During periods of diminishing resources, administrators and managers must examine all programs and services for their ability to achieve divisional and departmental mission and goals. Often these choices lead to a realignment of resources that often results in elimination of services and staff. This information will focus on how to integrate business needs with policy requirements.

### Decision Making Process

#### PROGRAMS & SERVICES

1. What is the critical mission of the department/unit and within that mission, what are the strategic priorities?
2. In order to achieve the strategic priorities, what services and/or programs must continue? What services and/or programs can be eliminated or reduced?

#### STAFFING

1. What types of skill sets will the continuing work require?
2. Who are the staff who have the skills and abilities to do the work that will continue?
3. How many FTE with the requisite skills and qualifications will the remaining work require?
4. Who are those staff?
5. Who are the staff identified for layoff or nonrenewal?

#### CLASSIFIED STAFF

[www.hr.arizona.edu/Policy/405](http://www.hr.arizona.edu/Policy/405)

When policy requirements are applied to the portion of classified staff that must remain to achieve the strategic priorities, what is the outcome?

- Department-wide review is a comparison throughout the department, contrasting people by classification, then performance and finally University service.
- Functionally distinct program review is a more limiting review that is done if some or all of the program components are present and contrasts staff only within that program by the factors listed above.

#### APPOINTED PERSONNEL

[http://hr.arizona.edu/policy/appointed-personnel/](http://hr.arizona.edu/policy/appointed-personnel/)

**Academic Professional, Service Professional and Administrative (Chapters 4B, 4C, and 5):**

1. If contract indicates state funds, must give no less than 90 days’ notice of nonrenewal prior to the end of the contract period.
2. If full/part funded by nonstate funds, and only if those nonstate funds are eliminated, the nonstate funded portion of the contract may be reduced or terminated with at least 30 days’ notice, otherwise, entitled to at least 90 days’ notice before end of current contract period.

**Nontenure-eligible Faculty Policy Requirements (Chapter 3), excluding “Adjunct”:**

1. Notice to nonrenew must be given at least 90 days’ prior to the renewal date (prior to start of new contract).
2. If full/part funded by nonstate funds, and only if those nonstate funds are eliminated, the nonstate funded portion of the contract may be reduced or terminated with at least 30 days’ notice, otherwise, entitled to at least 90 days’ notice prior to the renewal date.

**Postdoctoral Scholar (Chapter 12):**

1. If contract indicates state funds, must give no less than 60 days’ notice of nonrenewal prior to the end of the contract period.
2. If full/part funded by nonstate funds, and only if those nonstate funds are eliminated, the nonstate funded portion of the contract may be reduced or terminated with at least 30 days’ notice, otherwise, entitled to at least 60 days’ notice before end of current contract period.