



“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.

**Strategic Planning Committee
Agenda**

**Wednesday, August 8, 2018
SSV-151
2:30pm – 4:00pm**

Type of Meeting: Regular
Note Taker: Jerene Kelly
Please Review/Bring: Agenda, Minutes and Supporting Documents

Committee Members:

Co-Chair: Van Rider (AS: President)
 Co-Chair: Meeta Goel (Dean, IERP/Library)
 Nate Dillon (Faculty Union)
 Carolyn Burrell (AS: Library Faculty)
 Rodney Schilling (AS: Transfer Faculty)
 Wendy Dumas (CMS)
 Kim Fite (Classified Union)
 Kyle Faber (Classified: ITS)
 Rosa Fuller (AS: Student Services Faculty)
 Doug Jensen (Exec. Director, Facilities)
 Angela Koritsoglou (Enrollment Mgmt)
 Dean LoNigro (ITS)

Laureano Flores (Dean: Academic Affairs)
 Connie Martinez (ASO)
 Suzanne Olson (Classified: Academic Affairs)
 Jenell Paul (Classified, Student Services)
 LaDonna Trimble (Dean, Student Services)
 James Nasipak (Exec. Director or Designee BUS)

Ex-Officios:

Ed Knudson (Superintendent/President)
 Mark Bryant (EVP, Human Res.)
 Erin Vines (EVP, Student Services)
 Elizabeth Diachun (Exec. Dir. MKTG)

Items	Person	Action
I. Approval of Minutes: June 6, 2018	All	
II. Opening comments from the Co-Chairs	Meeta & Van	<u>Issues Discussed:</u> <u>Action Taken:</u> <u>Follow Up Items:</u>
III. Information from the 2018 Planning Retreats: -May 23 rd -Board of Trustees -May 25 th -Executive Council -July 27 th -Admin. Council (attachment)	Meeta	<u>Issues Discussed:</u> <u>Action Taken:</u> <u>Follow Up Items:</u>
IV. Planning for the Upcoming September 28 th All College- Wide Planning Retreat	All	<u>Issues Discussed:</u> <u>Action Taken:</u> <u>Follow Up Items:</u>
NEXT MEETING DATE:		September 5, 2018



SPC MEETING DATES
(JULY 1, 2018 – MAY 2, 2019)
SSV-151 @ 2:30 – 4:00PM

2017– 2018 SPC MEETINGS (1ST WEDNESDAY/MONTHLY)

July 5, 2018 (Cancelled)	November 7, 2018	March 6, 2019
August 8, 2018	December 5, 2018	April 17, 2019
September 5, 2018	January 2, 2019	May 1, 2019
October 3, 2018	February 6, 2019	June 5, 2019



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Strategic Planning Committee Minutes	Wednesday, June 6, 2018 SSV-151 2:30pm – 4:00pm
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Co-Chair: Van Rider (AS: President)	Laureano Flores (Dean: Academic Affairs)
Co-Chair: Meeta Goel (Dean, IERP/Library)	Connie Martinez (ASO)
Nate Dillon (Faculty Union)	Suzanne Olson (Classified: Academic Affairs)
Carolyn Burrell (AS: Library Faculty)	Jenell Paul (Classified, Student Services)
Rodney Schilling (AS: Transfer Faculty)	LaDonna Trimble (Dean, Student Services)
Wendy Dumas (CMS)	James Nasipak (Exec. Director or Designee BUS)
Kim Fite (Classified Union)	
Kyle Faber (Classified: ITS)	Ex-Officios:
Rosa Fuller (AS: Student Services Faculty)	Ed Knudson (Superintendent/President)
Doug Jensen (Exec. Director, Facilities)	Mark Bryant (EVP, Human Res.)
Angela Koritsoglou (Enrollment Mgmt)	Erin Vines (EVP, Student Services)
Dean LoNigro (ITS)	Elizabeth Diachun (Exec. Dir. MKTG)

