I. Call to Order

II. Roll Call

III. Approval of Agenda #15 dated February 1, 2016 – **Action Item**

IV. Chair's Report

V. Public Comments (As per the Gloria Romero Open Meeting Act of 2000 authorized by Section 89306.)

Every A. S. Council agenda for regular meetings shall provide an opportunity for members of the public to directly address the A. S. Council on any item affecting higher education at the campus or statewide level, provided that no action shall be taken on any item not appearing on the agenda. However, Council may briefly respond to statements made or questions posed by a person exercising his or her public testimony rights, may ask a question for clarification, make a brief announcement, or make a brief report on his or her own activities. A.S. Council may also provide a reference to resources for factual information, request staff to report back to the body at a subsequent meeting concerning any matter, or request that a matter of business be placed on a future agenda.

Persons recognized by the Chair should first identify themselves by name. Time limits will be established by the Chair depending on the number of people wishing to speak and the length of the Agenda. The maximum amount of time per speaker shall not exceed 10 minutes. Public comments regarding items on the agenda will be taken prior to each agenda item.

VI. Appointments to Committees and Council

A. A. S. President
B. A. S. Administrative Vice President
C. A. S. Legislative Vice President
D. A. S. Student Affairs Vice President

VII. Old Business

A. Review and approval of amendments to the AS Administrative Code – **Action Item**
Council will review and approve the proposed amendments to the Administrative Code.

B. Review and approval of amendments to the Personnel Code. – **Action Item**
Council will review and approve the amendments to the AS Personnel Code.
C. Associated Students of Humboldt State University Executive Director Job Description –
Action Item
Council will review and approve the Executive Director Job Description.

VIII. Adjournment
Be it enacted by the AS Council that Associated Students Administrative Code be amended as follows and be renumbered accordingly and will become effective immediately:

**Section 8. Screening Committee**

8.01 Voting members of the Screening Committee shall consist of the AS President, the AS Student Affairs Vice President, the AS Legislative Vice President, the AS Administrative Vice President, and an AS Council representative nominated by the AS President and approved by a two thirds (2/3) vote of the Council. In addition, the University Center Executive Director or designee, and a University representative appointed by the University President shall serve as ex-officio, non-voting members of the screening committee. The AS Vice President of Administrative Affairs shall serve as the Chair of the screening committee.

8.02 The process for conducting employee searches shall be outlined in the AS Personnel Code.

Be it enacted by the Associated Students Council that the Associated Students Personnel Code be amended as follows and that the amendment will become effective immediately.

**Section 1. Student/Hourly Wage Compensation Policy Reference**

1.01 It is a priority of the Associated Students (AS) to provide student employment. In keeping with our commitment to support the University in its recruitment and retention efforts and to help students attain their education, the Associated Students AS will employ students whenever feasible. (12/11)

1.02 The Associated Students Student/Hourly Wage Compensation Policy provides guidelines for setting the pay level for hourly employees. This policy is detailed in Policy #301. (12/11)

**Section 2. Annual Performance Appraisal of General Manager Policy Reference**

2.01 The Annual Performance Appraisal of the Associated Students General Manager policy provides guidelines and procedures for an annual performance appraisal. This policy is detailed in Policy #302. (12/11)

**Section 2. Duties of the ED**

1. General Administrative
   a. Administers and coordinates the student body day-to-day business and related activities of the AS.
   b. Ensure compliance with IRS, State of California, and applicable non-profit codes and regulations.
   c. Ensure the AS's legal interests are protected and the AS Council is informed of pertinent laws, regulations and policies.
d. Responsible for risk management associated with all programs and operations of the corporation. Consults as needed with legal counsel and secures appropriate insurance coverage.

e. Upon approval of the AS Council, negotiates and signs contracts with external, campus and systemwide agencies on behalf of the corporation.

f. Develop and maintain policies and procedures to provide student leaders and AS staff with a professional environment in which business can be conducted.

g. Maintain and publish up-to-date copies of the AS Constitution, Codes of Procedures, Policies, Rules and Regulations, and Administrative Procedures Manual and other official AS documents of record.

