



**PALOMAR COMMUNITY COLLEGE DISTRICT  
STAFFING MASTER PLAN 2016**

***Year 5 Update, 2014-15***

**Approved by SPC 5/5/2015**

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## **Staffing Master Plan 2016 Year 4 Update, 2014-15 Overview**

### **History of the Plan and Overview of the Planning Process**

The District established the Staffing Master Plan ("Plan") in 2010-11 to link staffing needs directly to the District's overarching institutional planning mechanisms. The Plan is six years in length with an update prepared annually to allow the District's planning groups, which include the four divisional planning councils and the Superintendent/President's Group (SPG) of direct reports, to update staffing priorities. These priorities are derived from the planning groups' analysis of the District's planning assumptions and their relationship to staffing needs. The Plan is the product of the Human Resource Services (HRS) as assigned in Year 1 of the District's Strategic Plan 2013 Action Plan. Currently, the District is in Year 5 of the Plan. The Plan and its updates can be accessed through the following links:

- **Staffing Master Plan 2016:**  
<http://www.palomar.edu/strategicplanning/StaffingPlan2016Final.pdf>
- **Year 2 Update:**  
[http://www.palomar.edu/strategicplanning/Staffing\\_Master\\_Plan%20Addendum\\_Y2\\_Final\\_050312.pdf](http://www.palomar.edu/strategicplanning/Staffing_Master_Plan%20Addendum_Y2_Final_050312.pdf)
- **Year 3 Update:**  
<http://www.palomar.edu/strategicplanning/StaffingPlanUpdate-Y3-2012%2013.pdf>
- **Year 4 Update:**  
<http://www.palomar.edu/hr/files/2015/03/SMP2016-Y4Update-Final-4.2014.pdf>

Minimum and optimum staffing levels were originally identified in divisional organization charts in the initial year of the Plan and the Year 2 update. Changes to these levels are required only during Year 1 of each subsequent six-year Plan unless a substantive change to any area of the organization occurs, necessitating the development of appropriate staffing levels for that particular area.

Each planning group uses District-wide and divisional planning assumptions to develop a set of priority factors to be used in prioritizing positions that tie directly to the goals and objectives of the District's overarching Strategic Plan. The planning groups also determined planning assumptions unique to the specific functions and services of their areas to further assist in identifying appropriate staffing levels and staffing needs. District-wide plans and divisional Program Review and Planning (PRP) reports, which are used to determine planning assumptions, can be accessed through the following links:

- **Educational Master Plan 2022:**  
<http://www.palomar.edu/strategicplanning/MasterPlan2022Update03012011.pdf>

- **Strategic Plan 2016:**

<http://www.palomar.edu/strategicplanning/Revised%20030414%20Strategic%20Plan%202016%20Mission%20Vision%20Values%20and%20objectives.pdf>

- **Technology Master Plan 2016:**

<http://www.palomar.edu/strategicplanning/TMP2016.pdf>

- **Divisional Program Review and Planning reports:**

<http://www.palomar.edu/irp/PRPCollection.htm>

At the beginning of each year's Staffing Master Plan update cycle, HRS provides an orientation to each planning group on the purpose and requirements of the Plan and updates to District-wide planning assumptions. Each planning group reviews District-wide planning assumptions and data in PRPs to identify staffing needs for the following year. The planning groups then reaffirm or update their priority factors and reevaluate and update their staffing priorities. The planning groups review their areas' vacant positions against their selected priority factors to prioritize the positions in order of recruitment preference as a guideline to determine when positions should be filled, with positions ranked as #1 as the highest priority. Planning groups also propose new positions to fulfill expected future needs of their areas.

At the conclusion of each year's update cycle, the planning groups provide evaluative feedback to HRS regarding the efficacy of the Plan. HRS uses this feedback to make future modifications to the planning process. Based upon feedback from the planning councils and SPG, in Years 4 and 5, the position prioritization process required the planning groups to prioritize only those positions that could realistically be filled within the fiscal years 2014-15 (Year 4 prioritizations) and 2015-16 (Year 5 prioritizations) due to the ongoing modified hiring freeze and fiscal constraints. Unprioritized positions will not be funded until prioritized and approved to recruit, and replacement of existing vacant positions will continue to be assumed of higher priority than new or proposed positions.

**Flexibility of the Plan and the Planning Process**

The Staffing Plan is designed to respond to shifting staffing needs that occur over time due to changes in planning assumptions and other factors. The planning groups prioritize existing positions only once each year during a fixed time period; however, retirements, resignations, and promotions may occur throughout the year once an update is completed. Depending upon a division's planning assumptions, priorities, and needs, it may be necessary that positions that have become vacant after an update and prior to the next update be prioritized higher and addressed sooner than positions on a given year's priority list. In these cases, the following year's update should note actions taken and changes made to the priority list. In summary, the staffing priorities set by the planning groups serve as a guideline to when positions should be filled, and all positions

are reviewed individually in line with District needs and available resources prior to recruitment.

### **Year 5 District-Wide Planning Assumptions and Other Planning Factors**

The District's Strategic Plan 2016 was introduced during the Year 4 planning process. Some planning groups aligned their priority factors with the new goals and objectives of the new Strategic Plan during this planning cycle, while the others retained alignment with the Strategic Plan 2013 goals and objectives due to the limited timeframe of the planning process. In Year 5, all planning groups reviewed and, if necessary, updated their respective priority factors to align with the goals and objectives of Strategic Plan 2016.

The following District-wide planning assumptions were considered during the Year 5 planning process:

- **Students:** Student headcount underwent a slight increase in 2013-14 (36,877 students) when compared to 2012-13 (36,426). The District's enrollments have continued to decline, however, which reflects the continuing fiscal constraints faced by the California Community Colleges system and the State of California in recent years.
- **Employees:** The District's hiring remains constrained by fiscal resources, and is currently limited for all non-faculty positions to high operational priority positions. Employee attrition rates in 2013-14 (7.0%) fell across all occupational categories when compared with the 2012-13 rate (8.8%). Attrition is projected to rise due to the District's offer of a Supplemental Retirement Plan (SRP) to eligible employees in 2014-15, which is expected to result in a significant increase in the number of positions recruited in for all employee categories in 2015-16. In response, the District has begun recruiting for several upper-level administration positions that will become vacant due to SRP retirements.
- Current fiscal conditions limit the District's ability to restore non-faculty positions vacated during the 2008-2013 time frame, and constrain its ability to meet the goals of Strategic Plan 2016. Objective 4.1 of Strategic Plan 2016 establishes the goal of "Rebuild[ing] staffing levels to support priorities identified in Staffing Plan 2016, if the budget allows."
- **Facilities and space planning:** Facilities/space projections shifted forward slightly for a second year. The new South Center is projected to open in 2017-18, and development of staffing projections for both the North and South Centers will be included in the Year 6 Plan update. The Year 5 update focuses solely on staffing needs at existing District locations. Year 1 of the Staffing Master Plan for 2016- 2022 will address Center staffing needs.

Updated District-wide planning assumptions for the Year 5 update are documented in Appendix A.

## **Staffing Master Plan 2016 Year 5 Update, 2014-15: Analysis of Staffing Priorities of Individual Planning Groups**

### **Introduction**

This section is a summary of each planning group's staffing changes and priorities for the Year 5 update. Appendix B contains each planning group's specific Year 5 priorities for 2015-16.

### **Superintendent/President's Group (SPG)**

The Superintendent's/President's Group continued to recruit for the Title III STEM Institutional Research Analyst position that was SPG's #1 staffing priority for Year 5. A Senior Institutional Research Analyst retired as of June 30, 2015 and SPG recruited and replaced this position during the 2014-15 year.

This year the division is carrying forward all seven positions remaining on its list of vacant/proposed positions. The top priority, as in Year 4, is the Title III STEM Research Analyst. All other positions are prioritized in the same order as in the Year 4 update, with one exception: the Alumni Coordinator position was reprioritized using SPG's agreed upon priority factors and moved down one ranking. It is now ranked #7 out of the seven prioritized positions. All positions ranked #2-#7 will be developed and recruited in concert with available fiscal resources and prioritized against the overall staffing needs and workload of the District.

### **Finance and Administrative Services Planning Council (FASPC)**

Finance and Administrative Services (FAS) filled a total of eight positions in Year 5. As in the first several years of the Staffing Master Plan, FAS has largely filled positions in order of priority ranking. FAS has also filled some positions outside of the prioritization process to address immediate health and safety needs and functional gaps within the division.

Two of the positions filled by FAS in Year 5 were new positions approved during 2012-13. One position, the Manager, Construction and Facilities Planning, is part of the Administrative Association and the other, the Supervisor, Environmental Health and Safety, is within the Confidential and Supervisory Team. The Manager, Construction and Facilities Planning combined duties from the vacated Manager, Construction and the Manager, Facility Planning/Environmental Health and Safety positions. The Supervisor, Environmental Health and Safety absorbed the remaining duties of the vacated Manager, Facility Planning/Environmental Health and Safety position.

FAS' remaining six positions filled in Year 5 consisted of critical positions that were replaced soon after they became vacant to address health, safety, administrative, and technology needs. The six replacement positions consisted of four Custodian I positions and one Custodian II position, as well as a Database Administrator.

FAS currently has eleven positions which are either being recruited or have been approved for recruitment. This includes three replacement positions in Building Services: Assistant Maintenance Electrician, Maintenance Painter, and Skilled Maintenance Technician – Parking Lots. In addition, a replacement for the Manager, Construction and Facilities Planning hired last year and a new Proposition M Furniture, Fixtures, and Equipment Coordinator are currently undergoing recruitment in the Construction and Facilities Planning Department. Custodial Services is also recruiting one replacement Custodian I position. In the Fiscal Accounting Department, a Senior Accounting Assistant is in recruitment, a position vacated when the previous employee was promoted. Finally, in the Information Services department, two replacement Programmer Analysts are approved for recruitment, and a new Information Services Systems Engineer is currently in recruitment.

The priorities for FAS remain similar to Year 4, although there are several replacements jumping to the head of the line such as the Information Services Manager, Systems and Programming; an Accounting Assistant; and a Custodian I position. In addition, FAS continues to identify some vacant positions as needing reevaluation to correspond with changes in operations and functions.

### **Human Resource Services Planning Council (HRSPC)**

In the Year 4 update, Human Resource Services prioritized seven positions for recruitment over the three-year period of 2014-15 through 2016-17. One of these positions, an Employment Technician, was successfully filled in 2014-15. HRS is currently recruiting for the second Employment Technician position prioritized in Year 4, and the 45% Benefits Specialist position, which was identified in Year 4 as Leaves Program Specialist.

HRS carried the remaining positions prioritized in Year 4 over to Year 5 for recruitment in 2015-16 and 2016-17. These positions are expected to perform HRS functions in a broad range of areas currently lacking bench depth, including benefits; collective bargaining; personnel support, and administrative support. In addition to the unfilled Year 4 positions, HRS included a proposed Director/Manager, Diversity/Equal Employment Opportunity in the Year 5 prioritizations to provide greater leadership in those areas.

### **Instruction Planning Council (IPC)**

As the District continues to face budget constraints due to a downward shift in enrollments, the hiring of classified staff and administrators occurs on a case-by-case basis after review of overall needs in Instruction and in the District. Given this scenario,

the 22 positions prioritized for 2014-15 by IPC remain to be hired while nine positions not prioritized have been filled to address critical needs.

The Instructional Planning Council (IPC) continues to use four factors in prioritizing position requests submitted through the Program Review and Planning process. These four factors include (a) health and safety, (b) program accreditation, (c) direct classroom or other support services, and (d) direct department or program support for day-to-day activities. 46 position requests were received through the 2014-15 PRP process. IPC prioritized 24 of these positions but has also included the remaining positions not prioritized in its documentation as an official record that there are needs beyond the 24 prioritized positions. It is noteworthy that 14 (58%) of the prioritized positions are new while the other 10 are replacement requests. The significance of this is that the PRP process is ensuring that departments/units are closely evaluating their needs and are recognizing that position support needs have developed or changed as instructional and organizational needs change. The list of prioritized positions is representative of in-classroom needs, program changes or growth, new facilities, and essential support outside the classroom and at other sites, all important to the District's operations in serving its student community. In establishing its priorities, IPC had extensive conversations about each position with a brief overview provided by each Division Dean. Overall the priority list of 24 positions was thoroughly and thoughtfully developed by IPC through its established process.

In 2014-15, the District hired eight new full-time faculty, including one counselor and one librarian. For 2015-16, there are currently thirteen full-time faculty positions in recruitment to ensure that the District meets or exceeds the Full-time Faculty Obligation (FON) for the upcoming academic year. As a recommendation to the Superintendent/President, the IPC Subcommittee will submit its 2016-17 prioritized list of full-time faculty positions by the end of this Spring 2015 semester. The process used by the IPC Subcommittee is included in Appendix D. This process has effectively addressed full-time faculty position needs since 2006. In anticipation of the Governing Board approving a retirement incentive for all employees this year, it is expected that a high number of full-time faculty will be hired for 2016-17 and that some gaps in classified and administrative positions will be addressed.

