



“INTEGRATED PLANNING IS A SUSTAINABLE APPROACH TO PLANNING THAT BUILDS RELATIONSHIPS, ALIGNS THE ORGANIZATION, AND EMPHASIZES PREPAREDNESS FOR CHANGE.” (SCUP, 2018)

PURPOSE

The Strategic Planning Committee (SPC) is a participatory governance committee, which provides oversight and monitoring of the various planning documents within the institution in order to accomplish the mission and goals of the district. SPC utilizes the Educational Master Plan, which is the district's strategic plan, to review the mission, vision, values, and practices of the institution and to monitor and modify the Strategic Goals and the Institutional Learning Outcomes.

SPC Goals:

1. Ensure alignment of AVC's Strategic Plan/EMP Goals with the CCCC Vision for Success Goals.
2. During 2021-22, monitor the college's progress on Vision for Success (VfS), Student Equity & Achievement (SEA), and Institutional Set Standards (ISS), metrics.
3. Continued improvement of integrated planning and budgeting processes during 2021-22, in collaboration with the Budget Committee at joint meetings and the program review committee.
4. Ensuring greater college-wide involvement in planning during 2021-22.

**STRATEGIC PLANNING COMMITTEE
AGENDA – ZOOM MEETING**

**June 15th, 2022
@ 2:30PM – 4:00PM**

COMMITTEE MEMBERS:

Co-Chair: Meeta Goel (Dean, IERP/Library)
 Chair: Van Rider (AS, President)
 Allison Burch (Library Faculty)
 Svetlana Deplazes (Director, IR)
 Palmetto Despain (At Large Faculty)
 Dillon (Faculty Union)
 Michael Dioquino (Designee-Director, ITS)
 Michelle Hernandez (Associate Dean, Student Life)
 Samuel John (AS: Adjunct Faculty)
 Jim Landreth (Classified Union)
 Desiree Lee (Classified Union)

Dawn McIntosh (Exec. Director of Facilities) Co-Rick Motawakel (Co-Chair Enrollment Mgmt)
 James Nasipak (Director, Auxiliary Services)
 Rodney Schilling (AS, Transfer Faculty) Tamira Jenell Paul (Classified, Student Services) Nate Kim Sennett (AS: CTE/Vocational Faculty)
 Veronica Sirotzki (Classified, ITS)
 Erin Tague (Director, Facility Planning & Logistics)
 Jill Zimmerman (Dean, Student Life)
 Casey Scudmore (CMSA: Associate Dean, Health Sciences)

VACANT MEMBER REP:

EX-OFFICIO:

Ed Knudson (Superintendent/President)
 Shami Brar (VP, Administrative Services)
 Peter DeArmond (Interim Exec. Director, Marketing)
 Howard Davis (Interim Assist. Superint/VP of AA) Jose Rivera (Interim VP, Student Services)
VACANT (VP, Human Resources)

ITEMS	PERSON	ISSUES DISCUSSED/ACTION
I. Approval of Minutes: (May 18, 2022)	All	
II. Opening comments from the Co-Chairs	Meeta & Van	
III. EMP: Presentation on Opportunities for the Future & Projections for Growth	Dr. Fred Trapp & Dr. Deborah Dithomas	
IV. Draft Recommendations from Cambridge West for AVCs (Attached)	Dr. Fred Trapp & Dr. Deborah Dithomas	
V. Continue Brainstorming of Ideas for New 2022 EMP Goals Based on Environmental Scan Information from Cambridge West	All	
Next Meeting: July 20, 2022		

SPC MEETING Dates
 (June 23, 2021 – June 15, 2022)
 SSV-151 @ 2:30 – 4:00pm
 SPC Meetings (1st Wednesday/Monthly)

July 20, 2022	November 17, 2021	March 16, 2022 (no meeting)
August 3, 2021	December 1, 2021 (no meeting)	April 6, 2022
September 1, 2021	January 5, 2022 (Rescheduled) January 19, 2022	May 18, 2022
October 20, 2021	February 23, 2022 (Joint Meeting)	June 15, 2022



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3. Continued improvement of integrated planning and budgeting processes during 2021-22, in collaboration with the Budget Committee at joint meetings and the program review committee.
4. Ensuring greater college-wide involvement in planning during 2021-22.

