



ANTELOPE VALLEY COLLEGE
STRATEGIC PLANNING & BUDGET COUNCIL (SPBC) AGENDA
May 15, 2013
2:30 p.m. – SSV 151

To conform to the open meeting act, the public may attend open sessions

1. **CALL TO ORDER AND ROLL CALL**
2. **OPENING COMMENTS FROM THE CO-CHAIRS**
3. **OPEN COMMENTS FROM THE PUBLIC**
4. **APPROVAL OF MINUTES**
 - a. **April 24, 2013 (attachment)**
5. **REPORTS**
 - a. **Human Resources Sub-Group – Dr. Vicki Nicholson**
 - b. **Facilities Sub-Group – Mr. Doug Jensen**
 - c. **Communications Sub-Group – Mr. Steve Standerfer**
 - d. **Educational Master Plan – Dr. Karen Cowell**
6. **ACTION ITEM**
 - a. **GASB Funding Recommendation (attachment) – Ms. Mazie Brewington**
7. **DISCUSSION ITEM**
 - a. **Evaluate SPBC Process and Form Routing – Ms. Maria Clinton**
 - b. **Integrated Assessment, Planning & Budget Information Flow Chart (attachment) – Dr. Karen Cowell**
 - c. **Institutional Effectiveness Subgroup (attachment) – Ms. Maria Clinton**
8. **INFORMATIONAL ITEM**

None
9. **SPBC ADMINISTRATIVE BUSINESS**
 - a. **Summer SPBC Meetings**
 - **Summer meeting dates: June 19, 2013 and July 17, 2013**
9. **OPEN FORUM**
10. **ADJOURNMENT**

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ANTELOPE VALLEY COLLEGE
STRATEGIC PLANNING & BUDGET COUNCIL (SPBC)
MEETING MINUTES
May 15, 2013
2:30 p.m. – SSV 151

1. CALL TO ORDER AND ROLL CALL

Dr. Karen Cowell, Co-Chair, called the May 15, 2013 Strategic Planning & Budget Council (SPBC) meeting to order at 2:36 p.m.

2. OPENING COMMENTS FROM THE CO-CHAIR

Dr. Karen Cowell reported a request to amend the agenda to include a Budget Update from Ms. Mazie L. Brewington, Vice President of Administrative Services (attachment) as an Informational Item (8c). The consensus was to amend the agenda accordingly.

3. OPEN COMMENTS FROM THE PUBLIC

- None

4. APPROVAL OF MINUTES

a. April 24, 2013 (attachment)

A motion was made and seconded to approve the April 24, 2013 SPBC meeting minutes. Motion carried.

5. REPORTS

a. Human Resources Sub-Group – V. Nicholson

None.

b. Facilities Sub-Group – D. Jensen

None.

c. Communications Sub-Group – S. Standerfer

None.

d. Educational Master Plan – K. Cowell

Dr. Karen Cowell noted the subgroup met for a third time, and that work is moving forward. She stated the group has examined more than 50% of the assessment sheet forms and have developed themes that have been developed into goals for the campus. Members are discussing ideas until more specific goals and objectives are determined. The following themes to be addressed as goals include:

- Student Success
- Career Technical Education
- Transfer
- Basic Skills/ESL
- Campus Resources
- Community Outreach

There will be over-arching goals for these areas and objectives based on SLO Action Plans, Program Review and other data sources. Dr. Cowell and Maria Clinton have discussed how to move forward after goals and objects are written and the Master Plan is complete. Goals outlined in 2010 Master Plan were not supported by formal documentation of progress toward the goals. The Master

Plan subgroup put together goals as best they could that will be documented in the current Educational Master Plan as a starting point.

Dr. Cowell expressed her appreciation to Mr. Aeron Zentner, who did a thorough job in the internal and external scans for the campus. His findings are ready for editing, and Dr. Cowell can move forward with writing as soon as the committee finishes its work. The subgroup meets again May 31, 2013, at 1:00 pm in HS-111. Dr. Cowell encouraged anyone interested in reviewing agendas or minutes to the Educational Master Plan website:

<http://www.avc.edu/administration/research/EdMasterPlan.html>.

