT)		2	3	2	3
ADMIN SPECIALIST 3	22	31	36	34	40
ADMIN SPECIALIST 3 (NONEXEMPT)		1	2	4	4
ADMIN SPECIALIST 4	16	18	19	16	12
ADMIN SPECIALSIT 2	2	1	1		
ADMIN SPEICALIST 1	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	5	4	1		
ADMINISTRATIVE GENERALIST 3	1	1	1	1	1
ADMINISTRATIVE SPECIALIST 1			1	1	1
ASSISTANT TO	3	1			
ASSISTANT TO (NONEXEMPT)	3	4	1		
OFFICE MANAGER (NONEXEMPT)	1				
PROGRAM ASSISTANT	2	1			
PROGRAM ASSISTANT (NONEXMPT)	5	6			
RECEPTIONIST			1		
ADMIN GENERALIST TOTAL	**335**	**346**	**353**	**328**	**325**
ADMIN MANAGEMENT 2					1
ADMIN MANAGER 1		3	1		
ADMIN MANAGER 3		4	3	1	1
ADMIN MANAGER 4		5	5	5	5
ADMIN PROFESSIONAL 3					1
ADMINISTRATIVE MANAGEMENT		1			
ADMINISTRATIVE MANAGEMENT 1		6	11	15	14
ADMINISTRATIVE MANAGEMENT 2		6	6	8	8
ADMINISTRATIVE MANAGEMENT 3		7	13	14	13
ADMINISTRATIVE PROFESSIONAL 1		1	1	3	4
ADMINISTRATIVE PROFESSIONAL 2		1	4	6	5
ADMINISTRATIVE PROFESSIONAL 3		1	2	4	4
ASSISTANT MANAGER		2			
ASSISTANT MANAGER (NONEXEMPT)		2			
MANAGER	30	16			
MANAGER (EXEMPT)	2	1			
MANAGER (NONEXEMPT)	6	3			
OFFICE MANAGER (NONEXEMPT)		1			
PROGRAM MANAGER	4	3	1		
ADMIN MANAG&PROF TOTAL	**42**	**62**	**47**	**56**	**56**
ACTING DEAN/PROFESSOR	1				

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
ACTING DIRECTOR (ADM/NON EXEC)				1	
ACTING DIRECTOR/ADMIN					1
ADMINISTRATIVE MANAGEMENT 4		3	7	8	7
ADMINISTRATIVE MANAGEMENT 5		1	3	4	4
ASSISTANT DIRECTOR	6	1			
ASSISTANT DIRECTOR(ADMIN)	1				
ASSOC VC FOR ACAD AFFAIRS					1
ASSOCIATE DEAN			1	1	1
ASSOCIATE DEAN (ACADEMIC)				1	
ASSOCIATE DEAN (ADMIN)	2	3	3	3	3
ASSOCIATE DEAN/FACULTY			1		1
ASSOCIATE DIRECTOR (ADMIN)	3	3	3	3	3
ASSOCIATE DIRECTOR/FACULTY					1
ASSOCIATE VICE CHANCELLOR	3	4	5	5	4
ASST VP/CHIEF FINANCE OFFICER	0	0			
CHANCELLOR	1	1	1	1	1
DEAN (ACADEMIC)	10	8	7	7	6
DIRECTOR	4				
DIRECTOR (ACAD)	1				1
DIRECTOR (ACADEMIC)	13	13	14	13	10
DIRECTOR (ACADEMIC-NON-UNION)	1	1			
DIRECTOR (ACADEMIC-UNION)	1	1			
DIRECTOR (ADMIN)	18	16	18	14	13
DIRECTOR (ADMIN)-ACTING	1	1	1	1	1
DIRECTOR (ADMIN/NON EXECUTIVE)	14	9	1	1	1
DIRECTOR (ADMIN/NONACADEMIC)	1				
DIRECTOR (ADMIN/NONEXEC)	1	1			
DIRECTOR (ADMIN/NON-EXECUTIVE)	1	1			
DIRECTOR ACADEMIC	1	1	1	1	1
EXEC DIRECTOR	1				
EXECUTIVE DEAN	1				
EXECUTIVE DIRECTOR	1			3	4
