Project Scope and Approach

The scope of this engagement will involve a comprehensive Human Resources (HR) Structure Review of Pima County Community College District (the College). Our approach will facilitate a review of policies, procedures, and practices regarding staffing levels, HR services delivery, system resources, and HR functions that impact the College’s six campuses. We will also provide insight on key transition steps to encourage management input, participation, and accountability of the outcomes. Our approach includes the following phases and primary focus areas:

Phase I
- Planning
- Information exchange
- Schedules

Phase II
- Document review
- Campus-wide survey
- Interviews throughout campus with key HR stakeholders
- Focus groups to discuss critical framework and process improvements
- Benchmarking

Phase III
- Optimal HR structure
- High impact process improvement
- HR Roles and accountability
- Tools and system needs

Phase IV
- Summary report
- Report presentation

The success of this type of project is highly dependent on the input of individuals such as you. In order to understand realistic and necessary options, we believe it is critical to talk to the people directly impacted. Be assured that Baker Tilly consultants respect the sensitivity and complexity of improvement and restructuring initiatives. We are professionals trained to maintain the confidentiality and integrity of individuals and information. The ideas you share with us will be discussed with others in a manner that ensures objectivity and anonymity.

As we approach this review, you can expect to be involved in one or more of the following:
- Survey conducted across all campuses and offices
- Interviews with:
  - HR staff/process owners
  - Management
- Group Meetings with Stakeholders

Through your input, our team will gain insight into the:
- Effectiveness of the current HR structure system-wide
- Level of understanding of critical HR processes
- Ease of use from the current HR support system
- Satisfaction with the current approach to managing human resources

The benefits to you for participating include:
- Clarity around HR tools to support you in doing your job
- Support compliance with key HR regulations/requirements
- Enhanced services from those who accountable for HR management
- Position the College to comply with critical HR requirements and create a culture of consistency and fairness
- Improve alignment between operational needs and focus of HR support

Project Timeline

Our staff will be on site for fieldwork in October and November, and present the final report in mid-December. The final deliverable will provide you with recommendations and actionable steps toward achieving success.
Baker Tilly prioritizes serving higher education and research institutions as one of our top three firm-wide focus areas. Baker Tilly has served more than 150 higher education institutions with process and resource optimization, budget reduction, risk, and audit services for more than 50 years. These clients represent a full continuum of higher education clients with enrollment levels ranging from fewer than 100 students to more than 30,000 students and annual budgets ranging from less than $2 million to more than $1 billion. Our focus areas include:

<table>
<thead>
<tr>
<th>HR optimization</th>
<th>Organizational strategy and reviews</th>
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<tbody>
<tr>
<td>Strategic resource alignment</td>
<td>Rightsizing operations and infrastructure</td>
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<tr>
<td>Process efficiency and reengineering</td>
<td>Technology enhancement</td>
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Our higher education clients have succeeded in delivering more responsive student and administrative services, including HR, with our support. Our extensive work in higher education has enabled us to be intimately familiar with community college operations, and with the issues and trends affecting support functions within higher education. A sample of our higher education and research institution clients include:

- Anoka Ramsey Community College
- The Catholic University of America
- The George Washington University
- Georgetown University
- Joliet Junior College
- Madison Area Technical College
- McHenry County Community College
- Minneapolis Community & Technical College
- Princeton University
- Stanford University
- University of California System
- University of Illinois System
- University of Michigan
- University of Pennsylvania
- University of Wisconsin System
- Wake Forest University Health System

The team specializes in management issues and has experience in both serving as consultants and HR practitioners involved in complex organizations with decentralized and centralized HR models. The team offers relevant, hands-on experience assisting higher education, public sector, and private institutions to address key human capital management challenges through the design of systemic approaches to aligning and monitoring function with strategy. Below, we outline each team member’s background and areas of focus.

**Christine Smith, Engagement Partner.** Ms. Smith has 25 years of experience and specializes in creating innovative resource optimization solutions. She has served as an HR manager for the Wisconsin Department of Transportation and directed strategy and operations review engagements for more than 100 public sector and higher education clients. Ms. Smith is a recognized leader in the field and has been a featured speaker on HR management issues including rightsizing, succession planning, and next generation talent, at national conferences.

**John Kiss, Engagement Senior Manager.** Mr. Kiss has 10 years of experience and specializes in resource optimization and risk management. He is a Certified Strategic Workforce Planner and has a diverse background of industry experiences across higher education, commercial, not-for-profit, healthcare, and government entities, with a particular focus on organizations interested in improving their operations. Mr. Kiss has assisted clients in these industries to review the design and effectiveness of HR policies and processes to address regulatory, financial, and reputational processes, policies, and risks.

**Martina Buckley, Engagement Manager.** Ms. Buckley has 14 years of experience and specializes in helping clients assess and improve the design of policies and procedures, and daily HR, financial, and budgetary operations. She has worked on a variety of projects in multiple industries including higher education, healthcare, and other professional services. Ms. Buckley has personally directed HR functions including recruiting, hiring, benefits, payroll, compensation, and employee relations; implemented compensation programs with oversight for contractual obligations, bonus review, and market data; ensured compliance with HR policies, procedures, and initiatives in both centralized and decentralized roles.

**Caitlin Humrickhouse, Supporting Staff.** Ms. Humrickhouse has 4 years of experience and specializes in analytics and benchmarking and has conducted previous reviews of HR functions. Ms. Humrickhouse provides management consulting services with a focus on resource optimization to assist educational institutions and governmental entities in their efforts to ensure that the resources available (people, processes, and technology) are used most efficiently.

Our team looks forward to working with you to position the human resources function of Pima Community College to effectively manage its most important asset – human capital.