

**SACRAMENTO STATE**  
**OVERVIEW: CAMPUS FURLOUGH IMPLEMENTATION PLAN**  
**AUGUST 26, 2009**

Furloughs will reduce campus workdays by approximately 10 percent from August 2009 - June 2010. This means a limitation on services during the 11 months with some offices modifying normal business hours or closing completely on some days. In addition to realizing savings of almost \$16 million in compensation, implementation of the campus's furlough plan was guided by three goals:

1. Minimize to every extent possible disruption to the delivery of instruction and direct student services.
2. Minimize reduction in services to other campus clients.
3. Avoid excessive or unreasonable workload shifts.

Achieving these goals will require the cooperation of all members of the campus community and the public. It is assumed that:

- Work will need to be prioritized.
- Office schedules can be designed to maximize coverage.
- No backfill with additional student assistant time or overtime is allowed. No additional volunteers are allowed to offer instruction.
- Faculty should consider the full range of workload reductions and not be limited to only requesting furloughs on days when they are scheduled to teach classes or supervise students.
- Student learning should continue where feasible on furlough days.

**Designated Campus Furlough Days**

The several furlough agreements for represented staff allow 0 - 24 President-determined campus furlough days. President Gonzalez has selected 16 days for staff/MPP. The Faculty Agreement provides from 0 – 6 President-determined furlough days. The President has selected five designated days for the faculty although only two days will apply to Academic Year faculty.

On those days designated as campus furlough days, few offices will be open on a normal schedule. Most will be closed or partially open with limited service available. Vice Presidents are to report on the impact of designated campus furlough days by month (see Attachment A).

The days designated by the President as campus furlough days are outlined in the chart on the next page. It is important to note that most staff/MPP designated days are not scheduled for instructional days – thereby minimizing the impact on students.

Staff/MPP: Designated Days	Faculty: Designated Days	Comments
Friday, August 7		Limited adm. services
Friday, August 14		Limited adm. services
Friday, September 18		Instructional Day; Limited adm. services
Friday, October 16	Friday, October 16 (all faculty)	State Budget Closure Day*
Friday, November 27		Limited adm. services
Monday, December 21		Limited adm. services
Tuesday, December 22		Limited adm. services
Wednesday, December 23	Wednesday, December 23 (required only for 12- and 10- month faculty)	State Budget Closure Day*
Thursday, December 24	Thursday, December 24 (required only for 12- and 10-month faculty)	State Budget Closure Day*
Friday, January 8		Limited adm. services
Friday, January 15		Limited adm. services
Monday, February 15	Monday, February 15 (all faculty)	State Budget Closure Day*
Friday, April 2	Friday, April 2 (required only for 12- and 10-month faculty)	State Budget Closure Day*
Friday, May 28		Limited adm. services
Friday, June 11		Limited adm. services
Friday, June 25		Limited adm. services

\*State Budget Closure Days – campus closed for all employees observing furloughs. Athletics and other public events on campus will continue as scheduled. Essential services will be provided.

It is important to understand that unless announced by the President, designated campus furlough days do **not** mean the campus is closed. On most designated days, the campus will be open but with only limited services available. For example, on designated furlough days in August, summer and YRO classes will still be held, conferences scheduled will continue, essential services will be provided, and employees not subject to a furlough plan will report to work as normally scheduled.

The intent of such designated campus furlough days is that most staff and management employees subject to furloughs will have that day off. Nevertheless, if management determines that **operational needs** of the unit require some staff and/or managers to work on a designated campus furlough day, affected employees will be consulted about determining an alternate furlough day in the same pay period to take as a designated furlough day. The only restriction on an alternate day is that it cannot fall in a week with another approved or designated furlough day. Please remember, that during the week with a furlough day, exempt staff and managers lose exempt status and become non-exempt employees. During the week with a furlough day, it is expected that staff and managers will work no more than 32 hours. Those employees not participating in a furlough plan will report to work as normally scheduled on any campus furlough day.

### Individual Furlough Days

An online form has been developed for this approval process. An initial five-month schedule is requested through the end of December 2009. Early in October, nominations will be made by individual staff and faculty for their furlough days for January – June, 2010. Unit managers are responsible for monitoring employees' compliance with furlough regulations, as directed by the Office of Human Resources. All furlough days must be reported each month using the standard Absence Report form (PR-54). See #3 in the Staff/MPP and Faculty Furlough Implementation section for additional details on the approval process.

Services and classes will be affected on individual furlough days. It is the responsibility of each office to notify the campus of significant changes to office hours and/or services due to observance of individual staff/MPP furlough days. This notice is accomplished by completing the campus furlough impact form. Faculty are responsible for notifying their students and department chairs of modifications to direct instruction, committee attendance, office hours, etc., on individual faculty furlough days.