EXECUTIVE DIRECTOR-USER SVCS			1	1	1
EXECUTIVE OFFICER	12	4	1	1	1
INTERIM DEAN		1	2	1	2
INTERIM DEAN (ADMIN)				1	1
INTERIM DIRECTOR (ACADEMIC)					1
INTERIMVICE CHANCELLOR (ADMIN)	1				
PROFESSOR/ASSOC DEAN	1	1	1	1	1
PROFESSOR-DIRECTOR	1				
PROFESSOR-INTERIM DIRECTOR	1				
PROGRAM DIRECTOR	4	2	1	1	1
PROVOST	1	1	1	1	1
TERM ASSOCIATE DEAN		1			
TERM VICE-PROVOST				1	
VICE CHANCELLOR (ACADEMIC)		1	1	2	1
VICE CHANCELLOR (ADMIN)	1	4	4	4	4
VICE-PROV OF EXTENS & OUTREACH					1
CHANCELLOR VC D&D TOTAL	**108**	**84**	**77**	**80**	**79**
COMM SPECIALIST 3			1	1	1
COMM SPECIALIST 3 (E)			5	6	5
COMM SPECIALIST 4 (NE)			1	1	1

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
COMMUNICATION SPECIALIST 3			1	1	1
COMMUNICATION SPECIALIST 5			1	1	1
COMMUNICATIONS MANAGER 1			3	2	2
COMMUNICATIONS MANAGER 2			1	4	4
COMMUNICATIONS MANAGER 3			2	1	1
COMMUNICATIONS SPECIALIST 1			1	4	1
COMMUNICATIONS SPECIALIST 2			4	9	8
COMMUNICATIONS SPECIALIST 3			19	19	25
COMMUNICATIONS SPECIALIST 4			6	5	4
COMMUNICATIONS SPECIALIST 5			1	1	2
COORDINATOR	6	5			
COORDINATOR (EXEMPT)	18	12			
COORDINATOR (NONEXEMPT)	24	16			
COORDINATOR (NON-EXEMPT)	1				
DEVELOPMENT 1				1	
DEVELOPMENT 2				3	2
DEVELOPMENT 3				2	3
DEVELOPMENT 4				4	3
DEVELOPMENT 5				2	1
EDITOR	1	1			
EDITOR (NONEXEMPT)	3	4			
EDITORIAL SPECIALIST	1	1			
INFORMATION OFFICER	2	2			
INFORMATION OFFICER (NONEXMPT)	3	4			
INFORMATION OFFICER(NONEXEMPT)	1	1			
NUTRITION AIDE	4	5			
PROGRAM AIDE	2	1			
PROGRAM LEADER	2	2			
PUBLICATION ASSISTANT	5	4			
PUBLICATIONS MANAGER/EDITOR				1	1
TRAINING & DEVELOPMENT 1			5	6	6
TRAINING & DEVELOPMENT 2			3	4	4
TRAINING & DEVELOPMENT 3			1	2	2
TRAINING & DEVELOPMENT 4					1
TRAINING & DEVELOPMENT 4 (NE)				1	
TRAINING & DEVELOPMENT 5					1
TRAINING AND DEVELOPMENT 4(NE)				1	1
TRANSLATOR/INTERPRETER	1	1			
WRITER/DEVELOPER (NONEXEMPT)	1	4			
COMMUN PUBLIC&DEVELOPM TOTAL	**75**	**62**	**53**	**78**	**79**
6501 CRAFTS/TRADES III (CT3)	1	1	1	1	1
ACTING UTILITIES MANAGER	1				
ATHLETIC EQUIP MAINT REPAIRER	1	1			
ATHLETICS FACS, OPS & PGMS 1			1	1	1
ATHLETICS FACS, OPS & PGMS 2			5	6	5
ATHLETICS FACS, OPS & PGMS 3			2	1	1
ATHLETICS FACS, OPS & PGMS 4				1	1
BOOKSTORE CLERK	2	3			
BUILDING & EQUIPMENT SUP		1			
