HR STAFFING PLAN TASKFORCE

December 6, 2012 – 8:00 a.m.
Minutes

Members present at the meeting: Elba Gomez, Jennifer Johnson, Aimee Voorhees, Patricia Gonzales, Donna Berry, Bill Turini, Wendell Stephenson, Mary Helen Garcia, Janell Mendoza, Jason Gardner, Sam Campbell, Ed Eng, George Railey, Diane Clerou

Others in attendance: Victoria Simmons, Chris Villa, Claudette Matz

Victoria Simmons began the meeting with a presentation regarding meeting etiquette. Following is the outline on this topic.

1. *Starting the meeting*
   Check in
   - *Process check – we are off topic, come back to the agenda*
   - *Rumor control – talk about the rumor at the beginning of the meeting, surface the rumor to check out and see if anyone knows about the rumor*
   - *Heads up – anything coming down that may impact the committee meeting*
   - *Elephants – the one ton animal sitting in the room, everyone knows and no one is talking about it – budget has been the number one elephant*
   - *Agenda for the day*

2. *Taskforce decision making authority*
   - *Unilateral*
   - *Unilateral with input; then you don't use the input*
   - *Consensus – get the group to come to a consensus*

   The taskforce will need to make a recommendation in terms of our decision making "model".

3. *Establish Norms and Ground Rules*
   - *Value – punctuality; norm means be on time; I am on time when arrive before the start of the meeting*
   - *The norms belong to the group and it is up to the group to adjust them if necessary*
4. *Ground rules*
   - *Approved as attached to the minutes*

Thumbs up means it is good solution;

Thumbs in the middle means can live with it;

Thumbs down means what interests are not being met and why? Then see if there are ways to change it to meet the interests.

Cheryl Sullivan presented the hiring procedures for Fresno City College, (written copy of procedure forthcoming)

Donna Berry presented the hiring procedures for Reedley College, see attached.

Janell Mendoza presented the academic hiring procedures for Willow International and Madera Center, (written copy of procedure forthcoming).

Diane Clerou explained that once the recommendation comes to the district office from the campuses, those recommendations are taken to the chancellor's subcommittee for approval. The subcommittee is made up of the chancellor, the presidents, the vice chancellors and Diane Clerou. The subcommittee looks at all personnel requisitions; those are discussed and approved or denied.

It was decided to meet from 7:30 to 8:45 a.m. on the first and third Friday of each month. We will poly-com to the following locations:

District Office Conference Room

FCC – OAB 226

RC – CC1 208

WI – AC2 149B

Next meeting will be January 18, 2013, from 7:30 – 8:45 a.m. in the district office conference room and rooms listed above.

HR STAFFING PLAN TASKFORCE

Minutes, 1-18-13

Present via polycom at the meeting: Elba Gomez, Jennifer Johnson, Amie Voorhees, Patricia Gonzales, Bill Turini, Wendell Stephenson, Mary Helen Garcia, Jason Gardner, Barbara Wells, Diane Clerou, Sam Campbell, Claudette Matz.

Diane began the meeting with process checking. There were no issues to report. The ground rules had been previous distributed and Diane pointed out that the group will need to eventually revisit the consensus decision making definition. She stated the EEO Plan Advisory Committee is being formed and if people have an interest in serving on that committee they should contact their president or their constituency group to express their interest. The EEO committee will begin their work in mid-February 2013.

Elba Gomez gave a brief review of the personnel commission functions and recruitment process. See attached PowerPoint handout. There was discussion regarding the approval process of positions as they become vacant at the various sites. Diane explained the process of the cabinet workgroup approving positions once they have been approved at the individual campuses and sites.
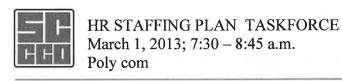
As a result of research since the December 6, 2012, meeting, the committee members were able to obtain 16 sample HR Staffing Plans. They were divided by site location to facilitate an analysis (see the attached table). There was discussion about the value of looking at all staffing plans (single and multi-college districts) for ideas on formatting and content. The following are multi-college districts:

Contra Costa CCD
South Orange CCD
Ventura CCD
Pasadena CCD

Diane provided a draft of the chancellor's charge in bullet form to assist with the process of analyzing the HR staffing plans from other colleges. After review of the draft of bullet points, it was determined to add "staff development" to the list of bullet points on page one and under "efficiency" to add "multi-college and single college" as well as "formula" to the second page of bullet points (see attached document with bolded additions).

