

# STRATEGIC PLANNING COUNCIL AGENDA

Date: March 7, 2006
Starting Time: 2:00 p.m.
Ending Time: 3:45 p.m.
Place: SU-18

CHAIR: Deegan

MEMBERS: Akins, Barton, Bishop, Cuaron, Doran, Dowd, Faulkner, Frady, Gowen, Halttunen,

Ivey, Kovrig, Madrigal, McCluskey, Plotts, Thompson, Tortarolo, Versaci, Waite

**RECORDER:** Ashour

		DER. ASHOU	Attachments	Time
A.		<u>NUTES</u>		5 min.
	1.	Approve minutes of February 21, 2006		
В.	AC	TION ITEMS/SECOND READING		30 min.
	1.	HRSPC Governance Structure Group Request	Exhibit B1	
	2.	IPC Governance Structure Group Request	Exhibit B2	
C.	AC	TION ITEMS/FIRST READING		30 min.
	1.	Workgroup Recommendation on	Exhibit C1	
		Governance Structure		
	2.	RAC Governance Structure Group Request	Exhibit C2	
	3.	LOC Governance Structure Group Request	Exhibit C3	
D.	DIS	CUSSION/INFORMATION ITEMS		15 min.
	1.	Catastrophic Leave Bank Crossover		
	2.	Maximum Vacation Accrual Notification	Exhibit D2	
E.	REF	PORTS OF PLANNING COUNCILS		15 min.
	1.	Administrative Services Planning Council – Bonnie Ann Dowd		
	2.	Human Resource Services Planning Council – John Tortarolo		
	3.	Instructional Planning Council – Berta Cuaron		
	4.	Student Services Planning Council – Joe Madrigal		

# **G. REPORTS OF CONSTITUENCIES**

F. REPORT FROM RAC

15min.

- 1. Administrative Association Tom Plotts
- 2. Associated Student Government Neill Kovrig
- 3. Confidential/Supervisory Team Jenny Akins
- 4. CCE/AFT Becky McCluskey
- 5. Faculty Senate Brent Gowen
- 6. PFF/AFT Rocco Versaci/Julie Ivey

# H. PENDING ITEMS

- 1. EOPS Advisory Committee Governance Structure Group Request
- 2. DRC Advisory Committee Governance Structure Group Request
- 3. Facilities Review Committee Governance Structure Group Request

#### I. OTHER ITEMS



# STRATEGIC PLANNING COUNCIL MEETING MINUTES March 7, 2006

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, March 7, 2006, in SU-18. The meeting was called to order at 2:00 p.m. by Robert Deegan.

**ROLL CALL** 

Members Present: Akins, Barton, Cuaron, Deegan, Doran, Dowd, J. Fernandez, Faulkner, Frady, Gowen,

Halttunen, Ivey, Madrigal, McCluskey, Plotts, Thompson, Tortarolo, Versaci, Waite

Members Absent: Bishop, Kovrig

Guests: Donny Boyle, John Asbury, Jayne Conway, Mark Oggel

#### A. MINUTES

#### 1. Approve Minutes of February 21, 2006

MSC to approve the Minutes of February 21, 2006 with revisions

#### B. ACTION ITEMS/SECOND READING

#### 1. HRSPC Governance Structure Group Request (Exhibit B1)

MSC to approve the HRSPC Governance Structure Group Request. There were no comments.

#### 2. IPC Governance Structure Group Request (Exhibit B2)

MSC to approve the IPC Governance Structure Group Request

#### C. ACTION ITEMS/FIRST READING

#### 1. Workgroup Recommendation on Governance Structure (Exhibit C1)

A small workgroup was formed out of SPC to revisit the definitions of a council, committee, subcommittee, and so forth to reflect our current practices, now that we have had our governance structure in place for three years. The workgroup revised the committee structure definitions. The most significant change was to the advisory committee. The following recommendations were made: 1) Revise/update definitions of Governance Structures to reflect current practice; 2) Confirm Role of Councils and Committees given revised/updated definitions; 3) Remove "Advisory" from Committee names where role is not "Advisory"; and 4) Given focus of proposed Strategic Plan 2009 objectives, the "inactive status" of the Staff Development and Training Committee may need to be reviewed. Discussion ensued. This item will return for action at the April 4, 2006 meeting.