Items	Person	Action
I. Approval of Minutes: February 7, 2018	All	Approved as presented
II. Opening comments from the Co-Chairs	Meeta & Van	<p>Issues Discussed: Meeta shared that the Board planning retreat went well, and the Executive Council planning retreat is on May 25th. After the June 25th Exec Council meeting & Admin Council Retreat (July 27th), Meeta will share some highlights from those meetings and feed them into the planning process.</p> <p>Action Taken: Follow Up Items:</p>
III. 2018-2019 Tentative Budget	Diana	<p>Issues Discussed: Diana gave an overview of the 2018-2019 Tentative Budget Narrative. She explained that the first ten pages go over the budget assumptions and economic factors that went into some of the budgets. Pages 11-22, which is the majority of the budget narrative, go over our strategic planning linked to the budget process, and also list timelines, prioritization, and all of the rubrics, etc. If anyone has questions about the resource allocation process and how it’s tied to strategic planning, please guide them to the budget narrative because it provides a lot of useful information. Diana also gave a presentation on the tentative budget</p>



IV.2018 AVC Scorecard	Meeta	<p><u>Issues Discussed:</u> Meeta distributed and discussed the “2018 AVC Scorecard and Trend Data”. She highlighted the “Skills Builder” (median earnings changes and demographics), and the 2018 AVC Student Success Scorecard (student information: gender, age, race/ethnicity). The committee also discussed the counselor-student ratio and embedded counselors in each division/area at AVC.</p> <p><u>Action Taken:</u></p> <p><u>Follow Up Items:</u></p>
NEXT MEETING DATE:		August 8, 2018

<p>SPC MEETING DATES (JULY 5, 2018 – JUNE 5, 2019) SSV-151 @ 2:30 – 4:00PM 2017– 2018 SPC MEETINGS (1ST WEDNESDAY/MONTHLY)</p>		
July 5, 2018 (Cancelled)	November 7, 2018	March 6, 2019
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Administrative Council Retreat

AGENDA

July 27, 2018

Time: 7:30 a.m.

**Place of Meeting:
Hellenic Center**

- **Overview**
- **Funding Formula Impact & Academic Calendar Proposal**
- **2017-2018 AVC Goals & Accomplishments**
- **2017-2019 AVC Planning Calendar**
- **Administrative Theme for 2018-2019**
 - **Systems Thinking**
 - **Accountability**
- **Collective Bargaining**
 - **Updates on Status**
- **Working Session**
 - **Risk Assessment – Wendy Dumas**
 - **Organizational Structure & Guided Pathways**
 - **Governance Structure**
 - **Unit Plans & Program Review**
- **Next Step**
 - **College Wide Planning Day – September 28, 2018**
- **Closing Comments**



Student-Focused Funding Formula ¹ –

The community college funding formula agreement provides an increase to community college apportionments of \$378 million Proposition 98 in 2018-19. Of this funding, \$151 million is for the base allocation, \$24 million is for the hold-harmless provision, and \$34 million is one-time discretionary funding for colleges.

The final agreement includes a three-year phase-in that begins by providing 70% enrollment-based funding, 20% funding based on the enrollment of low-income students, and 10% funding based on performance outcomes. Over a three-year period the formula would shift to 60% enrollment-based funding, 20% funding based on the enrollment of low-income students, and 20% funding based on performance outcomes. Additionally, it adopts a hold-harmless provision that will guarantee all colleges at least a cost-of-living increase for three years. These provisions offer a measure of stability during the transition and beyond to colleges throughout California.