It was agreed to continue conducting the meetings via polycom. Each team will review their assigned staffing plans and bring back their analysis. If it turns out that one team ends up with multiple extensive documents and does not have the opportunity to review all of the documents prior to February 1, 2013, we will revisit the assignment of the staffing plans.

Next meeting – Friday, February 1, 2013 at 7:30 a.m. **(Later determined this date conflicts with the SCUP Institute being held at the District Office North from 1/30/13 – 2/1/13. Therefore the meeting will be postponed or cancelled.)**

Call to Order:

Diane called the meeting to order via phone call and poly com. Present via polycom at the meeting: Jennifer Johnson, Amie Voorhees, Patricia Gonzales, Bill Turini, Wendell Stephenson, Mary Helen Garcia, Jason Gardner, Barbara Wells, Sam Campbell, Ed Eng, George Railey, Donna Berry, Claudette Matz. Diane Clerou phoned in.

I.   Process check, rumor control, heads up, and elephants
Diane stated she had heard that other taskforce groups were looking forward to our taskforce making some progress as those taskforces will be looking to our data and using some information in their reports.

II.   Review ground rules; definition of consensus and quorum
Diane stated we need to define consensus and quorum at the next meeting when we can discuss this face to face. She stated definitions and acronyms have been gathered but she wanted to have the opportunity to edit the list prior to sharing it as she thinks it would be information overload at this point.

III.   Homework assignment – report out
Of those reported on, the following were determined to be the better plans:

1. **College of Marin:** Good plan; addresses level of faculty, administrators; planning resource and allocation committee; speaks to ideal levels of staffing if money were no object; analyzes student needs.
2. **Contra Costa CCD:** Some relevance because multi college district; great illustration of hiring process.
3. **Lake Tahoe:** Long term effects of decision making and long term effects of eliminating full time positions.
4. **Palomar CC:** Contains a prioritization which could be helpful; ideal vs. gap.
5. **Santa Monica CC:** Good elements, nice organizational structure in terms of HR staffing ; taskforce was a subcommittee of the strategic planning committee; talked about communication.
6. **South Orange CCC:** Some planning elements are in this document

   The remaining plans seemed to deal more with the hiring processes and procedures as opposed to being actual staffing plans. However, there was not a full discussion of all the plans.

IV.   Discussion

Diane asked what committee members and/or our constituency groups thinking might be in our district's plan?

Sam stated she did see a good formula in the Cooperative Personnel Services Human Resources consulting workshop "Right Sizing Public Sector Organizations" where a formula is used to determine how many people it would take for a task to be performed.

Donna Berry stated that sounded like a form of "activity based costing." Each category of positions have different drivers, i.e. number of students drives the amount of hours and number of employees that the colleges might need.

Sam suggested contacting this consultant to see if they have applied this concept to other colleges.

Bill Turini brought up the consideration of the allocation of future positions primarily based on WI going to a full college status and keeping in mind program staffing needs across the district.

Diane explained FON, in relationship to the 75/25 percent ratio goal for the district, 75% full-time instructors to 25% part-time instructors. She will provide definition of FTE, FTES, etc.

Diane stated we definitely need to look at transitioning and how we will get there.

Amie Voorhees stated we are spinning our wheels and not moving forward. She suggested a one week deadline to submit list of concepts that are important and then look at it together. Diane suggested we break up into subgroups and start the lists now.

Bill Turini suggested going back to the constituent groups to see what they would like in the staffing plan.

It was agreed we would go back to the constituency groups, share info with them, and get their input now in terms of what they want in the plan.