#### 2. RAC Governance Structure Group Request (Exhibit C2)

The following changes have been made to the RAC Governance Structure Group Request:

- The co-chair chosen by RAC has been deleted, leaving the chair of the committee as the Vice President, Finance & Administrative Services
- The meeting time has been changed

There was no discussion. This item will return for action at the April 4, 2006, meeting.

# 3. LOC Governance Structure Group Request (Exhibit C3)

Revisions to the Learning Outcomes Council Governance Structure were discussed. It was recommended that the coordinating committee be changed to a steering committee. The steering committee will meet once a month as arranged by those assigned to the committee. Memberships to the steering committee and the council were revised. Three members of the steering committee will serve as faculty representative liaisons: one at the course level to the curriculum committee; one at the program level to institutional review; and the third at the institutional level to campus explorations and college success project. These liaisons speak to the learning outcomes requirements from accreditation. The new structure will also further engage the Council in the development of outcomes in the course, program, and institutional levels.

MSCU to move this item to action

MSCU to approve the LOC Governance Structure Group Request

#### D. DISCUSSION/INFORMATION ITEMS

#### 1. Catastrophic Leave Bank Crossover

At the request of SPC, the Human Resource Services Planning Council looked at the issue of catastrophic leave bank crossover between constituent groups. Because of several issues that could not be reconciled, it was recommended that no changes be made to the policy. There was no comment.

#### 2. Maximum Vacation Accrual Notification (Exhibit D2)

Currently the District does not notify employees when they begin to reach their maximum vacation accrual. Once the maximum is reached and unused, vacation accrual ceases. HRSPC recommended that the district should develop reports that provide the administration and employees with vacation balances and maximum vacation accrual. These reports should receive high priority.

#### E. REPORTS OF PLANNING COUNCILS

1. Administrative Services Planning Council – No report

#### 2. Human Resource Services Planning Council

John Tortarolo reported that HRSPC will discuss the staffing model for allocation of resources at their next meeting.

#### 3. Instructional Planning Council

Berta Cuaron reported that IPC looked at the institutional review summaries and came up with three categories among the divisions and departments. At the next meeting, IPC will prioritize the commonalities within the three categories. IPC is also moving forward with the faculty position requests for fall 2007.

#### 4. Student Services Planning Council

Joseph Madrigal reported that SSPC will be meeting tomorrow.

#### F. REVENUE ALLOCATION COUNCIL

They discussed the P1 issued by the System Office which is the revenue projection. It was reported that the District is pursuing an FPP (final project proposal) for the Learning Resources Center. They plan to discuss the fiscal plan at their next meeting.

#### G. REPORTS OF CONSTITUENCIES

- 1. Administrative Association No report
- 2. Associated Student Government No report
- 3. Confidential/Supervisory Team No report
- 4. <u>CCE/AFT</u> No report

#### 5. Faculty Senate

Brent Gowen reported that three people spoke at a recent Faculty Senate meeting: President Deegan discussed the Bond; Joseph Madrigal spoke about advances in Student Services; and Theresa Egkan, from the Transfer Center, spoke about transfer students. The LOC Governance Structure Group Request Form was approved at yesterday's meeting. They discussed commencement and decided to include a commencement speaker (a faculty member or an Emeritus). They also discussed involving transfer-ready students in commencement; however, no decision was made.

#### 6. PFF/AFT

Julie Ivey reported that there will be a negotiations session this Friday. She plans to type up a report regarding the many informative and interesting sessions she attended at the NEA/AFT Higher Education Summit.

# H. PENDING ITEMS

- 1. EOPS Advisory Committee Governance Structure Group Request
- 2. DRC Advisory Committee Governance Structure Group Request
- 3. Facilities Review Committee Governance Structure Group Request

# I. OTHER ITEMS

Robert Deegan gave an update on the Bond.

