0STRATEGIC PLANNING & BUDGET COUNCIL AGENDA	WEDNESDAY, SEPTEMBER 2, 2026 2:30 PM – 4:00 PM CH 334

Type Of Meeting: SPBC Meeting
Note Taker: Emily Moulton
Please Review/Bring: Agenda, Minutes, and Supporting Documents

SPBC 2026-2027 PURPOSE & GOALS:

Strategic Priorities
Ensure the College's strategic priorities guide institutional planning and decision-making. Regularly review progress toward the strategic goals and identify opportunities, challenges, and emerging needs that may impact the College's ability to accomplish its mission.

Institutional Planning
Provide oversight and coordination of institutional planning to ensure plans are aligned with the Educational Service Plan, strategic priorities, and College mission. Strengthen connections among planning documents, annual institutional goals, program review, and outcomes assessment, while identifying gaps or areas needing greater coordination.

Resource Allocation
Ensure resource allocation is connected to strategic priorities and institutional planning. Review and prioritize resource requests using established criteria and make recommendations to the Superintendent/President that support student success, institutional effectiveness, and the effective use of College resources.

Strategic Planning and Budget Committee Members:

☐ Shami Brar, VP AS (Co-Chair)

☐ Scott Lee, Faculty Union
☐ Linda Parker, Instructional Resources Faculty
☐ Kevin North, Transfer Faculty
☐ Marissa Latuno, Vocational Faculty
☐ Rod Schilling, Student Services Faculty

☐ Pamela Ford, Classified
☐ Marvin Guzman, Classified
☐ Veronica Sirotzki, Classified
☐ Maria Groth, Classified
☐ Jenell Paul, Classified
☐ Sarah Schneider, CMS

☐ Jason Bowen (Co-Chair) (Proxy: Linda Parker)

☐ Lauren Elan-Helsper, VP PCT (Proxy: Linda Beam)
☐ Kathryn Mitchell, VP AA
☐ Idania Padron, VP SSV
☐ Rashitta Brown-Elize, Acting VP ESA

☐ Noe Flores, Director Facilities Planning & Logistics
☐ Saul Hom, Exec. Director ITS
☐ Dianne Knippel, Exec. Director Foundation
☐ Moamer Qazafi, Exec. Director Marketing and Public Information
☐ Svetlana Deplazes, Interim Dean IERP & Library
☐ Jill Zimmerman, Dean Student Health & Wellness
☐ Leonardo Ayala, Acting Dean of Enrollment
☐ James Nasipak, Director Auxiliary Services

☐ Valeria Pacheco, Student Representative
☐ Shannon Hyman, Student Representative

Guests:
Vacant
Academic Senate: Adjunct Faculty

*Call to go out in Fall to fill membership vacancies and replace those who have not attended a meeting in the last 12 months.

Ex-Officio: Jennifer Zellet (Superintendent/President)

ANTELOPE VALLEY COLLEGE

AGENDA ITEMS	PERSON(S) RESPONSIBLE	ISSUES DISCUSSED / ACTION ITEMS
INFORMATION/DISCUSSION ITEMS:		
I. Opening Comments from Co-Chairs	Shami & Jason	
II. Approval of SPBC Minutes for August 19, 2026.	All	
III. Adopted Budget.	Shami	
IV. Resource Allocation Requests Review.	Shami	
V. Subcommittee Assignments.		
VI. Non-agendized items discussions.	All	
Information Items: Educational Service Plan Strategic Goals Facilities Service Plan		
Upcoming Meetings: October 7, 2026 | CH 334 | 2:30p.m.-4:00pm		

STRATEGIC PLANNING & BUDGET COUNCIL Minutes (Approved at the September 2, 2026 meeting)	WEDNESDAY, AUGUST 19, 2026 2:30 PM – 4:00 PM CH 334

Type Of Meeting: SPBC Meeting
Note Taker: Emily Moulton
Please Review/Bring: Agenda, Minutes, and Supporting Documents

