

"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, May 15, 2019 Library – L201

2:30pm – 4:00pm

**Type of Meeting**: Regular **Note Taker**: Jerene Kelly

**Please Review/Bring**: Agenda, Minutes and Supporting Documents

#### **Committee Members**:

Co-Chair: Meeta Goel (Dean, IERP/Library)

Co-Chair: Van Rider (AS: President)
Joe Baumann (Director, IR)

Joe Baumann (Director, IK)

Rodney Schilling (AS: Transfer Faculty)

Wendy Dumas (CMS)

Desiree Lee (Classified Union)

Rosa Fuller (AS: Student Services Faculty) Doug Jensen (Exec. Director, Facilities) Angela Koritsoglou (Enrollment Mgmt)

Dean LoNigro (ITS)

Rashitta Brown-Elize (Director, EOPS)

Jim Landreth (Classified)

Laureano Flores (Dean: Academic Affairs)

Nate Dillon (Faculty Union)

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	Issues Discussed/Action
I. Approval of Minutes: (March 6, 2019)	All	
II. Opening comments from the Co-Chairs	Meeta & Van	
III. Institution Set Standards	Meeta	
IV. AVC Local Goals	Meeta	
V. Program Discontinuance (Clothing & Textiles, Interior Designs)	Joe, Van & Meeta	
VI. SPC 2018-2019 Annual Report	Meeta	
VII. Spring 2019 Environmental Scan		
NEXT MEETING DATE:	March 6, 2019	





# SPC MEETING Dates (July 5, 2018 – June 5, 2019) SSV-151 @ 2:30 – 4:00pm 2017– 2018 SPC Meetings (1st Wednesday/Monthly)

<del>July 5, 2018</del>	November 7, 2018 (Joint SPC & BC)	March 6, 2019
August 8, 2018	<del>December 5, 2018</del>	April 17, 2019 Rescheduled April 24, 2019 (Joint SPC&BC)
September 5, 2018	<del>January 2, 2019</del>	May 1, 2019 Rescheduled May 15, 2019
October 3, 2018	February 6, 2019	June 5, 2019



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### **Strategic Planning Committee Minutes**

Wednesday, March 6, 2019

**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)

Ammy Martinez (Student-ASO)

Co-Chair: Meeta Goel (Dean, IERP/Library)

Laureano Flores (Dean: Academic Affairs)

Joe Baumann (Director, IERP)

Connie Martinez (ASO)

Nate Dillon (Faculty Union)

Suzanne Olson (Classified: Academic Affairs)

Rodney Schilling (AS: Transfer Faculty)

Lenell Paul (Classified Student Services)

Rodney Schilling (AS: Transfer Faculty)

Wendy Dumas (CMS)

LaDonna Trimble (Dean, Student Services)

Lamas Nacinal (Trans Piratter or Parime a Place)

Kim Fite (Classified Union)

Rosa Fuller (AS: Student Services Faculty)

James Nasipak (Exec. Director or Designee BUS)

Ex-Officios:

Doug Jensen (Exec. Director, Facilities)

Ed Knudson (Superintendent/President)

Angela Koritsoglou (Enrollment Mgmt)

Dean LoNigro (ITS)

Rashitta Brown-Elize (Director, EOPS)

Mark Bryant (VP, Human Res.)

Erin Vines (VP, Student Services)

Elizabeth Diachun (Exec. Dir. MKTG)

Items	Person	Issues Discussed/Action
I. Approval of Minutes: (February 6, 2019)	All	Minutes approved as presented.
II. Opening comments from the Co-Chairs	Meeta & Van	Meeta asked everyone to review the SPC purpose. She stated she has to draft AP3250 about Institutional Planning. She thought that there was some discussion about it but can't find anything that went to Board, so she is going to start from scratch and describe the planning process. Dean offered to search for documentation regarding AP3250.
III. AVC Planning Calendar	Meeta	Meeta distributed a copy of the AVC Planning Calendar 2018-2020. The committee reviewed and discussed the activities on the calendar.
IV. Program Reviews	Meeta	Meeta stated that the Program Reviews are due at on March 31, 2019. Stacey Adams is in the process of scheduling some workshops on March 12th at 2:00-3:00 in BE 324. Meeta and Svetlana will be presenting. She shared that there's a new template for the Program Reviews, and you can also access the link to review the data and the new template.  https://www.avc.edu/administration/organizatins/senante/programreview