Jason Gardener stated we should be having on-going communication with constituency groups, but he doesn't want the process to get bogged down waiting.

- It was decided that Bill Turini will set up a blackboard site for all to post their thoughts regarding the plan components.
- Jason suggested everyone should look at the big picture and conceptual aspects . Methods should be included if possible.
- Jennifer stated it should be brainstorming and not limiting. Jennifer stated if an item is not relevant it can be put to the parking lot.
- It was decided the committee would compile their list and post them on Blackboard by Friday, March 8, 2013. The list will include constituent group input.
- The committee agreed with the bulleted process.

Next Meeting is Friday, March 15, 2013, at 7:30 a.m.. Everyone will meet at DO North Room 305 except Bill Turini and Mary Helen Garcia, they will poly com from Reedley.

The meeting was called to order at 7:30 a.m.

Present at the meeting: Wendell Stephenson, Jennifer Johnson, Jason Gardner, Lorrie Hopper, Patrician Gonzales, Donna Berry, Ed Eng, Samerah Campbell, Bill Turini, Mary Helen Garcia, and Diane Clerou.

I.   **Process check, rumor control, heads up, and elephants** – there were none.

II.   **Minutes** - the minutes of March 1, 2013, were approved as submitted.

III.   **Definition of Quorum** – 50% +1, but also must have at least one representative from faculty, classified and management present in order to vote.

IV.   **Definition of Consensus** – There was discussion about using the same definition for consensus as the Resource Allocation Model Taskforce (RAMT) uses. It is, if two people do not vote in favor of the motion then it is called a qualified consensus. Those two people explain their reason(s) for not supporting the motion to the rest of the committee. After listening, if anyone else on the committee requests a new vote, a vote will be take. However, the two who originally dissented cannot ask for a vote, that request must come from one of the committee members who initially supported the motion.

V.   **Chancellor's Charge** – Diane reread the chancellor's charge to the group in order to emphasize the duties of this taskforce and to help focus the discussion.

VI.   **Identify Components of what we think our HR Staffing Plan should be:**

There was discussion regarding the merits of the Palomar, San Bernardino, Solano, and Marin model plans. It was agreed the following components should be included in the HR Staffing Model Plan. It was also agreed that this list can be revised as the discussion continue:

A. Critical Elements
   1. Gap Analysis
   2. Prioritization process – is it going to be a standardized process throughout the district, or will colleges/campuses/district office have different prioritization processes?
   3. Program review/program needs
   4. Regular review of hiring plan
   5. Transparency
   6. Simplicity
   7. Succession planning
   8. Legal requirements on staffing
   9. Integrating with other plans
   10. Efficiency goal

B. <u>Elements that are pertinent to the hiring plan</u>
1. Resource Allocation Model
2. Environmental Scan
3. Current staffing levels and turnover rates
4. Administrative/staff/faculty ratio
5. Possibility of job sharing
6. Average age of retirement for faculty/staff/administration – succession planning
7. Total cost of ownership – Example: percent of budget for maintenance funds
8. Minimum staffing for colleges/centers/sites relative to centers becoming colleges

C. <u>Statutory or regulatory constraints</u>
1. 50% law
2. 75/25 ratio
3. Outside regulating agencies (nursing, dental hygiene, etc)
4. FON

D. <u>Appendices</u>
1. AR 7120 – Hiring Procedures for Faculty
2. AR 7220 – Hiring Procedures for Academic Administrators
3. Personnel Commission rules for hiring of classified staff
4. Standard 3.8 from Accreditation Standards

The majority of the above components came from Palomar and the San Bernardino plans, however; Jason pointed out that the ~~Solano~~ **Santa Monica CCD** plan did a good job categorizing elements into the different categories of employees noting the particular needs for each type of employee: faculty, classified, and management. He also stated Solano had excellent language on legal issues relative to staffing. He suggested cutting and pasting this information into our plan. He also stated this plan has an excellent structure on how HR committees fit into the overall structure and the integration with other committees.

