"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 CCCCO 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	MAY 18, 2022 @ 2:30PM – 4:00PM

COMMITTEE MEMBERS:

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

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

VACANT MEMBER REP:
CMS

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: (April 6, 2022)	All	
II. Opening comments from the Co-Chairs	Meeta & Van	
III. Revised AVC Values (Attached)	Meeta & Van	
IV. AVC's 2019-2022 Strategic Plan: https://drive.google.com/drive/folders/1tjnQRulEMbkacvt84QHyI1BRcXvOlwoL	All	

IV. Progress with Vision for Success Goals (Attached)	Meeta & Svetlana	
V. Ideas for New 2022 EMP Goals Based on Environmental Scan Information from Cambridge West (Attached)	All	

SPC MEETING Dates (June 23, 2021 – June 15, 2022) SSV-151 @ 2:30 – 4:00pm SPC Meetings (1st Wednesday/Monthly)		
June 23, 2021 (July 21, 2021- Canceled)	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

Values @ AVC

AVC's Values were revised based on the work of a Leadership Academy Team, discussions at Equity Committee meetings, Strategic Planning Committee, and Executive/Deans Council meetings during 2020-2022; the 2021 College-Wide Planning Retreat; the Spring 2022 Values Survey of Employees and Students; followed by additional input from College Groups, including the Academic Senate during March to May, 2022.

The Revised AVC Values

Community –We create and foster relationships through inclusivity at AVC and among its diverse constituents: students, faculty, staff, administrators, alumni, and the community at large.

Academic Excellence – We embrace the potential of all students, and we strive to uphold a transformative standard of academic excellence in their pursuit of certificates, degrees, transfer, and lifelong learning, as well as ongoing professional development for all employees.

Integrity - We create an environment of trust, candor, empathy, and professionalism and expect ethical behavior from all.

Respect – We cultivate, embrace, nurture, and empower all individuals, regardless of race, ethnicity, ability, gender, age, sexual orientation, class status, or religious belief.

ANTELOPE VALLEY COLLEGE

VISION FOR SUCCESS GOALS 4.0

GOAL/ Metric Name (Chancellor's Office Target)	AVC's Target	2016-2017 Baseline	2017-2018	2018-2019	2019-2020	2020-2021	Current Status	Change by 2021-2022
GOAL 1: Completion 🎓								
AA/AS+ADT (↑20%)	▲20%	1,352	1,352	1,565	1,582	1,543	🙂	1,622
Earned a CO Approved Credit Certificate (↑20%)	▲20%	789	871	1,098	1,020	1,014	⭐	947
Earned an Associate Degree (AA/AS) (↑20%)	▲20%	947	868	972	933	880	😐	1,136
Attained the Vision Goal Completion (↑20%)	▲20%	1,344	1,369	1,601	1,545	1,536	🙂	1,613
GOAL 2: Transfer 🎓 ⇄								
Earned an Associate Degree for Transfer (ADT) (↑35%)	▲35%	405	484	593	649	663	⭐	547
All Students Who Transferred to a CSU or UC (↑35%)	▲35%	645	669	757	773		😐	871
GOAL 3: Unit Accumulation ⏳								
AVG. Number of Units Accumulated by All Associate Degree Earners (↓ from 87 to 79, -9%)	▼12%	89.5	89.5	89.6	87.6	85.4	😐	79
GOAL 4: Workforce 💲								
Median Annual Earnings, ($) (↑10%)	▲5%	23,960	26,494	26,112	27,454		⭐	25,158
Attained the Living Wage (%) (↑10%)	▲10%	28%	31%	31%	31%		🙂	31%
Job Closely Related to Field of Study (↑ from 60% to 69%)	▲1%	71%	68%	65%			😐	72%

★ - exceeds target

🙂 - on target

😐 - needs more effort/below target

Data Source: *CalPassPlus.org, SSM 4.0*

Metrics Definitions

Number of students who attained the Vision Goal Completion Definition: Students who earned one or more of the following: Chancellor's Office (CO) approved credit certificate, associate degree, and/or CCC baccalaureate degree, and had an enrollment in the selected year at AVC.

Number of students who transferred to CSU or UC institution: Students who completed 12+ credits at any community college, exited the community college system, and were enrolled at a CSU or UC in the year following the selected year.

Average number of credits earned by students who earned an associate degree: Among students who were enrolled and who earned an associate degree for the first time in the selected year, the average number of semester units in the California community college system earned up to and including the selected year.