Ms. Clinton explained the goals and objectives evolve as a work-in-progress as plans come forward and are moved to areas for a best fit. In looking at plans, looking to see how everything fits together and to determine what drives the planning process. To address and create plans, SPBC will be instrumental in determining how we integrate pieces of what different areas are doing to create the Educational Master Plan into the other planning we are doing. She explained that with the Educational Master Plan and the driving force with the flow chart – how do pieces go together? She noted the council needs to look at the process, and cited the challenges of a large leadership turnover. Ms. Clinton noted that recommendations from the consultant are forthcoming and should help identify the gaps. She questioned whether gaps need to be filled because of the leadership aspect, or with a determination of how the processes are feeding into one another. Ms. Clinton explained the necessity for a clear picture, in order to prepare for Accreditation.

Dr. Cowell identified one gap: Once objectives in the last plan were developed, no one was assigned to monitor progression. The subgroup disbanded and SPBC as the planning group had not assigned responsibility for certain objectives. SPBC will be addressing this gap in the future.

Ms. Patricia Marquez noted that Dr. Cowell's explanation of integration and how SLO data feed into the Educational Master Plan, speaks directly to Recommendation 1a., as the narrative addresses the recommendation. She noted the report depicts a picture coming out of the plan, but the cycle requires completion, depicting an arrow going back into the Educational Master Plan. Ms. Marquez explained the arrow needs to go back and forth, to explain how Program Review data is feeding into the assessment.

Dr. Cowell discussed the epiphany for members to visualize the impacts of their work with SLOs, PLOs and Action Plans. Dr. Cowell noted the goals and objectives will be communicated in a report via email to the campus the third week of June 2013, and is expected to go before the Board in August 2013. Feedback will be requested.

6. ACTION ITEMS

a. GASB Funding Recommendation (attachment) – Ms. Mazie Brewington

Diana Keelen reported we are using the SERP funding in the amount of \$387,311 that was completed in 2012-2013, to set aside in 2013-2014 in order to fund the retiree health liability of the district. Currently the district uses the pay-as-you-go method of funding the current year liability; however, this does not address the long-term effects of funding the retiree health liability. Members reviewed a handout that is the follow-up report to Accreditation Recommendation #4, which addresses starting to fund the liability through the Joint Powers Association (JPA) with the Community College League of California (CCLC) on July 1, 2013. This amount is expected to be set aside each year after that.

Concern was expressed by a few members of Council that the item did not go through the planning process; however, members were reassured that this dialogue has been going on for over a year and that in order to resolve the Accreditation Recommendation #4, funding the liability is needed. *A motion was made and seconded to fund the liability in the amount of \$387.311 effective July 1, 2013. Motion carried with three (3) abstentions.*

7. DISCUSSION ITEMS

a. Evaluate SPBC Process and Form Routing – Ms. Maria Clinton

Ms. Clinton noted that the evaluation of the SPBC Process and form routing goes hand-in-hand with Item 7c, in looking at the Educational Master Plan. She stated she is awaiting results from consultant Matthew Lee, to evaluate the gaps within the SPBC process and routing of forms, charging inconsistencies with different parties who fill various seats. Ms. Clinton clarified the necessity to formalize a process, asking what SPBC is doing to evaluate processes as Council drives the planning of the institution. She questioned if SPBC is the group that needs to set the process in place, or if another group should.

Members suggested and discussed the possibility of a retreat. It was suggested that the Institutional Research office take responsibility, noting no one can do so in that capacity at this time.

Ms. Mazie Brewington explained the consulting is still working on his analysis that is expected soon, but that the district is holding him up because he is waiting for information.

Members questioned where the data is and as a planning team, what data should be brought forth as requests: Program Review, SLOs, etc. Ms. Clinton explained the necessity for clear, transparent, fair processes, noting that when allowances are made for certain areas, everyone has an excuse. Ms. Bridgett Razo recommended agility be built into the process, and to address student and faculty needs in a transparent way.