### **Student Services Planning Council (SSPC)**

#### **2013 – 2014**

During the 2013 – 2014 academic year, 17 positions were filled across various areas of the division. Of these positions, 10 were classified, three were faculty, one was a Confidential and Supervisory Team position, and three were administrators. The classified positions included two Academic Evaluator/Advisor positions; an Enrollment Services Specialist; a Financial Assistance Advisor; three GEAR UP Site Coordinators; two TRIO Outreach Coordinator positions, and a GEAR UP Specialist. The remaining hires included two Assistant Professor/Counselor positions; a faculty Learning Disability Specialist position; a Counseling Services Supervisor; the Dean, Counseling Services; the Chief of Police; and the Assistant Superintendent/Vice President, Student Services.



**2014 – 2015**

For the 2014 – 2015 academic year, there were eight positions identified through the staffing priority process. Of these positions, seven were classified positions and one was an administrator. These positions included two Police Officer I positions; an Athletic Trainer; an Academic Advising/Financial Aid Functional Analyst; an ASG and Club Coordinator; a Counseling Services Specialist; a Sports Information Specialist; and a Police Sergeant. Thus far, the Police Sergeant has been hired.

**2015 – 2016**

For the 2015 – 2016 academic year, there are twenty-three positions that have been identified through the staffing priority process. Many of these positions were identified as part of staffing changes related to the increase of Student Success and Student Equity activities and in anticipation of various staff participating in the Supplemental Retirement Plan (SRP). These positions include the Director, Disability Resources; two Police Officer I positions; a faculty Articulation Officer position; an Outreach Director; a Director of Extended Opportunity Programs and Services (EOP&S)/CARE; a Dispatcher; an Athletic Trainer, a Senior Enrollment Services Specialist; a Senior Financial Aid Specialist; two Counseling Services Specialists; an Admissions, Records, and Evaluation Supervisor, a Senior Administrative Secretary; a Behavioral Health Coordinator; a Student Affairs Supervisor; an Articulation Assistant; a Lead Community Service Officer; an Admissions/Enrollment Coordinator; two Enrollment Services Specialists; a Community Service Officer; and a Sports Information Specialist.

**APPENDIX A.**

**Staffing Master Plan 2016:  
Year 5 Update Orientation and Planning Assumptions, Fall 2014**

## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

*The following Year 5 update orientation, which includes planning assumptions for 2015-16 staffing prioritizations, was provided by Human Resource Services personnel to the four divisional planning councils and SPG in Fall 2014.*



# Staffing Master Plan 2016: Year 5 Update

*Planning  
Council and  
SPG Training*

*Fall 2014*



## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

### ***A Brief Overview***

- Purpose: To systematically identify and prioritize District staffing needs
- Six-year planning cycle with annual updates – currently in fifth year (inaugural year was 2010-11)
- Tied to accreditation and various planning mechanisms – part of the IPM
- Staffing needs are data-driven and identified by planning councils/SPG

### ***Planning Council/SPG Recommendations***

- *How many positions?*  
(Minimum and optimum staffing levels)
- *Which positions, and when to fill them?*  
(Prioritization)
- *Why are specific positions needed?*  
(Priority factors tied to planning and data)

### **STAFFING PLAN OVERVIEW**



## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

### Related accreditation standards and District planning influences:

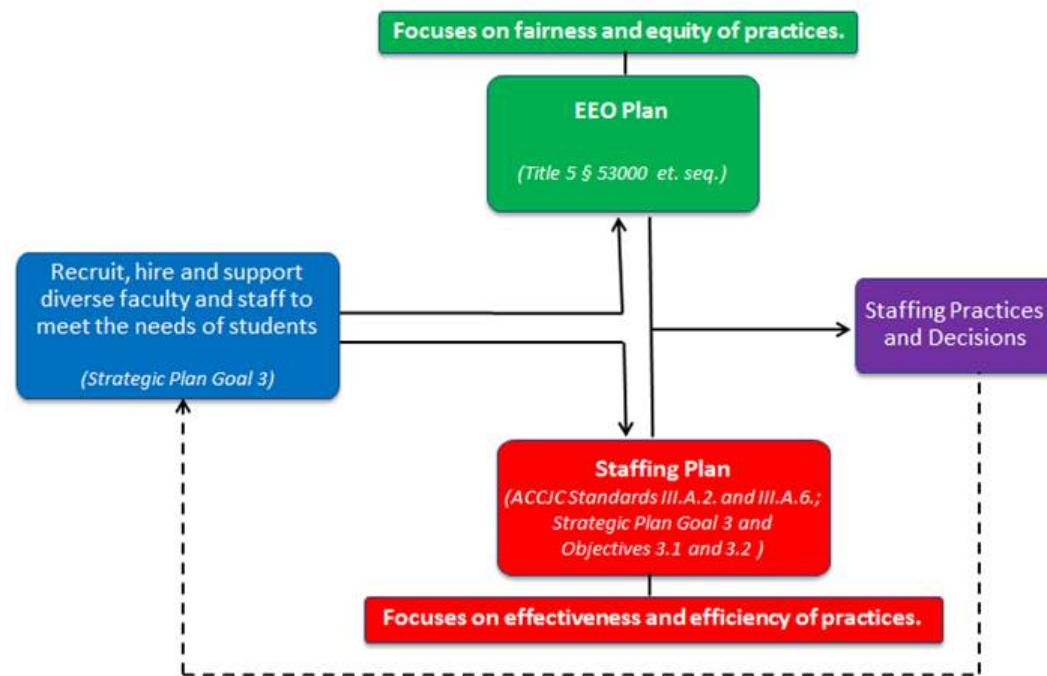
| Accreditation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Strategic Plan 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                            | HRS PRP, 2012-14                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Standard I – Institutional Mission and Effectiveness:</b> The District uses quantitative and qualitative data and analysis in an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation to verify and improve the effectiveness by which the mission is accomplished.</li> <li>• <b>Standard III.A. – Human Resources:</b> The District employs qualified personnel to support student learning and improve institutional effectiveness. Integrate HR planning with institutional planning.</li> <li>• <b>Standard III.A.2.:</b> The District maintains a sufficient number of qualified full-time faculty, staff, and administrators to support Palomar’s mission and purposes.</li> <li>• <b>Standard III.A.6.:</b> HR planning is integrated with institutional planning. The District systematically assesses the use of human resources and uses the results of evaluation as the basis for improvement.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Values:</b> Through ongoing planning and self-evaluation we strive for continual improvement in our endeavors.</li> <li>• <b>Goal 3 (HR and Professional Development):</b> Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.</li> <li>• <b>Objective 3.1:</b> Rebuild staffing levels to support priorities identified in <i>Staffing Master Plan 2016</i>.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Goal 1:</b> Provide ongoing human resource planning, assessment, and evaluation that reflects engagement in the college’s planning processes.</li> <li>• <b>Goal 2:</b> Optimize resources towards recruiting, hiring, and retaining highly qualified employees.</li> </ul> |

### THE STAFFING PLAN IN CONTEXT

*Relationship to Accreditation and Planning*



## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014



### THE STAFFING PLAN IN CONTEXT

*Relationship to Planning and Regulatory Requirements*

- **Strategic Plan** identifies the goal of hiring diverse faculty and staff
- **Staffing Master Plan** identifies staffing levels and priorities
- **EEO Plan** identifies methods, outcomes, and practices to achieve diversity in staffing



## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

### Student Headcount and FTES:

#### Palomar College Student Headcount, 2008-09 through 2013-14.

| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|---------|---------|---------|---------|---------|---------|
| 49,336  | 47,575  | 42,568  | 38,319  | 36,426  | 36,877  |

*Source: Annual/Term Student Count Report, 2008-09 through 2013-14, California Community Colleges Chancellor's Office Data Mart*

#### Palomar College Recalculation Apportionment FTES, 2008-09 through 2012-13.

|            | General Apportionment<br>Funded FTES |        |           | Actual FTES Reported<br>for Apportionment Funding |        |           |
|------------|--------------------------------------|--------|-----------|---------------------------------------------------|--------|-----------|
|            | Total                                | Credit | Noncredit | Total                                             | Credit | Noncredit |
| FY 2012-13 | 18,531                               | 17,667 | 864       | 18,531                                            | 17,667 | 864       |
| FY 2011-12 | 18,292                               | 17,455 | 837       | 19,368                                            | 18,512 | 856       |
| FY 2010-11 | 19,797                               | 18,900 | 897       | 20,251                                            | 19,354 | 897       |
| FY 2009-10 | 19,438                               | 18,186 | 1,252     | 20,958                                            | 19,706 | 1,252     |
| FY 2008-09 | 20,183                               | 18,846 | 1,338     | 20,461                                            | 19,108 | 1,354     |

*Data extracted from California Community Colleges Chancellor's Office Recalculation Apportionment Reports for Palomar College, 2008-09 through 2012-13 (all figures rounded to whole numbers).*

**Student Success Scorecard Data:** <http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=061>

### Space/Facilities:

- South Center opening expected 2017 (staffing priorities required in 2015-16 Year 6 update)

### Staffing:

- 2012-13 employee attrition rate across all employment categories: 8.8%
- SERP may increase attrition
- Few 2014-15 priorities staffed; however, several existing priorities from 2013-14 were filled

**YEAR 5  
UPDATE**

*Planning  
Assumptions*





## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

### ***Planning Assumptions:***

- **Modified hiring freeze continues for general fund positions**
  - Priorities based on health/safety and other critical needs
  - Categorically-funded positions are generally not subject to the hiring freeze
  
- **Realistic prioritizations by planning councils/SPG**
  - Only prioritize those positions that can realistically be filled within this fiscal year
  - All other positions listed as unprioritized and unfunded
  - Replacement positions are usually assumed to be of higher priority than new or proposed positions
  
- **Prioritization of faculty positions**
  - Faculty positions are prioritized through a separate process by the Instructional Planning Council (IPC)
  - The Faculty Obligation Number (FON) will be met or exceeded in the 2014-15 Plan update

**YEAR 5  
UPDATE**

*Planning  
Assumptions*





## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

**Priority Factors** are four individual factors, tied directly to strategic planning and related directly to a specific functional division of the District, which are **used to prioritize vacant and proposed positions**. Review the Priority Factors Form to determine:

- **Changes needed because of the Strategic Plan 2016.** Its objectives and goals are different from those of the prior Strategic Plan 2013.
- **The priority factors are still applicable.** Any new factors must relate to strategic planning the District's vision, mission, and values; and student success.
- **The priority factors are still scored/weighted appropriately.** The council/group may choose to assign higher scores to individual factors that are more important and/or relevant.

***When making changes to priority factors:***

- Revise the Priority Factors Form as appropriate.
- Include an explanation of how any changed factors serve specific objectives of the Strategic Plan.

### ANNUAL UPDATE

#### *Priority Factors*



## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

### Prioritizing Positions

#### Instructions:

- Determine whether additional proposed positions are needed, and if so, insert into the worksheet in the *2015-16 Staffing Priorities* section.
- Assign an individual score for each priority factor for each individual position in the P1-P4 columns.
- Sum the total priority factor (total score) in the TPF column.
- Input the ranking of each position in the Rank column (1 = highest priority).
- Example:

| 2015-16 Staffing Priorities: Instruction |            |                |       |       |     |       |    |    |    |    |     |      |
|------------------------------------------|------------|----------------|-------|-------|-----|-------|----|----|----|----|-----|------|
| Position #                               | Department | Position Title | Group | Grade | FTE | Notes | P1 | P2 | P3 | P4 | TPF | Rank |
|                                          |            |                |       |       |     |       |    |    |    |    |     |      |
|                                          |            |                |       |       |     |       |    |    |    |    |     |      |