Job Closely Related to Field of Study: Among CTE students in selected student journey who responded to the CTE Outcomes Survey (CTEOS) and who did not transfer to any postsecondary institution, the proportion who reported that they are working in a job **very closely** or **closely** related to their field of study. The following criteria were used by CTEOS:

- The exiter definition only includes students as exiters if they re-enrolled at any postsecondary institution from 07/01 of the selected year to 06/30 of the subsequent year.
- All CTEOS respondents are counted in this metric even if they did not have an enrollment record in the selected year.
- The state student ID has been included with the CTEOS file shared with the LaunchBoard team to improve the match rate for the transfer exclusion by using the Transfer bucket which contains data reported by CSU, UC, and the National Student Clearinghouse
- **Credit** students: 1) received an approved Chancellor's Office certificate or degree with a vocational flagged Taxonomy of Programs (TOP) code and were enrolled in 0 – 5 units each semester in the subsequent year (not enrolled or minimally enrolled); 2) received a non-approved Chancellor's Office certificate of at least six units with a vocational flagged TOP code and were not enrolled in the subsequent year; or 3) completed at least nine units (within the prior three years) that were SAM coded A-D (with at least one course SAM coded A-C) in any TOP code and were not enrolled in the subsequent year and did not transfer or receive a certificate or vocational degree. For more information on the CTEOS cohort, please refer to the
- **Noncredit** students: 1) enrolled and received a noncredit vocational/CTE award and enrolled 0 hours each semester the next year (not enrolled); 2) did not earn an award but were enrolled in noncredit CTE coursework, completed at least 48 hours in that year, and enrolled 0 hours each semester the next year (not enrolled).
- For more information, please refer to the Santa Rosa Junior College CTEOS website Information and Resources and FAQ document

Median Annual Earnings: Among students who exited the community college system and who did not transfer to any postsecondary institution, median earning following the academic year of exit. **New**: All median earnings are equated to 2021 wages instead of 2020 wages in prior build. After addressing the issues with the data issued by EDD, the LA county's student wages are down by 1% to 2% for 2015 through 2019.

Attained the Living Wage: Among students who exited the community college system and who did not transfer to any postsecondary institution, the proportion who attained the district county living wage for a single adult measured immediately following the academic year of exit.
New: All median earnings are equated to 2021 wages instead of 2020 wages in prior build. Based on a CO's decision, the living wage for a single adult has been updated to 2021 values. The SCFF for 2021-22 will also be updated to use 2021 living wages for a single adult. As a result, Statewide values are down by 6% for all years, and the percentage of students who attained the living wage is down by 3 percentage points each year. Fewer students attained the living wage compared to the prior version for most colleges.

To learn more about these metrics, please visit https://www.calpassplus.org/Launchboard/Student-Success-Metrics-MDD
To find out more about the changes in metric definitions based on April 2022 SSM data release, please use this link:
https://www.calpassplus.org/CalPassPlus2.0/Media/Launchboard/ssm/Changes%20in%20Definitions_SSM%204.0_April%202022.pdf

EMP Update Presentation- External Scan

April 6, 2022

1

Summary: EMP Approach

- Introduction
- College Overview and Planning
- **External Scan**
- Internal Scan
- Institutional Effectiveness
- Opportunities for the Future
- Goals and Objectives
- Projections for the Future

Timeline & Milestones

Phases and Tasks	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct
Phase 1									
Kickoff meeting with SPC/Budget Committee	X								
Overview, History		X							
College Planning		X							
Employee and Student Survey		X							
Forecast future growth			X						
Assess space requirements			X						
Translation space needs			X						
Phase 2									
Division questionnaire		X							
Division interviews		X							
Environmental Scan		X							
Labor market analysis				X					
Phase 3									
Institutional effectiveness			X						
Goal setting with SPC			X						
Draft plan review with SPC & post to Intranet			X	X	X			X	
Refine draft						X			
Phase 4									
Post revised plan to web							X		
Presentation at college opening day							X		
Phase 5									
Finalize campus inputs								X	
Final presentation to Board									X

ANTELOPE VALLEY COLLEGE

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External Scan

- College in context

- Economy and employment

- Higher education policy

- Population Served

College in Context

- 1,945 square miles, three locations, some brick & mortar competitors

- Commuting outside the City to work
  - 70% workers in Lancaster commute
  - 85% workers in Palmdale commute

- Migration in and out
  - 95% of the students live in the District (fall terms 2010-2020)
  - An average of 4,000 residents of the District are enrolled in another college (fall terms 2014-2020)

ANTELOPE VALLEY COLLEGE

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AVC Residents Attending Other Colleges (fall terms)

