



ANTELOPE VALLEY COLLEGE
STRATEGIC PLANNING & BUDGET COUNCIL (SPBC) AGENDA
June 19, 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. May 15, 2013 (attachment)**
 - b. May 29, 2013 (attachment)**
 - c. June 5, 2013 (attachment)**
- 5. REPORTS**
 - a. 2012 – 2013 Annual Review Report Update – Mr. Steve Standerfer**
 - b. Budget and Finance Sub-Committee – Ms. Mazie Brewington**
 - c. Human Resources Subgroup – Mr. Mark Bryant**
 - d. Facilities Subgroup – Mr. Doug Jensen**
 - e. Communications Subgroup – Mr. Steve Standerfer**
 - f. Educational Master Plan – Subgroup – Dr. Karen Cowell**
- 6. ACTION ITEM**
 - a. Clerical III: ITS (attachment)**
- 7. DISCUSSION ITEM**
 - a. Educational Master Plan: responsibility, accountability, and timeline for goals & objectives**
 - b. Committee Ground Rules – Ms. Pamela Ford**
 - c. Institutional Effective – Ms. Sharon Lowry**
 - d. Report from Groups**
 - CCC Committee Information Sheet (attachment)**
 - Budget and Planning Diagrams**
- 8. INFORMATIONAL ITEM**
 - a. Consensus**
 - b. Bookstore Assistant – 100% Auxiliary Services Funding**
- 9. SPBC ADMINISTRATIVE BUSINESS**
 - a. 2013 – 2013 SPBC Meetings**
 - July 17, 2013; August 21, 2013; September 18, 2013; October 16, 2013; November 20, 2013; December 11, 2013; January 15, 2014; February 19, 2014; March 19, 2014; April 16, 2014; May 21, 2014; June 18, 2014**
- 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. Sherry 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 is discussion that needs to take place at a retreat, stating not to wait to take action. Dr. Grishman suggested 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. Pam 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 program) with an allowance that up to \$7M could be shifted to develop e-transcript and e-planning tools. Matriculation from that amount

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	Dr. Les Uhazy
Mazie Brewington	Pamela Ford	Dr. Vicki Nicholson	Shelby Woods – ASO Rep.
Newton Chelette	Dr. Lee Grishman	Sherrie Padilla	Dr. Jill Zimmerman
Maria Clinton	Jack Halliday	Dr. Charlotte Forte-Parnell	
MEMBERS ABSENT		GUESTS/EX-OFFICIO MEMBERS	
Sharon Lowry	LaDonna Trimble	Cynthia Hoover	Patricia Marquez
Jenell Paul	Maria Valenzuela		
Steve Standerfer			



ANTELOPE VALLEY COLLEGE
STRATEGIC PLANNING & BUDGET COUNCIL (SPBC)
MEETING MINUTES

May 29, 2013

2:30 pm. – SSV 151

1. CALL TO ORDER AND ROLL CALL

Ms. Sharon A. Lowry, Administrative Co-Chair, called the meeting to order at 2:34 p.m.

2. OPENING COMMENTS FROM THE CO-CHAIR

- Ms. Sharon Lowry welcomed the new Vice President of Human Resources, Mr. Mark Bryant and requested members introduce themselves and welcome Mr. Bryant to AVC.

3. OPEN COMMENTS FROM THE PUBLIC

- None

4. APPROVAL OF MINUTES

a. May 15, 2013 (attachment “a”)

Ms. Lowry provided a brief reminder of Ms. Kastners’ absence due to illness at the May 15, 2013 meeting. Ms. Nancy Masters, Coordinator for the Academic Senate, was the meeting recorder and due to her obligations to various committees for the Academic Senate was only able to partially complete the minutes for the meeting. The partial minutes have been provided although are not completely reflective of the business of the entire meeting. Ms. Lowry suggested tabling this item to the next regular SPBC meeting in June to allow members to review the completed documented minutes. Council members were in consensus to table this action until the June 19, 2013 SPBC meeting.

5. ANNUAL REPORTS

a. Budget and Finance Sub-Committee – Ms. Mazie Brewington

Ms. Mazie Brewington requested the Council amend of the agenda to combine the annual report with agenda item 8a. Budget Update.

