

STRATEGIC & PLANNING COMMITTEE

AGENDA

Wednesday, December 2, 2015

SSV 151

2:30pm – 4:00pm

TYPE OF MEETING: Regular
NOTE TAKER: Jerene Kelly
PLEASE REVIEW/BRING: Agenda, Minutes and Supporting Documents

Committee Members:

Dr. David Adams (Faculty)
Dr. Ed Beyer, Co-Chair (AS: President)
Dr. Liette Bohler (Faculty Union)
Mr. Mark Bryant (VP, Human Res.)
Ms. Carolyn Burrell (AS: Library)
Ms. Noemi Bustamante (ASO: Student)
Mr. Michael Dioquino (ITS)
Ms. Joshuaree Dumas (ASO: Student)
Ms. Wendy Dumas (Business Services)
Mr. Kyle Faber (Classified: ITS)

Ms. Kim Fite (Classified Union)
Dr. Meeta Goel, Co-Chair (Dean, IERP/Library)
Ms. Brenna Humann (CMS)
Mr. Doug Jensen (Exec. Dir., FAC)
Ms. Suzanne Olson (Classified: Acad. Affairs)
Ms. Jenell Paul (Classified, Student Services)
Mr. Duane Rumsey (Enrollment Mgmt.)
Dr. Bonnie Suderman (VP, Academic Affairs)
Ms. LaDonna Trimble (Dean, Student Services)
Dr. Les Uhazy (Dean, Math, Science & Engineering)
Dr. Erin Vines (VP, Student Services)

ITEMS	PERSON(S) RESPONSIBLE	ACTION
STANDING ITEMS:		
I. Approval of Minutes: September 2, 2015	All	
II. Opening comments from the Co-Chairs	Dr. Goel & Dr. Beyer	
III. Reports	All	
INFORMATION/DISCUSSION ITEMS		
IV. Sharing information on the External Scan: - characteristics of the economy - higher education public policy that impacts the college - characteristics of the population served in the effective service area	Dr. Fred Trapp	

NEXT SPC REGULAR MEETING DATE: December 16, 2015

STRATEGIC & PLANNING COMMITTEE MINUTES

Wednesday, November 18, 2015
SSV 151
2:30pm – 4:00pm

TYPE OF MEETING: Regular
NOTE TAKER: Jerene Kelly
PLEASE REVIEW/BRING: Agenda, Minutes and Supporting Documents

Committee Members:

Dr. David Adams (Faculty)
Dr. Ed Beyer, Co-Chair (AS: President)
Dr. Liette Bohler (Faculty Union)
Mr. Mark Bryant (VP, Human Res.: Ex-Officio)
Ms. Carolyn Burrell (AS: Library)
Ms. Noemi Bustamante (ASO: Student)
Mr. Michael Dioquino (ITS)
Ms. Joshuaree Dumas (ASO: Student)
Ms. Wendy Dumas (Business Services)
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Dr. Erin Vines (VP, Student Services: Ex-Officio)

ITEMS	PERSON(S) RESPONSIBLE	ACTION
STANDING ITEMS:		
I. Approval of Minutes: September 2, 2015	All	
II. Opening comments from the Co-Chairs	Dr. Goel & Dr. Beyer	
III. Reports - Facilities Services (Update)	All Mr. Jensen	Doug Jensen - Reporting on the Facilities Master Plan Process
INFORMATION/DISCUSSION ITEMS		
IV. Input from College Community on Vision Statement from March 2015 SP-BC (handout)	Dr. Goel & Dr. Beyer	
V. Review of AVC Values (attachment)	Dr. Goel & Dr. Beyer	

VI. Introduction to the Baldrige Framework (handout)	Dr. Goel	
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NEXT SPC REGULAR MEETING DATE: December 2, 2015

Educational Master Plan

External Environmental Scan
December 2, 2015



EMP Overview

- Message from President
- Introduction
- College History & Overview
- Mission, Vision, Values
- Environmental Scan
 - External
 - Internal
- Plan Assumptions & Goals
- Opportunities for the Future
- Projections for the Future Program of Instruction