Fall Term Headcount of AVC Residents Attending Elsewhere

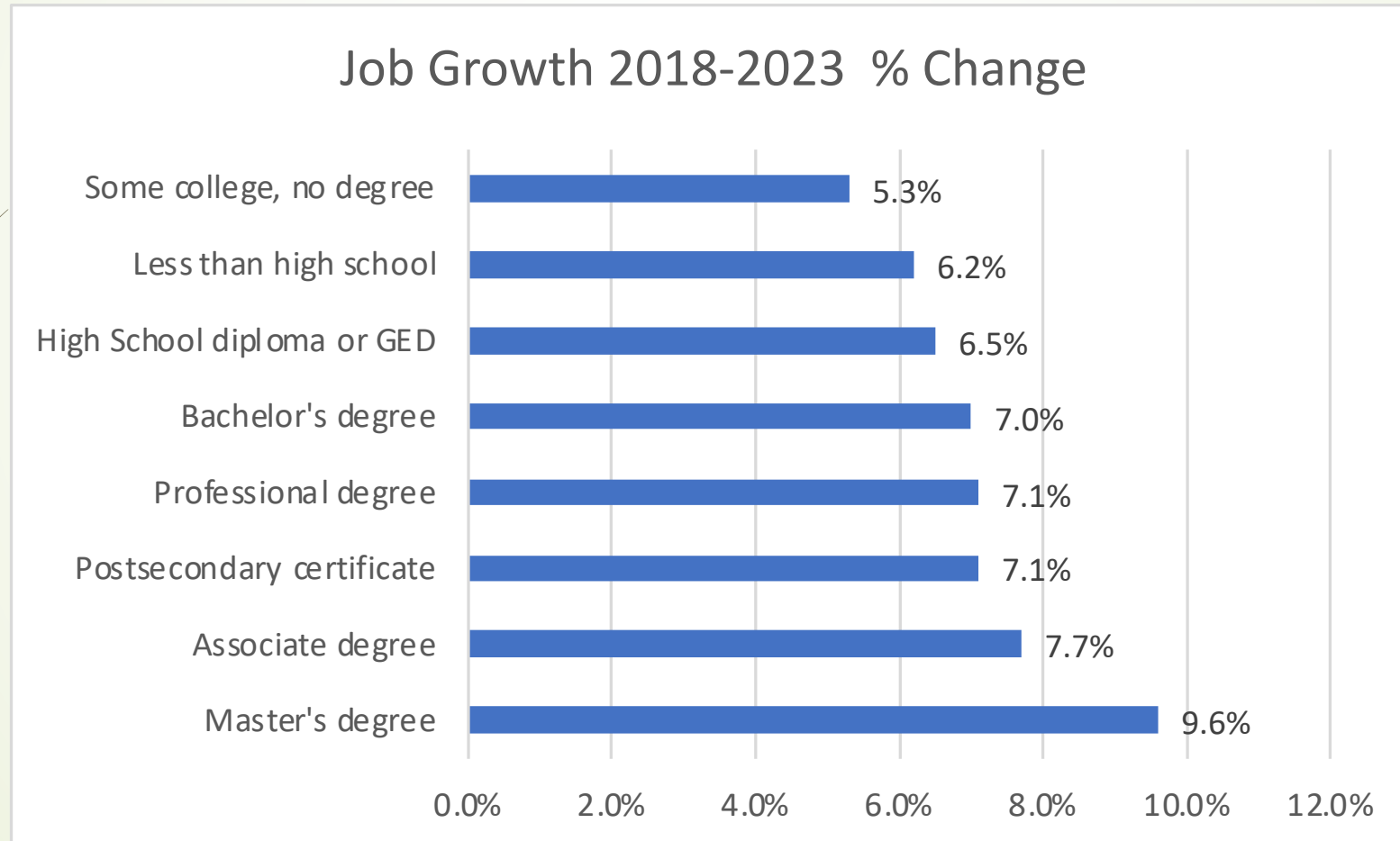| College	2014	2015	2016	2017	2018	2019	2020	Total	Average
Canyons	1,958	1,977	2,031	1,904	1,760	1,629	1,535	12,794	1,828
LA Pierce	241	218	189	177	168	155	163	1,311	187
East LA	90	104	104	157	183	202	204	1,044	149
LA Mission	137	149	144	158	177	138	135	1,038	148
Cerro Coso	107	97	128	136	109	100	139	816	117
LA Valley	103	119	116	115	109	106	120	788	113
Santiago Canyon	80	72	130	117	110	110	148	767	110
Coastline	67	118	116	125	119	128	88	761	109
Pasadena	118	106	94	98	94	105	112	727	104

ANTELOPE VALLEY COLLEGE

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Economy and Employment

- COVID and the Great Resignation
  - How much future work will be done remotely?
  - Increased wages (and inflation)
- Over last nine years, unemployment rate in District cities higher than Kern or LA County
- Self-Sufficiency

Self-Sufficiency Analysis

Self-Sufficiency Standard	1 Adult		2 Adults 1 Preschooler		2 Adults 2 Preschoolers		2 Adults 1 Schoolager		2 Adults 2 Schoolagers	
	Kern	Los Angeles	Kern	Los Angeles	Kern	Los Angeles	Kern	Los Angeles	Kern	Los Angeles
Hourly Wage (per Adult)	$10.76	$18.10	$13.42	$19.87	$17.06	$25.87	$12.53	$18.37	$15.26	$22.58
Monthly Wage	$1,890	$3,185	$4,723	$6,993	$6,006	$9,108	$4,410	$6,467	$5,372	$7,947
Annual Wage	$22,732	$38,217	$56,671	$83,915	$72,070	$109,294	$52,921	$77,609	$64,461	$95,358

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Projected Employment 2018-2028