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☐ Noe Flores, Director Facilities Planning & Logistics
☒ Saul Hom, Exec. Director ITS
☒ Dianne Knippel, Exec. Director Foundation
☒ Moamer Qazafi, Exec. Director Marketing and Public Information
☒ Svetlana Deplazes, Interim Dean IERP & Library, Enrollment Management Committee
☒ Jill Zimmerman, Dean Student Health & Wellness
☐ Leo Ayala, Dean Student Support Services

☐ Valeria Pacheco, Student Representative
☐ Shannon Hyman, Student Representative

Guests: None
Vacant
Academic Senate: Adjunct Faculty

*Call to go out in Fall to fill membership vacancies and replace those who have not attended a meeting in the last 12 months.

Ex-Officio: Jennifer Zellet (Superintendent/President)

Agenda Items	Person(s) Responsible	Issues Discussed / Action Items
INFORMATION/DISCUSSION ITEMS:		
I. Opening Comments from Co-Chairs	Shami & Jason	Vice President Shami Brar welcomed members and thanked them for their time and participation. He introduced Dr. Jason Bowen, Academic Senate President, as the new SPBC Co-Chair. Dr. Bowen thanked the committee for the welcome and discussed his vision for strengthening SPBC's role in strategic planning and participatory governance. He emphasized moving beyond resource allocation as the primary focus of SPBC and creating more opportunities for robust, campus-wide discussion regarding institutional priorities and needs. Dr. Bowen discussed re-engaging SPBC subcommittees and having them play a greater role in gathering input from faculty, staff, students, and other campus constituencies. Discussion followed regarding AP 2510, subcommittee membership, participation by non-members, and the distinction between participation and voting. Pamela noted subcommittees were previously comprised of SPBC members as well as others. Dr. Bowen noted that he wants to follow the process. Dr. Jill Zimmerman noted that campus members may participate and provide input while formal recommendations and voting remain with the established SPBC membership. Vice President Brar discussed the opportunity to strengthen both the strategic planning and budget/resource allocation components of SPBC. He emphasized partnering with Institutional Effectiveness, Research and Planning (IERP) to ensure institutional planning receives appropriate attention and that SPBC takes a more active role in identifying the College's long-term needs. Strategic Priorities and Institutional Planning: Consider the College's direction over the next three, five, and ten years and develop recommendations regarding future priorities. Existing planning documents, including the 2024 Educational Master Plan and 2025 Facilities Master Plan, were referenced. The need for a Technology Plan was also discussed. AVC SERVES: Incorporate AVC SERVES into institutional planning and consider how its goals are reflected throughout the College. Resource Allocation: Review and complete outstanding resource allocation requests from prior year. Members were asked to review the requests but not begin scoring until a discussion at the next meeting. Accreditation: The committee discussed upcoming accreditation work, including the October 2027 Midterm Report. The need to establish a timeline and identify a faculty co-chair was noted, with work expected to begin this semester.

			The Co-Chairs emphasized focusing SPBC's work in these areas to strengthen the committee's impact and establish a clearer direction moving forward.
II.	Approval of SPBC Minutes for Meetings on May 27, 2026.	All	The minutes were presented with no changes. The minutes were approved as presented.
III.	Budget.	Shami	Vice President Brar provided an overview of the State and District budget development processes. He explained that the State fiscal year begins July 1 and reviewed the annual budget cycle, including the Governor’s proposed budget, May Revision, enacted State budget, and subsequent trailer bills. State revenue projections, COLA, potential reductions, and enrollment growth funding help inform District budget planning and operational decisions. AVC is significantly dependent on State funding, and economic downturns can result in funding challenges, including potential deferrals. Vice President Brar reviewed AVC’s budget development timeline. During April and May, Fiscal Services meets with departments and budget managers to review budgets, ongoing expenses, payroll, contracts, and other anticipated costs. These meetings also provide an opportunity to identify and account for expenses that may not occur annually. The tentative budget is developed and presented to the Board in June. Following the close of the fiscal year in July and August, the District prepares the final budget for September. Vice President Brar noted that the District operates within established financial reporting and budget adoption requirements and must meet required State deadlines. Pamela Ford asked about the District’s reserve level and audit. Vice President Brar explained that a State review examined reserve levels at selected California community college districts, including historical years beginning around 2019. He noted that districts have flexibility in how reserves are reported, making direct comparisons between institutions difficult. Discussion included the need for greater consistency in how community college reserves are defined and reported. Vice President Brar stated that AVC is in a strong financial position and discussed the importance of maintaining an adequate reserve while also strategically utilizing available resources. The District’s minimum reserve is 17%, which would provide roughly two months of operating capacity in the event of State funding deferrals. He indicated that a reserve in the mid-30% range would provide additional protection while allowing the District to strategically reduce its current reserve level.