A motion was made and seconded to amend the May 29, 2013 SPBC agenda to combine agenda item 5a. Budget and Finance Sub-committee Annual Report with agenda item 8a. Budget Update. Motion carried with unanimous consensus to amend the agenda.

b. Human Resources Sub-group – Dr. Vicki Nicolson

A Human Resources (HR) Sub-group annual report was not presented during the meeting. Council members indicated the next scheduled HR sub-group meeting is scheduled for June 3, 2013.

c. Facilities Sub-Group – Mr. Doug Jensen

A Facilities sub-group annual report was not presented during the meeting.

d. Communications Sub-group – Mr. Steve Standerfer

Mr. Steve Standerfer indicated sub-group members met and discussed several important items that may need to be instituted and re-established. One of the primary needs is the reestablishment of the SPBC Annual Review. This is a key component for Accreditation and the means to provide documented evidence of integration and evaluation which has been on hiatus for several years. This task needs to be re-established and completed in an expeditious manner to provide additional documented evidence of an integrated planning and budgeting process. Dr. Jill Zimmerman indicated she was under the impression that all goals were folded into the Superintendent/ President’s goals which would create unnecessary redundancy. Ms. Lowry indicated there is evidence of lively discussion occurring regarding sub-committee and sub-group work which can also be used as evidence for the Accreditation report.

In addition, the sub-group members discussed the issues involving the documentation of meetings and the inconsistent manner which minutes are taken, as well as the inconsistent manner of the posting of agenda and minutes. These are issues that have been exhaustively discussed at various committee and council meetings and have not been completely resolved. The manner in which individual assistants produce minutes is vastly different as there are different philosophies of what the final product of minutes should include in the final product. The sub-group has deemed a personnel training issue and something they recommend the Human Resources Sub-group to take the lead on addressing to establish future training opportunities to ensure uniformity and consistently produced minutes. It is imperative to get everyone on the same page in regards to the expected end product.

The discussion regarding the posting of meeting agenda and minutes has been exhaustively discussed at various committee and council meetings which have resulted in differences in opinions. The subgroup discussed this issue and is researching the practices at other similarly sized Districts to assist in the recommendation of the subgroup. A decision needs to be made on whether to post committee and or council information to the intranet (private District drive) or the internet (public website). Based on some of the initial research results the subgroup is leaning towards recommending all committees and council identified in AP 2510 post agendas and minutes on the public internet. The only two exceptions to this would be the Equivalency Committee and the Mutual Agreement Council. It was stated the work of the Equivalency Committee is to review minimum qualifications or equivalencies for the hiring of faculty and no minutes are taken at these infrequent meetings. The work of this committee is specific to simply assuring the minimum qualifications or equivalencies are being met as required by Title 5. Mutual Agreement Council meetings provide an opportunity for Administration and the Academic Senate Executive members to discuss internal and often confidential issues which overlap. Any potential outcomes of discussion are taken back to their respective constituencies and documented in those meeting minutes. Mr. Standerfer indicated in efforts to promote transparency subgroup members were in consensus to publicly post meeting agendas and minutes for all Councils and/or Committees identified in AP 2510 with the exception of the Equivalency Committee and Mutual Agreement Council. Ms. Lowry indicated the Chancellor, Dr. Brice Harris, recently spoke on the issue of ensuring transparency and the importance of having all documents accessible on the internet.

e. Educational Master Plan Sub-group – Dr. Karen Cowell

Dr. Cowell indicated the sub-group will be meeting on Friday, May 31, 2013 to review and finalize pieces of the Educational Master Plan.

6. ACTION ITEMS

a. Tutorial Specialist Hiring Request (attachment “b”)

At the May 28, 2013 SPBC Budget and Finance Subcommittee meeting, members approved the recommendation to fund the hire of an eleven month Tutorial Specialist position. Consensus results: 8 – Yes; 0 – Against; 1 – Abstention.