V. ILOs	Joe, Van & Meeta	Joe gave an update on the ILOs. He stated that at the March 6, 2019 SPC meeting it was agreed to propose to the Outcomes Committee an update to AVC ILOs to include an explicit component of information literacy (new element in italics below):  Creative, Critical, and Analytical Thinking  • Uses intellectual curiosity, judgment and analytical decision-making in the acquisition, integration and application of knowledge and skills.  • Solves problems utilizing technology, quantitative and qualitative information and mathematical concepts.  • Demonstrates information literacy by locating, evaluating, and ethically using information from diverse sources, employing proper citation formats  The proposed update to Antelope Valley College ILOs only affects the Creative, Critical, and Analytical Thinking ILO. The other three ILOs would remain the same. The committee further discussed the process of ILOs.
VI. CCCCO Vision for Success Goals/Metrics & AVC Goals	Meeta	Meeta discussed with the group CCCCO Vision for Success Goals and Core Commitments and the Student Equity Plan that includes SEA Funding/Program, AB705, Strong Workforce, Guided Pathways, and New funding formula. The committee also reviewed and discussed the AVC 2018-2021 strategic plan and EMP Goals.
VII. Strategic Planning Template	Meeta	Meeta shared and discussed with the committee the revised Strategic Planning Template. She asked everyone to take the information back to their areas.
NEXT MEETING DATE:	March 6, 2019	



#### SPC MEETING Dates (July 5, 2018 – June 5, 2019) SSV-151 @ 2:30 – 4:00pm

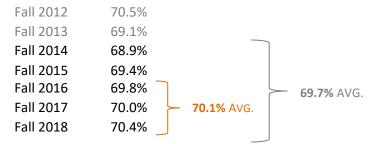
#### 2017–2018 SPC Meetings (1st Wednesday/Monthly)

July 5, 2018	November 7, 2018 (Joint SPC & BC)	March 6, 2019
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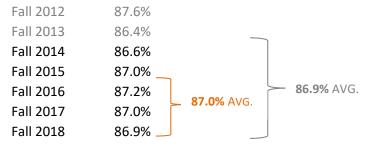
2018-2019

**Completion**: Number of students who receive a successful grade (A, B, C, or P) over the number of students enrolled at census.



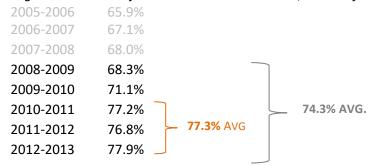
Institutional Standard: 69.7%

**Retention**: Number of students remaining in the course after the no-penalty drop date divided by the number of students enrolled at census.



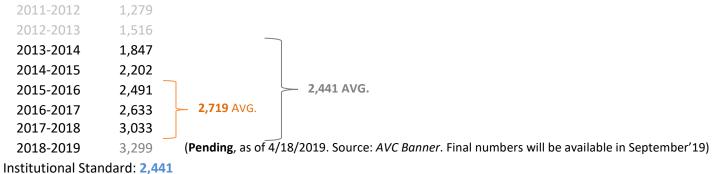
Institutional Standard: 86.9%

**Persistence**: AVC Student Success Scorecard, cohort based, percentage of degree, certificate and/or transfer seeing who enrolled in first three consecutive terms, tracked for 6 years.

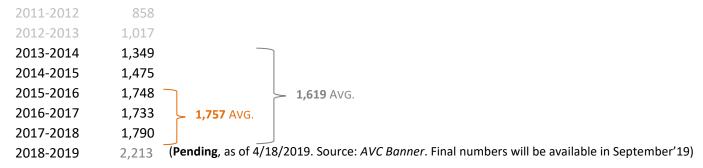


Institutional Standard: 74.3%

Degree and Certificates awarded:

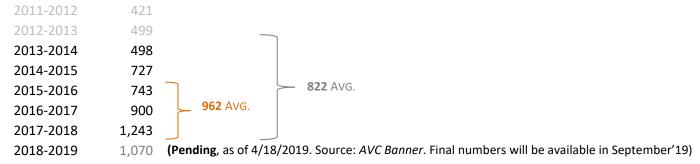


#### Degrees awarded:



#### Institutional Standard: 1,619

#### Certificates awarded:



#### Institutional Standard: 822

Data source: CCCCO's Data Mart

#### Bachelor's Degrees

2018-2019 10 (Pending)