		The committee discussed factors that contributed to the growth of the unrestricted reserve. These included the use of restricted and one-time COVID-related funding before unrestricted resources, enrollment changes, and savings resulting from vacant positions. Discussion also focused on the relationship between enrollment, FTES, and District operating costs. Vice President Brar explained that new academic programs are evaluated based on their costs and the FTES they are expected to generate. While increased FTES generates additional revenue, the District must consider both fixed operating costs and variable instructional costs associated with enrollment growth. The committee discussed the value of reviewing a longer-term comparison of FTES, enrollment, and fixed costs to better understand financial trends and support future planning. Vice President Brar also noted anticipated revisions related to reserve reporting to provide greater consistency among California community college districts.
IV. Resource Requests Review.	Shami	Members were asked to review the submitted resource requests. Scoring is not yet open and will begin following further discussion.
V. Subcommittees.		The committee reviewed AP 2510 and the AVCCD Governance Councils and Committees structure as it relates to SPBC and its subcommittees. It was noted that proposed governance changes would move through the College Coordinating Council (CCC). Discussion focused on the language describing SPBC's function, which provides for SPBC members to be assigned to subgroups and subcommittees in support of the Educational Master Plan. Members discussed how this language should be interpreted and whether participation on SPBC subcommittees could be expanded to include other members of the campus community. Scott Lee shared his interpretation that SPBC members would serve on the subcommittees but that participation would not necessarily be limited to SPBC members. The committee discussed whether additional guidance is provided within Appendix I and how subcommittee membership has historically been established. Dr. Bowen emphasized the importance of following the established governance process while ensuring the structure supports the work SPBC is expected to accomplish. Discussion included how members would be selected, how campus participation could be encouraged, and the distinction

		between subcommittee participation and SPBC's formal recommendation-making role. A potential structure was discussed in which subcommittees could solicit participation from interested campus members and include individuals with relevant expertise or interest. Subcommittees would conduct their work and bring recommendations back to SPBC for consideration. SPBC would retain responsibility for voting on and forwarding formal recommendations. The committee also discussed allowing SPBC members to participate in subcommittees aligned with their areas of interest and expertise. At the next SPBC meeting, members will identify and assign themselves to subcommittees. Pamela Ford referenced the committee membership form and noted that it may provide additional clarification regarding the structure and membership of SPBC subcommittees. The membership form also provides an opportunity for committees to establish their goals for the year. The was also discussion about an annual report documenting progress and accomplishments.
VI. Non-agendized items discussions.	All	Pamela Ford asked about the SPBC meeting schedule. Vice President Brar noted that the committee had previously agreed to meet on the first and third Wednesday of each month; however, the Co-Chairs are considering meeting once per month for the time being. Svetlana discussed the need to review and update the College mission statement. She noted that updating the mission has been discussed for several years, but no changes have been made. The need to address the mission statement as part of SPBC's institutional planning work was noted.

Information Items:
Educational Service Plan
Strategic Goals
Facilities Service Plan

Upcoming Meetings:

September 2, 2026 | CH 334 | 2:30p.m.-4:00pm