#### Additional considerations:

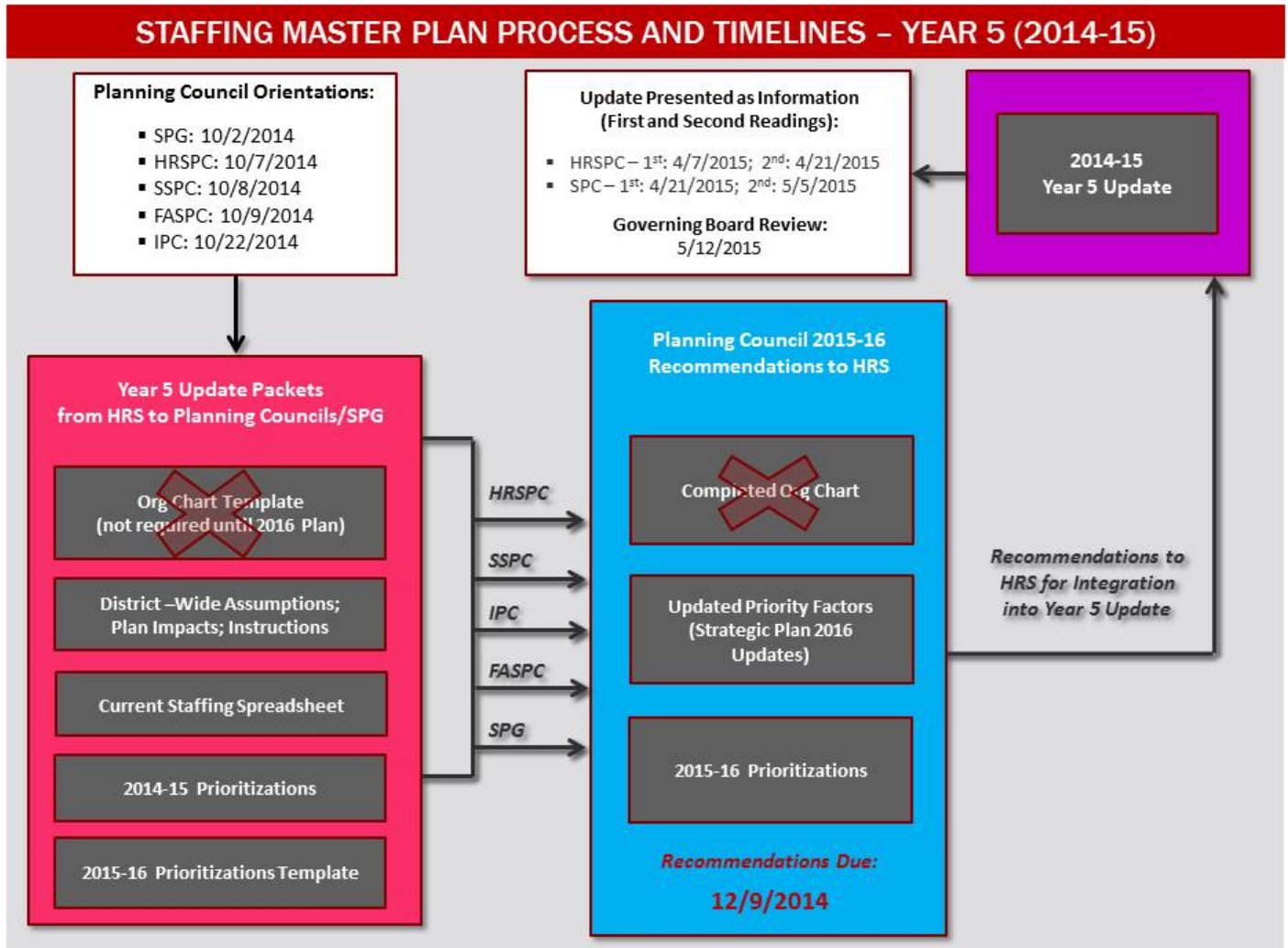
- *No ties in prioritizations!* If two positions have an identical total priority factor (TPF) score, the council/group will need to consider the importance of individual priority factors to determine which position is of higher priority.
- Positions with identical TPF scores must be “force ranked” so that each position has a unique prioritization number.

### ANNUAL UPDATE

*Planning  
Council/SPG  
Prioritizations*



## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014



## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

### ***Data and Reports***

- **Staffing Master Plan 2016 and Annual Updates:**  
[www.palomar.edu/hr/planning](http://www.palomar.edu/hr/planning) (new link!)
- **Strategic and Master Planning:**  
[www.palomar.edu/strategicplanning](http://www.palomar.edu/strategicplanning)
- **Program Review and Planning documents:**  
[www.palomar.edu/irp/PRPCollection.htm](http://www.palomar.edu/irp/PRPCollection.htm)

### ***Due Date and Contact:***

- **Final date to submit prioritizations to HRS:**  
**Friday, December 9, 2014**
- **Questions?**  
Shawna Cohen, ext. 2608 or [scohen@palomar.edu](mailto:scohen@palomar.edu)

***Thank You!***

### **YEAR 5 UPDATE**

#### ***Resources***



## Appendix A. Staffing Master Plan 2016: Year 5 Update Orientation and Planning Assumptions, Fall 2014

**Palomar Historical Attrition Rates Based on Fall Staff Data (MIS EB) Submissions to the CCCCCO**

[An employee is considered to have attrited during the year if she/he was not in the same EE06 occupation the following Fall.]

| EE06<br>Occupation | Total all Occupations |                     |                | 1 Educational &<br>Classified<br>Administrators |                     |                | 2 Full-Time Faculty |                     |                | 3 Professional<br>(NonFaculty) |                     |                | 4 Clerical/Secretarial |                     |                | 5 Technical/<br>Paraprofessional |                     |                | 6 Skilled Crafts |                     |                | 7 Service/<br>Maintenance |                     |                |
|--------------------|-----------------------|---------------------|----------------|-------------------------------------------------|---------------------|----------------|---------------------|---------------------|----------------|--------------------------------|---------------------|----------------|------------------------|---------------------|----------------|----------------------------------|---------------------|----------------|------------------|---------------------|----------------|---------------------------|---------------------|----------------|
|                    | Head Count            | Annual<br>Attrition | Pct<br>Attrite | Head Count                                      | Annual<br>Attrition | Pct<br>Attrite | Head Count          | Annual<br>Attrition | Pct<br>Attrite | Head Count                     | Annual<br>Attrition | Pct<br>Attrite | Head Count             | Annual<br>Attrition | Pct<br>Attrite | Head Count                       | Annual<br>Attrition | Pct<br>Attrite | Head Count       | Annual<br>Attrition | Pct<br>Attrite | Head Count                | Annual<br>Attrition | Pct<br>Attrite |
| AcaYr              |                       |                     |                |                                                 |                     |                |                     |                     |                |                                |                     |                |                        |                     |                |                                  |                     |                |                  |                     |                |                           |                     |                |
| 2013-14            | 711                   | 50                  | 7.0%           | 31                                              | 1                   | 3.2%           | 266                 | 9                   | 3.4%           | 26                             | 7                   | 26.9%          | 218                    | 17                  | 7.8%           | 97                               | 12                  | 12.4%          | 22               | 1                   | 4.5%           | 51                        | 3                   | 5.9%           |
| 2012-13            | 724                   | 64                  | 8.8%           | 31                                              | 5                   | 16.1%          | 260                 | 15                  | 5.8%           | 33                             | 9                   | 27.3%          | 226                    | 20                  | 8.8%           | 100                              | 9                   | 9.0%           | 20               | 0                   | 0.0%           | 54                        | 6                   | 11.1%          |
| 2011-12            | 728                   | 45                  | 6.2%           | 32                                              | 4                   | 12.5%          | 272                 | 12                  | 4.4%           | 36                             | 6                   | 16.7%          | 217                    | 10                  | 4.6%           | 101                              | 5                   | 5.0%           | 21               | 2                   | 9.5%           | 49                        | 6                   | 12.2%          |
| 2010-11            | 746                   | 56                  | 7.5%           | 34                                              | 3                   | 8.8%           | 273                 | 21                  | 7.7%           | 37                             | 3                   | 8.1%           | 233                    | 21                  | 9.0%           | 103                              | 5                   | 4.9%           | 20               | 1                   | 5.0%           | 46                        | 2                   | 4.3%           |
| 2009-10            | 765                   | 44                  | 5.8%           | 35                                              | 3                   | 8.6%           | 283                 | 16                  | 5.7%           | 36                             | 2                   | 5.6%           | 238                    | 14                  | 5.9%           | 106                              | 6                   | 5.7%           | 20               | 1                   | 5.0%           | 47                        | 2                   | 4.3%           |
| 2008-09            | 783                   | 35                  | 4.5%           | 39                                              | 5                   | 12.8%          | 288                 | 12                  | 4.2%           | 36                             | 1                   | 2.8%           | 242                    | 9                   | 3.7%           | 108                              | 4                   | 3.7%           | 21               | 1                   | 4.8%           | 49                        | 3                   | 6.1%           |
| 2007-08            | 779                   | 49                  | 6.3%           | 34                                              | 1                   | 2.9%           | 289                 | 12                  | 4.2%           | 35                             | 3                   | 8.6%           | 250                    | 24                  | 9.6%           | 103                              | 5                   | 4.9%           | 21               | 0                   | 0.0%           | 47                        | 4                   | 8.5%           |
| 2006-07            | 789                   | 67                  | 8.5%           | 38                                              | 8                   | 21.1%          | 288                 | 8                   | 2.8%           | 36                             | 7                   | 19.4%          | 250                    | 20                  | 8.0%           | 111                              | 17                  | 15.3%          | 19               | 0                   | 0.0%           | 47                        | 7                   | 14.9%          |
| 2005-06            | 777                   | 50                  | 6.4%           | 38                                              | 3                   | 7.9%           | 280                 | 9                   | 3.2%           | 39                             | 3                   | 7.7%           | 250                    | 23                  | 9.2%           | 107                              | 6                   | 5.6%           | 19               | 0                   | 0.0%           | 44                        | 6                   | 13.6%          |
| 2004-05            | 772                   | 76                  | 9.8%           | 39                                              | 6                   | 15.4%          | 274                 | 8                   | 2.9%           | 30                             | 6                   | 20.0%          | 255                    | 34                  | 13.3%          | 107                              | 7                   | 6.5%           | 19               | 4                   | 21.1%          | 48                        | 11                  | 22.9%          |
| 10-Yr Avg          | 757                   | 54                  | 7.1%           | 35                                              | 4                   | 11.1%          | 277                 | 12                  | 4.4%           | 34                             | 5                   | 13.7%          | 238                    | 19                  | 8.1%           | 104                              | 8                   | 7.3%           | 20               | 1                   | 5.0%           | 48                        | 5                   | 10.4%          |

**APPENDIX B.**

**Year 5 Staffing Priorities for All Planning Groups**



## Appendix B. Year 5 Staffing Priorities: Superintendent/President's Group



### Staffing Plan: Priority Factors Form

**Division:** Superintendent President's Office

**Date:** 12/08/14

The purpose of this form is to identify the most significant factors for prioritizing staffing needs within the division and to connect them to the District's Strategic Plan. Some examples of factors to consider: Adequate staffing to support a specific service/function; health and safety; technology impacts, regulatory and legal influences; quality of service (actual factors are dependent upon function/services of division). For ease of use, no more than four priority factors should be used.

After completing this form, rank each position within the division in each of the identified priority factors (P1, P2, P3, P4) on the Vacant/Proposed Positions worksheet. The spreadsheet will automatically calculate the total priority factor score (TPF) for each position. Use the total score for each position as a guide to providing a final priority ranking (R) for each position within the division on the spreadsheet.

| Priority Factor                                                              | Information About Priority Factor                                                                                                                                | Linkage to Strategic Plan                                                                                                                                                                                                                              | Score Value |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <i>Example: Bench depth (available employees to fill specific functions)</i> | <i>Example: Staff available to provide services in the following areas: Benefits, personnel support, recruiting, and EEO plan development and implementation</i> | <i>Example: Recruit, hire, and support diverse faculty and staff to meet the needs of students (Strategic Goal 4)</i>                                                                                                                                  | 1-5         |
| P1 Student Success                                                           | Staff available to provide direct support to instruction and student services which results in increased student success and improved student learning outcomes. | Strategic Plan 2016 - Goal 1: Support excellence in instruction and academic programs and services to improve student learning.<br>Strategic Plan 2016 - Goal 2: Implement effective pathways that support student access, progress, and completion.   | 0-3         |
| P2 Critical Function                                                         | Staff vacancy will result in considerable interruptions within a District function. Represents a "must have" position in order for department to function        | Strategic Plan 2016 - Goal 4: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.                                                                                                            | 0-5         |
| P3 New Program Area                                                          | Staff to carry out new program/function deemed important to institution; personnel not available to perform required work. Specific experienced needed.          | Strategic Plan 2016 - Goal 1: Support excellence in instruction and academic programs and services to improve student learning.<br>Strategic Plan 2016 - Goal 2: Implement effective pathways that support student access, progress, and completion... | 0-1         |
| P4 Increased workload                                                        | Staff available to support increased workload and assignments.                                                                                                   | Strategic Plan 2016 - Goal 4: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.                                                                                                            | 0-2         |

## Appendix B. Year 5 Staffing Priorities: Superintendent/President's Group

| 2015-16 Staffing Priorities: Superintendent/President's Group |                                   |                                               |       |       |     |                      |    |    |    |    |          |
|---------------------------------------------------------------|-----------------------------------|-----------------------------------------------|-------|-------|-----|----------------------|----|----|----|----|----------|
| Position #                                                    | Department                        | Proposed Position Title                       | Group | Grade | FTE | Notes                | P1 | P2 | P3 | P4 | TPF Rank |
| 6537                                                          | Institutional Research & Planning | Title III/STEM Institutional Research Analyst | ADM   | 53    | 1   | Currently recruiting | 2  | 2  | 0  | 2  | 6 1      |
| TBD                                                           | Communications & Marketing        | Webmaster                                     | CLS   | TBD   | 1   | 2013-14              | 2  | 2  | 1  | 1  | 6 2      |
| TBD                                                           | Institutional Research & Planning | Grants Manager                                | ADM   | TBD   | 1   | 2013-14              | 3  | 1  | 1  | 1  | 6 3      |
| TBD                                                           | Communications & Marketing        | New Media Specialist                          | CLS   | TBD   | 1   | 2013-14              | 2  | 1  | 1  | 1  | 5 4      |
| TBD                                                           | Institutional Research & Planning | Administrative Support - Grants               | CLS   | TBD   | 1   | 2014-15              | 2  | 0  | 2  | 1  | 5 5      |
| TBD                                                           | Advancement                       | Administrative Support - Foundation           | CLS   | TBD   | 1   | 2014-15              | 1  | 0  | 1  | 2  | 4 6      |
| TBD                                                           | Advancement                       | Alumni Coordinator                            | CLS   | TBD   | 1   | 2014-15              | 1  | 0  | 1  | 1  | 3 7      |



## Appendix B. Year 5 Staffing Priorities: Finance and Administrative Services



### Staffing Plan: Priority Factors Form

**Division:** Finance & Administrative Services

**Date:** 02/09/11

The purpose of this form is to identify the most significant factors for prioritizing staffing needs within the division and to connect them to the District's Strategic Plan. Some examples of factors to consider: Adequate staffing to support a specific service/function; health and safety; technology impacts, regulatory and legal influences; quality of service (actual factors are dependent upon function/services of division). For ease of use, no more than four priority factors should be used.