BUILDING & EQUIPMENT SUPERVIS	1	1			
BUILDING & EQUIPMT SUPERVISOR	2	2			
CAMPUS SERVICES GENERALIST 1			1	1	1

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
CAMPUS SERVICES GENERALIST 2			1	1	1
CAMPUS SERVICES GENERALIST 3			5	5	4
CAMPUS SERVICES GENERALIST 4			1	3	3
CAMPUS SERVICES GENERALSIT 3			1		
CAMPUS SERVICES PRINTING 2				2	2
CAMPUS SERVICES PRINTING 3			1	1	1
CAMPUS SERVICES PRINTING 4			3	3	3
CAMPUS SERVICES PRINTING 5				1	1
CAMPUS SERVICES RETAIL 1			2	2	2
CAMPUS SERVICES RETAIL 2			3	2	2
CAMPUS SERVICES RETAIL 3 (NE)			1		
CAMPUS SERVICES RETAIL 4 (NE)			2	4	3
CAMPUS SERVICES RETAIL 5			1	1	1
CASHIER	1	4	6		
COOK	2	2		1	1
CRAFTS & TRADES 1 (CT1)	2	3	3	6	6
CRAFTS & TRADES 1(CT1)					1
CRAFTS & TRADES 3 (CT3)			1	1	1
CRAFTS & TRADES I (CT1)	18	20	20	23	26
CRAFTS & TRADES I (CTI)	2	2	1	1	1
CRAFTS & TRADES II (CT2)	34	31	38	37	33
CRAFTS & TRADES II (CT3)	2	2			
CRAFTS & TRADES II(CT2)	3	2	1	1	1
CRAFTS & TRADES II(CT3)	1	1	1	1	
CRAFTS & TRADES III		1	1	1	1
CRAFTS & TRADES III (CT3)	1	1	1	1	1
CRAFTS & TRADES III (CT3)	32	33	33	31	35
CRAFTS & TRADES III(CT3)	4	4	2	2	2
CRAFTS & TRADESII (CT2)	1				
CRAFTS AND TRADES (CT1)	1	1	1	1	1
CRAFTS AND TRADES 1 (CT1)	1	1			
CRAFTS AND TRADES 2 (CT2)			1	1	1
CRAFTS AND TRADES I (CT1)					1
CRAFTS/TRADES (CT1)	1	1	1	1	1
CT1 WATER TREATMENT TRAINEE		1			
CT2 CRAFTS & TRADES II	1	1			
CTI - BOILER FIRER TRAINEE		1			
CUSTODIAL SUPERVISOR	3				
CUSTODIAN (CUST)	12	8	1	1	1
FAC ENGINEERING 1	1		1	1	1
FAC ENGINEERING 2	4	6	4	3	3
FAC ENGINEERING 3	1	1	2	2	2
FAC ENGINEERING 4	4	2	1		
FAC ENGINEERING 5	2	3	5	3	3
FAC ENGINEERING 6	9	8	6	7	7
FAC ENGINEERING 7	1		1	1	1
FAC SVCS DRAFTING 2			2	2	2
FAC SVCS DRAFTING 3	1	1	1		
FAC SVCS-MO&U SUPERVISOR 1		3	4	4	4
FAC SVCS-MO&U SUPERVISOR 2		4	2	3	3
FAC SVCS-MO&U SUPERVISOR 3		7	5	6	6
FAC SVCS-MO&U SUPERVISOR 4		7	8	7	5

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
FAC SVCS-MO&U SUPERVISOR 5		2	5	5	5
FAC SVCS-MO&U SUPERVISOR 6		3	2	2	2
FAC SVCS-MO&U SUPERVSR 3 (NE)		2	3	4	4
FAC SVCS-MO&U SUPERVSR 4 (NE)			1	1	1
FACILITY ENGINEER 3			1	1	1
GRAPHIC ARTIST	1	1			
ICE ARENA SUPERVISOR	1	1			
LABORER/EXPEDITOR				1	1
MAIL CLERK	5	5			
MAINT SERVICE WORKER 1 (MSW1)			2		
MAINT SERVICE WORKER II (MSW2)	9	12	11	12	11