# J. ADJOURNMENT

There being no remaining items the meeting was adjourned at 3:15 p.m.



	uest submitted l Tortarolo	ру						<b>Date</b> February	y 8, 2006	
	posed Name of F an Resource Servi									
X	Council		Commi	ttee		Subco	mmit	tee		Task Force
Act	ion Requested:				Add		]	Delete	X	Change
Produ Huma Repo Mec 1st ar Vice Mana Super Two One I	Appropriate sup Appropriate leve Effective and eff Guidance, direc  Emplo Staff of Devel ADA  Aucts: The HRSPC is an Resource Services Strategic Plans of Human Resource Annual Budget  rting Relationship: Seting Schedule: and 3rd Tuesdays, 4:00	ponsible for port service of suppression of suppres	for the developmices to Palomar port and resource oversight proving efforts and coordination in Resource Ser Three-Year Pan Resource Ser Planning Counce oversight proving the product of the Pan Resource Ser Planning Counce over the Planning Counc	nent of Collegues for I lure devided for n of state that the collegues for I lure devices than exices with the collegues for I lure devices for I	the strate ge in the a evel of so velopmer such act	area of humanervices request in human ivities as:  g programs  ic Planning	an resoui ired resource	rce services e services nec	essary to	hese responsibilities include:  meet the needs of the College  d expenditure projections of the
	If change is requeste	ed, attach	current structur	re and l	ist propo	sed changes				
	Reviewed by Str	ategic I	Planning Cou	ıncil:		C	ommen	its:		
	2/21/06		First Readin	ıg						
			Second Rea	ding						

Approved by PAC: 10/2/01

Approved/Denied



Request submitted l Berta Cuaron	Эy		Date 4/2/02 (rev. 4/16/02, 5/7/02, 9/16/03, 10/7/03, 10/13/04, 1/25/06, 1/27/06, 2/8/06)			
Proposed Name of Re Instructional Planning Co	-	d Group				
X Council		Committee	X	Subcommittee		Task Force
Action Requested:		Add		Delete	X	Change

## Role, Products, Reporting Relationships:

Role: The Instructional Planning Council develops, implements, evaluates continuously and revises, if necessary, Instruction's plans and initiatives, both long- and short-term. A three-year planning cycle is used to implement the Instruction Strategic Plan. An Annual Implementation Plan outlines the tasks and actions to be accomplished during the upcoming year. The Instructional Planning Council reports its actions, makes recommendations and requests related to the Instruction Plan and to policies and procedures related to Instruction in response to the changing needs of the student population, business and industry, and the internal and external environment. Based on plans, determine staffing needs. \*For prioritizing faculty positions, IPC will convene a subcommittee to develop each year's prioritized list of faculty positions for discussion and endorsement by IPC who will then forward the recommendation to SPC.

<u>Products</u>: Instruction Strategic Plan, Annual Implementation Plan (including staffing, equipment, facilities, technology, and budget recommendations), Criteria for Annual Evaluation of the planning outcomes, Annual Progress Report, Policies and Procedures recommendations related to Instruction, Annual Priorities of Staffing Needs.

<u>Reporting Relationship</u>: Strategic Planning Council

## **Meeting Schedule:**

Second and Fourth Wednesdays, 2:30 to 4:00 p.m.

Chair: \*Vice President, Instruction

#### Members:

\*Five instructional deans

Director of Extended Education

\*Seven Faculty Members (one each from the five instructional divisions, library, and student services appointed by Faculty Senate)

\*One Faculty Member who is also on the Faculty Senate appointed by the Faculty Senate

Two Classified Unit Employees appointed by CCE/AFT (one from Instruction area)

One Student appointed by ASG

Manager, Worksite Education and Training Director of Occupational and Non-Credit Programs Research Analyst

One CAST Member appointed by CAST

\*The Faculty Position Priority Subcommittee membership includes asterisked members plus two (2) faculty appointed by the Faculty Senate.

If change is requested, attach current structure and list proposed changes.

Reviewed by Strategic Planning Council: Comments:

9/16/03 First Reading

10/7/03 Approved

Approved by PAC: 10/2/01

# SPC Work Group – Administrative and Governance Structure Review Recommendations – January 26, 2006

- 1. Revise/update definitions of Governance Structures to reflect current practice
- 2. Confirm Role of Councils and Committees given revised/updated definitions
- 3. Remove "Advisory" from Committee names where role is not "Advisory"
- 4. Given focus of proposed Strategic Plan 2009 objectives, the "inactive status" of the Staff Development and Training Committee may need to be reviewed