After completing this form, rank each position within the division in each of the identified priority factors (P1, P2, P3, P4) on the Vacant/Proposed Positions worksheet. The spreadsheet will automatically calculate the total priority factor score (TPF) for each position. Use the total score for each position as a guide to providing a final priority ranking (R) for each position within the division on the spreadsheet.

| Priority Factor                                                              | Information About Priority Factor                                                                                                                                | Linkage to Strategic Plan                                                                                             | Score Value |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------|
| <i>Example: Bench depth (available employees to fill specific functions)</i> | <i>Example: Staff available to provide services in the following areas: Benefits, personnel support, recruiting, and EEO plan development and implementation</i> | <i>Example: Recruit, hire, and support diverse faculty and staff to meet the needs of students (Strategic Goal 4)</i> | 1-5         |
| P1 Adequate Staffing to support a specific service/function                  | Adequate staffing to provide critical administrative support divisional functions                                                                                | Strategic Goals 1, 2, 4, 5, & 6                                                                                       | 1-5         |
| P2 Health, Safety & Security                                                 | Staffing necessary to ensure health, safety & security of students, staff, faculty, and district assets                                                          | Strategic Goals 1, 2, & 6                                                                                             | 1-5         |
| P3 Technology Impacts                                                        | Staffing necessary to provide critical technology support services                                                                                               | Strategic Goal 1, 2 & 6                                                                                               | 1-5         |
| P4 Regulatory & Legal Influences                                             | Staffing required by law and/or providing critical administrative support of tasks required of regulatory bodies                                                 | Strategic Goals 1, 2, 3, 4, 5, & 6                                                                                    | 1-5         |

## Appendix B. Year 5 Staffing Priorities: Finance and Administrative Services

| 2015-16 Staffing Priorities: Finance and Administrative Services |                                |                                                     |       |       |     |                                                                |    |    |    |    |     |                                                              |
|------------------------------------------------------------------|--------------------------------|-----------------------------------------------------|-------|-------|-----|----------------------------------------------------------------|----|----|----|----|-----|--------------------------------------------------------------|
| Position #                                                       | Department                     | Position Title                                      | Group | Grade | FTE | Notes                                                          | P1 | P2 | P3 | P4 | TPF | Rank                                                         |
| 5602                                                             | Programming                    | Information Services Manager, Systems and Programmi | ADM   | G69   | 1   | Replace Mike Day (Currently in FY 14-15)                       |    |    |    |    |     | N/A                                                          |
| 5594                                                             | Accounts Payable               | Accounting Assistant                                | CLS   | G16   | 1   | Replace Susan Benz (Currently in FY 14-15)                     |    |    |    |    |     | N/A                                                          |
| Numerous                                                         | Custodial Services             | Custodian I                                         | CLS   | G8    | 1   | Replace Custodians (Current - Due to Terminations in FY 14-15) |    |    |    |    |     | N/A                                                          |
| 6567                                                             | Network & Technical Services   | Information Services Systems Engineer               | CLS   | G47   | 1   | Currently being recruited in FY 14-15                          |    |    |    |    |     | N/A                                                          |
| 6442                                                             | Information Services           | Director of Information Services                    | ADM   | G75   | 1   | Replace Don Sullins (Potential SERP)                           |    |    |    |    |     | Positions prioritized holistically against priority factors. |
| 5584                                                             | Fiscal Services                | Director of Fiscal Services                         | ADM   | G70   | 1   | Replace Phyllis Laderman (Potential SERP)                      |    |    |    |    |     |                                                              |
| 5846                                                             | Network & Technical Services   | Information Services Network Specialist             | CLS   | G40   | 1   | Replace David Brown (LTD)                                      |    |    |    |    |     |                                                              |
| 5845                                                             | Network & Technical Services   | Information Services Support Specialist             | CLS   | G28   | 1   | Replace J. Ellis                                               |    |    |    |    |     |                                                              |
| 5606                                                             | Programming                    | Programmer Analyst                                  | CLS   | G45   | 1   | Replace R. Rowland (Carry over from FY 14-15)                  |    |    |    |    |     |                                                              |
| 5613                                                             | Programming                    | Programmer Analyst                                  | CLS   | G45   | 1   | Replace R. Gordon (Carry over from FY 14-15)                   |    |    |    |    |     |                                                              |
| 5688                                                             | Business & Contract Services   | Contracts Specialist                                | CLS   | G30   | 1   | Replace Eileen Poole (Promoted)                                |    |    |    |    |     |                                                              |
| 5755                                                             | Building Services              | Assistant Maintenance Electrician                   | CLS   | G24   | 1   | Replace R. Gallagher (Carry Over from FY 14-15)                |    |    |    |    |     |                                                              |
| 5722                                                             | Network & Technical Services   | Information Services Network Assistant              | CLS   | G35   | 1   | Replace G. Peterson                                            |    |    |    |    |     |                                                              |
| 5576                                                             | Finance & Administrative Servi | Internal Auditor/Analyst                            | ADM   | G55   | 1   | Replace Susan Coleman (Potential SERP)                         |    |    |    |    |     |                                                              |
| 5578                                                             | Business & Contract Services   | Staff Assistant                                     | CLS   | G23   | 1   | Replace Chris Wick (Potential SERP)                            |    |    |    |    |     | 10                                                           |

## Appendix B. Year 5 Staffing Priorities: Finance and Administrative Services

| 2014-15 Staffing Priorities: Finance and Administrative Services (For Historical Purposes) |                               |                                                 |       |       |     |                                                                     |                                                              |    |    |    |     |      |  |  |  |  |  |
|--------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------|-------|-------|-----|---------------------------------------------------------------------|--------------------------------------------------------------|----|----|----|-----|------|--|--|--|--|--|
| Position #                                                                                 | Department                    | Position Title                                  | Group | Grade | FTE | Notes                                                               | P1                                                           | P2 | P3 | P4 | TPF | Rank |  |  |  |  |  |
| TBD                                                                                        | Information Services          | Technology Trainer                              | CLS   | TBD   | 1   | Previously in HR                                                    | Positions prioritized holistically against priority factors. |    |    |    |     | 1    |  |  |  |  |  |
| 5845                                                                                       | Information Services          | Information Services Support Specialist         | CLS   | G28   | 1   | Replace J. Ellis                                                    |                                                              |    |    |    |     | 2    |  |  |  |  |  |
| 5722                                                                                       | Network & Technical Services  | Information Services Network Assistant          | CLS   | G35   | 1   | Replace G. Peterson                                                 |                                                              |    |    |    |     | 5    |  |  |  |  |  |
| 5645                                                                                       | Building Services             | Auto Mechanic/Maintenance Locksmith             | CLS   | G24   | 1   | Replace C. Matanane (use funds to develop new position) (Locksmith) |                                                              |    |    |    |     | 6    |  |  |  |  |  |
| TBD                                                                                        | Building Services             | Skilled Maintenance Technician                  | CLS   | G17   | 1   | New position (proposed)                                             |                                                              |    |    |    |     | 7    |  |  |  |  |  |
| 5671                                                                                       | Grounds Services              | Supervisor, Grounds Services                    | ADM   | G45   | 1   | Replace R. Kratoski                                                 |                                                              |    |    |    |     | 8    |  |  |  |  |  |
| 5672                                                                                       | Building Services             | Masonry & Concrete Skilled Maintenance Mechanic | ADM   | G27   | 1   | Replace J. Bennett (use funds to develop new position) (Mechanic)   |                                                              |    |    |    |     | 9    |  |  |  |  |  |
| 5821                                                                                       | Environmental Health & Safety | Facilities & Safety Technician                  | CLS   | G27   | 1   | Replace J. Emerson                                                  |                                                              |    |    |    |     | 11   |  |  |  |  |  |
| 5062                                                                                       | Information Services          | Media Equipment Technician                      | CLS   | G20   | 1   | Replace M. Champaign                                                |                                                              |    |    |    |     | 12   |  |  |  |  |  |
| 5061                                                                                       | Information Services          | Media Equipment Technician                      | CLS   | G20   | 1   | Replace P. Lewis                                                    |                                                              |    |    |    |     | 13   |  |  |  |  |  |
| TBD                                                                                        | Purchasing and Warehouse      | Lead Storekeeper                                | CLS   | TBD   | 1   | New position (proposed)                                             |                                                              |    |    |    |     | 14   |  |  |  |  |  |
| TBD                                                                                        | Building Services             | Building Controls Network Specialist            | CLS   | TBD   | 1   | New position (proposed)                                             |                                                              |    |    |    |     | 16   |  |  |  |  |  |
| 2014-15 Current Recruitments and Approved Positions (For Historical Purposes)              |                               |                                                 |       |       |     |                                                                     |                                                              |    |    |    |     |      |  |  |  |  |  |
| Position #                                                                                 | Department                    | Position Title                                  | Group | Grade | FTE | Notes                                                               |                                                              |    |    |    |     |      |  |  |  |  |  |
| 5755                                                                                       | Building Services             | Assistant Maintenance Electrician               | CLS   | G24   | 1   | Replace R. Gallagher; approved to recruit; priority #18 in 2013-14  |                                                              |    |    |    |     |      |  |  |  |  |  |
| 5649                                                                                       | Building Services             | Maintenance Painter                             | CLS   | G24   | 1   | Replace D. Sorenson; priority #10 in 2013-14; approved to recruit   |                                                              |    |    |    |     |      |  |  |  |  |  |
| 6350                                                                                       | Building Services             | Skilled Maintenance Technician - Parking Lots   | CLS   | G17   | 1   | Replace V. Rodriguez-Ellis; approved to recruit                     |                                                              |    |    |    |     |      |  |  |  |  |  |
| 5577                                                                                       | Business & Contract Services  | Manager, Contracts & Procurement Services       | ADM   | G64   | 1   | Replace K. Jay; currently recruiting; priority #15 in 2013-14       |                                                              |    |    |    |     |      |  |  |  |  |  |
| 6542                                                                                       | Construction Services         | Manager, Construction & Facilities Planning     | ADM   | G66   | 1   | Replace N. Patel; currently recruiting                              |                                                              |    |    |    |     |      |  |  |  |  |  |
| 6579                                                                                       | Construction Services         | Proposition M FF&E Coordinator                  | CAST  | G48   | 1   | New position; currently recruiting                                  |                                                              |    |    |    |     |      |  |  |  |  |  |
| 6348                                                                                       | Custodial Services            | Custodian I                                     | CLS   | G8    | 1   | Replace R. Carter; currently recruiting                             |                                                              |    |    |    |     |      |  |  |  |  |  |
| 5775                                                                                       | Fiscal Accounting             | Senior Accounting Assistant                     | CLS   | G20   | 1   | Replace C. Macabitas; currently recruiting                          |                                                              |    |    |    |     |      |  |  |  |  |  |
| 6567                                                                                       | Network & Technical Services  | Information Services Systems Engineer           | CLS   | G47   | 1   | New position; currently recruiting                                  |                                                              |    |    |    |     |      |  |  |  |  |  |
| 5606                                                                                       | Programming                   | Programmer Analyst                              | CLS   | G45   | 1   | Replace R. Rowland; approved to recruit                             |                                                              |    |    |    |     |      |  |  |  |  |  |
| 5613                                                                                       | Programming                   | Programmer Analyst                              | CLS   | G45   | 1   | Replace R. Gordon; approved to recruit                              |                                                              |    |    |    |     |      |  |  |  |  |  |

## Appendix B. Year 5 Staffing Priorities: Human Resource Services



### Staffing Plan: Priority Factors Form

**Division:** Human Resource Services

**Date:** 11/2013

The purpose of this form is to identify the most significant factors for prioritizing staffing needs within the division and to connect them to the District's Strategic Plan. Some examples of factors to consider: Adequate staffing to support a specific service/function; health and safety; technology impacts, regulatory and legal influences; quality of service (actual factors are dependent upon function/services of division). For ease of use, no more than four priority factors should be used.