STRATEGIC PLANNING COMMITTEE
Minutes - DRAFT

MAY 18, 2022
@ 2:30PM – 4:00PM

COMMITTEE MEMBERS:

- | | |
|---|--|
| Co-Chair: Meeta Goel (Dean, IERP/Library) | Dawn McIntosh (Exec. Director of Facilities) |
| Co-Chair: Van Rider (AS, President) | Rick Motawakel (Co-Chair Enrollment Mgmt) |
| Allison Burch (Library Faculty) | James Nasipak (Director, Auxiliary Services) |
| Svetlana Deplazes (Director, IR) | Rodney Schilling (AS, Transfer Faculty) |
| Tamira Palmetto Despain (At Large Faculty) | Jenell Paul (Classified, Student Services) |
| Nate Dillon (Faculty Union) | Kim Sennett (AS: CTE/Vocational Faculty) |
| Michael Dioquino (Designee-Director, ITS) | Veronica Sirotzki (Classified, ITS) |
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| Samuel John (AS: Adjunct Faculty) | Jill Zimmerman (Dean, Student Life) |
| Jim Landreth (Classified Union) | Casey Scudmore (Associate Dean, Health Sciences) |
| Desiree Lee (Classified Union) | |

VACANT MEMBER REP:

EX-OFFICIO:

- Ed Knudson (Superintendent/President)
- Shami Brar (VP, Administrative Services)
- Peter DeArmond (Interim Exec. Director, Mktg)
- Howard Davis (Interim Assist. Superint/VP of AA)
- Jose Rivera (Interim VP, Student Services)
- VACANT** (VP, Human Resources)

ITEMS	PERSON	ISSUES DISCUSSED/ACTION
I. Approval of Minutes: (April 6, 2022)	All	Minutes were approved as presented. There were some discussions about the acronym SOAR in Fred's EMP Presentation.
II. Opening comments from the Co-Chairs	Meeta & Van	Meeta shared that AVC received feedback about the Aspen Prize and the CTEOS data. We will discuss this feedback in conjunction with the Vision for Success, later in the meeting. Fred and Meeta discussed and shared two screenshots from the facilities master plan meeting; 1) The project Goals, and 2) a timeline of the EMP, FMP, and Campus Engagement.
III. Revised AVC Values (Attached)	Meeta & Van	Meeta reviewed the values going to the June Board and brought them to SPC for information. They are going to Academic Senate in May. SPC agreed that the values presented were good to move forward.
IV. AVC's 2019-2022 Strategic Plan: https://drive.google.com/drive/folders/1tjnQRulEMbkacvt84QHyl1BRcXvOlwoL	All	Meeta went to the shared drive to review and discuss several of the documents in the folder: <ul style="list-style-type: none"> • 2019-2022 Strategic Planning and Goals • Planning Email List Meeta noted that she wants to see the plan closed. Jill suggested asking Admin Council and Dean/Exec to finish out the plan. <ul style="list-style-type: none"> • Planning Follow-Up from the 2021 College-Wide Retreat.

V. Progress with Vision for Success Goals	Meeta & Svetlana	<p>Meeta and Svetlana shared and discussed/reviewed the Vision for Success Goals 4.0 with SPC. The chart includes the AVC's targets:</p> <p>Goal 1: Completions Goal 2: Transfer Goal 3: Unit Accumulation Goal 4: Workforce</p> <p>The Aspen feedback results and data were discussed. It shows that AVC is making a difference and needs to continue its efforts.</p>
VI. Ideas for New 2022 EMP Goals based on Environmental Scan Information from Cambridge West	All	<p>The committee reviewed and discussed new ideas for new 2022 EMP goals. Fred documents can be found at https://my.avc.edu/ and go to groups/institutional-wide.</p> <p>Some broad ideas for the new 2022 EMP Goals and top priorities are:</p> <ul style="list-style-type: none"> • Expand NCR offerings, e.g., corporate & community, ed? New program development, “provide academic programs that better meet the needs of our community,” meeting workforce needs, local prison, challenger project, new early college high school, tapping into new markets, outreach, dual enrollment. • Internal dynamics and processes hold us back, e.g., AP&P, current philosophy at the college where we can't be all that we can be (advising-Edunav) • Loss of revenue will impact every single aspect of college operations; how do we adjust to that? Fear that everything is going to crumble puts us at odds, fighting over crumbs, can't have movement and fear simultaneously; come up with a plan collaboratively; Enrollment efforts in general, outreach, dual enrollment, marketing, cost/benefit analysis (climate change must happen for the college). • Innovative strategies understanding the current environment and technology needs of our community; changing the culture to be more open-minded about change; Technology is all about change, and change is scary. Being more future thinking, looking at what might be coming down the pike (more proactive) • Exit survey of students, finding out why they drop/stop, the majority not returning (Invoke Learning for insights). Change, being open to change, and resistance are futile. • Leading indicator, e.g., % students lost by subject.