2. Fiscal Administration

a. In conjunction with the AS President or designee, responsible for the development of the AS Annual Budget to be presented to the AS Board of Finance, AS Council and the University President for approval.

b. Establish and maintain sound fiscal and operational policies and procedures.

c. Ensure accepted accounting and fiduciary guidelines are followed.

d. Work with the University Center Business Office staff to prepare for internal compliance and external audits.

e. Monitor and review that student funds are disbursed in accordance with the objective, policies, and directives of the AS including AS funds and IRA funds.

f. Serve as an official representative of AS in meetings with representatives concerning fiscal matters.

g. Manages the disbursement of all AS funds.

h. Monitor AS financial position and report to Board of Finance.

i. Coordinate development and maintenance of sound financial procedures and records regarding AS Organizations, Clubs and IRA Programs.

3. Advising and Student Programming

a. Assimilates and maintains the organization's institutional memory and orients incoming officers on AS history, policies, procedures and methods.

b. Sensitive and responsive to the role of student involvement in University governance and Associated Students in particular.

c. Serve as advisor for the AS Council and sub-governing boards and committees.

d. Consults with Instructionally Related Activities Committee, Student Fee Advisory Committee and other related AS activities.

e. Member, non-voting, AS Council, AS Board of Finance, Executive Committee, Student Fee Advisory Committee, Instructionally Related Activities Committee, Campus Center for Appropriate Technology (CCAT) steering committee.

f. Assists with annual and special AS elections.

g. Meets with AS Program Directors and provides budget orientation and information.

h. Assists Associated Students Council coordinating retreats and orientation.

i. Assist the AS Council in the development of organization goals and long-term strategic plans.

4. Personnel Management
a. Maintains human resource policies and procedures, in accordance with federal, state and local regulations, with assistance from a human resource consultant.
b. Recruits, hires, supervises and evaluates full-time staff working in AS.
c. Indirectly supervises student assistant program staff.
d. Responsible for carrying out all personnel policies of the Associated Students.
e. Manages AS Personnel Policies and Procedures, including benefits program.

5. Other Operational Administration
   a. Meets regularly with the Vice President of Enrollment Management and Student Affairs.
   b. Works effectively with university entities to support AS operations and the University mission
   c. Attends and participates in various meetings as necessary
   d. Performs other duties as assigned by the AS President
   e. Additional duties as needed.

Section 3. Minimum Qualifications

3.01. One of the following three criteria must be met in order that applications for the Executive Director position are forwarded to the screening committee.

   a. A bachelors degree, and five years of full-time experience in a management position with a nonprofit that is close or similar to the work of this position. The experience includes activities such as budgetary/fiscal, purchasing, travel, human resources and general administrative support for a mid- to large organization.
   b. Two full years of progressively higher level graduate education leading to a master's or equivalent degree may be substituted to meet two years of the experience requirements.

Section 4. Appraisal of the ED

4.01. The position of the Executive Director shall be evaluated annually, no later than the meeting prior to the AS transition meeting. A draft evaluation shall be prepared by the AS President in consultation with the executive committee for the AS Council's approval. If the evaluation shows areas that need improvement, subsequent evaluations can be done within two months of the original evaluation to mark the progress of the Executive Director in these areas. A written copy of the evaluation will be placed in the Executive Director's personnel file.

4.02. In the event that the AS President does not complete an evaluation of the Executive Director, the Designee sent by the University President to sit on the AS Council will have the authority to complete the evaluation.

Section 5. Employment of the Executive Director

5.01. The Executive Director is an employee of the AS of Humboldt State University who reports to the AS Council. The AS President supervises the Executive Director.
5.02. During the final year of the initial term of the Executive Director's employment contract, the AS Council shall vote to authorize the AS President to negotiate a new contract or open the position of the Executive Director. If the AS Council decides to open the position, the Screening Committee shall screen applicants to recommend one or more to the AS Council.

5.03. After receiving nominees for the AS Executive Director, the AS Council shall interview the nominee(s). In the event that nominees are unacceptable to the Council, the Screening Committee shall forward other nominees to the Council until such time as an appointment is made.

5.04. Immediately following a favorable vote by the AS Council and consultation with the University President, the proposed AS Executive Director and the AS President shall negotiate a contract of the proposed Executive Director in consultation with the University Center Executive Director or designee. The duration of the initial contract shall be two years or less. Each subsequent contract may be up to three (3) years in duration.

5.05. Upon recommendation of the A.S. President, the AS Council shall be the only body to authorize the hiring, rehiring, or termination of the Executive Director.