### **FURLOUGH IMPLEMENTATION: STAFF/MPP**

1. As provided for in the APC, CSUEU, and UAPD Furlough Agreements, full-time 12-month staff are subject to 24 furlough days between August, 2009 and June 30, 2010. Eleven-month staff are subject to 22 days; 10-month staff are subject to 20 days. Part-time staff are subject to a pro-rata calculation of furlough days. Full-time members of the MPP and other non-represented employees are subject to 24 furlough days from August 2009 - June 2010.
2. As noted above, the President has designated sixteen days as designated campus furlough days for staff, managers, and other non-represented employees. These days are: Aug. 7, Aug. 14, Sept. 18, Oct. 16, Nov. 27, Dec. 21, 22, 23 and 24, Jan. 8, Jan. 15, Feb. 15, April 2, May 28, June 11 and June 25. Only Sept. 18, Oct. 16 and Feb. 15 are instructional days for faculty and students. Employees required to work on a designated campus furlough day must select another day as an alternate day for furlough during the same pay period.
3. Staff will nominate the other eight furlough days using an online form. Approval of individual staff/MPP furlough days works similar to vacation approval. Employees request beforehand using an online form the days they nominate to apply toward their furlough obligation. Program Center Administrators will make the final decision based on need for office coverage, delivery of instruction, and student or other services. Managers will approve or disapprove based on operational needs. Approval will be given for no more than one furlough day per week and two per pay period with the exception of December 21 - 24. The single four-day exception already has been scheduled by the President for December 21 - 24.
4. During a week with a furlough, staff/manager's work activity is limited to 32 hours.
5. An electronic acknowledgement form has been developed for exempt staff and managers confirming their awareness that during a furlough week they are non-exempt. As a consequence, they must report partial leaves, e.g., sick, vacation, and are eligible for overtime pay after 40 hours of work during the furlough week.
6. Staff not subject to furlough will report to work as regularly scheduled.
7. Staff are encouraged to review their bargaining unit's specific furlough agreement for details.

The breakdown of campus-designated and individual furlough days for staff and MPPs is as follows:

<b>month</b>	<b>designated days</b>	<b>Individual days</b>	<b>total furlough days</b>
July	0	0	0
August	2	0	2
September	1	1	2
October	1	1	2
November	1	1	2
December	4	0	4
January	2	0	2
February	1	1	2
March	0	2	2
April	1	1	2
May	1	1	2
June	2	0	2
<b>Total</b>	<b>16</b>	<b>8</b>	<b>24</b>

### FURLOUGH IMPLEMENTATION: FACULTY

1. As provided for in the CSU/CFA Furlough Agreement:
  - a. Full-time Academic Year faculty unit employees shall be subject to 18 furlough days during the 2009/2010 academic year. The pattern of days shall include no more than nine furlough days per semester (see 3.b of Furlough Agreement).
  - b. Full-time 12-month Faculty Unit Employees shall be subject to twenty-four furlough days between July 1, 2009, and June 30, 2010. Ten-month employees shall be subject to no more than 20 furlough days between July 1, 2009, and June 30, 2010 (see 3.c of Furlough Agreement). Operationally, this will start in August 2009.
  - c. Part-time employees shall be subject to furloughs on a pro-rated basis. Pro-ration shall be determined consistent with the employee's time base (see 4.b of Furlough Agreement).
  - d. No more than one furlough day may be taken in a workweek; no more than two furlough days allowed in a month. There is a one-time exception to allow for one month with four furlough days.
2. The President has designated five furlough days as faculty campus furlough days. Two days – Friday, Oct. 16, and Monday, Feb. 15 – occur on instructional workdays and apply to **all** faculty and have been designated as campus State Budget Closure Days. The three other days, however, are required furlough days **only** for twelve (12)-month and some ten (10)-month faculty (Wednesday, Dec. 23; Thursday, Dec. 24; and Friday, April 2). Dec. 21 – 24 are Academic Workdays and may be requested as furlough days by Academic Year faculty. April 2, 2010, is an academic holiday for Academic Year faculty and may not be used as a furlough day for Academic Year faculty.
3. Faculty will nominate their additional furlough days using an online form. The form will initially cover instructional and academic workdays for August 2009 – January 4, 2010. Scheduling will be by mutual agreement of the faculty unit employee and the dean (or MPP level director). Department chairs will be consulted for impact of proposed furlough days on instruction and services to students. "Absent mutual agreement, the appropriate administrator shall designate the furlough days for the faculty employee based on **compelling operational needs** of the campus and shall explain those needs in writing to the faculty unit employee" (see 3.a of Furlough Agreement). [Emphasis added.]
4. Faculty and deans should examine the full range of workload identified in Article 20 of the Faculty Collective Bargaining Agreement, including service and scholarship, for appropriate reductions in workload. It is expected that approved furlough plans will minimize the impact on direct instruction and the quality of education provided students. Specifically:
  - a. Faculty furlough plans should reflect a mix of furlough days encompassing a variety of workload obligations. This includes consideration of those days when faculty are in pay status and performing work but are not campus instructional days. For Fall 2009 these days are: Aug. 26, 27, 28; Dec. 21 - 24; Jan. 4, 2010. Academic non-instructional workdays also include final examinations scheduled Dec. 12 and Dec. 14 - 18.
  - b. If a furlough day is requested for a direct instructional day when classes are scheduled, faculty are encouraged where feasible to provide alternate instructional assignments for students that class period consistent with student learning outcomes and course objectives. These alternate assignments do not need to be graded and should be designed to not increase faculty workload. Direct instructional furlough days should be rotated so no single class is disproportionately impacted by furloughs.
  - c. The Center for Teaching and Learning will provide information early in September on alternate instructional assignments for students.