After completing this form, rank each position within the division in each of the identified priority factors (P1, P2, P3, P4) on the Vacant/Proposed Positions worksheet. The spreadsheet will automatically calculate the total priority factor score (TPF) for each position. Use the total score for each position as a guide to providing a final priority ranking (R) for each position within the division on the spreadsheet.

| Priority Factor                                              | Information About Priority Factor                                                                                                                                                                                                    | Linkage to Strategic Plan                                                                                                                            | Score Value |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| P1<br>District and HRS internal planning priorities          | The position's impact in fulfilling the Strategic Plan mission statement, goals, and objectives and the HRS Program Review Plan's mission statement and goals.                                                                       | SP 2016 mission statement, Goal 3 and Objectives 3.1, 3.2, 3.3, and 3.4; HRS Program Review Plan 2012-14 mission statement and goals 1-6.            | 0-5         |
| P2<br>External legal and regulatory impacts; risk assessment | The position's relevance in ensuring compliance with ACCJC standards, relevant sections of the Education Code and Title 5, and other required legal and regulatory factors.                                                          | SP 2016 mission statement, Goal 3 and Objectives 3.1, 3.2, 3.3, and 3.4; HRS Program Review Plan 2012-14 mission statement and goals 1-6.            | 0-5         |
| P3<br>Quantity of service                                    | How effectively the position contributes to maximum staff productivity by ensuring that sufficient staff are available to provide efficient service in all functional areas of the department with minimal wait times for customers. | SP 2016 Goal 3 and Objective 3.1; HRS Program Review Plan 2012-14 mission statement and goals 1, 4, and 6.                                           | 0-5         |
| P4<br>Quality of Service                                     | The position's value in ensuring accurate, reliable services are provided across all functional areas of the department.                                                                                                             | SP 2016 mission statement, Goal 3 and Objectives 3.1, 3.2, 3.3, and 3.4; HRS Program Review Plan 2012-14 mission statement and goals 1, 3, 4, and 6. | 0-5         |

## Appendix B. Year 5 Staffing Priorities: Human Resource Services

| 2015-16 Prioritized Position Requests |                         |                                       |           |       |      |                                                     | 2015-2016 Prioritization |    |    |    |                |
|---------------------------------------|-------------------------|---------------------------------------|-----------|-------|------|-----------------------------------------------------|--------------------------|----|----|----|----------------|
| Position #                            | Department              | Position Title                        | Pay Group | Grade | FTE  | Notes                                               | P1                       | P2 | P3 | P4 | TPF Rank/Year  |
| TBD                                   | Human Resource Services | Administrative Support (Confidential) | CAST      | TBD   | 1    | Similar in scope to Sr. Administrative Secretary    | 5                        | 5  | 5  | 5  | 20 1 (2015-16) |
| TBD                                   | Human Resource Services | Benefits Specialist                   | CLS       | TBD   | 0.45 |                                                     | 3                        | 5  | 5  | 5  | 17 2 (2015-16) |
| TBD                                   | Human Resource Services | Director/Manager, Diversity/EEO       | ADM       | TBD   | 1    |                                                     | 5                        | 5  | 2  | 5  | 17 3 (2015-16) |
| TBD                                   | Human Resource Services | Administrative Support (Confidential) | CAST      | TBD   | 0.45 | Similar in scope to Sr. Administrative Secretary    | 2                        | 4  | 5  | 5  | 16 4 (2015-16) |
| 2016-17 Prioritized Position Requests |                         |                                       |           |       |      |                                                     | 2016-2017 Prioritization |    |    |    |                |
| Position #                            | Department              | Position Title                        | Pay Group | Grade | FTE  | Notes                                               | P1                       | P2 | P3 | P4 | TPF Rank/Year  |
| 6386                                  | Human Resource Services | Human Resources Analyst               | ADM       | G53   | 1    | Collective bargaining/employee relations assignment | 4                        | 4  | 5  | 5  | 19 1 (2016-17) |
| TBD                                   | Human Resource Services | Personnel Technician                  | CLS       | 22    | 1    |                                                     | 4                        | 4  | 5  | 5  | 18 2 (2016-17) |

## Appendix B. Year 5 Staffing Priorities: Instruction



### Staffing Plan: Priority Factors Form

**Division:** Instruction

**Date:** 12/1/10

The purpose of this form is to identify the most significant factors for prioritizing staffing needs within the division and to connect them to the District's Strategic Plan. Some examples of factors to consider: Adequate staffing to support a specific service/function; health and safety; technology impacts; regulatory and legal influences; quality of service (actual factors are dependent upon function/services of division). For ease of use, no more than four priority factors should be used.

After completing this form, rank each position within the division in each of the identified priority factors (P1, P2, P3, P4) on the Vacant/Proposed Positions worksheet. The spreadsheet will automatically calculate the total priority factor score (TPF) for each position. Use the total score for each position as a guide to providing a final priority ranking (R) for each position within the division on the spreadsheet.

| Priority Factor                                                                                 | Information About Priority Factor                                                                                                                                                                                                                                                                                                  | Linkage to Strategic Plan                                                                                                                                                                                                                  | Score Value |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <i>Example: Bench depth (available employees to fill specific functions)</i><br>Health & Safety | <i>Example: Staff available to provide services in the following areas: Benefits, personnel support, recruiting, and EEO plan development and implementation</i><br>Ensures health and safety practices are adequately supported in classroom, laboratory, and shop environments for successful teaching and learning for students | <i>Example: Recruit, hire, and support diverse faculty and staff to meet the needs of students (Strategic Goal 4)</i>                                                                                                                      | 1-5         |
| P1                                                                                              |                                                                                                                                                                                                                                                                                                                                    | Goal 2: Objective 2.4 – Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Service Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness | 0-3         |
| P2                                                                                              | Program Accreditation (NURS, DA, EME, Police, Fire)                                                                                                                                                                                                                                                                                | Goal 2: Objective 2.4 – Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Service Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness | 0-3         |
| P3                                                                                              | Student Success (direct classroom support)                                                                                                                                                                                                                                                                                         | Goal 2: Objective 2.4 – Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Service Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness | 0-3         |
| P4                                                                                              | Department/Program Support (includes growth, technology support, financial impact, available employees to fill specific positions [bench depth])                                                                                                                                                                                   | Goal 2: Objective 2.4 – Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Service Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness | 0-3         |

Updated 1.13.11

## Appendix B. Year 5 Staffing Priorities: Instruction

| 2015-16 Staffing Priorities: Instruction |                                           |                                                  |       |       |      |                                                         | P1 | P2 | P3 | P4 | TPF | Rank |
|------------------------------------------|-------------------------------------------|--------------------------------------------------|-------|-------|------|---------------------------------------------------------|----|----|----|----|-----|------|
| Position #                               | Department                                | Position Title                                   | Group | Grade | FTE  | Notes                                                   |    |    |    |    |     |      |
| TBD                                      | Academic Technology Resource Center       | Webmaster                                        | CLS   | G40   | 1    | New position                                            |    |    |    |    |     |      |
| 5286                                     | Mathematics                               | Academic Department Assistant                    | CLS   | G23   | 1    | Replacement position                                    |    |    |    |    |     |      |
| TBD                                      | Art                                       | Instructional Support Assistant III              | CLS   | G25   | 1    | New position                                            |    |    |    |    |     |      |
| TBD                                      | Library                                   | Academic Department Assistant                    | CLS   | G23   | 1    | New position                                            |    |    |    |    |     |      |
| 5316                                     | Fallbrook Education Center                | Education Center Specialist                      | CLS   | G18   | 0.45 | Replacement position                                    |    |    |    |    |     |      |
| TBD                                      | Performing Arts                           | Theatre Technician                               | CLS   | TBD   | 1    | New position; 10 months                                 |    |    |    |    |     |      |
| TBD                                      | American Sign Language                    | ASL Lab Coordinator                              | CLS   | TBD   | 1    | New position; 11 months                                 |    |    |    |    |     |      |
| 5725                                     | Occupational & Non-Credit Programs        | Director, Workforce & Community Development      | ADM   | G60   | 1    | Replacement position                                    |    |    |    |    |     |      |
| TBD                                      | Nursing Education                         | Student Success Coordinator                      | CLS   | TBD   | 0.45 | New position; 45%                                       |    |    |    |    |     |      |
| TBD                                      | Graphic Communications                    | Instructional Support Assistant III              | CLS   | TBD   | 1    | New position; 12 months                                 |    |    |    |    |     |      |
| 5129                                     | English as a Second Language              | Program Assistant - Escondido Center             | CLS   | G18   | 1    | Replacement position                                    |    |    |    |    |     |      |
| 5144                                     | World Languages                           | Instructional Support Assistant I                | CLS   | G16   | 1    | Increase to 100%                                        |    |    |    |    |     |      |
| 5048                                     | Library                                   | Library Media Tech III                           | CLS   | G17   | 1    | Replacement position                                    |    |    |    |    |     |      |
| 5313                                     | Occupational & Non-Credit Programs        | Support Staff, Workforce & Community Development | CLS   | G23   | 1    | Replacement position                                    |    |    |    |    |     |      |
| TBD                                      | Reading Services                          | Instructional Support Assistant I                | CLS   | G16   | 1    | Replacement position (combine positions in SM and ESC7) |    |    |    |    |     |      |
| TBD                                      | Media Studies (Photography)               | Instructional Support Assistant IV               | CLS   | G27   | 0.45 | New position; 45%                                       |    |    |    |    |     |      |
| 6508                                     | Computer Science & Information Technology | Instructional Support Assistant III              | CLS   | G25   | 0.45 | New position; 45%                                       |    |    |    |    |     |      |
| TBD                                      | Mathematics                               | Instructional Support Assistant I                | CLS   | G16   | 1    | New position; Math Center                               |    |    |    |    |     |      |
| TBD                                      | Academic Technology Resource Center       | Instructional Computer Lab/Help Desk Specialist  | CLS   | G30   | 1    | New position                                            |    |    |    |    |     |      |
| 6328                                     | English as a Second Language              | ESL Student Specialist                           | CLS   | TBD   | 1    | Increase to 100%; 12 months                             |    |    |    |    |     |      |
| TBD                                      | Media Studies (Journalism)                | Instructional Support Assistant III              | CLS   | G25   | 1    | New position; 100%; 10 months                           |    |    |    |    |     |      |
| TBD                                      | Planetarium                               | Part-time Classified Position                    | CLS   | TBD   | 0.45 | New position; 45%                                       |    |    |    |    |     |      |
| TBD                                      | Child Development                         | Office Specialist/Site Supervisor                | CLS   | G10   | 1    | New position                                            |    |    |    |    |     |      |
| 5324                                     | Wellness Center                           | Wellness/Fitness Center Assistant                | CLS   | G16   | 0.5  | Replacement position                                    |    |    |    |    |     |      |

## Appendix B. Year 5 Staffing Priorities: Instruction

| Position #                                                          | Department                                                       | Position Title                                                        | Group | Grade | FTE  | Notes                                           |
|---------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------|-------|-------|------|-------------------------------------------------|
| <b>**2015-16 Staffing Priorities: Instruction - NOT PRIORITIZED</b> |                                                                  |                                                                       |       |       |      |                                                 |
| TBD                                                                 | Art (Design)                                                     | Instructional Support Assistant I                                     | CLS   | G16   | 0.45 | New position; 45%                               |
| TBD                                                                 | Computer Science & Information Technology (Networking)           | Instructional Support Assistant III                                   | CLS   | G25   | 1    | New position                                    |
| TBD                                                                 | Media Studies (Digital Broadcast Arts/Cinema)                    | Instructional Support Assistant I                                     | CLS   | G16   | 0.45 | New position; 45%                               |
| TBD                                                                 | Performing Arts                                                  | Costume Shop Coordinator                                              | CLS   | TBD   | 1    | New position                                    |
| TBD                                                                 | Educational Television                                           | Production Coordinator                                                | CLS   | G23   | 1    | Replacement position                            |
| TBD                                                                 | Trade and Industry (Cabinet & Furniture Technology)              | Tool Room Assistant                                                   | CLS   | TBD   | 1    | New position                                    |
| TBD                                                                 | Trade and Industry (Drafting Technology)                         | Instructional Support Assistant I                                     | CLS   | G16   | 0.45 | New position; 45%                               |
| TBD                                                                 | English as a Second Language                                     | ESL Tutorial Specialist - ESL Tutoring Center                         | CLS   | G22   | 1    | New position; 100%; 11 months                   |
| TBD                                                                 | English as a Second Language-noncredit                           | Noncredit Matriculation Supervisor (listed as "assistant"-HR website) | CLS   | G23   | 1    | New position                                    |
| TBD                                                                 | Languages and Literature (Teaching & Learning Center, Escondido) | Office Specialist                                                     | CLS   | G10   | 0.45 | 45%; 10 months                                  |
| TBD                                                                 | Physics and Engineering (Engineering)                            | Full-time Lab Assistant (ISA.III?)                                    | CLS   | G25   | 1    | New position (duplicate of PHYS/ENGR position?) |
| TBD                                                                 | Mathematics                                                      | Title III/STEM Tutorial Specialist                                    | CLS   | G22   | 1    | Institutionalize position by Fall 2016          |
| TBD                                                                 | Mathematics                                                      | Title III/STEM Instructional Support Assistant I                      | CLS   | G16   | 1    | Institutionalize position by Fall 2016          |
| TBD                                                                 | Physics and Engineering                                          | Full-time Lab Assistant (ISA.III?)                                    | CLS   | G25   | 1    | New position (duplicate of ENGR position?)      |
| TBD                                                                 | Library                                                          | Library Media Technician I                                            | CLS   | G11   | 1    | Replacement position                            |
| TBD                                                                 | Library                                                          | Senior Library Media Technician                                       | CLS   | G19   | 1    | Replacement position                            |
| TBD                                                                 | Tutoring Services                                                | Tutorial Assistant - reinstate                                        | CLS   | G9    | 1    | Replacement position                            |
| TBD                                                                 | Tutoring Services                                                | Tutor - reinstate                                                     | CLS   | G15   | 0.45 | Replacement position                            |
| TBD                                                                 | Tutoring Services                                                | Tutor -reinstate                                                      | CLS   | G15   | 0.45 | Replacement position                            |
| TBD                                                                 | Tutoring Services                                                | Tutor - increase to 75%                                               | CLS   | G15   | 0.75 | Increase from 45% to 75% - Lead Tutor           |