5.06. Should there be a vacancy in the office of the Executive Director; the AS Council must convene a Special Meeting to decide on an interim management plan including the appointment of an Interim Executive Director who shall be responsible for carrying out the duties and responsibilities of the Executive Director. The Screening Committee shall be immediately convened and begin the search process.

5.07. In the event that the AS Council is not in session or the appointment of an Interim Executive Director cannot be decided upon within one month of the Executive Director position becoming vacant, then the AS President is empowered to appoint an Interim Executive Director. The AS President shall consult with the University Center Executive Director and the HSU President or designee prior to making the appointment.

5.08. The Interim Executive Director's term of employment shall not exceed six months unless extended by a majority vote of the AS Council.
Associated Students (AS) of Humboldt State University Executive Director

Job Description

The Associated Students is a 501(c)(3) nonprofit corporation which serves as an auxiliary organization of Humboldt State University (HSU). Its membership includes the student body which has a population of approximately 8,000 students. As the student body organization¹, the AS is the official voice of HSU students and provides programs and services which are primarily student-led or are joint efforts between other campus divisions and the AS. AS Programs reflect a wide variety of student interests that enhance the quality of life for the members of the campus community.

Associated Students Executive Director. Starting salary commensurate with experience². This is a 12-month exempt employee position with the Associated Students of Humboldt State University. This is not a state position. A complete benefits package is also offered.

Position Description: The Associated Students Executive Director serves under the ultimate direction of the Associated Students (AS) Council. The Executive Director serves as a nonvoting advisor to the AS Council and will be responsible for working cooperatively with the AS Council. The Executive Director is responsible for overall operations of the AS, ensures that the AS mission is carried out according to AS policy, campus directives, CSU policies, and other related regulations and laws. The Executive Director is charged with the management of monies pursuant HSU and CSU regulatory requirements and with recommending changes in policies and procedures to the AS Council needed. The Executive Director serves as a liaison between the AS and other University leadership. The Executive Director also serves to develop continuity and cohesion within the AS to facilitate timely and efficient transition for student administrations to ensure that AS maintains its leadership position on campus. The position requires broad management responsibilities and experience in nonprofit services and programs.

Minimum Qualifications:
A bachelors degree, and five years of full-time experience in a management position with a nonprofit that is close or similar to the work of this position. The experience includes activities such as budgetary/fiscal, purchasing, travel, human resources and general administrative support for a mid- to large organization. Two full years of progressively higher level graduate education leading to a master's or equivalent degree may be substituted to meet two years of the experience requirements.

Conditions of Employment: This is an exempt position with hours based upon the duties and responsibilities which need to be completed. This position is employed by the Associated Students of Humboldt State University and is subject to related personnel policies and procedures.

¹ The student body organizations of the CSU are established pursuant California Education Code 89300-89304, and abide by relevant Title VI Regulations, Board of Trustees Resolutions, and Chancellor’s Office Executive Orders.
² Pursuant to California Education Code 89900(c)
³ Based on the FY1516 CSU Salary Schedule for Administrator II
Duties

1. General Administrative
   a. Administers and coordinates the student body day-to-day business and related activities of the AS.
   b. Ensure compliance with IRS, State of California, and applicable non-profit codes and regulations.
   c. Ensure the AS’s legal interests are protected and the AS Council is informed of pertinent laws, regulations and policies.
   d. Responsible for risk management associated with all programs and operations of the corporation. Consults as needed with legal counsel and secures appropriate insurance coverage.
   e. Upon approval of the AS Council, negotiates and signs contracts with external, campus and systemwide agencies on behalf of the corporation.
   f. Develop and maintain policies and procedures to provide student leaders and AS staff with a professional environment in which business can be conducted.
   g. Maintain and publish up-to-date copies of the AS Constitution, Codes of Procedures, Policies, Rules and Regulations, and Administrative Procedures Manual and other official AS documents of record.

2. Fiscal Administration
   a. In conjunction with the AS President or designee, responsible for the development of the AS Annual Budget to be presented to the AS Board of Finance, AS Council and the University President for approval.
   b. Establish and maintain sound fiscal and operational policies and procedures.
   c. Ensure accepted accounting and fiduciary guidelines are followed.
   d. Work with the University Center Business Office staff to prepare for internal compliance and external audits.
   e. Monitor and review that student funds are disbursed in accordance with the objective, policies, and directives of the AS including AS funds and IRA funds.
   f. Serve as an official representative of AS in meetings with representatives concerning fiscal matters.
   g. Manages the disbursement of all AS funds.
   h. Monitor AS financial position and report to Board of Finance.
   i. Coordinate development and maintenance of sound financial procedures and records regarding AS Organizations, Clubs and IRA Programs.