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SSV-151 or Zoom @ 2:30 – 4:00pm
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August 3, 2022	December 7, 2022	April 5, 2023
September 7, 2022	January 4, 2023	May 3, 2023
October 5, 2022	February 1, 2023	June 7, 2023

3. AVC Recommendations 2022 0525

AVC Draft Recommendations 2022 0525

The College is encouraged to continue its plans and act on the following ideas:

1. Hire an ethnic studies instructor and build a degree program in that discipline. Continue to develop course proposals for the new CSU general education area F, ethnic studies.
2. Establish an early college program at the Palmdale Center. Explore the possibility of a third early college experience on Tuesday afternoons at Rosamond, Palmdale, and the Lancaster main campus.
3. Pursue new programs of study cited in the vision statement documented in the Opportunities for the Future chapter of this Plan but critically evaluate them in terms of meeting labor market needs, facilitating transfer in established pathways to CSU or UC, and for economic sustainability.
4. Review the needs and opportunities identified by AVC Student Service units in the Opportunities for the Future chapter of this Plan and critically evaluate them to determine which should be implemented and in what order.
5. Pursue professional development topics such as
 - a. Hourly and new full-time faculty orientation and mentoring
 - b. Coaching on best practices in online pedagogy
 - c. Assistance in course design for online instruction by creating an AVC Peer Online Course Review (POCR) and becoming a certified POCR campus.
 - d. Equity and culturally relevant materials and teaching practices, perhaps with technical assistance from the Center for Urban Education at the University of Southern California.
6. Within the redesign of the College web pages provide for a prominent display of the areas of study with descriptions of career options, linkages to job openings projections and salaries, and graphic displays of the recommended course sequences akin to the Program Mapper software developed by Bakersfield College.
7. The Challenger Project is a wonderful opportunity for the College to make a difference in the lives of otherwise disadvantaged individuals. The College may want to consider developing some career development college preparation (CDCP) noncredit vocationally oriented programs of study for that location.
8. Expand the use of eight-week classes scheduled either online or in days and times when classrooms are most available.
9. Complete the implementation of major software projects such as EduNav.
10. With the passage of AB 927 consider exploring the possibilities of proposing a second baccalaureate degree, perhaps in Respiratory Therapy or Manufacturing Technology.
11. Explore offering additional low-unit programs for students who apply to the nursing program but are not accepted into either the VN or RN programs such as:
 - certified nursing assistants
 - phlebotomy (perhaps as a fee-based, not for credit class)
 - home health care workers

3. AVC Recommendations 2022 0525

- medical coding/medical records and health information technicians (there was a citation under health education to look at Santa Barbara CC for health information technician <https://www.sbccc.edu/hit/>)
12. Fully staff and empower the Enrollment Management Committee to develop and implement an Enrollment Management Plan. Consider implementing successful outreach and re-enrollment activities that have been successful at other institutions.
 13. Continue efforts to reduce the average number of units that students complete for an AA/AS from the current high 80's to 70 units or less.

The College may want to consider the following suggested recommendations and further explore the viability and utility of each one. These suggestions are prompted by data and insights documented in the chapters of this Plan.

1. Expand the ESL program at Palmdale and Rosamond where most English Language Learners live.
2. Consider establishing some programs of study at the Palmdale Center beyond the short-term CTE certificate currently taught there.
3. Advance the implementation of guided pathways by
 - a. Forming student success/coaching teams to proactively contact students.
 - b. Consider applying to participate in the Caring Campus program.
 - c. Systematically collect, analyze, and use assessment of student learning outcomes data to affirm the achievement of desired student learning.
4. Expand the two-year schedule idea to cover all of the approved AD-T programs of study.
5. Systematically and consistently implement the smart schedule idea for those approved AD-T programs.
6. Wherever possible in career technical education programs, design the curriculum to support student access to industry recognized certifications or licenses. Publicize those linkages in the catalog and marketing materials to currently enrolled students and the community at large.
7. Develop marketing materials to appeal to working adults and particularly concentrate distribution of marketing materials in zip codes where large numbers of residents have been attending other colleges (Palmdale- 93550, 93551, 93552; Lancaster- 93536, 93535, 93534; Acton- 93510),
8. Other community colleges have found that a Program for Accelerated College Education (PACE) appeals to working adults. The College might explore the viability of such a program offered at the Palmdale Center.
9. The College may want to consider collaboration with the Adult Education Regional Consortium in the development of career development college preparation (CDCP) programs to reach new audiences of potential college students.
10. Further explore the possibility of expanded or new programs related to the occupations with the largest projected gap of future opportunities compared to the recent supply of graduates.

3. AVC Recommendations 2022 0525

11. Explore the possibilities of applying to participate in additional federal TRiO programs such as Talen Search and Upward Bound.
12. Increase the numbers of sections offered in the evening hours.
13. Establish a limited number of programs that can be completed entirely online and market them as an online college.
14. Revisit the high school course articulation agreements and apply the regulations and guidelines pertaining to credit by examination.
15. Review the established high school career technical education pathways or academies to identify potential new pathway agreements including a pathway to the A.S. in Aircraft Fabrication and Assembly Technician or Aviation Airframe, and the B.S. in Airframe Manufacturing Technology.
16. Consider ways to exploit the MyPath software to increase engagement, before instruction starts, with students who have completed applications and offer assistance to students who have only partially completed an application.

DRAFT