## Appendix B. Year 5 Staffing Priorities: Instruction

| 2014-15 Staffing Priorities: Instruction (For Historical Purposes)                           |                                 |                                                             |       |        |      |                        |    |    |    |    |     |      |
|----------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------|-------|--------|------|------------------------|----|----|----|----|-----|------|
| Position #                                                                                   | Department                      | Position Title                                              | Group | Grade  | FTE  | Notes                  | P1 | P2 | P3 | P4 | TPF | Rank |
| TBD                                                                                          | Graphic Communications          | Instructional Support Assistant III                         | CLS   | G25    | 1    |                        |    |    |    |    |     | 1    |
| 5315                                                                                         | Camp Pendleton Education Center | Education Center Coordinator                                | CLS   | G20    | 1    |                        |    |    |    |    |     | 2    |
| 5001                                                                                         | Fallbrook Education Site        | Education Center Specialist (45%)                           | CLS   | G18    | 0.45 |                        |    |    |    |    |     | 3    |
| 6346                                                                                         | Media Studies (Photography)     | Instructional Support Assistant I (45%)                     | CLS   | G16    | 0.45 |                        |    |    |    |    |     | 6    |
| 5144                                                                                         | World Languages                 | Instructional Support Assistant I                           | CLS   | G16    | 1    |                        |    |    |    |    |     | 7    |
| TBD                                                                                          | American Sign Language          | Instructional Support Assistant                             | CLS   | TBD    | 1    |                        |    |    |    |    |     | 10   |
| TBD                                                                                          | Media Studies (Journalism)      | Instructional Support Assistant I (10-month)                | CLS   | G16    | 1    |                        |    |    |    |    |     | 13   |
| 5050                                                                                         | Library                         | Senior Library Media Technician                             | CLS   | G19    | 1    |                        |    |    |    |    |     | 16   |
| TBD                                                                                          | Boehm Gallery                   | Instructional Support Assistant II/Gallery Preparator (45%) | CLS   | G22    | 0.45 |                        |    |    |    |    |     | 19   |
| 5773                                                                                         | Tutoring Services               | Tutorial Assistant                                          | CLS   | G9     | 1    | Position #5773 was 75% |    |    |    |    |     | 20   |
| Current and Approved Recruitments in 2014-15 (Funded): Instruction (For Historical Purposes) |                                 |                                                             |       |        |      |                        |    |    |    |    |     |      |
| Position #                                                                                   | Department                      | Position Title                                              | Group | Grade* | FTE  | Notes                  | P1 | P2 | P3 | P4 | TPF | Rank |
| 5315                                                                                         | Camp Pendleton Center           | Education Center Coordinator                                | CLS   | G20    | 1    | Replacement position   |    |    |    |    |     | N/A  |
| 6438                                                                                         | Languages and Literature        | Tutorial Specialist                                         | CLS   | G22    | 1    | Replacement position   |    |    |    |    |     | N/A  |
| 5048                                                                                         | Library                         | Library Media Technician III                                | CLS   | G17    | 1    | Replacement position   |    |    |    |    |     | 19   |
| 6526                                                                                         | Trade and Industry              | Trade and Industry Instructional Lab Technician             | CLS   | G19    | 0.5  | New position           |    |    |    |    |     | N/A  |
| 6528                                                                                         | Trade and Industry              | Trade and Industry Instructional Lab Technician (Welding)   | CLS   | G19    | 0.45 | New position           |    |    |    |    |     | N/A  |

## Appendix B. Year 5 Staffing Priorities: Instruction

| 2013-14 Prioritized Positions (Unfunded): Instruction (For Historical Purposes)                   |                    |                                                            |       |       |      |                                                 |                                                                      |    |    |    |     |      |
|---------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------|-------|-------|------|-------------------------------------------------|----------------------------------------------------------------------|----|----|----|-----|------|
| Position #                                                                                        | Department         | Position Title                                             | Group | Grade | FTE  | Notes                                           | P1                                                                   | P2 | P3 | P4 | TPF | Rank |
| 5001                                                                                              | Fallbrook Center   | Education Center Specialist                                | CLS   | G18   | 1    | Replacement position                            |                                                                      |    |    |    |     | 9    |
| TBD                                                                                               | Photography        | Instructional Support Assistant I                          | CLS   | G16   | 0.45 | New position; 10 months; evening hours          |                                                                      |    |    |    |     | 14   |
| TBD                                                                                               | Performing Arts    | Performing Arts Stage Technician                           | CLS   | TBD   | 1    | New position; 10 months                         |                                                                      |    |    |    |     | 17   |
| 2013-14 Unprioritized Vacant/Budgeted Positions (Unfunded): Instruction (For Historical Purposes) |                    |                                                            |       |       |      |                                                 |                                                                      |    |    |    |     |      |
| Position #                                                                                        | Department         | Position Title                                             | Group | Grade | FTE  | Notes                                           | P1                                                                   | P2 | P3 | P4 | TPF | Rank |
| 6100                                                                                              | Reading Services   | Instructional Support Assistant I                          | CLS   | G16   | 0.3  | Replacement position                            | Unfunded and unprioritized positions identified in Year 3 (2012-13): |    |    |    |     |      |
| TBD                                                                                               | Reading Services   | Instructional Aide                                         | CLS   | TBD   | 1    | New position (proposed); 11 months              |                                                                      |    |    |    |     |      |
| TBD                                                                                               | Trade and Industry | Instructional Support Assistant (all courses and programs) | CLS   | TBD   | 1    | New position (proposed)                         |                                                                      |    |    |    |     |      |
| 6058                                                                                              | Tutoring Services  | Tutor                                                      | CLS   | G15   | 1    | Replacement position                            |                                                                      |    |    |    |     |      |
| TBD                                                                                               | Tutoring Services  | Tutorial Specialist                                        | CLS   | G22   | 1    | New position (proposed); support ESL department |                                                                      |    |    |    |     |      |
| TBD                                                                                               | Tutoring Services  | Tutor (EOP&S)                                              | CLS   | G15   | 0.45 | New position                                    |                                                                      |    |    |    |     |      |

## Appendix B. Year 5 Staffing Priorities: Student Services



### Staffing Plan: Priority Factors Form

**Division:** STUDENT SERVICES

**Date:** November 2013

The purpose of this form is to identify the most significant factors for prioritizing staffing needs within the division and to connect them to the District's Strategic Plan. Some examples of factors to consider: Adequate staffing to support a specific service/function; health and safety; technology impacts; regulatory and legal influences; quality of service (actual factors are dependent upon function/services of division). For ease of use, no more than four priority factors should be used.

After completing this form, rank each position within the division in each of the identified priority factors (P1, P2, P3, P4) on the Vacant/Proposed Positions worksheet. The spreadsheet will automatically calculate the total priority factor score (TPF) for each position. Use the total score for each position as a guide to providing a final priority ranking (R) for each position within the division on the spreadsheet.

| Priority Factor                                                                                                   | Information About Priority Factor                                                                                                                                | Linkage to Strategic Plan                                                                                             | Score Value |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------|
| <i>Example: Bench depth (available employees to fill specific functions)</i>                                      | <i>Example: Staff available to provide services in the following areas: Benefits, personnel support, recruiting, and EEO plan development and implementation</i> | <i>Example: Recruit, hire, and support diverse faculty and staff to meet the needs of students (Strategic Goal 4)</i> |             |
| P1<br>Meeting a health and safety need/concern and addresses risk management                                      | STAFF NECESSARY IN ORDER FOR DISTRICT STAFF AND STUDENTS TO REMAIN SAFE AND HEALTHY                                                                              | Strategic Plan Goal: 3                                                                                                | 0-10        |
| P2<br>Required for legal, audit and/or regulatory mandates                                                        | STAFF NECESSARY TO KEEP THE DISTRICT IN COMPLIANCE WITH LEGAL, AUDIT AND REGULATORY REQUIREMENTS.                                                                | Strategic Plan Goal: 1<br>Implement the SSSP                                                                          | 0-8         |
| P3<br>Provides direct impact to the implementation of the Student Success Act (SB1456)                            | STAFF NEEDED TO IMPLEMENT THE CORE SERVICES OF THE STUDENT SUCCESS ACT                                                                                           | Strategic Plan Goal: 1<br>Implement the SSSP                                                                          | 0-6         |
| P4<br>Provide an adequate level of staffing for to support the implementation of the Student Success Act (SB1456) | STAFFING NEEDED TO SERVE STUDENTS SEEKING ADMISSION, ASSESSMENT, COUNSELING, ACADEMIC ADVISING, AND OTHER SERVICES TO FACILITATE COMPLETION AND SUCCESS          | Strategic Plan Goal: 1<br>Implement the SSSP                                                                          | 0-4         |

## Appendix B. Year 5 Staffing Priorities: Student Services

| 2015-16 Staffing Priorities: Student Services |                            |                                                |       |       |     |                           |                                                    |  |  | P1                                                                            | P2 | P3 | P4 | TPF | Rank |
|-----------------------------------------------|----------------------------|------------------------------------------------|-------|-------|-----|---------------------------|----------------------------------------------------|--|--|-------------------------------------------------------------------------------|----|----|----|-----|------|
| Position #                                    | Department                 | Position Title                                 | Group | Grade | FTE | Funding Source            | Notes                                              |  |  | Prioritizations calculated holistically against SSPC's four priority factors. |    |    |    |     |      |
| 5538                                          | Disability Resource Center | DRC Director                                   | ADM   | G64   | 1.0 | DRC                       | Replacement for Ron Haines                         |  |  |                                                                               |    |    |    |     |      |
| 6063                                          | Police Department          | Police Officer *(1)                            | CLS   | G31   | 1.0 | Parking Fees/General Fund | Replacement for Ryan Banks                         |  |  |                                                                               |    |    |    |     |      |
| 6117                                          | Counseling                 | Articulation Officer                           | FAC   | CTRCT | 1.0 | General Fund              | Replacement for Gloria Kerkhoff                    |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Enrollment Services        | Outreach Director                              | ADM   | TBD   | 1.0 | New General Fund          | Part of Restructuring Plan                         |  |  |                                                                               |    |    |    |     |      |
| 5546                                          | EOP&S                      | Director, EOP&S/CARE                           | ADM   | G66   | 1.0 | General Fund              | Replacement Anne Stadler (Interim: M. San Agustin) |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Police Department          | Police Officer *(2)                            | CLS   | G31   | 1.0 | Parking Fees/General Fund | New position (proposed - South Center)             |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Police Department          | Dispatcher                                     | CLS   | TBD   | 1.0 | Parking Fees              | New position (proposed)                            |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Athletics                  | Athletics Trainer                              | CLS   | G28   | 1.0 | General Fund              | New position (proposed)                            |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Enrollment Services        | Sr. Enrollment Services Specialist             | CLS   | TBD   | 1.0 | General Fund              | Part of Restructuring Plan                         |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Enrollment Services        | Sr. Financial Aid Specialist                   | CLS   | TBD   | 1.0 | General Fund              | Part of Restructuring Plan                         |  |  |                                                                               |    |    |    |     |      |
| 5832                                          | Counseling Services        | Counseling Services Specialist - 2             | CLS   | G20   | 1.0 | General Fund              | Replacement for Elizabeth Schonenman               |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Enrollment Services        | Admissions/Evaluations/Records Supervisor      | CAST  | TBD   | 1.0 | General Fund              | Part of Restructuring Plan                         |  |  |                                                                               |    |    |    |     |      |
| 6011                                          | Counseling                 | Sr. Administrative Secretary (Counseling)      | CLS   | G23   | 1.0 | General Fund              | Replacement for Jennie Vastola                     |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Counseling                 | Behavioral Health Coordinator                  | FAC   | TBD   | 1.0 | Health Services           | Categorical - New                                  |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Student Affairs            | Student Affairs Supervisor                     | CAST  | TBD   | 1.0 | General Fund              | Part of Restructuring Plan                         |  |  |                                                                               |    |    |    |     |      |
| 5527                                          | Counseling Services        | Counseling Services Specialist - 1             | CLS   | G20   | 1.0 | General Fund              | Replacement for Shayla Fox                         |  |  |                                                                               |    |    |    |     |      |
| 5745                                          | Counseling                 | Articulation/Project ASSIST Systems Specialist | CLS   | G26   | 1.0 | General Fund              | Replacement for Patricia Roberts                   |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Police Department          | Lead Community Service Officer                 | CLS   | G14   | 1.0 | Parking Fees              | Replacement for D. McPherson, #6192)               |  |  |                                                                               |    |    |    |     |      |
| 5700                                          | Enrollment Services        | Enrollment Services Specialist - 1             | CLS   | G20   | 1.0 | General Fund              | Replace C. Cruz; approved to recruit               |  |  |                                                                               |    |    |    |     |      |
| 5469                                          | Enrollment Services        | Admissions/Enrollment Coordinator              | CLS   | G27   | 1.0 | General Fund              | Replacement for Ellie Masiello                     |  |  |                                                                               |    |    |    |     |      |
| 6564                                          | Enrollment Services        | Enrollment Services Specialist                 | CLS   | G20   | 1.0 | SSSP                      | New; approved to recruit                           |  |  |                                                                               |    |    |    |     |      |
| 6369                                          | Police Department          | Community Service Officer                      | CLS   | G11   | 1.0 | Parking Fees              | Replacement for Jerry McBride                      |  |  |                                                                               |    |    |    |     |      |
| TBD                                           | Athletics                  | Sports Information Specialist                  | CLS   | TBD   | 1.0 | General Fund              | Part of Restructuring Plan                         |  |  |                                                                               |    |    |    |     |      |