3. Advising and Student Programming
   a. Assimilates and maintains the organization’s institutional memory and orients incoming officers on AS history, policies, procedures and methods.
   b. Sensitive and responsive to the role of student involvement in University governance and Associated Students in particular.
   c. Serve as advisor for the AS Council and sub-governing boards and committees.
   d. Consults with Instructionally Related Activities Committee, Student Fee Advisory Committee and other related AS activities.
e. Member, non-voting, AS Council, AS Board of Finance, Executive Committee, Student Fee Advisory Committee, Instructionally Related Activities Committee, Campus Center for Appropriate Technology (CCAT) steering committee.
f. Assists with annual and special AS elections.
g. Meets with AS Program Directors and provides budget orientation and information.
h. Assists Associated Students Council coordinating retreats and orientation.
i. Assist the AS Council in the development of organization goals and long-term strategic plans.

4. Personnel Management
   a. Maintains human resource policies and procedures, in accordance with federal, state and local regulations, with assistance from a human resource consultant.
b. Recruits, hires, supervises and evaluates full-time staff working in AS.
c. Supervises indirectly 100 student assistant program staff.
d. Responsible for carrying out all personnel policies of the Associated Students.
e. Manages AS Personnel Policies and Procedures, including benefits program.

5. Other Operational Administration
   a. Meets regularly with the Vice President of Enrollment Management and Student Affairs.
b. Works effectively with university entities to support AS operations and the University mission
c. Attends and participates in various meetings as necessary
d. Performs other duties as assigned by the AS President
e. Additional duties as needed.

Knowledge, Abilities & Specialized Skills:

- Must be able to effectively communicate, both orally and in writing, to a wide range of constituencies
- Knowledge of administration, organizational management, strategic planning, budgeting, financial administration, and personnel management, within an independent corporation is essential
- Knowledge and working implementation of regulatory restrictions regarding CSU auxiliary organizations and Student Body Organizations is preferred
- Must demonstrate interpersonal skills with members of the staff and campus community
- Ability to work effectively in an advisory role with students
- Ability to learn specific rules, regulations, university policies and procedures
- Ability to work cooperatively and effectively with colleagues
- Knowledge regarding general liability insurance issues
- Knowledge of related state laws, CSU Board of Trustee Policy, campus policy and Associated Students policy
- Training skills in leadership development
- Knowledge of elections procedures
- Working knowledge of Parliamentary Procedure
- Ability to facilitate advocacy and equip students with tools needed to be effective catalysts for change.
Associated Students (AS) of Humboldt State University Executive Director

Job Description

The Associated Students is a 501(c)(3) nonprofit corporation which serves as an auxiliary organization of Humboldt State University (HSU). Its membership includes the student body which has a population of approximately 8,000 students. As the student body organization, the AS is the official voice of HSU students and provides programs and services which are primarily student-led or are joint efforts between other campus divisions and the AS. AS Programs reflect a wide variety of student interests that enhance the quality of life for the members of the campus community.

Associated Students Executive Director. Starting salary commensurate with experience. This position is a 12-month exempt employee position within the Associated Students of Humboldt State University. This is not a state position employee of the State of California. A complete benefits package is also offered.

Position Description: The Associated Students Executive Director serves under the ultimate direction of the Associated Students (AS) Council. The Executive Director serves as a nonvoting, ex-officio, member of the AS Council and will be responsible for working cooperatively with the AS Council. The Executive Director is responsible for overall operations of the AS, ensures that the AS mission is carried out according to AS policy, campus directives, CSU policies, CSU Auxiliary Organizations Compliance Guide, campus policy and other related regulations and laws. The Executive Director is charged with the management of monies pursuant HSU and CSU regulatory requirements and with recommending changes in policies and procedures to the AS Council as needed. The Executive Director serves as a liaison between the AS and other University leadership and is responsible for providing program, budget, and fiscal compliance and oversight reporting to the University President and Chief Financial Officer. The Executive Director also serves to develop continuity and cohesion within the AS to facilitate timely and efficient transition for student administration to ensure that AS maintains its leadership position on campus. The position requires broad management responsibilities and experience in nonprofit services and programs.