- Los Angeles County
  - 8% increase in jobs
  - Healthcare, professional & business services, leisure & hospitality, construction
- Kern County
  - 9.4% increase in jobs
  - Healthcare, professional and business services, construction, trade/transportation/utilities
- Antelope Valley Economic Development & Growth Enterprise (AVEDGE)
  - High tech manufacturing, transportation & logistics, renewable energy, construction & housing, recreation/tourism/filmmaking, agriculture

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Southern California Five-County Region Job Growth 2018-2023

Job Growth 2018-2023 % Change

Education Level	% Change
Some college, no degree	5.3%
Less than high school	6.2%
High School diploma or GED	6.5%
Bachelor's degree	7.0%
Professional degree	7.1%
Postsecondary certificate	7.1%
Associate degree	7.7%
Master's degree	9.6%

Implications

- Carefully consider AVCs future in online instruction in order to complete
- Need enticements to enroll
- Future state workforce needs by 2030*
  - 1.1 million more graduates with bachelor's degrees
  - 1.4 million with more than high school but less than bachelor's degree
- How to expand health care program enrollments

Projection from the Public Policy Institute of California, 2015

Higher Education Policy

- Vision for Success

- Guided Pathways

- AB 705

- California Promise Program (AB19)

- Student Equity and Achievement (SEA)

- Student Centered Funding Formula

- Dual Enrollment (AB288)

- Call to Action for Diversity, Equity, Inclusion

- Student Basic Needs

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Implications

- Continue to work on efforts to help students complete
  - See institutional effectiveness material
- Adult education collaboration- Regional Consortium
- CTE pathways with AVUHSD
- Career Development and College Preparation (CDCP)

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Participation by City

City	Fall 2010 to 2019 Headcounts					Fall Headcounts		Fall 2010 vs. Fall 2019		
	Average	Total	%*	%**		2010	2019	# Change	% Change	Annual % Change
Lancaster	6,968	69,676	48.6%	51.1%		7,100	6,738	-362	-5.1%	-0.6%
Palmdale	5,614	56,137	39.2%	41.2%		5,547	5,756	209	3.8%	0.4%
Rosamond	543	5,426	3.8%	4.0%		572	498	-74	-12.9%	-1.4%
Littlerock	347	3,465	2.4%	2.5%		390	338	-52	-13.3%	-1.5%
Acton	60	598	0.4%	0.4%		84	42	-42	-50.0%	-5.6%
Lake Hughes	49	487	0.3%	0.4%		65	48	-17	-26.2%	-2.9%
Pearblossom	42	421	0.3%	0.3%		57	35	-22	-38.6%	-4.3%
Llano	10	96	0.1%	0.1%		12	5	-7	-58.3%	-6.5%
Total		136,306	95.1%			13,827	13,460	-367	-2.7%	-0.3%

*% of all students from all zips   **% of in-district students only

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Participation Rate Trends

AVC Counts	Participation Rate: AVC Annual Headcount and Adult Population											2010 vs. 2019
Adults	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Average	Change in %
Ratios	7.7%	7.4%	7.1%	7.4%	7.5%	7.3%	7.1%	7.2%	7.2%	7.2%	7.3%	-0.4%

	Census Data			Annual
Variable	**2000**	**2010**	**% Change**	**% Change**
Population	308,345	392,305	27.2%	2.7%

	2010	**2021**		
Population	392,305	411,868	5.0%	0.5%

	2021	**2026**		
Population	411,868	415,738	0.9%	0.2%

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Education Level	2021 Estimate	
	Number	Percent
High School Diploma or Less Than High School		
Lancaster	35,324	33.2%
Palmdale	119,047	47.7%
Rosamond	6,366	48.0%
Some College, No Degree		
Lancaster	23,940	22.5%
Palmdale	23,988	24.4%
Rosamond	65,446	24.9%

Educational Attainment

(ages 25 or older)

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English Language Learners

Language Spoken	Ages and Percent of Population Age 5+						All Ages		Age 18 to 65+	
	5-17	% of City Total	18-64	% of City Total	65+	% of City Total	Total	% of City	# by City	% of City
Speaks English, But Not Well/Another Language										
District-wide Totals by Age	*600*	*0.2%*	*16,329*	*5.0%*	*5,110*	*1.6%*	*(% of 323,495 age 5+)*			
Speaks English, But Not Well/Another Language Totals by City and Age:										
Lancaster	154	0.1%	4,763	3.0%	1,906	1.2%	6,823	4.3%	6,669	4.2%
Palmdale	438	0.3%	10,604	7.4%	3,042	2.1%	14,084	9.8%	13,646	9.5%
Rosamond	8	0.04%	962	4.7%	162	0.8%	1,132	5.6%	1,124	5.5%
						Totals	*22,039*	*19.6%*	*21,439*	*19.2%*

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High School vs. College Age Population Projections