MAINT SERVICE WORKER IV (MSW4)	16	17	17	12	11
MAINT SERVICE WORKER1 (MSW1)			3	3	3
MAINT SERVICE WORKR III (MSW3)	7	9	8	11	8
MAINT SERVICE WORKR IV (MSW4)	3	1	1	1	
MAINTENANCE SERV WORKER (MSW1)	1	6	12	13	12
MARINE ENGINEER FIRST ASST	1				
OFFEST PRESS OPERATOR	3	3			
PRODUCTION TECHNICIAN	2	2	1		
PROPERTY SPECIALIST		1	1		
REAL PROPERTY SPECIALIST 1				2	1
REAL PROPERTY SPECIALIST 2		1	1	1	1
SHIFT ENGINEER SUPERVISOR	1	1			
SUPERINTENDENT	1				
SUPERVISOR		2			
SUPERVISOR (EXEMPT)	11	4	1	1	1
SUPERVISOR(NONEXEMPT)		1			
SUPPORT SERVICES SPECIALIST	1	1			
SUPPORT SERVICES TECHNICIAN	1				
WATER PLANT OPERATOR	1				
WATER TREATMENT TRAINEE	1				
FACILITY TOTAL	**215**	**244**	**252**	**252**	**242**
FISCAL MANAGER 1	2	2	2	3	2
FISCAL MANAGER 2	5	6	6	7	7
FISCAL MANAGER 3	4	3	5	7	6
FISCAL MANAGER 4					1
FISCAL PROFESSIONAL 1	19	17	17	14	12
FISCAL PROFESSIONAL 2	18	20	16	21	19
FISCAL PROFESSIONAL 3	6	9	13	13	17
FISCAL PROFESSIONAL I	1				
FISCAL MANAG&PROF TOTAL	**54**	**56**	**58**	**64**	**63**
FISCAL TECHNICIAN 1	9	5	7	5	3
FISCAL TECHNICIAN 2	47	47	47	40	34
FISCAL TECHNICIAN 3	21	30	33	35	33
FISCAL TECHNICIAN 4	9	9	6	6	7
FISCAL TECH TOTAL	**85**	**90**	**93**	**86**	**77**
HR PROFESSIONAL 2 (EXEMPT)		1			
HUMAN RESOURCES MANAGER 1	1	1	1	2	2
HUMAN RESOURCES MANAGER 2	1		1	1	1
HUMAN RESOURCES PROFESSIONAL 1		1	1	2	1
HUMAN RESOURCES PROFESSIONAL 2	2		1	3	5

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
HUMAN RESOURCES PROFESSIONAL 3	6	7	6	3	2
HUMAN RESOURCES PROFESSIONAL 4					1
HUMAN RESOURCES TECHNICIAN 1		1		1	
HUMAN RESOURCES TECHNICIAN 2	9	10	7	7	7
HUMAN RESOURCES TECHNICIAN 3	4	6	7	10	12
HUMAN RESOURCES TECHNICIAN 4	1	1	2	2	1
PERSONNEL/PAYROLL CLERK	1	1			
HR STAFF TOTAL	**25**	**29**	**26**	**31**	**32**
IS CONSULTANT 2	3	5	5	4	4
IS CONSULTANT 3	5	4	5	5	5
IS MANAGER 1	1	2	2	2	
IS MANAGER 2	2	1	1	1	2
IS MANAGER 3	6	7	7	10	6
IS MANAGER 4	3	3	3	3	5
IS NET TECH 7	1				
IS NET TECHICIAN 6	1	1	1	1	1
IS NET TECHNICIAN 5	1	1	2	2	2
IS NET TECHNICIAN 6	15	13	15	14	14
IS NET TECHNICIAN 7	13	12	10	13	14
IS NET TECHNICIAN 8	1		1	1	1
IS OPS TECHNICIAN 1	2	2	2	2	1
IS OPS TECHNICIAN 2	4	2	3	3	3
IS OPS TECHNICIAN 3	15	16	9	9	7
IS OPS TECHNICIAN 4	2	1	5	5	4
IS PROFESSIONAL 1	4	10	5	4	2