Student-Focused Funding Formula
<p>Base Grants (70% of formula to be phased to 60%) — District base grant calculated through FTES enrollment.</p> <ul style="list-style-type: none"> • Measures FTES enrollment calculated on a three-year average. • District may allocate summer session enrollments to fiscal year of choice. (Therefore, current practices continue and districts have flexibility to shift summer FTES.) • Provides a rural allocation consistent with the current formula. • Stability provision, which specifies (as a permanent part of the formula) that, each year, a district would receive the greater of their past year or current year funding.
<p>Supplemental Grant (20% of formula) — Supplemental grants based on the number of low-income students that the district enrolls. The definition of low-income students includes <u>all</u> students eligible for the Pell Grant or the California Promise Grant (formerly BOG Fee Waiver.)</p> <ul style="list-style-type: none"> • Measures Three Factors: <ol style="list-style-type: none"> 1) Pell Grant headcount enrollment 2) Headcount enrollment of all students who receive a College Promise Grant fee waiver (formerly known as the BOG Fee Waiver) 3) AB 540 students per the California Dream Grant application
<p>Student Success Incentive Grant (10% of formula to be phased to 20%) — Funding for a blended equity success measure that rewards colleges for successful outcomes of low-income students:</p> <ul style="list-style-type: none"> • Progression <ul style="list-style-type: none"> ○ Completion of transfer-level math and transfer-level English within the first year of enrollment. • Outcomes <ul style="list-style-type: none"> ○ Completion of an associate degree or California community colleges baccalaureate degree. ○ Transfer to <u>any</u> accredited 4-year institution ○ Completion of an ADT ○ Credit certificates 18 units or greater ○ Completion of 9 career technical education (CTE) units • Wages <ul style="list-style-type: none"> ○ Attainment of a regional living wage after one year of completion. • Provides districts with additional resources based on the number of Pell Grant students meeting any of the above outcomes.
<p>Hold Harmless Provision — Establishes a three-year hold harmless approach</p> <ul style="list-style-type: none"> • Districts would be held harmless to 2017-18 levels for three-years. • Colleges are guaranteed at least a cost-of-living increase for three years. • Stability provisions for districts/colleges.
<p>Noncredit & CDCP — Excludes noncredit and CDCP courses from the new funding formula and funds these programs at existing rates.</p>

Consolidation of Certain Categorical Programs – The Budget proposes the consolidation of the Student Success and Support Program (SSSP), the Student Success for Basic Skills Program, and the Student Equity Program, with a clear focus on equity and a thoughtful integration of deliverables and reporting requirements. Note: No District match is required.

2018-19 Appropriations to California Community Colleges

Ongoing Funding	
Item	Amount
Student-Centered Funding Formula	\$269 M
K-12 Component of Strong Workforce Program	\$164 M
Increase in Full-Time Faculty	\$50 M
California College Promise Program	\$46 M
Student Success Completion Grant Program	\$40.6 M
California Online Community College	\$20 M
Adult Education Data Systems	\$5 M
Financial Aid Technology Systems	\$5 M
NextUp Program	\$5 M
Course Identification Numbering System (C-ID)	\$0.685 M
Academic Senate	\$0.232 M
One-Time Funding	
Item	Amount
California Online Community College	\$100 M
Online Education Initiative	\$35 M
Part-Time Faculty Office Hours	\$50 M
Deferred Maintenance and Instructional Support	\$28.465 M
Financial Aid Technology Systems	\$13.5 M
Legal Services for Undocumented Persons	\$10 M
Mental Health Services and Training	\$10 M
Pathways in STEM Fields	\$10 M
Hunger Free Campuses	\$10 M
El Camino College Public Safety Training Center	\$10 M
Veterans Resource Centers	\$8.49 M
Projects in Connection with Economic and Workforce Development Program	\$8 M
Open Educational Resources	\$6 M
Reentry Grant Program	\$5 M
Career Readiness Training Program for Refugees	\$5 M
Norco College Early Childhood Education Center	\$5 M
Certified Nurse Assistant Training Programs	\$2 M
Backfill for Fire-Related Property Tax Declines	\$1.9 M
Los Angeles Valley College Family Resource Center	\$0.8 M
K-12 CTE Pathways Program	\$0.68 M

¹League 2018-19 Budget Act Summary, June 2018, Community College League of California, https://www.ccleague.org/sites/default/files/pdf/state-advocacy/2018-19_budget_summary_league.pdf

COLLEGE-WIDE PRIORITIES 2017-2020

Over-Arching Priorities:

1. Marketing & Outreach
 - a. Internal Engagement
 - b. Internal Service
2. Community Participation
3. Educational Master Plan Goal #1: Commitment to strengthen Institutional Effectiveness measures and practices.