Age	2010		2021		2026		2021 to 2026	
	Total=	391,110	Total=	411,868	Total=	415,738	Nbr. Change	Change in %
15	7,582	1.9%	5,801	1.4%	5,692	1.4%		
16	7,873	2.0%	5,822	1.4%	5,665	1.4%		
17	8,007	2.0%	5,913	1.4%	5,717	1.4%		
High School Age								
15 to 17	23,462	6.0%	17,536	4.3%	17,074	4.1%	-462	-1.9%
College Age								
18 to 24	43,998	11.2%	42,896	10.4%	37,352	9.0%	-5,544	-2.3%

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High School Average Yields

District	High School	Four-Yr Avg Yield
Antelope Valley Union HS District	Lancaster High, Lancaster	33.4%
Antelope Valley Union HS District	Quartz Hill High, Quartz Hill	32.0%
Palmdale Elementary	Palmdale Aerospace Academy, Palmdale	31.9%
Antelope Valley Union HS District	Highland High, Palmdale	31.0%
Antelope Valley Union HS District	Eastside High, Lancaster	30.3%
Antelope Valley Union HS District	William J. (Pete) Knight High, Palmdale	30.3%
Antelope Valley Union HS District	Antelope Valley High, Lancaster	30.1%
Antelope Valley Union HS District	Palmdale High, Palmdale	27.0%
Antelope Valley Union HS District	Littlerock High, Littlerock	26.9%
Antelope Valley Union HS District	R. Rex Parris High, Palmdale	14.9%
Antelope Valley Union HS District	Desert Winds Continuation High, Lancaster	11.4%
Southern Kern Unified School District	Rosamond High, Rosamond	10.7%
Antelope Valley Union HS District	Desert Sands Charter, Lancaster	6.9%
Palmdale Elementary	Antelope Valley Learning Academy, Palmdale	6.2%
Mojave Unified School District	California City High, California City	6.0%
Tehachapi Unified School District	Tehachapi High, Tehachapi	4.2%
	Average	*25.9%*

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Implications

- The College will need to mount an aggressive outreach and recruitment effort to rebuild enrollments.

- Dural and concurrent enrollments are important, but do not neglect working adults.

- Consider increasing AVC presence in Palmdale and Rosamond where there is a high percentage of adults who completed high school or less

  - Consider expanding ESL offerings in the Palmdale area

- AVC should continue its successful efforts to enroll students from underrepresented groups

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Suggestions or Questions

EMP Update Presentation- Internal Scan

April 6, 2022

1

Summary: EMP Approach

- Introduction
- College Overview and Planning
- External Scan
- **Internal Scan**
- Institutional Effectiveness
- Opportunities for the Future
- Goals and Objectives
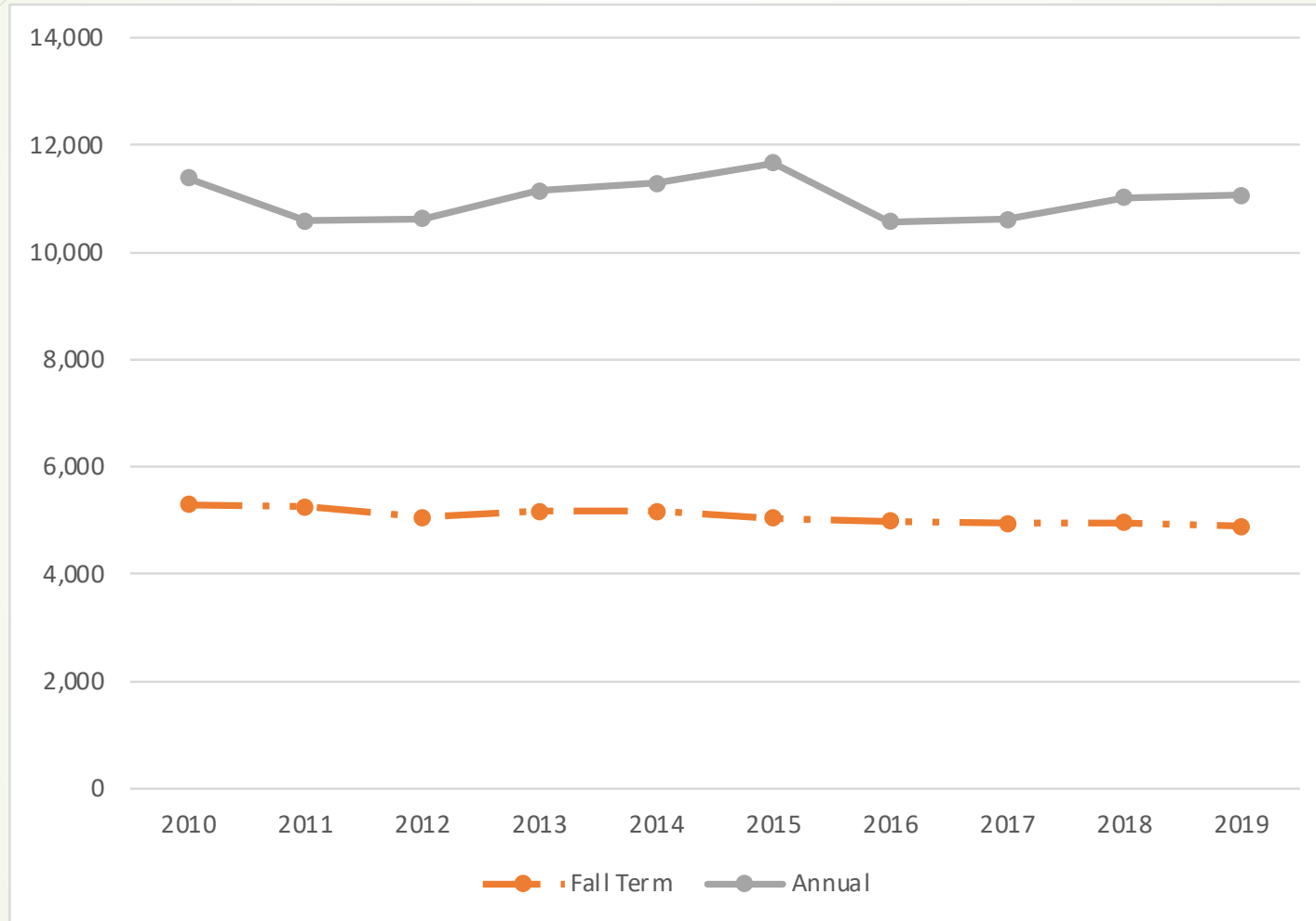- Projections for the Future