### AVC LOCAL GOALS RELATED TO CCCCO VISION FOR SUCCESS GOALS & COLLEGE INDICATORS OF SUCCESS, MAY 2019

	INDICATOR OF SUCCESS*	GOAL STATUS
CCCCO-Vision for Success Goals**		
prepare them for an in- demand job.  AVC Strategic Plan Goal 1: Commitment to strengthening institutional effectiveness measures and practices. ***  Some Key Initiatives — eLumen implementation; Categorical Programs; Transfer Center; Career Center; Counseling Department; Counselors Embedded in Academic Divisions; High School AV Bridge Counselors; First Year Experience (FYE)  AVC Strategic Plan Goal 2: Increase efficient and effective use of resources: Technology, Facilities, Human Resources, and Business Services. ***  Some Key Initiatives — eLumen-Tech; Edunav-Tech; CalWorks Technical Analyst; Counseling Technical Analyst  AVC Strategic Plan Goal 3: Focus on proven instructional strategies that will foster transferrable intellectual skills.  Some Key Initiatives — Human Development Classes; AB 288 Program-HS students in college-level courses; Expand course scheduling to better meet student needs  AVC Strategic Plan Goal 4: Advance more students to college-level coursework. Develop and implement effective placement tools. ***.  Some Key Initiatives — AB705; Guided Pathways; Categorical Programs and Peer Tutorial Services  AVC Strategic Plan Goal 5: Align instructional programs to the skills identified by the labor market	AVC will increase the total number of completed associate degrees from 1,363 in 2016-17 to 1,636 in 2021-22, an increase of 20%.  AVC will increase the number of completed CCCCO-approved certificates from 795 in 2016-17 to 954 in 2021-22, an increase of 20%.  AVC will increase the number of students who acquire associate degrees, credentials, certificates, or specific job oriented-skill sets from 1,352 in 2016-17 to 1,622 in 2021-22, an increase of 20%.	
AVC Strategic Plan Goal 1: Commitment to strengthening institutional effectiveness measures and practices. ***  Some Key Initiatives — Categorical Programs; Transfer Center; Counseling Department  AVC Strategic Plan Goal 2: Increase efficient and effective use of resources: Technology, Facilities, Human Resources, and Business Services. ***  Some Key Initiatives — Edunav-Tech; AIM System — OSD Program Student Access — STAR program  AVC Strategic Plan Goal 3: Focus on proven instructional strategies that will foster transferrable intellectual skills.  Some Key Initiatives — AB705: Guided Pathways: AB 288 Program-HS students in college-level courses: Expand course scheduling to better meet student needs	AVC will increase the number of completed ADT degrees from 410 in 2016-17 to 492 in 2021-22, an increase of 20%.  AVC will increase the number of transfers to UC/CSU from 648 in 2016-17 to 875 in 2021-22, an increase of 35%.	

3)	Over five years, decrease the average number of units accumulated by CCC students earning associate's degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units-the average among the quintile of colleges showing the strongest performance on this measure.  AVC Strategic Plan Goal 1: Commitment to strengthening institutional effectiveness measures and practices. ***  Some Key Initiatives — Categorical Programs; Counseling Department  AVC Strategic Plan Goal 2: Increase efficient and effective use of resources: Technology, Facilities, Human Resources, and Business Services. ***  Some Key Initiatives — Edunav-Tech  AVC Strategic Plan Goal 4: Advance more students to college-level coursework. Develop and implement effective placement tools. ***.  Some Key Initiatives — Edunav-Tech	AVC will decrease the average units earned per completed associate degree from 93 in 2016-17 to 79 by 2021-22.
4)	Over five years, increase the percent of existing CTE students who report being employed in their field of study, from the most recent statewide average of 60% to an improved rate of 69%-the average among the quintile of colleges showing the strongest performance on this measure and ensure the median earning gains of the existing students are at least twice the statewide consumer price index.  AVC Strategic Plan Goal 1: Commitment to strengthening institutional effectiveness measures and practices. ***  Some Key Initiatives – CalWORKs Program  AVC Strategic Plan Goal 5: Align instructional programs to the skills identified by the labor market.  Some Key Initiatives – Strong Workforce (All Divisions); STEM Grant; CalWORKs Program; New programs e.g. Alcohol & Other Drug Studies; Program Discontinuance based on workforce needs; Program expansion e.g. Child & Family Education	AVC will increase median annual earnings of exiting students from \$22,170 per year in 2016-17 to \$23,279 per year in 2021-22, an increase of 5%.  AVC will increase the number of exiting students earning a living wage from 1,056 in 2016-17 to 1,267 in 2021-22, an increase of 20%.  AVC will increase the percent of exiting CTE students who report being employed in their field of study from 79% in 2015-16 to 80% in 2021-22, an increase of 1%.
5)	Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40% within five years and fully closing those achievement gaps for good within 10 years.  AVC Strategic Plan Goal 1: Commitment to strengthening institutional effectiveness measures and practices. ***  Some Key Initiatives – Student Equity-SEA, Counselors Embedded within academic divisions; Categorical Programs; FYE  AVC Strategic Plan Goal 5: Align instructional programs to the skills identified by the labor market.  Some Key Initiatives – STEM Grant; Strong Workforce (All Divisions); STEM Grant; CalWORKs Program; New programs e.g. Alcohol & Other Drug Studies; Program Discontinuance based on workforce needs	AVC will increase the total number of completed associate degrees from 1,363 in 2016-17 to 1,636 in 2021-22, an increase of 20%.  In addition, among Black or African American students, the number of completed associate degrees will increase from 165 in 2016-17 to 265 in 2021-22, an increase of 60%.  In addition, among Native Hawaiian or Other Pacific Islander students, the number of completed associate degrees will increase from 0 in 2016-17 to 3 in 2021-22.  In addition, among Black or Foster Youth students, the number of completed associate degrees will increase from 52 in 2016-17 to 79 in 2021-22, an increase of 52%.  In addition, among LGBT students, the number of completed associate degrees will increase from 16