## Appendix B. Year 5 Staffing Priorities: Student Services

| 2014-15 Staffing Priorities: Student Services (For Historical Purposes)                |                                                 |                                                    |       |       |      |                |                                                                          |    |    |    |    |     |      |
|----------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------|-------|------|----------------|--------------------------------------------------------------------------|----|----|----|----|-----|------|
| Position #                                                                             | Department                                      | Position Title                                     | Group | Grade | FTE  | Funding Source | Notes                                                                    | P1 | P2 | P3 | P4 | TPF | Rank |
| TBD                                                                                    | Police Department                               | Police Officer *(1)                                | CLS   | G31   | 1.0  | Parking Fees   | New position (proposed - South Center)                                   |    |    |    |    | 126 | 2    |
| TBD                                                                                    | Financial Aid, Veterans' & Scholarship Services | Academic Advising/Financial Aid Functional Analyst | CLS   | TBD   | 1.0  | General/SSSP   | Proposed to support TransCrdt/DegreeAdd/Imaging/CommPlan                 |    |    |    |    | 102 | 6    |
| TBD                                                                                    | Office of Student Affairs                       | ASG and Club Coordinator                           | CLS   | G39   | 1.0  | General Fund   | New position (proposed)                                                  |    |    |    |    | 105 | 7    |
| 6078                                                                                   | Counseling /Assessment Center                   | Counseling Services Specialist                     | CLS   | G20   | 0.45 | General Fund   | Replace M. Castillo (request to change position to a full-time position) |    |    |    |    | 108 | 8    |
| Current and Approved Recruitments (Funded): Student Services (For Historical Purposes) |                                                 |                                                    |       |       |      |                |                                                                          |    |    |    |    |     |      |
| Position #                                                                             | Department                                      | Position Title                                     | Group | Grade | FTE  | Funding Source | Notes                                                                    |    |    |    |    |     |      |
| 6079                                                                                   | Counseling Services                             | Counseling Services Specialist                     | CLS   | G20   | 0.45 | General Fund   | Replace N. Kovrig                                                        |    |    |    |    |     |      |
| 6580                                                                                   | Evaluations & Records                           | Senior Academic Evaluator/Advisor                  | CLS   | G27   | 1.0  | General Fund   | New position; priority #3 in 2013-14                                     |    |    |    |    |     |      |
| 5561                                                                                   | Financial Aid, Veterans' & Scholarship Services | Financial Assistance Advisor                       | CLS   | G24   | 1.0  | General Fund   | Replace L. Magsulit                                                      |    |    |    |    |     |      |
| 6553                                                                                   | Grant Funded Student Programs                   | GEAR UP Site Coordinator                           | CLS   | G23   | 1.0  | GEAR UP        | Replace C. Iyoho                                                         |    |    |    |    |     |      |
| 5568                                                                                   | Health Services                                 | College Health Nurse                               | CLS   | G35   | 1.0  | Health Fees    | Replace S. Mayfield                                                      |    |    |    |    |     |      |
| 6490                                                                                   | Health Services                                 | Health Services Nurse Practitioner                 | CLS   | G49   | 1.0  | Health Fees    | Replace S. Sanchez                                                       |    |    |    |    |     |      |
| 6134                                                                                   | Police Department                               | Police Sergeant                                    | CAS   | G50   | 1.0  | Parking Fees   | Replace M. Bea                                                           |    |    |    |    |     |      |

## Appendix B. Year 5 Staffing Priorities: Student Services

| 2013-14 Prioritized Positions (Unfunded): Student Services (For Historical Purposes) |                                                 |                                   |       |       |      |                |                                                      |  |  |  | P1 | P2 | P3 | P4 | TPF | Rank                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------|-------|-------|------|----------------|------------------------------------------------------|--|--|--|----|----|----|----|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Position #                                                                           | Department                                      | Position Title                    | Group | Grade | FTE  | Funding Source | Notes                                                |  |  |  |    |    |    |    |     |                                                                                                                                                                                                |
| 6122                                                                                 | Disability Resource Center                      | ASL/English Interpreter           | CLS   | G31   | 0.25 | General Fund   | Replace S. Musser                                    |  |  |  |    |    |    |    |     | Prioritized positions from Year 3 were ranked holistically against SSPC's four priority factors. These positions to be funded and filled after 2014-15 prioritized positions have been filled. |
| TBD                                                                                  | Evaluations & Records                           | Enrollment Services Specialist    | CLS   | G20   | 1.0  | TBD            | New position (proposed)                              |  |  |  |    |    |    |    |     | 1                                                                                                                                                                                              |
| 6255                                                                                 | Disability Resource Center                      | ASL/English Interpreter           | CLS   | G31   | 0.45 | General Fund   | Replace S. Confort                                   |  |  |  |    |    |    |    |     | 3                                                                                                                                                                                              |
| 5714                                                                                 | Financial Aid, Veterans' & Scholarship Services | Financial Assistance Specialist   | CLS   | G20   | 1.0  | BFAP           | Replace P. Serafin                                   |  |  |  |    |    |    |    |     | 4                                                                                                                                                                                              |
| TBD                                                                                  | Financial Aid, Veterans' & Scholarship Services | Financial Assistance Specialist   | CLS   | G24   | 1.0  | TBD            | New position (proposed)                              |  |  |  |    |    |    |    |     | 5                                                                                                                                                                                              |
| TBD                                                                                  | Counseling                                      | Counseling Services Specialist    | CLS   | G20   | 1.0  | TBD            | New position (proposed) - Assessment                 |  |  |  |    |    |    |    |     | 8                                                                                                                                                                                              |
| TBD                                                                                  | Disability Resource Center                      | Instructional Support Assistant I | CLS   | G16   | 1.0  | TBD            | New position (proposed)                              |  |  |  |    |    |    |    |     | 9                                                                                                                                                                                              |
| TBD                                                                                  | Transfer Center                                 | Counseling Services Specialist    | CLS   | G20   | 1.0  | TBD            | New position (proposed)                              |  |  |  |    |    |    |    |     | 11                                                                                                                                                                                             |
| TBD                                                                                  | Police Department                               | Police Officer I                  | CLS   | G31   | 1.0  | Parking Fees   | New position (proposed)                              |  |  |  |    |    |    |    |     | 13                                                                                                                                                                                             |
| TBD                                                                                  | Evaluations & Records                           | Enrollment Services Specialist    | CLS   | G20   | 1.0  | TBD            | New position (proposed)                              |  |  |  |    |    |    |    |     | 14                                                                                                                                                                                             |
| 6369                                                                                 | Police Department                               | Community Service Officer         | CLS   | G11   | 1.0  | Parking Fees   | New position                                         |  |  |  |    |    |    |    |     | 0                                                                                                                                                                                              |
| TBD                                                                                  | Career Center                                   | Counseling Services Specialist    | CLS   | G20   | 1.0  | TBD            | New position (proposed)                              |  |  |  |    |    |    |    |     | 5                                                                                                                                                                                              |
| TBD                                                                                  | Police Department                               | Police Officer I                  | CLS   | G31   | 1.0  | Parking Fees   | New position (proposed)                              |  |  |  |    |    |    |    |     | 4                                                                                                                                                                                              |
| TBD                                                                                  | Police Department                               | Lead Community Service Officer    | CLS   | G14   | 1.0  | Parking Fees   | New position (proposed) - replace K. Boguta, #6195   |  |  |  |    |    |    |    |     | 13                                                                                                                                                                                             |
| TBD                                                                                  | Police Department                               | Senior Office Specialist          | CLS   | G14   | 1.0  | Parking Fees   | New position (proposed) - replace L. Herrit, #6136   |  |  |  |    |    |    |    |     | 23                                                                                                                                                                                             |
| TBD                                                                                  | Police Department                               | Police Officer I                  | CLS   | G31   | 1.0  | Parking Fees   | New position (proposed) - replace M. Scranton, #6060 |  |  |  |    |    |    |    |     | 24                                                                                                                                                                                             |
| TBD                                                                                  | Police Department                               | Police Officer I                  | CLS   | G31   | 1.0  | Parking Fees   | New position (proposed)                              |  |  |  |    |    |    |    |     | 5                                                                                                                                                                                              |
| TBD                                                                                  | Career Center                                   | Director, Career Center           | ADM   | TBD   | 1.0  | TBD            | New position (proposed)                              |  |  |  |    |    |    |    |     | 4                                                                                                                                                                                              |
| TBD                                                                                  | Police Department                               | Police Officer I                  | CLS   | G31   | 1.0  | Parking Fees   | New position (proposed)                              |  |  |  |    |    |    |    |     | 18                                                                                                                                                                                             |
| TBD                                                                                  | Police Department                               | Police Officer I                  | CLS   | G31   | 1.0  | Parking Fees   | New position (proposed)                              |  |  |  |    |    |    |    |     | 28                                                                                                                                                                                             |
| TBD                                                                                  | Career Center                                   | Employment Coordinator            | CLS   | TBD   | 1.0  | TBD            | New position (proposed)                              |  |  |  |    |    |    |    |     | 30                                                                                                                                                                                             |
| 5459                                                                                 | Counseling Services                             | Staff Assistant                   | CLS   | G23   | 1.0  | General Fund   | Replace C. Moore                                     |  |  |  |    |    |    |    |     | 32                                                                                                                                                                                             |
| TBD                                                                                  | Police Department                               | Dispatcher                        | CLS   | TBD   | 1.0  | Parking Fees   | New position (proposed)                              |  |  |  |    |    |    |    |     | 33                                                                                                                                                                                             |
|                                                                                      |                                                 |                                   |       |       |      |                |                                                      |  |  |  |    |    |    |    |     | 34                                                                                                                                                                                             |
|                                                                                      |                                                 |                                   |       |       |      |                |                                                      |  |  |  |    |    |    |    |     | 35                                                                                                                                                                                             |