Overarching Topics

Economy & Employment Trends
Los Angeles County
Greater Antelope Valley & Community College Area

Higher Education Policy and Priorities
National, Regional (ACCJC), State

People Served
Effective Service Area



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State Economy

- California recovering from the Great Recession
 - Job growth last three yrs. CA 2.7%, US 1.8%
 - State population growing faster
- By 2030: up to 1.1 million **more** job openings requiring postsecondary education than there are graduates.
 - *Not enough newcomers (from abroad or other states) to close the skills gap*

Source: Public Policy Institute of California, February and October 2015



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Los Angeles County Jobs by Industry 2012-2022

North American Industry Classification System (NAICS) Categories	Change 2012 to 2022	Annual Job Openings	Annual Average % Change
Self Employed	23,900	2,390	0.8%
Unpaid Family & Private Household	300	30	-0.2%
Farm	300	30	0.6%
Mining and Logging	400	40	0.9%
Construction	32,900	3,290	3.0%
Manufacturing	-52,000	-5,200	-1.4%
Trade, Transportation, Utilities	97,000	9,700	1.3%
Information	20,300	2,030	1.1%
Financial Activities	15,500	1,550	0.7%
Professional & Business Services	105,900	10,590	1.9%
Education (Private), Health Care, & Social Assistance	191,300	19,130	2.8%
Leisure and Hospitality	80,600	8,060	1.9%
Other Services	16,300	1,630	1.2%
Government	20,800	2,080	0.4%
Total	553,500	55,350	1.3%



Source: Employment Development Department. *Industry Projections 2012-2022*

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Greater Antelope Valley Region

Company	Estimated # Employees
Edwards Air Force Base	10,647
China Lake Naval Weapons Base	6,690
County of Los Angeles	3,743
Lockheed Martin	3,700
Mojave Air & Spaceport (All Employers)	2,500
Antelope Valley Hospital Medical Ctr	2,300
Northop Grumman	2,100
Wal-Mart (5)	1,922
CA Correctional Institute (Tehachapi)	1,915
Antelope Valley Mall (All Stores)	1,800
Palmdale School District	1,792
CA State Prison (L.A. County)	1,671
Antelope Valley College	1,483
Lancaster School District	1,482
NASA Armstrong	1,370
AV Union High School District	1,116
Kaiser Permanente	1,020
Rio Tinto Minerals	1,000



Greater Antelope Valley Economic Alliance. *2015 Economic Roundtable Report*

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AVC Area Workforce, 2015

North American Industry Classification System (NAICS) Category	% Employed
Agriculture/Mining	1.3%
Construction	7.4%
Manufacturing	10.9%
Wholesale Trade	2.1%
Retail Trade	12.3%
Transportation/Utilities	5.1%
Information	3.0%
Finance/Insurance/Real Estate	5.1%
Other Services	45.2%
Public Administration	7.6%