in 2016-17 to 29 in 2021-22, an increase of 81%.

AVC will increase the number of completed CCCCOapproved certificates from 795 in 2016-17 to 954 in 2021-22, an increase of 20%.

In addition, among Black or African American students, the number of completed CCCCO-approved certificates will increase from 90 in 2016-17 to 154 in 2021-22, an increase of 71%.

In addition, among Asian students, the number of completed CCCCO-approved certificates will increase from 7 in 2016-17 to 15 in 2021-22, an increase of 114%.

In addition, among Native Hawaiian or Other Pacific Islander students, the number of completed CCCCO-approved certificates will increase from 0 in 2016-17 to 1 in 2021-22.

In addition, among Foster Youth students, the number of completed CCCCO-approved certificates will increase from 35 in 2016-17 to 46 in 2021-22, an increase of 31%.

In addition, among LGBT students, the number of completed CCCCO-approved certificates will increase from 11 in 2016-17 to 17 in 2021-22, an increase of 55%.

AVC will increase the number of completed ADT degrees from 410 in 2016-17 to 492 in 2021-22, an increase of 20%.

In addition, among Asian students, the number of completed ADT degrees will increase from 5 in 2016-17 to 8 in 2021-22, an increase of 60%.

In addition, among Black or African American students, the number of completed ADT degrees will increase from 46 in 2016-17 to 80 in 2021-22, an increase of 74%.

In addition, among Native Hawaiian or Other Pacific Islander students, the number of completed ADT degrees will increase from 0 in 2016-17 to 1 in

	T
	2021-22.
	In addition, among Foster Youth students, the
	number of completed ADT degrees will increase
	from 16 in 2016-17 to 24 in 2021-22, an increase of
	50%.
	In addition, among LGBT students, the number of
	completed ADT degrees will increase from 6 in
	2016-17 to 9 in 2021-22, an increase of 50%.
	AVC will increase the number of transfers to
	UC/CSU from 648 in 2016-17 to 875 in 2021-22, an
	increase of 35%.
	In addition, among Black or African American
	students, the number of transfers to UC/CSU will
	increase from 61 in 2016-17 to 104 in 2021-22, an
	increase of 70%.
	In addition, among Native Hawaiian or Other
	Pacific Islander students, the number of transfers
	to UC/CSU will increase from 0 in 2016-17 to 1 in
	2021-22.
	In addition, among Veteran students, the number
	of transfers to UC/CSU will increase from 15 in
	2016-17 to 20 in 2021-22, an increase of 33%.
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6) Reduce regional achievement gaps across all of the above measures through faster improvements among colleges located in regions with the lowest	TBD
educational attainment of adults, with the ultimate goal of closing regional achievement gaps for good within 10 years.	
AVC Strategic Plan Goal 1: Commitment to strengthening institutional effectiveness measures and practices. ***	
Some Key Initiatives – Counselors Embedded within academic divisions; Categorical Programs	
*Source: CCC Student Success Metrics Dashboard, https://www.calpassplus.org/l.aunchBoard/Student-Success-Metrics.aspy. Student Equity & Achievement (SEA): http://bit.lv/SEA_AVC_Institutional Set Standard	(195) 1115 - 12 - 1 **2 5 ::: 6 .0000015: 6 .5