IS PROFESSIONAL 2	13	17	18	16	22
IS PROFESSIONAL 3	44	42	48	55	54
IS PROFESSIONAL 4	35	36	38	35	36
IS PROFESSIONAL 5	3	4	5	5	7
IS TECHNICIAN 2		1	1		
IS TECHNICIAN 6	1	1	1	1	1
IS STAFF TOTAL	**174**	**179**	**186**	**188**	**189**
LIBRARY TECHNICIAN 3			1	1	1
PROFESSOR				2	2
ACTING CHIEF SCIENTIST	1				
ADMINISTRATIVE CLERK	1				
ADVISOR		1			
APPLICATIONS SPECIALIST	1				
ASSISTANT COACH	7	7	1	1	1
ASSISTANT MANAGER	3				
ASSISTANT PROFESSOR	144	143	144	133	138
ASSOCIATE PROFESSOR	130	137	134	146	143
ATHLETIC TRAINER	2	2			
ATHLETICS ADMINISTRATOR 1					1
ATHLETICS ADMINISTRATOR 2			1	1	1
ATHLETICS ADMINISTRATOR 3			1		
ATHLETICS COACH 2			6	6	6
ATHLETICS COACH 3			5	6	6
ATHLETICS TRAINING 2			1	1	1
ATHLETICS TRAINING 3			1	1	1
BROADCAST & MEDIA TECHNICIAN 2			1	1	1
BROADCAST TECHNICIAN	4	4			

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
BROADCAST/MEDIA PROFESSIONAL 1				1	1
BROADCAST/MEDIA PROFESSIONAL 3			7	7	6
BROADCAST/MEDIA PROFESSIONAL 4			1	1	
BROADCAST/MEDIA TECHNICIAN 2			1		
BROADCAST/MEDIA TECHNICIAN 3			2	2	1
BROADCAST/MEDIA TECHNICIAN 4			2	2	2
CASUAL LABOR		1			
CHIEF ENGINEER		1			
CHIEF SCIENTIST		1			
CLINICAL ASSOC PROFESSOR					1
CLINICAL ASST PROFESSOR	4	6	6	5	4
COACH	7	7	2	1	1
COLLECTIONS MANAGER		1			
COMPOSITER	1	1			
COORDINATOR (EXEMPT)				1	
COORDINATOR (NONEXEMPT)			3	1	
COUNSELOR	4				
DISTINQUISHED VISITING PROFESS					1
DOCTOR	1				
EDITOR (NONEXEMPT)			1	1	1
EDITORIAL ASSISTANT		1			
ENGINEER	5	2			
EXT TEMPORARY CLERICAL			1	1	
EXT TEMPORARY TECHNICAL				6	7
FIELD CREW LEADER		1	1		
FIELD OPERATIONS ASST		1			
GRAPHIC ARTIST (EXEMPT)	2	2			
GRAPHIC ARTIST (NONEXEMPT)	2	2			
INSTRUCTIONAL DESIGNER 2		2	1		3
INSTRUCTIONAL DESIGNER 3		5	4	3	3
INSTRUCTIONAL DESIGNER 4		2	2	2	2
INSTRUCTIONAL TECHNICIAN	1				
INSTRUCTOR	13	13	12	13	10
LAB ASSISTANT	1	2			
LAB TECHNICIAN	1	1			
LANGUAGE SPECIALIST	1	1			
LIBRARY AIDE	1	1			
LIBRARY ASSISTANT	5	4			
LIBRARY ASST	14	13		1	
LIBRARY CLERK	1	1			
LIBRARY PROFESSIONAL 1			4	6	7
LIBRARY PROFESSIONAL 1 (E)					2
LIBRARY PROFESSIONAL 2			3	3	5
LIBRARY PROFESSIONAL 3			8	6	6
LIBRARY PROFESSIONAL 4			1	1	1
LIBRARY TECHNICIAN	16	15	1	1	1
LIBRARY TECHNICIAN 1			4	3	2
LIBRARY TECHNICIAN 2			12	13	15
LIBRARY TECHNICIAN 3			9	8	6