Minimum Qualifications:
Experience: A bachelor's degree, and three-five years of full-time experience in a management position working directly with a nonprofit governing board that is school-affiliated with an higher education institution or similar to the work of this position. The experience includes activities such as budgetary/fiscal, purchasing, travel, human resources and general administrative support for a mid-to-large similarly sized organization.

OR

Education: Two full years of progressively higher level graduate education leading to a master's or equivalent degree may be substituted to meet two years of the experience requirements.

1 The student body organizations of the CSU are established pursuant California Education Code 89300-89304, and abide by relevant Title VI Regulations, Board of Trustees Resolutions, and Chancellor's Office Executive Orders.
2 Pursuant to California Education Code 89993(e)
3 Based on the FY15-16 CSU Salary Schedule for Administrators II

Commented [JHL1]: The position classification needs to be reviewed and approved by HSU Human Resources Office.
Commented [JHL2]: Typically, these two paragraphs would appear in the vacancy announcement but would not be included in a position description.
Commented [JHL3]: It will be helpful to better describe the benefits package or put in a link to the details.
Commented [JHL4]: This phrase is unclear, difficult to measure and would be hard for a candidate to understand. Maybe it should be spelled out relative to the tasks necessary to ensure this happens.
OR

Education and experience may be combined to meet the basic qualifications; for example, two years of experience in the field and a year of graduate education may be qualifying.

Conditions of Employment: This is an exempt position with hours based upon the duties and responsibilities which need to be completed. This position is employed by the Associated Students of Humboldt State University and is subject to related personnel policies and procedures, including being an "at-will-employee".

Duties

1. General Administrative
   a. Administrates and coordinates the student body day-to-day business and related activities of the AS.
   b. Ensure compliance with IRS, Federal State of California, California State University and applicable non-profit codes, policy and regulations.
   c. Ensure the AS's legal interests are protected and the AS Council is informed of pertinent laws, regulations and policies.
   d. Ensures compliance with University policies and integration with campus operations including coordinating review of AS programs and budgets with the Humboldt State University President and review of fiscal operations including audits with Humboldt State University Chief Financial Officer.
   e. Responsible for risk management associated with all programs and operations of the corporation. Consults as needed with legal counsel and secures appropriate insurances coverage. Ensures integrations of risk management with Humboldt State University Risk Manager and applicable policies.
   f. Upon approval of the AS Council, negotiates and signs contracts with external, campus and systemwide agencies on behalf of the corporation.
   g. Develop and maintain policies and procedures to provide student leaders and AS staff with a professional environment in which business can be conducted.

2. Fiscal Administration
   a. In conjunction with the AS President or designee, responsible for the development of the AS Annual Budget to be presented to the AS Board of Finance, AS Council and the University President for approval.
   b. Establish and maintain sound fiscal and operational policies and procedures and ensure cooperation with campus policies regarding administrative compliance, fiscal viability and fiscal oversight.
c. Ensure accepted accounting and fiduciary guidelines are followed, and in compliance with CSU and HSU policy.
d. Work with the University Center Business Office Humboldt State University Finance Services staff to prepare for internal compliance, and external audits.
e. Monitor and review that student funds are disbursed in accordance with the objective, policies, and directives of the AS including AS funds and IRA funds.
f. Serve as an official representative of AS in meetings with Humboldt State University Chief Financial Officer, President and other delegated representatives concerning fiscal matters of AS.
g. Manages the disbursement of all AS funds in conjunction with the Humboldt State University Financial Services staff.
h. Monitor AS financial position and report to Board of Finance.
i. Coordinate development and maintenance of sound financial procedures and records regarding AS Organizations, Clubs and IRA Programs.

3. Advising and Student Programming
   a. Assimilates and maintains the organization's institutional memory and orientas incoming officers on AS history, policies, procedures and methods.
   b. Sensitive and responsive to the role of student involvement in University governance administration regarding the student involvement in university governance particularly as it effects Associated Students in particular.
   c. Serve as advisor for the AS Council and sub-governing boards and committees regarding matters of compliance, regulation, policy and procedure.
   d. Consults with serves as AS liaison to Instructionally Related Activities Committee and Student Fee Advisory Committee. May be required to serve on other university committees related to AS activities, and other related AS activities.
   e. Member, non-voting, AS Council, AS Board of Finance, Executive Committee, Student Fee Advisory Committee, Instructionally Related Activities Committee, Campus Center for Appropriate Technology (CCAT) steering committee.
   f. Provides oversight for student assistant program staff.
   g. Assists with annual and special AS elections.
   h. Meets with AS Program Directors and provides budget orientation and information.
   i. Assists Associated Students Council coordinating retreats and orientation.
   j. Assist the AS Council in the development of organization goals and long-term strategic plans.