Palomar College									
Administrative and Governance Structure – Council and Committee Roles									
Council/Committee	Council	Operational Committee	Ad Hoc Committee	Task Force	Advisory Committee	Date of Last Approved Revision by SPC			
Strategic Planning Council	X					SPC			
Administrative Services Planning Council	Х					12/17/2002			
Human Resource Services Planning Council	Х					2/15/2005			
Instructional Planning Council	Х					2/15/2005			
Student Services Planning Council	Х					2/15/2005			
Academic Review Committee		Х				3/15/2005			
Benefits Committee		Х				11/4/2003			
Bookstore Advisory Committee		X				9/20/2005			
Campus Police Advisory Committee (pending recommendation from Campus Police Review Task Force )						10/7/2003			
Classified Professional Growth Committee		Х				?			
Computer Coordinating Committee – consolidated with TRC as approved by SPC 12/6/05						10/7/2003			
Curriculum Committee		Х				Inactive status 12/6/05			
Disability Resource Center Advisory Committee					X	9/21/2004			
Equal Employment Opportunity Advisory Committee					X	4/1/2003			
Extended Opportunity Programs & Services Advisory Committee					X	10/7/2003			
Facilities Review Committee		X				9/20/2005			
Financial Aid Advisory and Appeals Committee		X				4/1/2003			
Food Services Advisory Committee		X				11/4/2003			
Government Affairs Committee		X				10/7/2003			
Institutional Review Committee		X				11/5/2002			
International Education Advisory Committee					X	12/2/2003			
Learning Outcomes Council; Coordinating Committee	Х					6/9/2003			
Matriculation and Transfer Advisory Committee		X				5/17/2005			
Professional Development Review Board		X				10/19/2004			
Registration Committee		X				?			
Revenue Allocation Committee		X				11/4/2003			
Sabbatical Leave Committee (needs updating to reflect PFF contract membership)		X				5/20/2005			
Safety and Security Committee		X				?			
Scholarship Committee		X				2/18/2003			
Staff Development and Training Committee						5/13/2003			
Student Equity Committee		X				Inactive status 10/7/03			
Team Life		X				10/7/2003			
Technology Planning Committee – consolidated with TRC as approved by SPC 12/6/05						9/6/2005			
Technology Resources Committee		X				Inactive status 12/6/05			
VTEA Planning and Advisory Committee	1				X	12/6/2005			

	5/13/2003
<u>.</u>	

# Palomar College Definitions of Governance Structure

**Council** – A group of constituency representatives designated or selected to act in an advisory capacity that meets on a regular basis. The charge of a council entails college-wide issues and reports directly to the Strategic Planning Council (SPC).

**Standing** Operational Committee – A permanent standing committee of constituency representatives intended to consider all matters pertaining to a designated subject that meets on a regular basis procedural issues as defined by its role. An standing operational committee is part of the governance structure.

**Permanent Subcommittee** – A permanent <u>or temporary</u> sub group <u>convened by a</u> standing committee <u>or council</u> designated to consider specific subjects in detail for recommendations back to the standing committee <u>or council</u>. The chair must be a member of the committee <u>or council</u> to which it reports. Other members need not be members of the committee to which it reports <u>but may be appointed by the appropriate constituent group(s) as defined by the subcommittee membership.</u>

**Ad Hoc Committee** – A committee working group or sub-group created by a council or standing operational committee to address and make recommendations on a particular subject. as needed and meets until a task is completed. The members need not be from a council or standing committee.

**Task Force** – A constituency-represented group <u>specifically convened by and reporting to SPC or to the Superintendent/President</u> <u>created</u> to address a special college-wide subject/issue and meets until the subject/issue is resolved.

#### **Not part of the Governance Structure**

Advisory Committee – A group created to provide direction and/or input in compliance with state and federal regulations or other external mandates. Not part of the governance structure but may bring items to SPC as information only. Membership may be defined by state and federal regulations or external mandates and may be appointed by the appropriate constituent group(s).



If change is requested, attach current structure and list proposed changes.

Request Submitted by	<b>Date: October 17, 2002</b>
Bonnie Dowd	Revised: 12/3/02; 9/20/05,
	2/28/06

# **Proposed Name of Requested Group**

Revenue Allocation Committee

	Council	X	Committee	Subcommittee		Task Force
Act	ion Requested:		Add	Delete	X	Change

# **Role, Products, Reporting Relationships:**

Role: The Revenue Allocation Committee establishes the guidelines and timelines for the preparation of the unrestricted and designated budgets. The committee will review the estimated revenue projections for the upcoming fiscal year to determine total funds available as well as projections for future years. The committee will review prioritized funding requests as submitted by the Strategic Planning Council and will recommend allocation and reallocation/reductions of resources to the strategic plans. The recommended annual unrestricted and designated budgets will be forwarded to the Strategic Planning Council.