Internal Scan

- Headcounts and FTES Trends

- Current Program of Instruction

- Students Who Attend AVC

- Supporting Resources

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Fall Term Headcount Trends
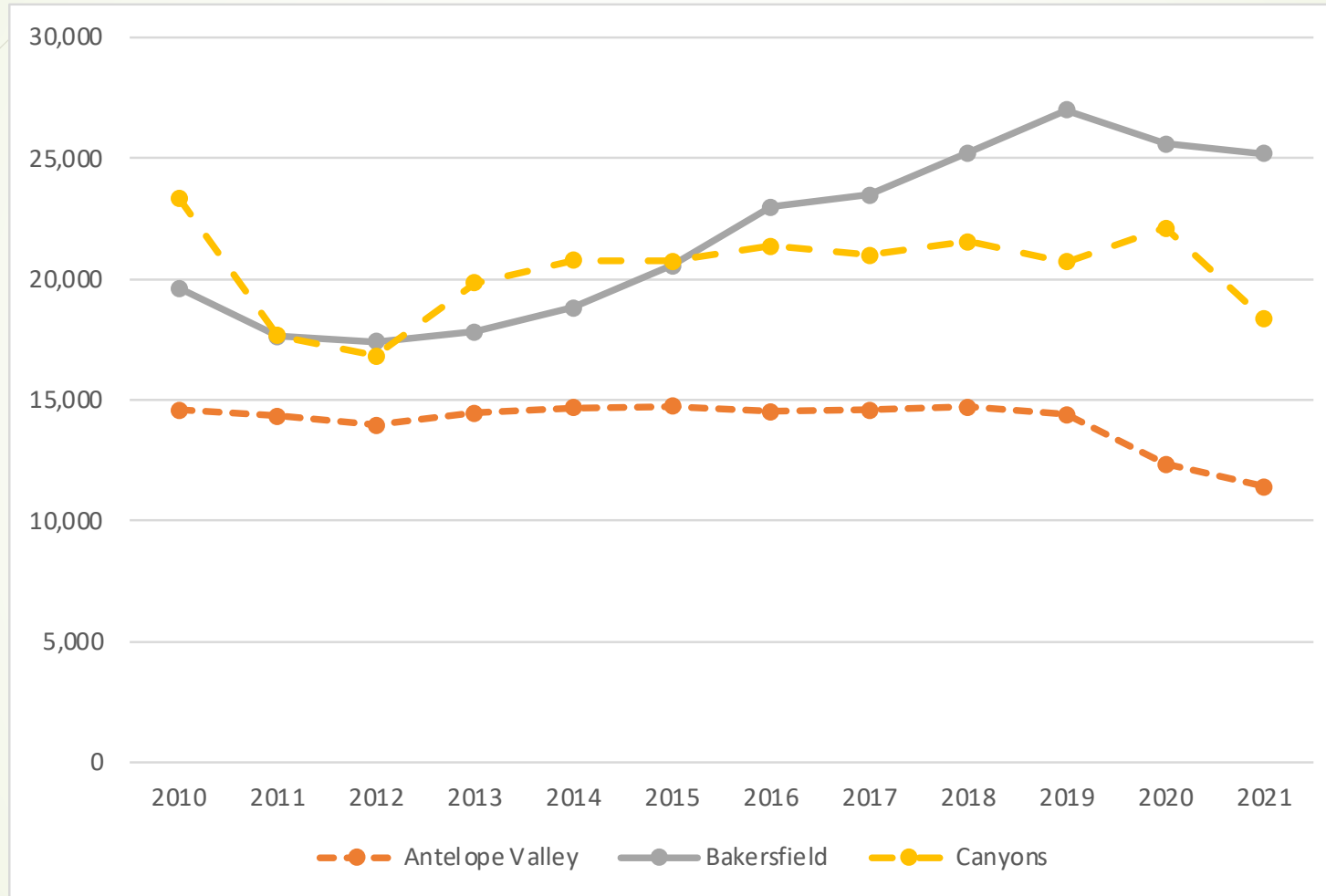
FTES Trends