4. Personnel Management
   a. Maintains human resource policies and procedures, in accordance with federal, state and local regulations, with assistance from a human resource consultant.
   b. Ensures compliance with all California State University and Humboldt State University personnel policies, procedures and guidelines as applicable to AS.
   c. Recruits, hires, evaluates and reviews all time staff working in AS.
   d. Supervises indirectly 100 student assistant program staff.
   e. Responsible for carrying out all personnel policies of the Associated Students.
   f. Manages AS Personnel Policies and Procedures, including benefits program in cooperation and compliance with Humboldt State University Human Resources Office.
5. Other Operational Administration
   a. Meets regularly with the Vice President of Enrollment Management and Student Affairs.
   b. Works effectively with university entities to support AS operations and the University mission.
   c. Attends and participates in various meetings as necessary.
   d. Performs other duties as assigned by the AS President.
   e. Additional duties as needed.

Knowledge, Abilities & Specialized Skills:

- Must be able to effectively communicate, both orally and in writing, to a wide range of constituencies.
- Knowledge of administration, organizational management, strategic planning, budgeting, financial administration, and personnel management, within an independent corporation is essential.
- Knowledge of and ability to working implementation of implementation regulatory restrictions requirements and compliance regarding CSU auxiliary organizations and Student Body Organizations is preferred.
- Must demonstrate interpersonal skills with members of the staff and campus community.
- Ability to work effectively in an advisory role with students.
- Ability to learn specific rules, regulations, university policies and procedures.
- Ability to work cooperatively and effectively with colleagues.
- Knowledge regarding general liability insurance issues.
- Knowledge of related state laws, CSU Board of Trustee Policy, campus policy and Associated Students policy, an ability to read, interpret and apply federal, state, CSU and campus laws, regulations, policies and codes as they apply to AS.
- Training skills in leadership development.
- Knowledge of elections procedures.
- Working knowledge of Parliamentary Procedure.
- Ability to facilitate advocacy and equip students with tools needed to be effective catalysts for change.
General Comments

- CSU auxiliary organization must be an integral part of the educational mission of the campus and the CSU and conduct themselves in conformity with CSU and campus policy. The Executive Director and Associated Students Council (AS Council) are responsible to the President regarding compliance with all applicable laws, regulations and policies promulgated by the Federal Government, the State of California, the California State University, and Humboldt State University. The Executive Director and Associated Students Council are responsible to the Chief Financial Officer for compliance with fiscal oversight, fiscal audits, and financial statement preparation and reporting.

- AS Council must work with the Chief Financial Officer to update the operating agreement to ensure appropriate oversight is in place regarding fiscal viability, program review, budget review, financial reporting and human resources management oversight.

- The AS Council must work with the HSU Academic Personnel and Human Resources Office and Colleen Mullery, Senior AVP for Faculty Affairs and Human Resources to ensure the recruitment, review, hiring, evaluation and oversight of these employees are consistent and in conformity with campus human resources policies, procedures and guidelines. A personnel management structure will need to be put in place and approved by Colleen Mullery that specifies expectations, rights, and recourse (e.g., leaves, compensation management, personnel files, performance issues, complaint procedures, reconsideration rights, benefits, professional development, health and safety, etc.)

- The proposed salary range seems too large. The job classification and salary should be consistent with similar University positions (a requirement for auxiliaries). The AS Council should consult with Colleen Mullery regarding the job classification for this position as well as the conditions of employment including the specifics regarding the benefits package. AS Personnel Policies and Procedures must be developed and reviewed by HSU Academic Personnel and Human Resources Office.

- The funding for the position and the benefits package for all AS employee positions must be incorporated in the business plan and five-year projected budget to ensure that funding is available and sustainable.

- In the job description under “Knowledge, Abilities, and Specialized Skills”, it would be helpful to sort the list by required skills and desirable skills. Additionally, there are some items we typically include in job descriptions in this area that you might consider adding:
  - Ability to effectively establish and maintain cooperative working relationships within a diverse multicultural environment.
  - Ability to operationalize sustainability concepts (economic, societal, and environmental) into all aspects of performing job duties.