The following were agreed upon as documents to be provided to the taskforce members to assist in the writing of the model plan:
1. Current staffing levels by location (FCC, RC, WI, MC, OC and DO)
2. Fresno City College environmental scan
3. Age demographics of staff
4. Head count of students FTES – by location
5. Average attrition rates for retirees for the last five years
6. Master plans for Reedley College and Willow International for faculty broken down by faculty discipline
7. Historical attrition for all staff
8. Industry standards, square feet at various locations to determine, for example, custodial, maintenance and grounds staff

9. Total cost of operation (TOC) – older buildings have different needs than the newer buildings
10. Staffing needs for new facilities

<u>Goals for Next Meeting</u>

1. The committee should meet in sub-groups by location on the week in between our regularly scheduled committee meetings. The next regularly scheduled committee meeting is on April 5, 2013.
2. Individual groups should bring back changes they recommend to the list of components for the staffing plan.
3. Next meeting will look into what was outlined as the critical components to see if there is anything that the taskforce wants to add to the "component list".
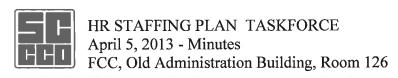4. Individual groups should also bring back suggestions for formatting our staffing plan.

VII.　**Discussion of viability of poly com vs. face to face**

Poly com seems to be working; however, it would be better if we had access to a room with:
- poly com
- access to Blackboard
- access to the Internet
- Wireless modem
- Ability to use video projector and ability to type/change text where everyone can view it on a screen

Diane will research the technical needs prior to the next meeting.

Next Regular Meeting: April 5, 2013, 7:30 a.m. with possible room change - TBA

The meeting was called to order at 7:30 a.m.

Present at the meeting: Wendell Stephenson, Jennifer Johnson, Jason Gardner, Lorrie Hopper, Patricia Gonzales, Ed Eng, Samerah Campbell, Bill Turini, Mary Helen Garcia, Elba Gomez, Barbara Wells, Amie Voorhees, and Diane Clerou.

I. **Process check, rumor control, heads up, and elephants** – there were none.

II. **Minutes** - the minutes of March 15, 2013, there were corrections as follows:

Under Present at the meeting: Correction Patricia Gonzalez should be Patricia *Gonzales*
IV. Definition of Consensus – a vote will be take should be *taken*
VI. Identify Components of what we think our HR Staffing Plan should be -
Correction Solano should be *Santa Monica*
D. Appendices – Correction Standard 3.8 should be *Standard 3A*
On page 3 under item 9. Correction Total cost of operation (TCO) should be *Total cost of ownership (TCO)*

III. **Review plan components to recommend at last meeting and update/revise –**

Samerah Campbell requested clarification on whether this will be an annual review.
There was discussion regarding whether this will be reviewed quarterly, twice a year or maybe once a year. Diane requested we will need to incorporate in the Vice President's presentation in our plan recruitment hiring procedures and prioritization by the campuses and districtwide. This will need to be included in the appendix.

IV. **Discuss/decide on plan formatting –**
• **is there one plan we prefer to use**

There was discussion regarding the Palomar and the San Bernardino plans. The table of contents element is important. There was discussion on beginning to write sections and follow a particular plan and someone takes a particular section and we start writing. Jennifer Johnson suggested we look at the Blackboard. She posted the following items:

Table of Contents

Executive Summary
Section I: Critical Elements
       Gap Analysis
       Prioritization Process
       Program Review/Program Needs
       Succession Planning
Section II: Pertinent Elements
       Resource Allocation Model

        Environmental Scan
        Staffing Levels
        Total Cost of Ownership
Section III: Statutory/Regulatory Requirements
        Faculty Obligation Number (FON)
        The 50% Law
        Regulating Agencies
        District Goal – 75/25 Ratio
Section IV: Appendices
        Definitions/Acronyms
        AR 7120
        AR 7220
        Personnel Commission Rules – Classified Staff
        Accreditation Standard