LIBRARY TECHNICIAN 4			6	7	8
MANAGER			1		
MASTER (SHIP)	1	1			

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
MEDIA SERVICES TECHNICIAN	1	1			
MENTAL HEALTH PROVIDER 2		1			
MENTAL HEALTH PROVIDER 3		1	2	1	1
MENTAL HEALTH PROVIDER 4		1	1	1	2
MENTAL HEALTH PROVIDER 5		1	1	1	1
MICROFILM EQUIPMENT OPERATOR	1	1			
MUSEUM TECHNICIAN	1	1			
NURSE	2				
PHYSICAL HEALTH PROVIDER 1		1	1	1	1
PHYSICAL HEALTH PROVIDER 2		1	1	1	1
PHYSICAL HEALTH PROVIDER 3		1			
PHYSICAL HEALTH PROVIDER 4		1	2	3	3
PHYSICAL HEALTH PROVIDER 5		1	1		
POST DOCTORAL FELLOW	51	62	53	42	47
PRESIDENTIAL POST DOC FELLOW		2	1	1	
PRESIDENT'S PROFESSOR	2	1	1	1	1
PRESIDENT'S TERM PROFESSOR			1		
PRODUCER	6	6			
PRODUCTION ASSISTANT	1				
PROFESSOR	126	131	134	133	137
PROGRAM ASSISTANT (NONEXMPT)			2		
PROGRAM DEVELOP SPECIALIST	2	2			
PROGRAMMER ANALYST	1				
PUBLICATION TECHNICIAN	2	1			
RESEARCH AIDE	1	1			
RESEARCH ASSISTANT PROFESSOR					2
RESEARCH ASSOC PROFESSOR	13	11	11	12	13
RESEARCH ASSOCIATE	3	3			
RESEARCH ASSOCIATE (ACADEMIC)	12	11	7	5	2
RESEARCH ASSOCIATE ACADEMIC					2
RESEARCH ASSOCIATE PROFESSOR	3	2	5	5	7
RESEARCH ASST PROFESSOR	25	23	25	25	24
RESEARCH PORFESSIONAL 4	1	1			
RESEARCH PROFESS 2 (NONEXEMPT)	1	2	2	1	1
RESEARCH PROFESSIONAL	1	1	1	1	1
RESEARCH PROFESSIONAL 1	14	16	14	15	17
RESEARCH PROFESSIONAL 2	31	24	26	23	24
RESEARCH PROFESSIONAL 3	18	18	20	18	19
RESEARCH PROFESSIONAL 4	13	12	14	15	18
RESEARCH PROFESSIONAL 5	10	10	7	7	9
RESEARCH PROFESSOR	10	13	12	12	10
RESEARCH SCHOLAR				1	1
RESEARCH TECH 4 (EXEMPT)			5	4	4
RESEARCH TECHNICIAN	3	1	3		
RESEARCH TECHNICIAN 1	8	5	3	4	4
RESEARCH TECHNICIAN 2	29	33	29	25	21
RESEARCH TECHNICIAN 3	18	22	27	25	25
RESEARCH TECHNICIAN 4	20	18	21	21	20
RSEARCH PROFESSIONAL 2	1	1	1	1	1
STOREKEEPER	1	1			
SUPERVISOR	9		1		
SUPERVISOR (NONEXEMPT)	1				

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
SUPERVISOR(NONEXEMPT)	1				
SUPPORT SVCS SPECIALIST(EXPT)	1	1			
SYSTEMS TECHNICIAN	1	1			
TECHNICIAN	11	4	1	1	1
TERM ASSISTANT PROFESSOR	1	2	1	2	3
TERM ASSOC PROFESSOR	2	2	2	3	3
TERM ASSOCIATE DEAN	1		1		
TERM ASST PROFESSOR	59	66	74	80	77
TERM ASST PROFESSOR-DEAN	1				
TERM ASST. PROFESSOR	1				
TERM CLINICAL ASSOC PROFESSOR				1	1
TERM INSTRUCTOR	21	24	26	24	28