- d. It is the responsibility of faculty to notify students of approved furlough days which impact office hours, e-mail availability, advising, class schedules, or supervision. The syllabus for each class should note that modifications may be required to the course schedule and assignments because of furloughs, and students will be notified of these adjustments in a timely manner.
5. A form will be available on-line for faculty to certify each semester that pursuant to section 5.b of the Furlough Agreement:
  - a. They will not work on the assigned furlough day; and
  - b. They will not work beyond the duties assigned for the furlough week.
 This form will be placed in the Personnel Action File at the request of the employee.
6. Librarians, coaches, and non-instructional SSP-ARs will have their workweek hours reduced by eight hours in a week in which a furlough day is observed.
7. Faculty in 100 percent grant or contract-funded positions are exempt from furloughs. Faculty less than 100 percent funded will observe furloughs based on that percent of time base which remains General Fund supported.

#### **EXEMPT FROM FURLOUGH**

Some employees are not subject to furlough days. At this time, employees represented by Unit 6 - SETC have not agreed to furloughs. Compensation savings will be achieved in other ways for this bargaining unit. Unit 8, representing campus police, and dispatchers, represented by CSUEU, are not subject to furloughs because of the essential safety function these employees perform. Students in the Capital Fellows Program, Unit 11 (TAs, GAs, and ISAs), and Student Assistants are not subject to furloughs. Faculty, staff, and managers who are in 100 percent grant or contract funded positions are not subject to furloughs; however, those supported partially by such funds are subject to furloughs on the non-reimbursed portion of their position. In addition, instructional faculty unit employees in class codes 2322, Special Programs, and 2323, Extension for Credit, are not subject to the furlough program.

#### **RECOGNITION OF FINANCIAL IMPACT**

Depending on bargaining unit, pay status, and time base, most employees subject to furloughs will have an approximate 10 percent reduction in compensation from August 2009 - June 30, 2010. Pay will be reduced evenly during these 11 months. This is a significant reduction in compensation particularly since many employees already have family members participating in the state government furlough program. Employees are referred to their bargaining unit's furlough agreements for specific coverage and limitations.

The campus has developed an on-line salary calculator to assist employees in estimating the full impact of furloughs on take-home pay. The link to the paycheck calculator is [http://www.sco.ca.gov/ppsd\\_se\\_paycheck\\_calc.html](http://www.sco.ca.gov/ppsd_se_paycheck_calc.html).

Employees who may need to inform lenders or others about modification to take-home pay should contact the Human Resources Payroll Office.

Experts from the state's Department of Personnel Administration will conduct financial workshops on campus during August. Information on furloughs' impact on benefits is available online and is one of the topics for campus furlough briefings. Representatives from approved TSA programs will be on campus in August and will be available to discuss issues and answer questions.

The campus's Employee Assistance Program is available for a limited number of free, confidential appointments for employees and their family members.

### **COMMUNICATIONS PLAN**

The University has developed an active strategy to inform the campus and the region about the furlough program. Implementation of the communication plan is coordinated through the Office of Public Affairs.

Communication with the campus combines extensive use of electronic media (e-mail, Internet, and video) to communicate information quickly to the campus with a series of scheduled live workshops and training sessions sponsored by the Office of Human Resources to explain the furlough program and its impact on employee benefits (see Attachment B). Periodic "Furlough Alerts" are sent by e-mail to campus employees providing updated information. A special "Furlough Information" section is posted prominently on Sacramento State's home page: [www.csus.edu](http://www.csus.edu). In addition, targeted messages will be developed for distribution to students, alumni, and already identified supporters of Sacramento State in the region.

New employees will be informed in writing on the implementation of a furlough plan and the impact on their compensation. Vacancy announcements will note a furlough plan in effect until June 30, 2010.

Standard, customer-friendly communications (to be posted on an office's door and the Web and sent in a weekly employee e-newsletter) have been developed that explain furlough procedures and that, if and when an office is closed, it is the result of the furlough program (see, for example, Monday Briefing: <http://www.csus.edu/bulletin/mondaybriefing/index.htm>). Office closures or reduction in hours will be communicated by departments to clients.

Once Sacramento State's furlough plan for staff/MPP and faculty has been approved, calendars noting approved designated campus furlough days will be sent electronically to all employees and posted on the campus's Furlough Information Website.

Public Affairs will assume responsibility for communication with regional media. A combination of press releases, background sessions, and interview opportunities with University administrators will inform the broader community about campus furloughs.