Source: Environmental Systems Research Institute, Market Profile 2015

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Foreclosures

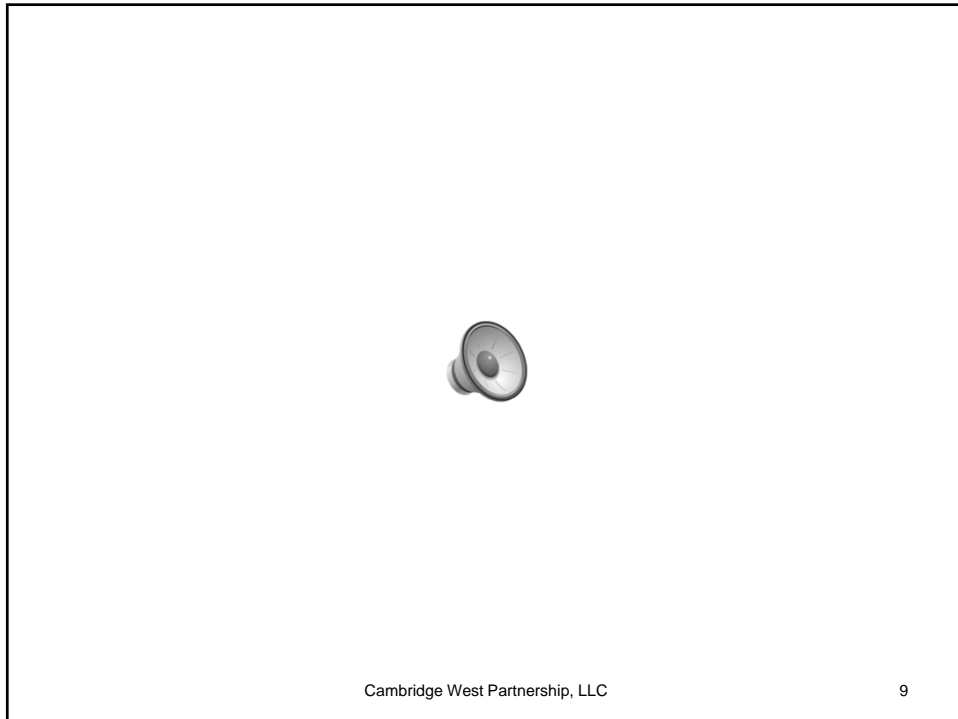
City	2002	2004	2006	2008	2010	2012	2014	2012-2014 Total
Lancaster	256	59	151	3,692	2,196	1,131	212	13,499
Palmdale	302	61	130	3,684	1,975	1,071	224	13,203
Total	558	120	281	7,376	4,171	2,202	436	26,702

Source: So. California Association of Governments. City Profiles, May 2015



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Northrop Grumman Long Range Strike Bomber Contract



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Top 10 Commuting Destinations

Jurisdiction	Lancaster		Palmdale	
	# Commuters	% of Total Commuters	# Commuters	% of Total Commuters
Lancaster	11,608	29.16%	4,950	11.76%
Los Angeles	8,575	21.54%	12,221	29.03%
Palmdale	3,886	9.76%	6,583	15.64%
Burbank	1,643	4.13%	1,586	3.77%
Santa Clarita	1,089	2.74%	1,952	4.64%
Glendale	415	1.04%	563	1.34%
Simi Valley	409	1.03%	402	0.96%
Long Beach			415	0.99%
Pasadena			391	0.93%
El Segundo	406	1.02%		
Unincorporated	391	0.98%		
San Diego	347	0.87%	386	0.92%
All Other Jurisdictions	11,033	27.72%	12,642	30.03%
Total	39,802		42,091	



Source: So. California Association of Governments. City Profiles, May 2015

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Antelope Valley Regional Plan

- Excludes cities of Lancaster & Palmdale
- Preserve rural character
- Foster rural town centers & areas
- Promote economic opportunity areas
 - clusters of land along two proposed major transportation corridors

Source: Los Angeles County Department of Regional Planning, *Antelope Valley Area Plan*. June 2015



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Regional Planning- Transportation

- High Desert Corridor (HDC)
 - Multi-purpose transport link (SR 14 to SR 18)
 - Connect Lancaster, Palmdale, Adelanto, Victorville, and Apple Valley)
- SR 138
 - Substantial upgrade (I-5 to SR 14)
- Palmdale Airport
 - Expand to a regional commercial facility



Regional Planning- Economic Opportunity Areas

- East Valley, along route of HDC
 - Lake LA, Sun Village, Littlerock, Pearblossom, Llano, Crystallaire
- Central Valley
 - Ave. D & SR 14, north of Fox Air Field
- West Valley, route of SR 138 upgrade
 - Master-planned developments
 - Needs a specific sub-area development plan



Economic Development Emphasis

- LA County Economic Development Corporation and Greater Antelope Valley Economic Alliance (GAVEA)
 - High-tech manufacturing
 - Transportation and logistics
 - Agriculture
 - Renewable energy
 - Construction and housing areas
 - Recreation, tourism, filmmaking



The T-shirt Says...