<sup>\*</sup>Source: CCC Student Success Metrics Dashboard, <a href="http://bit.ly/SEA\_AVC">http:://bit.ly/SEA\_AVC</a>. Institutional Set Standards (ISS); AVC Fact Book.</a>
\*\*Definitions for CCCCO Vision for Success Goals: Number of students who attained the Vision Goal Completion Definition: Students who earned a Chancellor's Office approved credit certificate, or an associate degree, or a community college bachelor's degree, among students enrolled in the current or any prior year; -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 and had taken at least 60 units at any college: Total credits earned (course completed successfully) for students who earned an associate degree in the selected or subsequent year and completed at least 60 credits in the California community college system; -Proportion of CTEOS respondents who reported working in a job very closely or closely related to their field of study: students who 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); or 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 for each year of the subsequent year; or 3) completed at least for each year of the subsequent year of the subsequent year; or 3) completed at least for each year of the subsequent year of the subsequent year; or 3) completed at least for each year of the year of the subsequent year; or 3) completed at least for each year of the year of the year of the year of year of

### Strategic Planning Committee

Chairs/Co-Chairs: Dr. Meeta Goel & Mr. Van Rider

	Annual Report			
	2018/2019			
<b>List Committe</b>	ee Goals for 2018/19			
l.	Align AVC Strategic Plan/EMP Goals by mapping AVC's goals to the CCCCO Vision for Success Goals.			
II.	During 2019-20, monitor the college's progress on Vision for Success, Student Equity & Achievement (SEA), and Institutional Set Standards (ISS), metrics.			
III.	Continued improvement of integrated planning and budgeting processes during 2019-20, in collaboration with the Budget Committee at joint meetings, as well as with the program review committee.			
IV.	IV. Ensuring greater college-wide involvement in planning during 2019-20.			
Describe acco	Describe accomplishments made to meet your committee goals:			
I.	Goal I was first addressed at SPC following the fall 2018 All College Planning Retreat led by SPC members and has been accomplished as of May, 2019. The CCCCO's requirements for this alignment of local goals/metrics with the Vision for Success goals/metrics have been incorporated.			
II.	Baseline data have been provided and targets have been set for each goal and standard. Over the next year, SPC will monitor the college's progress on the Vision for Success, SEA, and ISS metrics.			
III.	Although the college has been improving each year with respect to its integrated planning, budgeting, and program review-related processes, continued efforts are needed during 2019-20 to create a more engaged college culture around these strategic activities.			
IV.	The type of engagement with planning-related processes apparent at All College Planning Retreats needs to be more prevalent throughout the coming year(s).			

#### What did your committee accomplish to further the College Mission?

**Mission**: Antelope Valley College, a public institution of higher education, provides a quality, comprehensive education to a diverse population of learners. We are committed to student success offering value and opportunity, in service to our community.

**Accomplishments:** AVC's strategic plan/Ed Master Plan goals that SPC has oversight for are in support of the College Mission. The work of SPC during 2018-19 reflects how these local goals have been aligned with the CCCCO Vision for Success goals, along with accompanying metrics for evaluating the college's progress on these goals during 2019-20.

#### What did your committee accomplish to further the 2018/19 College Goals?

Goal 1: Commitment to strengthening Institutional Effectiveness measures and practices

**Accomplishments:** The work of SPC during 2018-19 reflects how these local goals have been aligned with the CCCCO Vision for Success goals, along with accompanying metrics for evaluating the college's progress on these goals during 2019-20.

#### Goal 2: Increase efficient and effective use of all resources

**Accomplishments:** Unlike the Academic and Student Services initiatives referenced in the Local Goals-Vision for Success alignment document, although not specifically delineated, the college's Human Resources, Facilities, Information Technology, Business Services, Marketing, Institutional Effectiveness, Research, Planning & Library Services, and Foundation each play pivotal roles with supporting academic and student support programs and services on a daily basis and in the most resource efficient and effective manner.

**Goal 3:** Focus on utilizing proven instructional strategies that will foster transferrable intellectual skills. *Accomplishments:* Key initiatives listed in the Local Goals-Vision for Success alignment document support furthering Goal 3 of the strategic plan.

#### What issues do you foresee your committee working through in the upcoming year?

Greater involvement and engagement, along with college-wide support, is still needed for SPC and this will be addressed via Committee Goal IV during 2019-20, as well as Goal III.

#### Recommendations for change in membership or function:

SPC continues to have vacancies for member positions, which affects that greater involvement with planning.