Current Program of Instruction

- 150 instructional programs
  - One Bachelor of Science
  - 26 AD-T programs
  - 20 Associate of Arts
  - 40 Associate of Science
  - 61 Certificates of Achievement
    - 57 in career and technical education
    - 2 in liberal arts
    - 2 for general education certification
    - 2 noncredit (CDCP) programs
  - Several locally approved certifications

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Fall 2019 WSCH

- Most Attendance Generated By:
  - Math, Sciences, Engineering (27%)
  - Social and Behavioral Sciences (24%)
  - Language and Communication Arts (15%)
  - Arts and Humanities (10%)
- 523 courses, 78 subjects
  - 50% of enrollments in 35 courses
    - Math, English, Biology
   - Psychology, History, Communications, Administration of Justice, Sociology, Political Science

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Day vs. Evening Enrollments

Average Percent of Enrollment, Fall 2010-2019

Day/Evening	Antelope	Bakersfield	Canyons	State
Day	82%	75%	76%	72%
Evening	15%	15%	15%	18%
Unknown (online)	2%	10%	8%	11%

	AVC Count of Fall Term Enrollments				2010 vs 2019	
Day/Evening	2010	2013	2016	2019	# Change	% Change
Day	11,792	12,123	11,959	11,566	-226	-2%
Evening	2,573	2,161	2,119	2,181	-392	-15%
Unknown (online)	210	173	444	629	419	200%
Totals	**14,575**	**14,457**	**14,522**	**14,376**	**-199**	**-1%**

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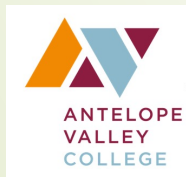
Students Who Attend AVC

- 81% Degree/Transfer Seeking (2018-2021)
  - Most Popular Majors
    - Registered Nursing
    - Psychology
    - Business Administration
    - Biological Sciences
    - Liberal Arts and Sciences- Arts & Humanities
    - Administration of Justice

Student Status	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Eligible for College Promise Grant/BOG Waiver	83%	83%	82%	82%	82%	82%
Not Eligible for College Promise Grant/BOG Waiver	17%	17%	18%	18%	18%	18%

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Students Who Attend AVC (2010-2019)

- Females Outnumber Males (by 18% vs. statewide 9%)
- Traditional College Age (18-24 years = 62% vs. statewide 57%)
  - <19 years of age group has increased since 2015
  - Age groups lost from 2010-2019
    - Career middle- ages 35-49
    - Career finish/retirement- ages 50+
- Racial/Ethnic Groups
  - Hispanic (47%, grew the most vs. statewide 42%)
  - White (22% vs. statewide 28%)
  - African American (18% vs. statewide 7%)
- Student Headcounts: Part-time (<12 units) 2x Full-time (12+ units)
  - Greatest loss of students = taking one class, enrolled full-time
  - Mirrors the statewide experience

ANTELOPE VALLEY COLLEGE

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Transfer English & Math Enrollments in First Year

Degree/Transfer Students In First Year	2016-17	2017-18	2018-19	2019-20	2020-21	2016-17 vs. 2020-21	
						# Change	% Change
Students enrolled in a math or English transfer course	4,360	4,314	4,524	4,419	4,638	278	6.4%

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Resources to Support Student Success

- Extensive Academic and Student Services Support Systems
- Library
- Transition Programs
  - SOAR Early College High School
  - AVC2CSU
  - Law Scholars
- Distinctive Partnership Programs
  - CSU Bakersfield Antelope Valley
  - California Aerospace Technologies Institute of Excellence (CATIE)
  - Lancaster University Center

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Non-Instructional Supports

- Staffing
  - Aging-out
  - Reflecting the communities served?
- Budget
  - Optimizing the SCFF metrics?
  - Ending balances
  - Salary & benefits as a percent of unrestricted expenditures
  - OPEB contributions
- Technology

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Implications

- Declining FTES = less revenue
  - "Hold Harmless" will end
  - How coordinated and comprehensive is the enrollment management effort?
- Scheduling
  - Few short-term classes
  - May be missing opportunities to attract working adults
- Rich array of student supports needs to be evaluated and coordinated through lens of guided pathways
- Perhaps hiring opportunities to advance equity, diversity, and inclusion

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Suggestions or Questions

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"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 MINUTES	WEDNESDAY, APRIL 6TH, 2022 ZOOM MEETING @ 2:30PM – 4:00PM

COMMITTEE MEMBERS:

Co-Chair: Meeta Goel (Dean, IERP/Library)
Co-Chair: Van Rider (AS, President)
Allison Burch (Library Faculty)
Svetlana Deplazes (Director, IR)
Tamira Palmetto Despain (AS, At Large Faculty)
Nate Dillon (Faculty Union)
Michael Dioquino (Designee-Director, ITS)
Michelle Hernandez (CMS, Director of FYE)
Angela Koritsoglou (Co-Chair Enrollment Mgmt)
Dawn McIntosh (Exec. Director. FAC)

Jim Landreth (Classified Union)
James Nasipak (Director, Auxiliary Services)
Desireé Lee (Classified Union)
Jenell Paul (Classified, Student Services)
Veronica Sirotzki (Classified, ITS)
Erin Tague (Director, Facility Planning & Logistics)
Jill Zimmerman (Dean, Student Services)
Kim Sennett (AS: CTE/Vocational Faculty)
Samuel John (AS: Adjunct Faculty)
Rodney Schilling (AS: Counseling Faculty)

VACANT:
Dean, Academic Affairs
CMS

EX-OFFICIOS:
Ed Knudson (Superintendent/President)
Shami Brar (VP, Administrative Services)
Betsy Sanchez (Exec. Director, Marketing)
Howard Davis (Interim VP, Academic Affairs)

ITEMS	PERSON	ISSUES DISCUSSED/ACTION
I. Approval of January 19th, 2022 Minutes	All	Minutes were approved as presented.
II. Opening comments from the Co-Chairs	Meeta & Van	Meeta introduced Dr. Fred Trapp and Dr. Debbie Thomas from Cambridge West, consultants for helping AVC with the EMP. She explained that the whole purpose of this EMP process is to replace our current EMP for 2016. Also, we have an accompanying strategic plan for 2019-2022 that people have been noting our progress with, and we are going to close that one out, but the goal is to take what we can and hopefully have it go under one of the new EMP goals.
III. Internal and External Scans for AVC's EMP	Fred Trapp	Fred gave a presentation on AVC's EMP Internal and External Scans. SPC received an updated copy of his presentation. Fred noted that he assembled some highlights from both the external and internal scan work has done, and both draft chapters are on the website for the College on strategic planning. Attached is a copy of the presentation.

		Fred explained that he is inclined to ask a series of questions organized around the acronym SOAR: **S** - **Strengths** of the institution. **O** - **Opportunities** people at the College see in the external & internal environments. **A** – **Aspirations** of where the College wants to be over five to ten years. **R** – **Results.** AVC would like to look at some results indicators to know the extent of the progress.
IV. Review Progress with ACCJC Institution Set Standards (ISS)	Meeta & Svetlana	Meeta stated that annually we review our progress with our Institutional Set Standards (ISS). These are our standards with ACCJC, and Svetlana updates them with the current data. So the job today is to look at the three-year average and the five-year average and decide if we want to adjust the standards or leave them the same. The link to the Institution Set Standards (ISS) is: https://public.tableau.com/app/profile/svetlana6591/viz/ISS_16147912914150/ISS Svetlana further discussed and explained the ISS charts with everyone. **Action Item**: Will review the Institution Set Standards at the June 2022 SPC meeting.
V. 2019-2023 Board Initiatives	Meeta	Meeta shared and discussed the 2019-2023 initiatives, which are tied o the 2016 EMP goals and our existing ones. She also discussed the prioritization of the EMP goals for each year: • 2019-2020: EMP Goals #1,2,4 • 2020-2021: EMP Goals #1,2,5 • 2021-2022: EMP Goals #1,2,4 • 2022-2023: Continue 2021-2022 (Reinforce Marketing and Outreach Initiatives to recover enrollments post-pandemic) The EMP Goals are on the website under planning documents. https://www.avc.edu/administration/research/plans
VI. Follow-Up on the 2019-2022 Strategic Plan	Meeta & Van	Meeta shared that volunteers were assigned to the different areas to ask about their progress on the 2019-2022 Strategic Plan. She shared the excel list of areas and reviewed the updates of each area. For clarity, Meeta asked everyone to be careful on how they word their goals.
VII. AVC Values Input	All	Meeta reviewed the AVC Values with SPC. The Values first came to SPC, and then took them to Executive Council, Deans, Academic Senate, and the Department Chairs. She asked everyone to share these "Values" with their areas.
NEXT ZOOM MEETING DATE: May 18th, 2022		

SPC MEETING Dates (July 6, 2021 – June 15, 2022) SSV-151 @ 2:30 – 4:00pm SPC Meetings (3rd Wednesday/Monthly)		
June 23rd, 2021 (July 21st, 2021- Canceled)	November 17th, 2021	March 16th, 2022 (no meeting)
August 3rd, 2021	December 1st, 2021 (No Meeting)	April 6th, 2022
September 1st, 2021	January 5th, 2022 (rescheduled) January 19th, 2022	May 18th, 2022
October 20th, 2021	February 23, 2022 (Joint SPC & BC meeting)	June 15, 2022