Those who can, TEACH.

Those who can't, pass laws about teaching.

California Higher Education Policy and Priorities



Community College Funding

- Apportionment increasing
- Dedicated funds & expected outcomes
 - Student services & technology
 - Career and technical education
 - Adult education
- New growth formula
 - Need for access to the college determined by
 - People without a college degree
 - People who are economically disadvantaged
 - Participation rate



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Completion Agenda

- Array of governmental and private organizations promoting this idea
 - Board of Governors
 - California Competes, League of California CC
 - Governor and Legislature
 - White House Summits
 - 24+ organizations (nationally)



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Accountability &/or Collaboration

- Federal
 - Block & specific grants
 - White House College Scorecard
 - Gainful employment rules
 - Performance framework
- Accreditation
 - Standards (2014)
 - Federal regulation monitoring



State Policy, Priorities, Incentives

- Basic Skills Initiative
- Transfer- SB 1440, SB 440
- Repetition rules changes
- Online education initiative
- Inmate education
- Adult education- AB 86 & AB 104 funding
- Student Equity Plan
- System & District Goals and Accountability- SB195
- AB 288 Dual Enrollment



State Policy, Priorities, Incentives

- **Student Success Task Force**
 - Common assessment
 - Educational planning
 - Enrollment priorities
 - BOG enrollment fee waiver progress
 - Student Success & Support Program
 - Professional development program
 - Scorecard



State Policy, Priorities, Incentives

- **Career and Technical Education**
 - SB 70, SB 1070
 - Career Pathways Trust
 - Doing What Matters
 - Apprenticeship funding
 - Task Force on Workforce, Job Creation & a Strong Economy



DWM- Priority Sector Choices Los Angeles Consortium

- Priority Sectors/Clusters
 - Advanced Manufacturing
 - Advanced Transportation & Renewables
 - Health
- Emergent Sectors/Clusters
 - Energy (Efficiency) & Utilities
 - Information & Communications Technologies (ICT)/Digital Media



Dual Enrollment Policy Changes

- College and Career Access Pathways (CCAP)
 - Priority enrollment and registration, high school students *no fees*.
 - Day offerings at a high school, *open only to* high school students.
 - Basic skills math & English can be offered, but only for students who are not at grade level.
 - FTES claimed *IF* student also qualified for full high school apportionment w/o using college course hours.



Adult Education Policy Changes

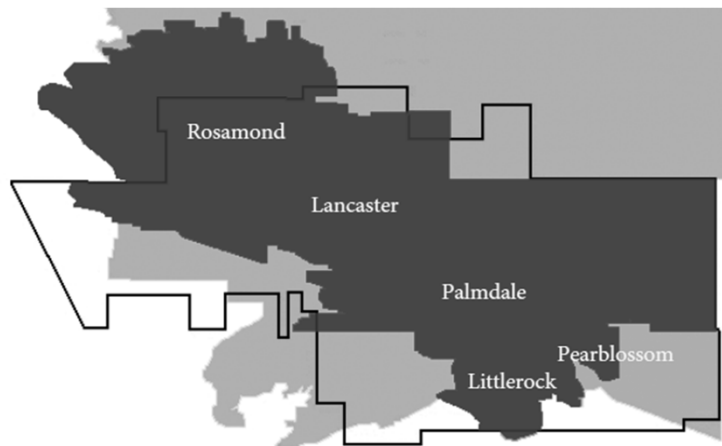
- **AB86-AB104 Block Grant**
 - Regional Consortia (community colleges and adult schools)
 - Address overlaps in curriculum offered, coordinate, & address gaps
 1. Elementary & secondary basic skills (adult basic education)
 2. ESL/citizenship (immigrant populations)
 3. Adults with disabilities
 4. Short-term career and technical education



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AVC District Service Area



Source: AVC 2010 Fact Book



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Two-Year Neighbors

Institution	City	Drive Time*	Miles*
College of the Canyons			
Canyon Country Campus	Santa Clarita	49 min.	42
Cerro Coso College			
East Kern Center			
Edwards AFB	Edwards AFB	47 min.	32
Tehachapi Ed Center	Tehachapi	48 min.	48
*Google Maps, AVC Lancaster campus to these other college locations.			