## Appendix B. Year 5 Staffing Priorities: Student Services

| 2013-14 Unprioritized Positions (Unfunded): Student Services |                               |                                                |       |       |      |                                  |                                                                        |
|--------------------------------------------------------------|-------------------------------|------------------------------------------------|-------|-------|------|----------------------------------|------------------------------------------------------------------------|
| Position #                                                   | Department                    | Position Title                                 | Group | Grade | FTE  | Funding Source                   | Notes                                                                  |
| 6351                                                         | EOP&S                         | EOP&S Staff Assistant                          | CLS   | G23   | 1.0  | EOP&S                            | Replace M. Tucker                                                      |
| 6237                                                         | Grant Funded Student Programs | GEAR UP Outreach Coordinator                   | CLS   | G20   | 1.0  | GEAR UP                          | Replace C. Cruz; funding used for GEAR UP Site Coordinator             |
| 6260                                                         | Grant Funded Student Programs | GEAR UP Outreach Coordinator                   | CLS   | G20   | 1.0  | GEAR UP                          | Replace H. Navarrete; funding used for GEAR UP Site Coordinator        |
| 6364                                                         | Grant Funded Student Programs | GEAR UP Outreach Coordinator                   | CLS   | G20   | 1.0  | GEAR UP                          | Replace M. Godinez; funding used for GEAR UP Site Coordinator          |
| 6390                                                         | Grant Funded Student Programs | GEAR UP Outreach Coordinator                   | CLS   | G20   | 1.0  | GEAR UP                          | Replace C. Martinez Pantoja; funding used for GEAR UP Site Coordinator |
| 6514                                                         | Grant Funded Student Programs | GEAR UP Outreach Coordinator                   | CLS   | G20   | 1.0  | GEAR UP                          | New position; funding used for GEAR UP Site Coordinator                |
| 6515                                                         | Grant Funded Student Programs | GEAR UP Outreach Coordinator                   | CLS   | G20   | 1.0  | GEAR UP                          | New position; funding used for GEAR UP Site Coordinator                |
| 6516                                                         | Grant Funded Student Programs | GEAR UP Outreach Coordinator                   | CLS   | G20   | 1.0  | GEAR UP                          | New position; funding used for GEAR UP Site Coordinator                |
| 6517                                                         | Grant Funded Student Programs | GEAR UP Outreach Coordinator                   | CLS   | G20   | 1.0  | GEAR UP                          | New position; funding used for GEAR UP Site Coordinator                |
| 6288                                                         | Grant Funded Student Programs | GEAR UP Program Research Specialist            | CLS   | G25   | 1.0  | GEAR UP                          | Replace J. Johnson-Foster                                              |
| 6275                                                         | Grant Funded Student Programs | GEAR UP/Upward Bound Guidance Services Advisor | CLS   | G16   | 1.0  | 50% GEAR UP/<br>50% Upward Bound | Replace N. Herrera Martinez                                            |
| 6418                                                         | Grant Funded Student Programs | TRIO/EOC Outreach Coordinator                  | CLS   | G20   | 1.0  | Ed. Opp'y Centers                | Replace J. Perez Ambrocio                                              |
| 5834                                                         | Health Services               | College Health Nurse                           | CLS   | G35   | 1.0  | Health Fees                      | Replace P. Webb                                                        |
| 5566                                                         | Health Services               | Staff Assistant                                | CLS   | G23   | 1.0  | Health Fees                      | Replace M. McCrory                                                     |
| 5707                                                         | Health Services               | Senior Office Specialist                       | CLS   | G14   | 0.45 | Health Fees                      | Replace R. Gallagher                                                   |

**APPENDIX C.**

**Faculty Hiring Priority Recommendations for 2015-16**



## Appendix C. Faculty Hiring Priority Recommendations for 2015-16

### Faculty Hiring Priority Recommendations for 2015-2016 Instructional Planning Council Subcommittee

| Priority                                                                                          | Department/Discipline                               |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| 1                                                                                                 | Speech                                              |
| 2                                                                                                 | German                                              |
| 3                                                                                                 | Biology                                             |
| 4                                                                                                 | Astronomy                                           |
| 5                                                                                                 | Chicano Studies                                     |
| 6                                                                                                 | Fashion                                             |
| 7                                                                                                 | Philosophy                                          |
| 8                                                                                                 | Spanish                                             |
| 9                                                                                                 | Math #1                                             |
| 10                                                                                                | English #1                                          |
| 11                                                                                                | Sociology                                           |
| 12                                                                                                | Photography #1                                      |
| 13                                                                                                | Emergency Medical Education                         |
| 14                                                                                                | Music #1 – Vocal/Choral/Theory                      |
| 15                                                                                                | Reading                                             |
| 16                                                                                                | American Sign Language                              |
| 17                                                                                                | Chemistry                                           |
| 18                                                                                                | Cabinet & Furniture Technology                      |
| 19                                                                                                | Art #1 – 2D Studio Art/Painting                     |
| 20                                                                                                | Economics                                           |
| 21                                                                                                | History                                             |
| 22                                                                                                | Anthropology                                        |
| 23                                                                                                | Dance #1 – Jazz/Tap/Musical Theatre                 |
| 24                                                                                                | Graphic Communications                              |
| 25                                                                                                | Computer Science & Information Systems – Networking |
| Remaining position requests were not prioritized. A total of 53 position requests were submitted. |                                                     |

Recommendation from IPC Subcommittee 04.16.14  
Reviewed and Approved by IPC 04.23.14  
Presented to SPC as information 04.29.14

**APPENDIX D.**

**Full-Time Faculty Prioritizations Process, Hiring Philosophy,  
and Full-Time Faculty Obligation (FON)**

## Appendix D. Full-Time Faculty Prioritizations Process, Hiring Philosophy, and FON

### IPC Subcommittee Summary of Process for Prioritizing Full-time Faculty Positions

In Spring 2006, the Faculty Senate and the Instructional Planning Council (IPC) established the IPC Subcommittee. Each academic year, the IPC Subcommittee is responsible for developing a prioritized list of full-time instructional faculty position requests by discipline. In the prioritization process, it is the role of the Subcommittee to take a global perspective on full-time faculty position needs and ultimately to develop a prioritized list that best supports the diverse academic programs of the College as a whole. Each year the Subcommittee evaluates the process and may recommend updates to the data, criteria, and process. The prioritization process includes neither counselors nor librarians. The determination as to when counselors and librarians are hired is done through the use of a formula that was developed by a subcommittee of IPC and SSPC members in Spring 2005.

#### **Membership:**

1. Eight faculty members who are members of IPC
2. Two faculty members appointed by the Faculty Senate
3. Five Instructional Deans who are members of IPC
4. Vice President for Instruction, who convenes and facilitates the process

#### **Process:**

Each academic discipline may submit a position request or requests each academic year for consideration by the Subcommittee. One position request form must be submitted for each position requested. The general steps taken by the Subcommittee in prioritizing the position requests include the following:

1. Meeting #1 - Subcommittee establishes the annual timeline (usually at beginning of Spring semester)
2. Meeting #2 –
  - Subcommittee meets to review process and timeline
  - Subcommittee discusses and agrees on weighted criteria, if any. Examples of weighted criteria may be recent full-time faculty hiring, full-time/part-time ratios, etc.
  - Subcommittee members receive a summary spreadsheet of all position requests and complete printed set of requests, requests may also be accessed via SharePoint.
  - Subcommittee members receive summary of hiring of full-time faculty for past five years
3. Preparation for Meeting #3 - Members individually review all position requests.
4. Meeting #3 –
  - Subcommittee meets and collectively reviews and discusses all position requests. When clarification of information is necessary, a member of the Subcommittee follows up.
5. Preparation for Meeting #4 - Members individually prioritize all position requests (usually in groups of ten).
6. Meeting #4 - Subcommittee meets (one or two meetings, as needed) and collectively develops one prioritized list where individual positions are distinctly ranked as #1, #2, etc.
7. Prioritized list is reviewed and endorsed by the Instructional Planning Council (IPC).
8. Prioritized list is then forwarded to the Strategic Planning Council (SPC) as information.
9. Prioritized list is then forwarded as a recommendation to the Superintendent/President for the subsequent hiring year. The prioritized list is good for one academic year.

*Updated 11.6.13*

## Appendix D. Full-Time Faculty Prioritizations Process, Hiring Philosophy, and FON

### Palomar College

#### Philosophy and Criteria for Determining Full-time Faculty Hiring

Palomar College values the important role and responsibilities of its full-time faculty. The College recognizes the day-to-day responsibilities of full-time faculty members with respect to all areas of academic and professional matters as well as their contributions to the College as a whole. Full-time faculty members provide the vision and leadership for educational master planning and program development and review and ensure the integrity, continuity, and stability of the College's academic programs. Full-time faculty members are the vital connection for student engagement through a variety of co-curricular activities, advisement, and office-hour interaction. Full-time faculty members contribute to the College through many leadership roles and participate in shared governance. Consequently, Palomar College is committed to increasing the number of full-time faculty positions as academic needs require and economic conditions permit.

Each Fall semester, the Superintendent/President and Vice Presidents of the College discuss and project the number of full-time faculty positions to be hired for the next academic year. The process for determining this number is guided by the following considerations:

- The Faculty Obligation Number (FON) set by the California Community College Board of Governors.

In times of fiscal growth or funding stability [**Do we need to qualify the preceding phrase with "State," as in "State fiscal growth" . . . ?**], Palomar College is committed to exceeding the FON. In times of State fiscal crisis or funding instability, the College is committed to maintaining the FON.

- The College's ratio of full-time to part-time FTEF.

This ratio measures the College's progress towards the "ideal" but unfunded goal of a 75/25 ratio as prescribed by AB 1725. In this last decade at the College, this ratio has remained at or near 55/45, and so a more realistic local goal is 60/40. This ratio, of course, is influenced by a number of factors. A 60/40 ratio, for instance, will signal progress for the College if it is achieved by the addition of a large number of full-time faculty. It will signal decline if it is achieved by cancelling classes and thus reducing the number of part-time faculty.

- The College's FTES cap and projected growth FTES.

These measures will influence student enrollment numbers and the amount of funding available to permit full-time faculty hiring. During times of State fiscal crisis or State funding instability, the availability of funding for full-time faculty hiring is limited because of the College's fiscal responsibility to maintain overall minimum budgetary and operational needs and mandated reserves.

## Appendix D. Full-Time Faculty Prioritizations Process, Hiring Philosophy, and FON

- The number of full-time faculty separations (retirements, resignations, transfers) from the previous academic year.
- Past history of the success or failure of recruitments in various disciplines.

This information will impact the number of recruitments that should be initiated in order to ensure that the FON is achieved.

Updated 5.10.12.

DRAFT

## Appendix D. Full-Time Faculty Prioritizations Process, Hiring Philosophy, and FON

### DRAFT

#### Full-time Faculty Obligation and 75/25 Ratio

##### What is the Full-time Faculty Obligation (FON)?

Assembly Bill 1725 set a goal that full-time faculty account for 75% of instruction hours in the classroom. Regulations (California Code of Regulations, Title 5, Sections 51025 and 53300 et. seq) require that those districts not meeting the 75% goal maintain their base number of faculty and apply a percentage of their growth revenue toward hiring new full-time faculty. To monitor progress towards the goal, the Chancellor's Office (CO) annually calculates a Full-time Faculty Obligation Number (FON) for each district.

To calculate the FON, the CO does the following:

- Takes the district's final FON from the prior year.
- If the district received growth in funded credit Full-time Equivalent Students (FTES), the CO applies the percentage growth to the FON to determine the district's new FON.
- If the district's funding is cut, the FON is adjusted down accordingly.

When determining if it meets its FON, the College:

- Takes the count of current faculty including counselors,
- Adds to that count the number of "late" retirees (retirees or separations that occurred within 45 days of the end of the previous year's Spring semester), and
- Adds the FTEF generated by classified staff teaching as part of their workload.

If the resulting number exceeds the FON, the District is in compliance. If the resulting number does not meet the FON, the Chancellor's Office deducts the replacement cost of each faculty count below the FON from the district's apportionment.

##### What is the 75/25 ratio?

The 75/25 ratio refers to the 75% goal identified in AB1725. Sometimes individuals interpret the 75/25 ratio to mean that 75% of faculty on a college's campus must be full-time. However, the ratio refers to hours taught or spent counseling, not headcount. For example,

- A contract faculty member typically teaches five courses. If each course represents .20 of a full-time load, the total FTEF generated by the full-time faculty member is 1.0 or 100%.
- Three adjuncts may teach one course each with a load of .20 for a total of .60 or 60% FTEF.
- Using this example, the total FTEF for the four faculty is 1.60 or 160% and the percentage of full-time equivalent faculty equals 1.00/1.60 or .625 or 62.5%.

75/25 Workgroup Recommendation – Prepare summary describing FON and 75/25 ratio.  
March 27, 2012

## **Appendix D. Full-Time Faculty Prioritizations Process, Hiring Philosophy, and FON**

Districts must report their 75/25 ratio as part of the FON compliance paperwork. However, colleges are not penalized for failing to improve the ratio.

### **The Effects of Funding**

Each year the California Community College's Board of Governors (BOG) must decide if the state has adequately funded the Community College system at the level that allows for the implementation of the FON. If the BOG determines that the system has not been adequately funded, changes that would increase a district's FON are not applied. In addition, during years where funding is not sufficient to implement the FON, the BOG can modify the compliance requirement and allow districts to either meet the FON established by the Chancellor's Office, or show that the percentage of full-time equivalent faculty attributable to full-time faculty (the 75/25 ratio) has remained the same or increased.

Each year since 2008-09, the BOG has determined that the California Community College System has not been adequately funded to allow for the implementation of the FON compliance system. As a result, the Chancellor's Office has required that Palomar meet the FON compliance number established in 2008-09.

Moving into 2011-12, the FON for almost half of the districts decreased as a result of the significant budget cuts.

75/25 Workgroup Recommendation – Prepare summary describing FON and 75/25 ratio.  
March 27, 2012