There was more discussion on incorporating in the Strategic Plan, Technology Plan, Integrated Plan and other plans after we start writing. Either way the Palomar or San Bernardino plans are good. The San Bernardino plan seems to be a simple plan. It was proposed that we start writing one section at a time and which plan should we start with. Jason Gardner stated that it appears the Palomar plan is our goal. Diane was concerned about meeting certain measurements with this plan and getting everybody out there on the campuses to get it done. Jason Gardner said he believed the subcommittees or other advisors need to come on board. It was also discussed that natural feedback would take place and incorporated into this committee. We also might need to bring in experts into the whole group in particular areas. Ed Eng asked, "What is the time frame to get this HR Staffing Plan done"? Diane stated we do not have a set time frame. We need to give the chancellor a report by fall 2013. Ed Eng stated would that be before December 31st? Diane said that this is what she is thinking. Diane stated we would have subcommittee meetings and not have a general meeting if everybody was working on their sections. They would just meet with their subcommittee and then report back at the next regular meeting. Jason Gardner suggested that we might first start with an Operating Agreement. He suggested that this might need to be done first before we move forward. Diane thought we might lose some people on this committee if we do an Operating Agreement first. Diane suggested that she could do an Operating Agreement and get this out to everybody. The District Resource Allocation Model Taskforce (DRAMT) committee has an Operating Agreement and Diane thought she could do one quickly off of this one and get it out to everybody. Diane asked if this should be an ongoing committee. Jason Gardner suggested that this be a standing committee. Patricia Gonzales stated that the plan will need to be reviewed annually. Ed Eng stated that other committees are way behind more than this committee is and we cannot wait for everybody. This model needs to be in place by 2014-2015. The District Resource Allocation Model Taskforce (DRAMT) committee is anxious to see are plan. Diane stated then we can move the Operating Agreement out and look at this later. Did we decide if this is a qualified consensus committee? Yes.

Motion by Amie Voorhees: I move that we use the Palomar Plan and edit the other plans. Seconded by Elba Gomez and the motion passed by everyone unanimously.

V.   **Review list of documents HR uploaded to Blackboard site -**

VI.   **Review list of documents HR will provide**

        Section I: Overview & Plan Design
        Section II: Plan Design
               A. Prioritization, staffing allocations
        Section III: Context, factors, challenges and constraints
        Section IV: Information Data
        Section V: 2011-2012 Summary Plan Recommendation

Ed Eng stated that don't we need to look at the Gap Analysis first and we might be putting the cart before the horse.

        Section I – Staff Analysis
        Make recommendations and come back to the committee.

Jason Gardner stated things we want in the plans and things we don't want in it. There are four different plans on Blackboard. Santa Monica has a plan that includes integration of the committee. Diane stated that somebody will need to look at it when they are doing this section. Diane stated that the concept of what we don't understand needs to come back to everybody if you don't understand it. Elba Gomez agrees with Ed that we need to look at the Gap Analysis before we move forward. Jason Gardner suggested we look at the other plans and decide which sections we want in it. Diane stated that you need to meet with the subcommittee groups to determine this and then break up and write it. We also need to look at the components and delete or revise and choose a format for a plan. Jason Gardner said some of us are playing catch up on the plans that were just posted to Blackboard.

      Prepare Sections 2 and 3 come back in two weeks with your strengths and weaknesses. Who is the expert and who is going to educate us on the 50% Rule or FON? Look at the Palomar plan and come back at the next regular meeting. Diane suggested that everyone review the Palomar or San Bernardino plans. Please write what you can and if you don't understand something we can educate the group at the next meeting. We will portion up the plan and start writing it. Please have your subgroups review and determine what section needs to be included and who should write the pertinent sections. Wendell Stephenson suggested that we develop them as much as possible. The more we get out in writing and bring back to the group. Diane stated that you can write as much as you want on your plan.

VII.   **What additional data is needed?**
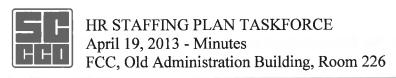
        Palomar Plan - Sections 2 and 3
        -Write it and do it
        -Look at the HR sections, faculty, hiring, etc.
        - Note any data we are going to need and HR will get it.