*estimates from Google Maps

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AVC Effective Service Area?

Category	2010	2011	2012	2013	2014	5-Yr Total
% In District	95%	97%	97%	97%	97%	95%
% Out of District	5%	3%	3%	3%	3%	5%

Source: California Community College Management Information System Data Files



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People Served- Effective Service Area

In Dist	City	Fall Term Unduplicated Headcounts					5-Yr Total	% of Total	Cumulative %	Average	2010 vs. 2014 % Change
		2010	2011	2012	2013	2014					
Y	Lancaster	7,100	7,079	6,876	7,170	7,263	35,488	49.20%	49.2%	7,098	2.30%
Y	Palmdale	5,547	5,372	5,362	5,532	5,617	27,430	38.03%	87.2%	5,486	1.26%
Y	Rosamond	572	516	492	486	515	2,581	3.58%	90.8%	516	-9.97%
Y	Littlerock	390	366	332	342	337	1,767	2.45%	93.3%	353	-13.59%
	California City	149	187	145	147	167	795	1.10%	94.4%	159	12.08%
	Tehachapi	154	154	152	133	136	729	1.01%	95.4%	146	-11.69%
	Mojave	87	90	88	88	76	429	0.59%	96.0%	86	-12.64%
Y	Acton	84	73	70	62	60	349	0.48%	96.5%	70	-28.57%
Y	Lake Hughes	65	53	50	54	42	264	0.37%	96.8%	53	-35.38%
Y	Pearblossom	57	50	44	46	43	240	0.33%	97.2%	48	-24.56%
	Los Angeles	36	46	43	53	43	221	0.31%	97.5%	44	19.44%
	Canyon Country	33	36	34	27	30	160	0.22%	97.7%	32	-9.09%

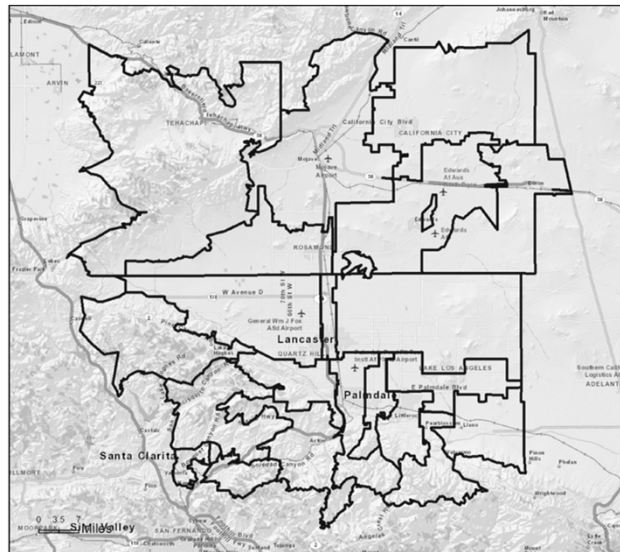
Source: California Community College Management Information System Data Files



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AVC Effective Service Area



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People Served- Palmdale Center

City	In District	Fall 2014 Headcount	% of Total	Cumulative %
Palmdale	Y	1,633	71.72%	71.72%
Lancaster	Y	421	18.49%	90.21%
Littlerock	Y	93	4.08%	94.29%
Rosamond	Y	31	1.36%	95.65%
Acton	Y	10	0.44%	96.09%
Pearblossom	Y	8	0.35%	96.44%
Tehachapi		8	0.35%	96.79%
California City		9	0.40%	97.19%
Others		64	2.81%	100.00%
Total		2,277		



