



## A CHANCELLOR'S CABINET MESSAGE

October 2010

### 3- to 5-YEAR SUSTAINABILITY STAFFING PLAN

#### MEMBERSHIP

*Cindy L. Miles*  
*Chancellor*

*Sunita V. Cooke*  
*President,*  
*Grossmont College*

*Robert Garber*  
*Interim President,*  
*Cuyamaca College*

*Sue Rearic*  
*Vice Chancellor*  
*Business Services*

In the face of the worst budget crisis in community college history, Chancellor's Cabinet members are dedicated to maintaining strategic staffing to ensure we can continue to deliver excellent education to our students; meet our obligations; and protect the well-being of employees across the District.

Unless circumstances improve dramatically, we expect slow budget improvements and limited resources for filling more than the most critical positions **over the next three to five years**. Deciding which positions are to be filled under these conditions is a rigorous, multi-level process at all three sites that includes internal Budget and Planning Councils, Presidents' Cabinets, District Strategic Planning & Budget Council, and ultimately, Chancellor's Cabinet, and the Governing Board.

These sustainability staffing decisions are based on the impact of each position on the learning core, as well as on the overall health and functionality of the organization. Specific criteria used for identifying and ranking positions on the critical hire lists include the following:

- Legal mandates
- Accreditation requirements
- Health and safety priorities
- Critical threshold of educational or support services
- Essential operations and supervision

Our goal is to follow our strategic priorities and provide the best service possible within severe budget constraints, giving utmost consideration to students and staff. We are committed to applying consistent decision-making criteria throughout the District and to balancing resources as equitably as possible.\*

The harsh reality is we cannot hire all the employees we need or provide all the classes and services our students need, and this situation will be with us for some time. We continue to strive in these most difficult times to use our limited resources thoughtfully, strategically, and deliberately. We thank you for your continued support and participation in making these tough choices.

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*Note: When an unexpected vacancy occurs with the potential for major adverse impact, this loss will be examined to determine whether the position will be filled expeditiously. Such decisions will be made by Chancellor's Cabinet upon the recommendation of a president or vice chancellor, after local consultation.*