2017-2018

- Educational Master Plan Goal #3: Focus on utilizing proven instructional strategies that will foster transferrable intellectual skills.
 - AVC2CSU, K-12 Alignment, Bachelor's Degree Program Growth
- Educational Master Plan Goal #2: Increase efficient and effective use of all resources.
 - Palmdale Opening (purpose statement), Facilities building plan implementation, Enrollment management
 - Technology, Palmdale Staffing, FTES Targets, Sequencing and Scheduling
 - Business Process improvement
- Educational Master Plan Goal #5: Align instructional programs to the skills identified by the labor market.
 - Industry-based education and training, CTE program expansion, AEBG

2018-2019

- Educational Master Plan Goal #2: Increase efficient and effective use of all resources.
 - Budgeting planning and forecasting, Effective Technology planning, and Facilities Plan build out (swing space)
- Educational Master Plan Goal #4: Advance more students to college-level coursework.
 - First Year Experience, ScoreCard Achievement Gaps, Assessment
 - Pathways

- Expand partnerships with 4-year institutions
- Educational Master Plan Goal #3: Focus on utilizing proven instructional strategies that will foster transferrable intellectual skills.
 - AVC2CSU, first class of Bachelor's Degree graduates expand program, K-12 alignment and AEBG expansion

2019-2020

- Educational Master Plan Goal #2: Increase efficient and effective use of all resources
 - Facilities build out begins.
 - Technology
 - Enrollment management
 - Staffing
 - Fiscal services and resources

AVC PLANNING CALENDAR 2018-2020

	2018	2019	2020
JANUARY	<ul style="list-style-type: none"> • Governor's Budget 2018-19 • Faculty Recruiting (2018-19) • Enrollment Management/2-Year Schedule: 2018-19/2019-20 • EMP/Facilities 10-Year Plans/3-Yr Strategic Plan continued implementation 	<ul style="list-style-type: none"> • Governor's Budget 2019-20 • Faculty Recruiting (2019-20) • 2-Year Schedule: 2019-20/2020-21 • 3-Yr Strategic Plan Updated & implemented 	<ul style="list-style-type: none"> • Governor's Budget 2020-21 • Faculty Recruiting (2020-21) • 2-Year Schedule: 2020-21/2021-22 • 3-Yr Strategic Plan Updated & implemented
FEBRUARY	<ul style="list-style-type: none"> • Spring Opening Day • Focus Group - Strategic Planning • Continue usage of 2016 CCSSSE Data • Surveys of Employers and Transfer Universities • Classified Positions Recruited (2018-19) • Recruiting for Administration Positions 	<ul style="list-style-type: none"> • Spring Opening Day • Focus Group - Strategic Planning • CCSSSE Administration 2/2019-5/2019 • Surveys of Employers and Transfer Universities • Classified Positions Recruited (2019-20) • Recruiting for Administration Positions 	<ul style="list-style-type: none"> • Spring Opening Day • Focus Group - Strategic Planning • Continue usage of 2019 CCSSSE Data • Surveys of Employers and Transfer Universities • Classified Positions Recruited (2020-21) • Recruiting for Administration Positions
MARCH	<ul style="list-style-type: none"> • Budget Preparation • Faculty Interviews • Complete Program Review 2017-18 for 2019-20 • College Advisory Council • CTE Outcomes Survey • Guided Pathways Report • CCCCO Student Success Score Card 2018 	<ul style="list-style-type: none"> • Budget Preparation • Faculty Interviews • Complete Program Review 2018-19 for 2020-21 • College Advisory Council • CTE Outcomes Survey • Guided Pathways Report • CCCCO Student Success Score Card 2019 • Technology Plan Updated 	<ul style="list-style-type: none"> • Budget Preparation • Faculty Interviews • Complete Program Review 2019-20 for 2021-22 • College Advisory Council • CTE Outcomes Survey • Guided Pathways Report • CCCCO Student Success Score Card 2020
APRIL	<ul style="list-style-type: none"> • Hire Faculty (2018-19) • President's Goals 	<ul style="list-style-type: none"> • Hire Faculty (2019-20) • President's Goals 	<ul style="list-style-type: none"> • Hire Faculty (2020-21) • President's Goals
MAY	<ul style="list-style-type: none"> • Revised Governor's Budget • Tentative Budget Prepared • Assessments Completed • Board Planning Retreat • Executive Council Retreat 	<ul style="list-style-type: none"> • Revised Governor's Budget • Tentative Budget Prepared • Assessments Completed • Board Planning Retreat • Executive Council Retreat 	<ul style="list-style-type: none"> • Revised Governor's Budget • Tentative Budget Prepared • Assessments Completed • Board Planning Retreat • Executive Council Retreat