Source: California Community College Management Information System Data Files

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AVC Effective Service Area Selected Characteristics

Variable	2000	2010	2015	2020	2015-2020 Annual Rate	2015-2020 % Change	2010-2020 % Change
Population	440,886	558,614	580,437	602,897	0.76%	3.87%	7.93%
Group Quarters			17,035				
Median Age		32.8	33.2	33.7			
Households	140,002	170,292	175,848	182,263	0.72%	3.65%	7.03%
Average HH Size	3.05	3.17	3.20	3.21			
Median HH Income			\$60,179	\$69,842	3.02%	16.06%	
Per Capital Income			\$24,713	\$27,913		12.95%	

Sources: Environmental Systems Research Institute, Market and Demographic/Income Profiles 2015



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Future AVC Effective Service Area

Area	Extended Population Projection					Annual Rate of Change
	2021	2022	2023	2024	2025	
AVC ESA	607,479	612,096	616,748	621,435	626,158	0.76%

Extrapolated from Environmental Systems Research Institute, Market Profile 2015



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Regional Educational Needs of Adults

Regional Consortia	Poverty	No High School Diploma	Unemploy- ment	ESL (English Language Learners)	Adults with Disabilities	No Citizenship	No Literacy
Antelope Valley	119,412	90,400	47,933	174,895	42,560	60,068	66,718
<i>% of 2010 Population</i>	<i>28.4%</i>	<i>21.5%</i>	<i>11.4%</i>	<i>41.6%</i>	<i>10.1%</i>	<i>14.3%</i>	<i>15.9%</i>

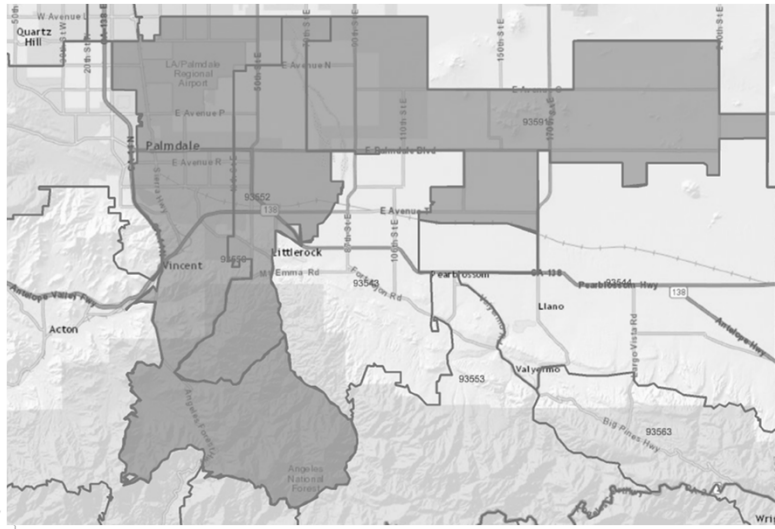
Sources: U.S. Census Bureau American Community Survey and U.S. Department of Education, National Center for Educational Statistics- National Assessment on Adult Literacy; analysis by the AB86 Work Group



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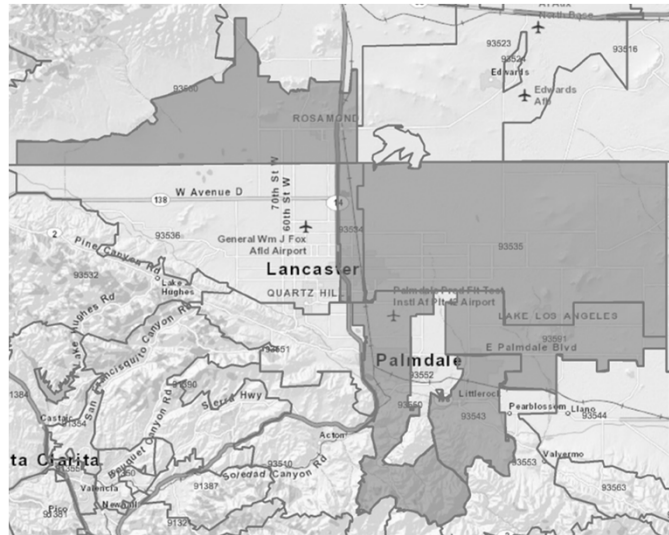
20% + HH Speak English Less Than "Very Well"