A motion was made and seconded to approve the funding recommendation to hire an eleven (11) month tutorial specialist. Dr. Ed Beyer indicated the abstention vote was based on the position being forwarded without the appropriate supporting documentation/data. Motion carried. Consensus obtained with 7 – Yes; 0 – Against; and 2 – Abstentions.

b. Administrative Assistant: Technical Education Hiring Request (attachment “c”)

At the May 28, 2013 SPBC Budget and Finance Subcommittee meeting, members approved the recommendation to fund the hire of a twelve month Administrative Assistant for the Technical Education Division. Consensus results: 9 – Yes; 0 – Against; 0 – Abstentions.

A motion was made and seconded to approve the funding recommendation to hire a twelve (12) month Administrative Assistant for the Technical Education division. Motion carried. Consensus obtained with 9 – Yes; 0 – Against; and 0 – Abstentions.

c. Evaluations Coordinator Hiring Request (attachment “d”)

At the May 28, 2013 SPBC Budget and Finance Subcommittee meeting, members approved the recommendation to fund the hire of a twelve month Evaluations Coordinator position. Consensus results: 8 – Yes; 0 – Against; 0 – Abstentions.

A motion was made and seconded to approve the funding recommendation to hire a twelve (12) month Evaluations Coordinator position. Dr. Ed Beyer indicated the abstention vote was based on the position being forwarded without the appropriate supporting documentation/data. Motion carried. Consensus obtained with 6 – Yes; 0 – Against; and 3 – Abstentions.

7. DISCUSSION ITEMS

a. SPBC Retreat – June 5, 2013

Ms. Lowry stated over the course of the year there has been intermittent discussion regarding coordinating a half or three-quarter day retreat to provide an opportunity for council members to review the purpose and role of the council. Ms. Patricia A. Márquez, Acting Superintendent/President, has requested a retreat be coordinated to wrap up SPBC business. Ms. Lowry indicated she is working with Ms. Sherrie Padilla, Dr. Lee Grishman, and Ms. LaDonna Trimble to finalize coordinating efforts for an SPBC Retreat on Wednesday, June 5, 2013 from 2:30 – 4:30 p.m. Additional volunteers are welcome to participate in the planning process. Some of the immediate possible ideas to incorporate in the retreat are: review the mission, review the purpose, review the charge of the council, responsibilities of council members, define consensus at the council level, and review planning and budgeting charts/diagrams. Attendees will more than likely be broken into small groups to work on individual council tasks and report back to the larger body. Dr. Jill Zimmerman inquired if there was any indication of the availability of council members. A brief poll was conducted and only three of the council members present would not be available to attend the SPBC Retreat.

8. INFORMATIONAL ITEM

a. Budget Update – Ms. Mazie Brewington (attachments “e”)

Ms. Brewington indicated she provided the following Budget Update for the campus Town Hall Meeting on May 24, 2013. She provided a brief overview of the Antelope Valley Community College District Budget Update (attachment) and indicated the 2012 – 2013 Unrestricted General Fund Estimated figures will change due to a number of encumbrances that have not been entered. She highlighted the 2013 – 2014 May Revise information: policy proposals, Adult Education, Budget year, Deferral Buy Down, RDAs, and the Legislative Analysts (LAO) Overview of the May Revision (see attachment). The figures provided for the 2013 – 2014 estimated budget is a preliminary snapshot of projected budgetary figures and is likely to change. She emphasized the three year (2013-2014, 2014-2015, 2015-2016) budget projection estimates are very preliminary figures and are dependent on multiple variables. The passing of Proposition 30 in November 2012 established an Education Protection Account which local educational agencies (LEAs) have the sole authority in determining how the funds will be spent. Ms. Brewington reported the Budget and Finance Subcommittee met on Tuesday, May 28, 2013 to review and discuss the tentative budget summary and detail. The 2013 – 2014 Tentative Budget including a proposed spending plan for Proposition 30 funds will be presented to the Board of Trustees at a special Board meeting scheduled for Friday, May 31, 2013 and approved at the June 10, 2013 Board meeting (see attachment for more information). She emphasized the campus community must understand that even with the passage of Proposition 30 and additional funds, this will not eliminate the cash flow challenges facing the District.