#### Products:

- Establishes Guidelines/Timelines for Budget Development
- Annual college unrestricted and designated budgets
- Future Year Revenue Projections

#### Process:

• Reviews/approves revenue estimates

#### Reporting Relationship:

- Advises SPC of revenue estimates
- · Reviews SPC priorities and allocates funding

**Meeting Schedule:** 2<sup>nd</sup> and 4<sup>th</sup> Tuesday 2:00 p.m.- 3:30 p.m.

#### Chair:

• Vice President, Finance & Administrative Services

#### **Members:**

- President, Vice President and Secretary of the Faculty Senate (or designee)
- Co-Presidents, PFF (or designees) and one PFF representative
- Vice President, Instruction
- Vice President, Student Services
- Vice President, Human Resource Services and Affirmative Action
- One Administrative Association Member
- One Confidential/Supervisory Team Member
- Five Classified Unit Employees (who shall also serve as members of the bargaining unit)
- One Student appointed by ASO

Reviewed by Strategic Planning Council:

12/17/02 First Reading 2/18/03 Approved

05/20/05 Revisions Approved

10/04/05 Revisions Approved



Request submitted by	Date
Barbara Kelber/Berta Cuaron	2-25-04, 4-6-04, 5-4-04, 4-7-05

## **Proposed Name of Requested Group**

Learning Outcomes Council; Coordinating Committee

X	Council	X	Commi of Counci		Sub	comn	nittee	Task Force
Acti	ion Requested:			Add			Delete	Change

# ROLE, PRODUCTS, REPORTING RELATIONSHIPS:

The Learning Outcomes Council, guided by the Coordinating Committee as the core working group, will facilitate the development of a college-wide discussion of the assessment of learning at Palomar College and will support departments and work areas as they develop their specific approaches to learning outcomes assessment cycles, consistent with the Principles of Assessment. The Council's role and function will be refined and modified as the institutional initiative for the assessment of learning develops. The Learning Outcomes Council has the responsibility for performing the following duties as well as identifying additional tasks which will enhance and improve student learning and success.

#### **DUTIES:**

- 1. Create ongoing dialogue and encourage engagement of faculty and staff in the assessment of student learning.
- 2. Identify systems for assessing learning outcomes developed at the course, program, and institutional level.
- 3. Encourage and provide support for the collection, analysis, and distribution of assessment data.
- 4. Based on evidence and feedback, support plans and strategies for improvement in student learning.
- 5. Based on evidence and feedback, engage in ongoing review and revision of the institutional processes for assessment.
- 6. Develop and implement institutional celebrations of learning successes.

#### PRODUCTS:

- Increased awareness and involvement.
- *Conversation* supported by reports to the campus community, Forums, the Council newsletter, website, and programs such as "Campus Explorations."
- *Information* gathered from departments and work groups, describing their approaches to the assessment of learning outcomes developed at the course, program, and institutional level.
- **Preservation** of a culture of support for teaching.

# **REPORTING RELATIONSHIPS:**

In accordance with Palomar's BP 2510, the Governing Board relies primarily upon the advice and judgment of the Faculty Senate on Academic and Professional Matters. Therefore, any action regarding instructional learning outcomes are under the exclusive purview of the department faculty and the Faculty Senate and require the approval of the Faculty Senate for ratification prior to approval by the Vice President for Instruction and the Superintendent/President to the Governing Board.

**Meeting Schedule:** Council: First Thursday, 2-3:30 p.m.; Coordinating Committee: 3<sup>rd</sup>, 4<sup>th</sup> Thursday, 2-3:30 p.m.