AVC PLANNING CALENDAR 2018-2020

	2018	2019	2020
JUNE	<ul style="list-style-type: none"> Tentative Budget to Board 	<ul style="list-style-type: none"> Tentative Budget to Board 	<ul style="list-style-type: none"> Tentative Budget to Board
JULY	<ul style="list-style-type: none"> Assessment Data/Fact Book 2018 Dissemination & usage of data Admin. Council Retreat 	<ul style="list-style-type: none"> Assessment Data/Fact Book 2019 Dissemination & usage of data Admin. Council Retreat 	<ul style="list-style-type: none"> Assessment Data/Fact Book 2019 Dissemination & usage of data Admin. Council Retreat
AUGUST	<ul style="list-style-type: none"> Fall Opening Day 	<ul style="list-style-type: none"> Fall Opening Day 	<ul style="list-style-type: none"> Fall Opening Day
SEPTEMBER	<ul style="list-style-type: none"> Final Budget to Board Strategic Planning Retreat (College Wide - 2018-19) 2017/18 Assessments (+GE) Report Continue usage of SENSE 2016 Data Integrated Plan: BSI, Equity, 3SP Report 	<ul style="list-style-type: none"> Final Budget to Board Strategic Planning Retreat (College Wide - 2019-20) 2018/19 Assessments (+GE) Report SENSE 2019 Administration Integrated Plan: BSI, Equity, 3SP Report 	<ul style="list-style-type: none"> Final Budget to Board Strategic Planning Retreat (College Wide - 2020-21) 2019/20 Assessments (+GE) Report Continue usage of SENSE 2019 Data Integrated Plan: BSI, Equity, 3SP Report
OCTOBER	<ul style="list-style-type: none"> Budget Priorities (2019-20) 	<ul style="list-style-type: none"> Budget Priorities (2020-21) 	<ul style="list-style-type: none"> Budget Priorities (2020-21) ACCJC Mid-Term Report due
NOVEMBER	<ul style="list-style-type: none"> Faculty Prioritization Staff Prioritization 	<ul style="list-style-type: none"> Faculty Prioritization Staff Prioritization 	<ul style="list-style-type: none"> Faculty Prioritization Staff Prioritization
DECEMBER	<ul style="list-style-type: none"> Faculty Recruiting Ads Mid-Year Budget Review (2018-19) 	<ul style="list-style-type: none"> Faculty Recruiting Ads Mid-Year Budget Review (2019-20) 	<ul style="list-style-type: none"> Faculty Recruiting Ads Mid-Year Budget Review (2020-21)

Board of Trustees Initiatives for 2018-2019

Note: We need to update accomplishments for 2017-2018 and then blend in the new initiatives and build out for three years.

Educational Master Plan Goal #2.

- Enrollment Management
 - Address stabilization gap
 - K-12 continuing connection
 - Scheduling flexibility and diversity

Educational Master Plan Goal #4.1

- Address and comply with AB 705 legislation

Educational Master Plan Goal #1

- Develop and engage Strategic and Systems Thinking in planning and implementation

Educational Master Plan Goal #2

- Expand the use of the Performing Arts Theater
 - Coordinate with Cities
 - Seek outside acts
 - Integrated Student production