Ms. Brewington requested Council members to review the “Cost Saving Measures for Non-Salary Related Expenditures. She indicated the District realized \$5.8 million in savings with reductions made over the past six academic years (2007 – 2013). Currently, there is a need to look at restoration and engage in discussion. There is no clear consensus on how to go about restoration and further discussions are needed.

She moved to the *Draft 2012 – 2013 Estimated Actual Changes to the 2013 – 2014 Unrestricted Tentative Budget: Exhibit A* and reported the highlighted items are one time increases to funding for specific items. Item #8 is self-explanatory. The District must incorporate funding for legal services needed throughout an academic year. Item #9 *Contingency Reserve – Unforeseen and Emergency Conditions* is an added funding line to address emergency maintenance, operation, and Information Technology expenditures that may arise within the academic year (i.e. fallen tree removal, technology or software upgrades, etc.). The District needs to establish funding to address these

unexpected expenditures within an academic year. The funds would be set aside and only used for unforeseen campus emergencies. In addition, Item #27 has been added to the budget to provide resources needed to begin addressing fleet replacement costs. Over the past few years the District has contracted rental services for transportation which results in more money being spend over the years to contract rental transportation services than it would have cost to incorporate annual funding for fleet replacement and charge back the division the costs for usage. Item #31 – is to establish funding to begin addressing Program Review resource requests. It is a small step in the right direction in addressing the needs of Divisions and/or Areas. Item #32 is funding required for election years which is needed every other year.

Dr. Ed Beyer expressed concern regarding how the *Contingency Reserve – Unforeseen and Emergency Conditions* funding would be allocated. He inquired whether a formal process be instituted for funds where requests would be seen at Executive Council and SPBC for approval? Ms. Brewington indicated a process would have to be established but often times these funds are needed expeditiously and cannot be delayed with having to go through the SPBC process. She indicated that in efforts to get through the report and budget update, she would place this item on the agenda for the next Budget and Finance Subcommittee meeting for further discussion.

Ms. Sherrie Padilla indicated Item #21 – *Financial Aid Tech I – 2 Positions Salary and Benefits* is inaccurate. Ms. Brewington indicated she would research the item and make the necessary corrections if needed.

Items #1, #2, and #3 are proposed restoration items. Travel budgets are proposed to be restored by \$5K for each area/division which has travel expenditures within their individual budgets. It is also proposed to restore funding for District funded student workers. The last restoration proposal is to increase in funding for non-instructional materials.

Dr. Beyer inquired who will be participating in the restoration process and determines which items will be restored. Ms. Brewington responded by stating it is the role of the Vice President of Academic Affairs and the Director of Business Services to develop a preliminary list of expenditures. This list will then go to the various constituency groups for review and discussion prior to going to the Board for approval. There will be future and ongoing discussions regarding restoration in the future at various meetings. Ms. Lowry indicated the list provided will initiate the necessary discussions needed.

Ms. Diana Keelen indicated Exhibit A was document she created four years ago to provide transparency and star the process to engage in discussions. There is a four year history where reductions made can be seen annually.

Ms. Sherrie Padilla inquired whether a call should be distributed across the campus regarding restoration needs. Ms. Brewington indicated three of the four proposed restorations items are being recommended for funding restoration and are seen as priority at this point.

- b. Educational Advisor Hiring Request – 100% Basic Skills Funding (attachment “f”)**
- c. General Counseling Hiring Request (100% Perkins funding) (attachment “g”)**
This faculty position is an eleven month position totally funded by the Perkins grant and will be working specifically with CTE students. The faculty will have an office located in the Health Science building.
- d. Research Technician Hiring Request – 50% STEM COOP / 50% Title V funding (attachment “h”)**
- e. 50% Clerical III position: Foster and Kinship Care Education Hiring Request (100% Foster and Kinship Care Education funded) (attachment “i”)**
- f. Clerical III position: Student Development and Services Hiring Request – 100% Student Health Services Fees (attachment “j”)**

Information Items “e” and “f” will have to require a meet and confer with the Classified Union to further discuss the positions. They will not be advertised until this meeting occurs.