VIII.   **Goals for next meeting and location -**

        Listed above.

There was discussion regarding the room and the location. The room was good and the location was great in case we need Blackboard in the future we can access it in this room. Patricia Gonzales will get the key before the next meeting from Lynn Mallory. You need to get the key the day before.

Next Regular Meeting: April 19, 2013, 7:30 a.m. at Fresno City College OAB-126 & Polycom to RC CCI 208.

The meeting was called to order at 7:30 a.m.

Present at the meeting: Wendell Stephenson, Jason Gardner, Lorrie Hopper, Samerah Campbell, Bill Turini, Mary Helen Garcia, Barbara Wells, Amie Voorhees, Donna Berry and Diane Clerou.

I.   **Minutes** - the minutes of April 5, 2013, were approved with one correction.

II.   **Process check, rumor control, heads up, and elephants** – there were none.

III. **Report out by sub-committees regarding Palomar Plan component 2 & 3 and any other components from plans you wish the committee to consider**

Bill Turini reported the Palomar plan seems to be very similar to the Reedley College process but asked if it would be appropriate to use it at the district level. He stated he thought the colleges and campuses would lose their autonomy. He suggested contacting Palomar and talking to a person who has worked under this model to help determine if it is an independent process. He added there needs to be appropriate comparisons when talking about section 2.3.1 of the Palomar plan. He stated there are questions such as what positions are funded at the district level versus campus funding; custodial is funded at the college level and maintenance expense is incurred at the district level. He stated he likes that the plan is evaluated annually. Section 2.4 has quite a bit of information being provided, and we would need to look at who it is being provided to and keep in mind that we need to have a transparent process and information needs to be available to the public. He also asked do we build a plan as an "ideal world where money is no object" as it relates to having enough faculty to serve students.

Jason Gardner stated Lorrie, Barbara and he were able to meet twice since the last meeting. In terms of Palomar's section 2.2.1 – prioritization instead of only looking at faculty their group is suggesting including classified and management. He stressed our plan should address all three area/categories of employees. He discussed the process used at Willow in terms of adding staff. He said a ranking is established as to what positions are most critical to the college using data provided, that it sent to the subcommittee and a they make a recommendation to the broad committee and ultimately to the chancellor. He stated when making the recommendation the college should have the matrix provided. He stated that supply and demand of the positions could also affect the outcomes of the HR plan. He used the example of the sciences. Barbara Wells stated they felt this plan focused on FTES too much when head count is also an issue for certain departments.

Bill Turini stated he thinks each campus should still do their own prioritization process, then that would go to the district office for a global committee. Jason stated their thought was that each college would have three lists, faculty, management and classified professionals that would be ranked with the data in the matrix and any other mitigating factors like legal requirements, etc. That information would go to the three subcommittees and the subcommittee group would meet and look at each colleges' request in that area and make a recommendation and formulate a districtwide prioritization list and forward it to the committee and then to the Chancellor's

Cabinet. He stated having it go back to the full committee would allow the full committee to weigh in on the recommendations.

Amie Voorhees stated she thinks the charge of the committee is to take the existing process and in the plan look at data to determine faculty, staff and management needs. She asked if we as a committee start prescribing processes to the other campuses telling them to do it a particular way, is that going beyond the charge of the committee. She stressed she thought it was the existing process, and stated she is not comfortable with revising the prioritization process.

Jason Gardner stated the Palomar plan does that, they prioritize. He said our initial job was to look at other plans and to ultimately come up with a staffing plan which would include prioritization processes as a district.

Diane Clerou stated she didn't see this committee changing the prioritization processes at the campuses. She stated they would still prioritize the way they want and then they would use the matrix as provided in this plan. She said she thought we could just tweak the Palomar plan.