**Co-Chairs:** Vice President, Instruction and Faculty Senate Representative

#### **Members:**

- Seven Faculty Members representing divisions appointed by Faculty Senate
- Five Faculty coordinators\* to include
  - < Faculty Senate Member
  - < Curriculum Committee representative
  - Co-Chair appointed by Faculty Senate
- Two Part-Time Faculty Members, one vocational, one academic
- Faculty Professional Development representative
- Faculty Institutional Review representative
- President
- Vice President for Instruction/Co-chair\*
- Vice President for Student Services\*
- One Instructional Dean
- Student Services Dean
- Director of Institutional Research and Planning\*
- One Confidential and Supervisory Team Member appointed by CAST
- One Administrative Association Member appointed by Administrative Association
- One Classified Unit Employee appointed by CCE/AFT
- Supervisor, Evaluations and Records

Reviewed by Strategic Planning Council:

Comments: Addition to Reporting Relationship made 4-6-04

4-6-04 First Reading

5-4-04 Approved

5-4-5 Change Requested

Form Approved by PAC: 10/2/01

<sup>\*</sup> Members of the Coordinating Committee



Request submitted by	Date
Barbara Kelber/Berta Cuaron	2-25-04, 4-6-04, 5-4-04, 4-7-05, 3-7-06

## **Proposed Name of Requested Group**

Learning Outcomes Council; Steering Committee

X	Council	X	Commi of Counci		Sub	comn	nittee	Task Force
Acti	ion Requested:			Add			Delete	Change

# ROLE, PRODUCTS, REPORTING RELATIONSHIPS:

The Learning Outcomes Council, guided by the Steering Committee as the core working group, will facilitate the development of a college-wide discussion of the assessment of learning at Palomar College and will support departments and work areas as they develop their specific approaches to learning outcomes assessment cycles, consistent with the Principles of Assessment. The Council's role and function will be refined and modified as the institutional initiative for the assessment of learning develops. The Learning Outcomes Council has the responsibility for performing the following duties as well as identifying additional tasks which will enhance and improve student learning and success.

#### **DUTIES:**

- 1. Create ongoing dialogue and encourage engagement of faculty and staff in the assessment of student learning.
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#### PRODUCTS:

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- Preservation of a culture of support for teaching.

#### REPORTING RELATIONSHIPS:

In accordance with Palomar's BP 2510, the Governing Board relies primarily upon the advice and judgment of the Faculty Senate on Academic and Professional Matters. Therefore, any action regarding instructional learning outcomes are under the exclusive purview of the department faculty and the Faculty Senate and require the approval of the Faculty Senate for ratification prior to approval by the Vice President for Instruction and the Superintendent/President to the Governing Board.

Meeting Schedule: Council: First Thursday, 2-3:30 p.m.; Steering Committee: once monthly, as arranged

Co-Chairs: Vice President, Instruction and Faculty Senate Representative

#### **Members:**

- Seven Faculty Members representing divisions appointed by Faculty Senate
- Four Faculty steering committee members\*, appointed by the Faculty Senate, to include:
  - < Faculty Co-Chair (must be a member of the Faculty Senate; representative to SPC and IPC)
  - < Faculty representative (Course level outcomes -- liaison to the Curriculum Committee)
  - Faculty representative (Program level outcomes liaison to the Institutional Review Committee)
  - < Faculty representative (Institutional level outcomes Campus Explorations, College Success Project, etc.)
- Two Full-Time Faculty Members, at-large
- Two Part-Time Faculty Members, one vocational, one academic
- Faculty Professional Development representative
- (delete -- Faculty Institutional Review representative)
- President (ex-officio)
- Vice President for Instruction/Co-chair\*
- Vice President for Student Services\*
- One Instructional Dean
- Dean of Counseling Services
- Director of Institutional Research and Planning\*
- One Confidential and Supervisory Team Member appointed by CAST
- One Administrative Association Member appointed by Administrative Association
- One Classified Unit Employee appointed by CCE/AFT
- Supervisor, Evaluations and Records
- Student Representative(s)

Reviewed by Strategic Planning Council:

Comments: Addition to Reporting Relationship made 4-6-04

4-6-04 First Reading

5-4-04 Approved

5-4-05 Revision Approved

3-7-06 Revisions Approved

Form Approved by PAC: 10/2/01

<sup>\*</sup> Members of the Steering Committee

# RECOMMENDATION FROM HRS PLANNING COUNCIL

# MAXIMUM VACATION ACCRUAL NOTIFICATION

The District should develop reports that provide the administration and employees with vacation balances and maximum vacation accrual information, and that these reports should receive high priority for allocation of resources due to the current potential impact of inaccurate vacation balance information on employees and operations.