9. SPBC ADMINISTRATIVE BUSINESS

a. Summer SPBC Meetings

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

10. OPEN FORUM

- Ms. Lowry reminded Council members of the scheduled SPBC Retreat set for Wednesday, June 5, 2013 from 2:30 p.m. – 4:30 p.m. In addition, she indicated the Council needs to consider reestablishing bimonthly meetings to address business needs in a more expeditious manner.

11. ADJOURNMENT

A motion was made and seconded to adjourn the meeting at 3:54 p.m. Motion carried.

MEMBERS PRESENT			
Dr. Ed Beyer	Newton Chelette	Sharon Lowry	Steve Standerfer
Dr. Liette Bohler	Dr. Karen Cowell	Sherrie Padilla	LaDonna Trimble
Mazie Brewington	Jack Halliday	Jenell Paul	Dr. Les Uhazy
Carolyn Burrell (proxy)	Diana Keelen	Rick Shaw	Dr. Jill Zimmerman
MEMBERS ABSENT			GUESTS/EX-OFFICIO MEMBERS
Russell Bierle	Doug Jensen	Wade Saari	Mark Bryant
Maria Clinton	Dr. Scott Lee	Vacant - Dean, DIERP	
Kim Fite	Patricia Márquez – Ex-Officio	Maria Valenzuela	
Pamela Ford	Dr. Vicki Nicholson	Shelby Woods	
Dr. Lee Grishman	Bridget Razo		



ANTELOPE VALLEY COLLEGE
STRATEGIC PLANNING & BUDGET COUNCIL (SPBC)
MEETING MINUTES

June 5, 2013
2:30 pm. – SSV 151

1. CALL TO ORDER AND ROLL CALL

Ms. Sharon A. Lowry, Administrative Co-Chair, called the meeting to order at 2:34 p.m. She announced the Advancement and Foundation Office provided drinks and treats for everyone to enjoy the retreat. The purpose of the retreat is to get all members of SPBC on the same page and evaluate the council constituency, purpose, mission, and vision to determine how the future direction of work needed. The retreat is an opportunity to regroup.

2. REVIEW OF THE COLLEGE MISSION, VISION, AND INSTITUTIONAL LEARNING OUTCOMES (ILOs) (attachment)

Ms. Lowry stated the council will engage in reviewing some of the pertinent council information that needs to be review to determine if any revisions are needed based on the direction the council should be moving. Ms. Lowry requested attendees review the attachment that contains the mission, vision, and institutional learning outcome language so the council can integrate the work to the District's mission, vision, and ILOs.

The college mission overall encompasses the overarching work of the college and should speak to the integrated budgeting and planning processes performed at SPBC. The college mission is reviewed annually by the Academic Policies and Procedures (AP&P) Committee, a standing committee of the Academic Senate. The AP&P Committee reviews and revises the mission accordingly and forwards the approved revisions to the Academic Senate for ratification which is then forwarded to SPBC as informational items prior to going to the Board of Trustees for final approval. This is not something the council has any jurisdiction to revise although it is imperative to keep in mind when determining the future decisions and work of the council.

The District vision is a simple sentence that captures the expected outcome students can anticipate by completing programs and/or coursework at Antelope Valley College.

The ILOs speak to the anticipated results of students completing the necessary coursework required to meet certificate and/or program degrees. All three of these important District elements are imperative to keep in mind when reviewing the current SPBC purpose, composition, and product.

3. SPBC CCC COMMITTEE INFORMATION SHEET / SPBC SUB-GROUPS/SUB-COMMITTEE INFORMATION SHEET/ADMINISTRATIVE POLICY (AP) 2510

The College Coordinating Council Committee information sheets are to be submitted annually by all committees and councils identified in AP 2510. This was instituted to track compositions, committee type, committee/council purpose, who the committee or council forwards recommendations to, committee/council product, member terms, definition of quorum, meeting dates and times, and meeting recorder and location of records. This standardized information was instituted to allow the College Coordinating Council the opportunity to annually review submitted information and keep abreast of changes that may have been instituted by committees/councils. SPBC is one of three councils. The other two councils are the College Coordinating Council (CCC), and the Mutual Agreement Council (MAC).

Ms. Lowry requested for council members to break into groups and review the SPBC purpose included on the CCC information sheet in conjunction with AP 2510 information and provide feedback to the larger group for discussion. Council members broke into four groups and reviewed the CCC SPBC Information sheet in conjunction with AP 1510 information for fifteen minutes.