Ms. Sherrie Padilla suggested a retreat take place, as a process cannot be built in 15 minutes of discussion. She suggested an annual event, addressing, establishing and re-evaluating processes. It was suggested the retreat take place at the start of next year, and for members to consider possible agenda items.

Ms. Patricia Marquez addressed the integrated planning budget process and the evaluation of SPBC's effectiveness thus far. She explained that each subgroup and subcommittee of Budget and Finance are to set goals for each year, and then communicate those as they become part of the annual report - citing this as the report card in the self-study. Ms. Marquez explained this as an annual part of closing that loop in assessment of how well we do.

Dr. Lee Grishman stated the leadership of SPBC needs to initiate a discussion to take place at a retreat, stating not to wait to take action. Dr. Grishman suggested that a subgroup attend the retreat. Members suggested a formal agenda and that attendees come prepared, and that chairs of subgroups be included.

Ms. Marquez indicated that if the consensus of the body is for a retreat, that a doodle poll be conducted to determine the best date and time.

Ms. Mazie Brewington suggested inviting subcommittees and to address priorities, values, principles and funding. She suggested using all to make recommendations about how to integrate planning – thereby halting Budget and SPBC from making a decision that stops the institution. Ms. Brewington addressed the issue of the routing of forms, explaining that although simplistic, staff has lost the process.

Ms. Razo reiterated the necessity for a retreat, suggesting all SPBC members attend and not just subcommittees. She explained her responsibility for the communications committee, but the

problem that when Mr. Steven Standerfer calls for a meeting, no one responds. She charged the need for accountability in the process, with an understanding that all have been without staffing and the budget needed.

Dr. Karen Cowell stated she will wait for the report by Dr. Lee, and will make a decision about an upcoming retreat. She explained her decision will be based on Dr. Lee's report and when he conducts his training – possibly incorporating all or separating them, one before the other.

b. Integrated Assessment, Planning & Budget Information Flow Chart (attachment) – Dr. Karen Cowell

Dr. Karen Cowell discussed the Integrated Assessment Planning and Budget Information Flow Chart, referencing a document created by the Accreditation Co-Chair Committee, dated April 5, 2012. A second document dated May 9, 2012 was initially distributed via email, but was not received by all members. Dr. Cowell will redistribute the second document for review and discussion at the June 19, 2013 SPBC meeting.

Dr. Cowell explained that when addressing integrated planning at the Accreditation Co-Chair meeting, members examined the April 5, 2012 document and questioned validity as a process for budget requests. She explained that after lengthy discussion, Mr. Aeron Zentner created a better way to explain the process, producing a new document, dated May 9, 2012.

Dr. Cowell clarified that upon an Accreditation visit, it is the visitor's prerogative to ask anyone on campus to explain the budget process. She addressed the necessity to include the essential components and maintain simplicity. Dr. Cowell directed members to review and consider the May 9, 2012 document for discussion at the June 19, 2013 SPBC meeting. She reiterated the final process calls for a simple process for budget augmentation.

Ms. Pamela Ford noted the two documents were revisions and not the original document. She insisted it would be easier to understand the evolution of the revisions if the original document was included in distribution. Dr. Cowell agreed the original will be distributed along with the others.

Ms. Mazie Brewington questioned who the Accreditation Committee reports to. Ms. Tina McDermott stated the Accreditation Committee reports to the Senate and the President for accountability to the Council. Dr. Cowell noted the report goes to the Senate and Program Review and directly to the Board.

c. Institutional Effectiveness Subgroup (attachment) – Ms. Maria Clinton

None.