TERM PROFESSOR	2	1	1		
TERM RES ASST PROFESSOR					1
TERM RESEARCH ASSOC PROFESSOR				1	2
TERM RESEARCH ASST PROF				1	1
TERM RESEARCH ASST PROFESSOR			2	5	5
TERM RESEARCH PROFESSOR				1	1
TERM RESEARCH SCHOLAR		1			
VISITING PROFESSOR		1			
VISITING RESEARCH SCHOLAR	2	2		1	1
WRITER/DEVELOPER	1	1			
OTHER TOTAL	**916**	**927**	**930**	**914**	**936**
ASSISTANT FIRE CHIEF	3				
EMERGENCY DISPATCHER	5				
ENVIRON HEALTH/SAFETY 2 (NE)					1
ENVIRONMENTAL HEALTH/SAFETY 2		2	2	1	2
ENVIRONMENTAL HEALTH/SAFETY 3		6	6	5	5
ENVIRONMENTAL HEALTH/SAFETY 4				1	1
FIRE CAPTAIN	6				
FIRE CHIEF	1				
POLICE OFFICER	8				
RISK MANAGEMENT 4		1			
RISK MANAGEMENT 5			1	1	1
SAFETY SVCS - FIRE 3		1	1	1	1
SAFETY SVCS-EMERG DISPATCHER 1			1	1	1
SAFETY SVCS-EMERG DISPATCHER 2		5	3	2	3
SAFETY SVCS-EMERG DISPATCHER 3		1			
SAFETY SVCS-EMERG DISPATCHER 4		1	1	1	1
SAFETY SVCS-FIRE 1		6	6	5	6
SAFETY SVCS-FIRE 2		3	4	3	3
SAFETY SVCS-FIRE 4		1	1	1	1
SAFETY SVCS-PARKING 1			3	2	2
SAFETY SVCS-PARKING 2			1	1	1
SAFETY SVCS-POLICE 1		2	2	1	
SAFETY SVCS-POLICE 2		2	2	3	2
SAFETY SVCS-POLICE 3		2	3	3	6
SAFETY SVCS-POLICE 4		3	3	3	2
SAFETY SVCS-POLICE 5		1	1	1	1
POLICE,FIRE & RM TOTAL	**23**	**37**	**41**	**36**	**40**
CONTRACTING OFFICER		1			
PROC/ CONT SVCS PROFESSIONAL 1	3	3	5	4	4

JOB TITLES & CATEGORIES	2006	2007	2008	2009	2010
PROC/ CONT SVCS PROFESSIONAL 2	1			1	1
PROC/ CONT SVCS PROFESSIONAL 3	2	2	1		
PROC/ CONT SVCS TECHNICIAN 1			1	1	
PROC/ CONT SVCS TECHNICIAN 2	1	1			1
PROC/CONT SVCS PROFESSIONAL 1	1	1			
PROC/CONTSVCS PROF 2			1	1	1
PROCUREMENT TOTAL	**8**	**8**	**8**	**7**	**7**
STU SVCS PROFESS 1 (EXEMPT)		1			
STU SVCS PROFESS 2 (EXEMPT)	3	6	9	9	10
STUDENT SERVICES TECHNICIAN 1	1	1	1	1	1
STUDENT SERVICES TECHNICIAN 2					1
STUDENT SERVICES TECHNICIAN 3		1	1		
STUDENT SVCS MANAGER 1	5	8	8	6	7
STUDENT SVCS MANAGER 2	8	6	9	11	13
STUDENT SVCS MANAGER 3	6	4	4	4	5
STUDENT SVCS PROFESSIONAL 1	5	5	6	6	5
STUDENT SVCS PROFESSIONAL 2	34	26	24	26	30
STUDENT SVCS PROFESSIONAL 3	7	12	17	17	21
STUDENT SVCS PROFESSIONAL 4	4	3	5	3	1
STUDENT SVCS TECHNICIAN 1	4	4	5	6	7
STUDENT SVCS TECHNICIAN 2	13	13	14	14	13
STUDENT SVCS TECHNICIAN 3	4	5	5	7	9
STUDENT SVS MANAGER 2			1		
STUDENT SVCS TOTAL	**93**	**94**	**107**	**108**	**123**