Some of the feedback obtained provided was the discrepancies of the membership list on the CCC information sheet and that included in AP 2510 (i.e. the Vice President of Administrative Services and an Adjunct Faculty Representative are not reflected on the CCC information committee composition). In addition, the Director of Business Services is not included on the membership list in AP 2510 and the

incorrect title is reflected in the AP for the Director of Facilities Services. Furthermore, the AP does not specifically designate the Classified Union President as a standing member of the council but simply states five classified representatives. The council needs to determine whether the Classified Union President or a designee should be specifically identified in the AP with four additional classified representatives to parallel the structure of the faculty constituency. A concern was raised regarding the selection of classified representatives. Faculty representatives are selected by a campus-wide call made by the Academic Senate and faculty are not expected to have Union affiliation. There is a need to look at how classified representatives are selected and ensure a parallel structure is incorporated so that all classified employees from various areas, departments, or divisions have an opportunity to serve on this shared governance council. Another issue of concern was raised regarding the equity of representation on the council. Ms. Brewington indicated the Council should include membership with specific campus individuals who contribute to key reporting documents.

The feedback received regarding the purpose statement included on the CCC information sheet and the function statement included in AP 2510 are exactly the same. One of the discrepancies identified is that AP needs to be updated to reflect the appropriate titles of Sub-committees and/or Sub-groups (i.e. Finance and Budget should be combined to reflected the Budget and Finance Sub-committee). In addition, the title of the Superintendent/President should be stated uniformly on both the CCC Information sheet and the AP. There is a need for individual sub-committees and sub-groups to reevaluate their purpose statements and compositions. The purpose for the Budget and Finance on the drafted revision – March 2013 does not include any planning information, only financial which needs to be revised. The title included on the CCC Information Sheet for the Educational Master Plan is inaccurately reflected. Dr. Cowell indicated she has difficulties with the purpose for the Educational programs Subgroup as it does not correspond with language in the AP and need to ensure consistency. It is not clear who is charged with developing the goals of the Educational Master Plan. Mr. Rick Shaw stated there is no place for Information Technology Services (ITS) Committee to report to SPBC and there is pertinent campus-wide technology information which should be communicated to SPBC for budgeting and planning purposes. There was a recommendation for (ITS) to change their reporting structure and request to be included in the SPBC process.

Ms. Lowry stated the SPBC sub-committee and sub-groups should take some time to review their individual purpose and make revisions as deemed needed. All revisions should be reported to the main body of SPBC and request AP 2510 be revised accordingly. This discussion is an opportunity to establish a foundation and ensure the establishment of concise and consistent language is uniformly reflected on both the CCC Information sheet and in AP 2510. A small taskforce will be established to compile all recommended revisions and feedback provided and will be presented for further discussion at the June 19, 2013 SPBC meeting. Dr. Lee Grishman, Faculty Representative, has agreed to lead the group of alternate constituency groups in compiling feedback for presentation at the next SPBC meeting. Ms. Maria Valenzuela, Classified Representative, Mr. Steve Standerfer, Confidential Management Representative, and Ms. LaDonna Trimble, Administrative Representative, agreed to work with Dr. Grishman in compiling feedback for presentation. The taskforce tentatively established a future meeting to review and discuss feedback on Wednesday, June 12, 2013.

4. REVIEW OF BUDGET AND PLANNING DIAGRAMS

- Cycle of Evaluation (attachment)
Council members were requested to review the approved Cycle of Evaluation diagram to determine if the diagram still accurately reflects the SPBC process of evaluation. Council members indicated the arrows should be bidirectional from individual plans to the Educational Master Plan and from SLOs/OOs to the individual plans.
- Blueprint for Planning/Educational Master Plan Draft (attachment)
Council members reviewed the Blueprint for Planning diagram to determine if the approved diagram still accurately reflects the SPBC planning document integration. Dr. Cowell provided a brief overview of how the Educational Master Plan was drafted and how the process differs from the diagram depiction. She reported she used outcomes provided by the Institutional Effectiveness, Research and Planning Department and Program Review to develop themes to established goals and objectives in the drafted Educational Master Plan. The grey boxes include strategic goals, and the

letters and numbers are objectives. She stated SPBC needs to review the drafted document and determine who will be designated as the responsible party to ensuring implementation, evaluation, and the deadline date expected for task completion. A closer look at the diagram needs to be taken to determine if it still depicts the planning document integration process. The drafted Educational Master Plan will be further discussed at the June 19, 2013 SPBC meeting.