8. INFORMATIONAL ITEM

a. Budget Update – Mazie Brewington (attachment)

Ms. Mazie L. Brewington, Vice President of Administrative Services distributed the May 15, 2013 Budget Update. Ms. Brewington's report included the following:

**Antelope Valley Community College District Budget Update
2012-13 UNRESTRICTED GENERAL FUND ESTIMATES**

Beginning Balance	\$ 7,502,546
Revenues	\$58,435,608*
Expenditures	\$56,541,265
Ending Fund Balance	\$ 9,396,892
Surplus/(Deficit)	\$ 1,894,343
Reserve %	16.6%

**Preliminary figures. Included P1 and PY Recalculation figures dated March 2013 Expect changes with May 2013 Revise and P2. PY Recalculation included an additional \$1.775 million of ONE-TIME FUNDS. \$88,145 of this amount is restricted.*

MAY REVISION HIGHLIGHTS

Policy Proposals

- 90-unit cap proposal withdrawn
- Census proposal withdrawn
- Online proposal doesn't change
- FAFSA: require BOG to develop process for determining student independence (e.g., prior year tax return). Allow 1 term grace period for completion of FAFSA.

Adult Ed

- Initial proposal withdrawn
- \$30M, to be spent over 2 years, is proposed for planning of regional adult ed programs (consortium that could include CCDs, K12, CBOs, jails, etc.)
- Plan is for \$500M to be appropriated in 2015-16
- Entities participating in consortia must maintain 12-13 effort to be eligible for any new funds
- All programs funded at CDCP rate
- Instructor qualifications subject to consortium plans

Budget Year

- About \$227M in programmatic funds (\$30M more than was proposed in January)
- The Governor would allocate the funds as follows:
 1. \$87.5M for COLA (1.57%)
 2. \$89.4M to restore access (1.63%)
 3. \$50M for the Student Success and Support Program (the old Matriculation program) with an allowance that up to \$7M could be shifted from that amount to develop e-transcript and e-planning tools.

Deferral Buy Down

- The Governor proposes to use the current year increase in Proposition 98 obligations to pay down an additional \$179.9M in deferrals. This would reduce the total system-wide deferral to \$621.2M.
- The Governor would further pay down an additional \$64.5M in deferrals in the budget year, reducing the system-wide deferral to \$557.5M.

RDAs

- Statute passed concurrent with the 2012-13 budget requires the state to backfill any shortage in property taxes related to the dissolution of RDAs that were assumed as part of the CCC budget. This triuing up process is required to be done on or before June 30.
- Currently, the Department of Finance's estimate of this shortfall differs greatly from the reports of actual disbursements our office has received from the counties. While exact estimates from Finance are not yet available as of this writing, they believe we will receive approximately \$150M more by June than what has been reported to us so far this year.

Ensuring that the full current year backfill is provided by June 30 is our most important priority, and Department of Finance continues to assure us that it will be provided, whatever the final figures are. We will work with staff to communicate the importance of triuing up our budget. Certainly, ensuring the current year apportionment is not deficated should take precedence over any other proposals.

2013-14 CAMPUS BUDGET DIALOGUE

- May 24, 2013: budget Update – Town Hall Meeting
- May 28, 2013: budget and Finance Subcommittee Meeting
- May 29, 2013: Strategic Planning and Budget Subcommittee Meeting
- May 31, 2013: Budget Study Session – Board of Trustees

2013-14 BUDGET TIMELINE

- Jan – May: Legislative Hearings
- End of Jan 2012: LAO releases budget analysis

- Mar 1: DOF requests legislative action early on certain items
- May 14: Governor releases May Revise
- June 1: AVCCD Tentative Budget to Governing Board for adoption
- June 15: Constitutional deadline for legislature to send budget to Governor
- By July 1: Statutory Deadline for Governor to sign Budget Act
- By September 15: AVCCD Final Budget to Governing Board for adoption

Ms. Brewington reported meeting with Ms. Maria Clinton to schedule an SPBC meeting the day following the Budget Sub-Committee meeting. The meeting to discuss the update on the tentative budget will be held May 31, 2013, 8:00 a.m. – 10:00 a.m.

Ms. Brewington made a recommendation to the President to hold an open meeting - a Budget Study Session, prior to the June 10, 2013 Board Meeting. At this meeting the Budget Committee and SPBC recommendations will be shared with the Board, and members can review the budget and ask questions. Information will be forthcoming.