Jason stated their proposal is breaking up the prioritization lists into three groups, he said it doesn't really change the college process. It is how the district as a whole would go about dividing the positions. Each campus would still submit a list of three groups; the process begins at the district level. He said it would be:
- College provides a list
- District prioritizes positions on the lists
- Forward to the chancellor's cabinet and they would say how many of this districtwide list would be funded at each college in each area

Jason again stated it does not want to change any college processes. He stated the accreditation stated there is no process at the district level. He said we need a process that is fair. He added ultimately the chancellor and the board make the decision.

Amie Voorhees again expressed concern that the committee might be overstepping the charge. She stated we are supposed to come up with a plan to serve as guidelines for a best practice, not to develop a committee to come up with prioritization.

Diane reread the charge and stated it is vague, she said we will work our way through it and whatever we put forward will be considered by the cabinet. She added that she does not want to change the processes on the campuses either. She said the Willow proposal might be too deep, but good because we are thinking outside the box.

Lorrie Hopper stated ultimately wouldn't this committee be looking at the recommendations and then recommending to the chancellor's cabinet. Diane stated if that is the way we build the model. She stated she envisions we use the Palomar matrix and the criteria for the optimal levels of staffing. She stated she thinks we will make comparisons with other colleges and departments that have our level of employees. Other things will have to be considered while building the plan such as the FON. Diane added she is still thinking "globally".

Jason Gardner stated he thinks #3 on the charge speaks to this, but maybe we should ask the chancellor what her charge really is.

Wendell Stephenson stated the FCC group is also more global. He sees it as the committee suggesting an HR process plan. FCC looked at who would be the best for certain assignments and coming up with a draft of the plan for prioritization processes. He stated his group might want to do that and that it also sounds like Willow might like to be involved. He stated he was thinking D.O. HR could provide data in the gap analysis area. Such as five year historical staff analysis. He stated 3.1 and 3.2 need to have historical staffing data analysis that would include five year demographic data. He stated that most of the work that needs to be done is in gap analysis and prioritization. He stated they are recommending we look into how the prioritization plan works at the present and how we might develop a process.

Diane Clerou stated she liked 2 and 3 on the Palomar plan. She stated it will be a lot of work, she likes that it is more global than what Willow is proposing. She likes the gap analysis of current and optimal levels. She stated the campuses do get to establish the factors supported by the data and then feed it into the plan. Jason suggested just focusing on section 2 and 3 of the Palomar plan. Diane added data for the last five year is reasonable and then drilling down all the way to the department level for information. We will need:

- Attrition rate for five years
- Current staffing levels
- Answer the four questions – decide if by division or all the way down to department
- Annual assessment
- Employee demographics
- Head count versus FTES
- Signature programs for campuses that is supported with data
- High school graduation rates
- Forecasting population (done for the strategic plan)
- Comparison of head count from year to year
- Consider information in the EEO plan, it will break staffing down in the plan
- Age data to help predict retirements
- Classification study will have an impact and will provide data to consider

Sam Campbell stated now that we have come this far it might be good to review terminology and look at the hiring processes again. The ASUR processes and the DRAMT processes were also discussed in playing a part to help this taskforce arrive at a workable plan.

Goals for Next Meeting:

- Begin writing based on discussions today
- FCC will work on gap analysis
- District Office sub-committee will take section 3
- Campuses may want to take first paragraph of section 3
- Willow will also address gap analysis and prioritization
- Start writing down data that is needed from institutional research

It was decided that Wendell will contact Palomar and ask about the gap analysis. If others have questions for Wendell to ask, they should send those questions to him. Diane will provide the name and number for the contact at Palomar.

Wendell noted that Dr. Railey has been absent from several of the meetings and asked if there is expressed concern that when he attends he might not agree with what we are doing. Diane noted Dr. Railey supports participatory governance so she does not think that will be a problem.

Documents to be added to Blackboard:

- Written processes on hiring from each of the campuses
- ASUR process
- Seven year budget information

Next Regular Meeting: May 17, 7:30 a.m. at Fresno City College OAB-126 & Polycom to RC CCI 208.