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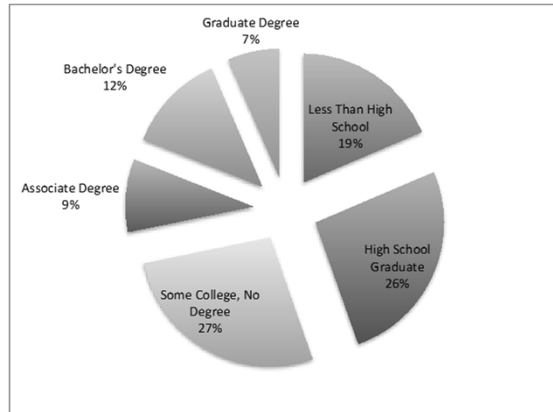
20% + HH Below Federal Poverty Level



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Effective Service Area Educational Attainment 25 yrs. +



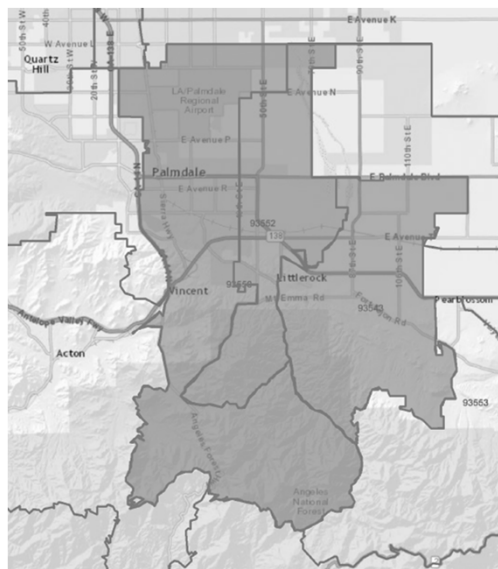
Sources: Environmental Systems Research Institute, Market and Demographic/Income Profiles 2015



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30% + of Adults, Less Than HS Graduate



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Effective Service Area Age Distribution

Age Category	2010	2015	2020	2010 to 2020
				Absolute Change
under 15	23.6%	22.0%	21.8%	-1.8%
Career Choice (15-24)	16.4%	16.3%	14.0%	-2.4%
Career Start (25-34)	12.7%	14.1%	16.2%	3.5%
Career Middle (35-44)	13.7%	12.2%	12.5%	-1.2%
Career Finish (45-64)	25.1%	25.5%	23.9%	-1.2%
Retirement (65+)	8.5%	9.9%	11.5%	3.0%

Sources: Environmental Systems Research Institute, Market and Demographic/Income Profiles 2015



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Effective Service Area Ethnicity Change

Race/Ethnicity	2010	2015	2020	2010 to 2020
				Absolute Change
White	58.5%	57.0%	56.0%	-2.5%
Black	12.5%	12.3%	11.9%	-0.6%
Asian	4.6%	4.9%	5.3%	0.7%
Some Other	18.1%	19.2%	19.9%	1.8%
Two or More	5.1%	5.5%	5.7%	0.6%
Hispanic Origin	39.3%	41.5%	43.8%	4.5%

Sources: Environmental Systems Research Institute, Market and Demographic/Income Profiles 2015



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So What Is AVC To Do?

Given these external environmental trends and facts that provide context.....

What goal should Antelope Valley College Articulate?



Coming Attractions

- Internal Scan