Ms. Brewington stated that by September 15, 2013, the final adoptive budget will go to the Board. She reported the Board asked for the following:

- 1) The Board recognizes the heavy workloads campuswide, and without a cost-of-living adjustment (COLA) over the last 5-6 years, employees have been pulling double-duty in keeping things afloat. Prior to the May 15, 2013 revise, the Board asked for consideration of different scenarios to determine whether the May revision can include a one or two percent cost-of-living adjustment. Ms. Brewington stated there was not a COLA included in the May 2013 revise. The Board asked for the cost to the district for a 1% or 2% COLA. Scenarios were presented to the Board as a part of the tentative budget adoption and recommendations, and Ms. Brewington noted this information will be included in some fashion.
- 2) A review of Deans who had taken on an additional full division over the years, filling an additional full-time Dean vacancy. Consideration was for Deans managing two (2) full divisions for a number of years. A budget scenario was presented into to Board, who directed Ms. Brewington to include in the 2013-14 budget, beginning July 1, 2013, funding for a 5% increase in current salaries for five (5) Deans. Ms. Brewington was asked which deans were being considered:

- 1) LaDonna Trimble
- 2) Dr. Karen Cowell

- 3) Dr. Charlotte Forte-Parnell
- 4) Dr. Tom O'Neil
- 5) Newton Chelette

Ms. Patricia Marquez reiterated the Board's recognition and appreciation of the tremendous workloads carried out campuswide. She explained the Board is committed to consider a COLA based on the budget. The budget updates from the May revise will be presented May 31, 2013.

Dr. Liette Bohler requested the cost for the aforementioned increases:

- 1% above COLA = \$ 631,898 (salary & benefits)
- 2% above COLA = \$ 769,622 (salary & benefits)
- % increase for five (5) Deans = \$36,000

9. SPBC ADMINISTRATIVE BUSINESS

a. Summer SPBC Meetings

- **Summer meeting dates: June 19, 2013 and July 17, 2013**

Ms. Mazie Brewington requested a May 29, 2013 meeting.

10. OPEN FORUM

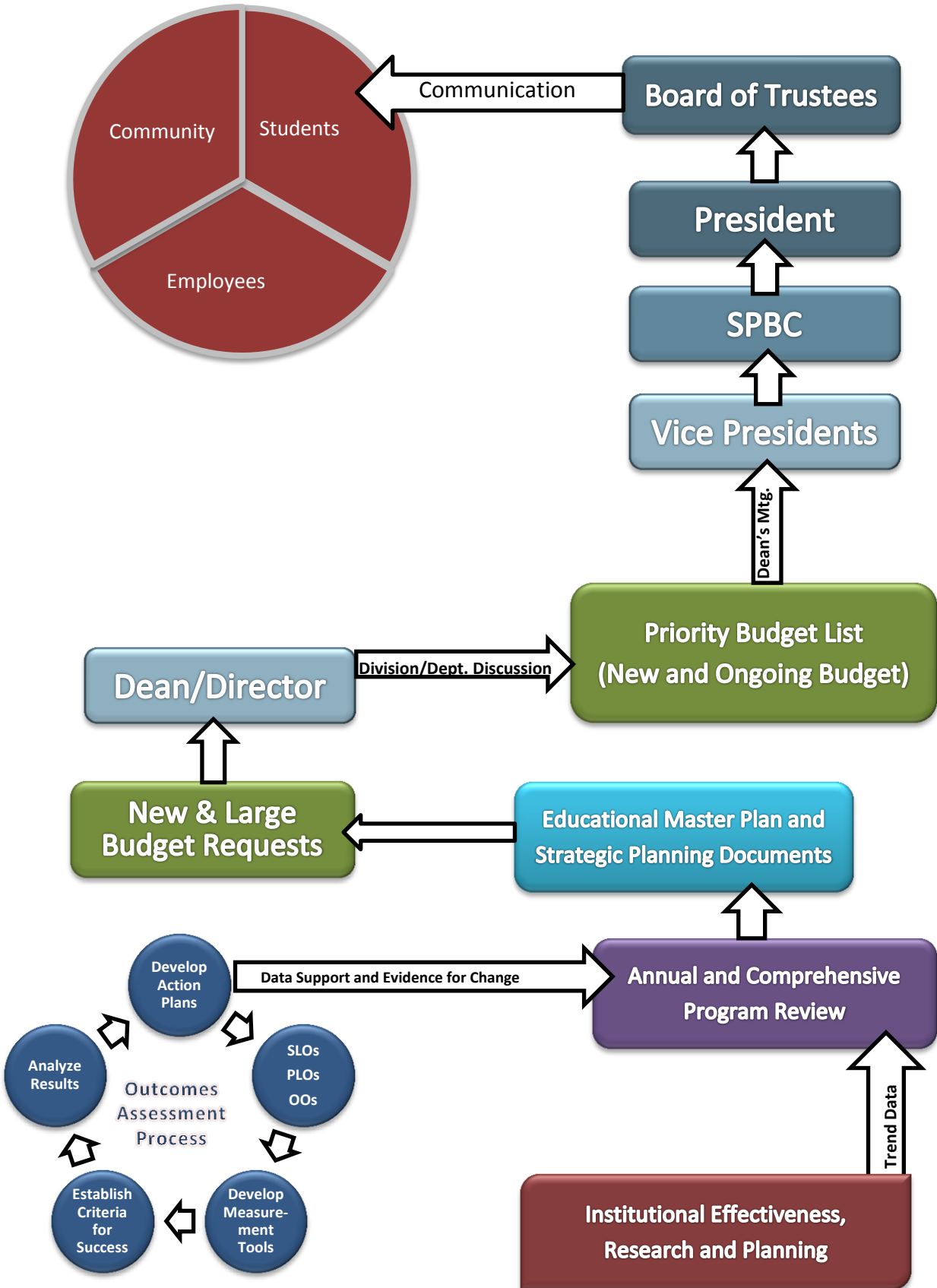
None.

11. ADJOURNMENT

A motion was made and seconded to adjourn the May 15, 2013 Strategic Planning & Budget Council meeting at 4:17 p.m. Motion carried.

MEMBERS PRESENT			
Dr. Ed Beyer	Dr. Karen Cowell	Doug Jensen	Bridget Razo
Russ Bierle – ASO Rep.	Sharon Dalmage	Diana Keelen	Rick Shaw
Dr. Liette Bohler	Kim Fite	Dr. Scott Lee	LaDonna Trimble
Mazie Brewington	Pamela Ford	Dr. Vicki Nicholson	Dr. Les Uhazy
Newton Chelette	Dr. Lee Grishman	Sherrie Padilla	Shelby Woods – ASO Rep.
Maria Clinton	Jack Halliday	Dr. Charlotte Forte-Parnell	Dr. Jill Zimmerman
MEMBERS ABSENT		GUESTS/EX-OFFICIO MEMBERS	
Sharon Lowry	Maria Valenzuela	Cynthia Hoover	Patricia Marquez
Jenell Paul			
Steve Standerfer			

Integrated Planning to Drive Budgetary Decisions



SPBC Proposal Closing the Loop

Institutional Effectiveness Subgroup

To continue to comply with Accreditation Standard 1B, the college needs to establish a process by which its planning and budgeting process is assessed to determine its effectiveness. One consideration is to establish a subgroup of SBPC called, "Institutional Effectiveness Subgroup."

The subgroup's sole charge is to annually evaluate the effectiveness of the planning and budgeting process. In meeting that charge, along with DIRP, the subgroup should develop research tools for assessment. For example : (1) a survey that rates the effectiveness of the various planning documents used for planning and budgeting; and (2) a satisfaction survey of all the constituents involved in the planning and budgeting cycle.

Annually, the subgroup would write a report based on the data explaining how well the process functioned, what did or did not work, and what changes or revisions should be implemented for the next planning and budgeting cycle. This report would then have a separate section in SPBC's Annual Report, called: REPORT CARD.