- Integrating Assessment, Planning & Budget (attachment)
Ms. Lowry reported Mr. Aeron Zentner created a potential alternate diagram model to the approved Blueprint for Planning. At the May 15, 2013 SPBC meeting, Dr. Karen Cowell presented a revised integrated assessment, planning and budgeting model which Mr. Zentner developed to depict the full scope of the integrated planning process. Council members were requested to review the proposed model and determine if this drafted diagram further depicted the integrated process.
Ms. Lowry reported a small taskforce will be established to compile all recommended revisions and feedback for presentation regarding the budgeting and planning diagrams. A presentation of revisions and an opportunity to further discuss the revisions will be provided at the June 19, 2013 SPBC meeting. Ms. LaDonna Trimble, Administrative Representative, has agreed to lead the group of alternate constituency groups in compiling feedback for presentation at the next SPBC meeting. Ms. Pamela Ford, Classified Representative, Mr. Doug Jensen, Confidential Management Representative, and Mr. Jack Halliday, Faculty Representative, agreed to work with Ms. Trimble in compiling feedback for presentation.

5. OVERVIEW OF CONSULTANT FINDINGS

Ms. Mazie Brewington reported the consultant report has been received and the Executive team reviewed the recommendations and requested factual corrections. Dr. Lee reviewed the established processes and structures. For the sake of ease, the recommendations will be formatted in a spreadsheet format to clearly establish relationships. It is expected that the spreadsheet will be finalized in a day or so and will be discussed with Dr. Lee to ensure all corrections are made prior to public release. One major challenge Dr. Lee experienced in trying to obtain information is the various means in which councils, committees, sub-committees, and/or sub-groups are referenced. There is no consistency in the usage of titles over the years. One of the recommendations is for each council, committee, sub-committee, and sub-group to establish ground rules at the first meeting of the year. In addition, individual groups should review purpose statements and understand the relationship with the parent body. Furthermore, SPBC needs to include the planning pieces into the council work and need to move to approval by consensus, not voting. One of the major issues needing to be addressed is the size and composition of SPBC. It is very large which tends to hinder productivity. The recommendations provided include timelines for expected implementation. Ultimately, the Superintendent/President's Office will lead the charge. They will be provided a matrix with information and expected completion which some can be facilitated fairly easily in a matter of minutes, whereas other recommendations will require discussions at council or committee levels.

6. CLOSING

Ms. Lowry stated the planning group for this retreat worked to address some of the immediate needs of SPBC and establish a foundation in which the council can move in a positive direction. The outcome of this retreat is a small reflection of what a larger retreat (4 – 6 hours) will encompass. A half day or three-quarter day retreat will be coordinated prior to the beginning of the fall 2013 semester. Council members wishing to assist in the coordinating efforts should contact Ms. Lowry and/or Ms. Maria Clinton for inclusion. Ms. Lowry extended her gratitude to all participants for their active participation in this scheduled retreat.

7. SPBC ADMINISTRATIVE BUSINESS

a. Summer SPBC Meetings

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

8. OPEN FORUM

- None

9. ADJOURNMENT

A motion was made and seconded to adjourn the meeting at 4:34 p.m. Motion carried.

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



ANTELOPE VALLEY COLLEGE

Office of the Director – Information Technology Services

Date: 11 June 2013
To: Mazie Brewington, Vice President Administrative Services
& Members of Finance & Budget Sub-Committee
From: Rick Shaw, Director
Subject: Justification for fulfillment of impending vacancy

With the resignation of Gloria Mills, Clerical Assistant III (ITS Department Admin & Unified Help Desk), effective Thursday 13 June 2013, it is imperative that ITS initiate recruitment and fill this position immediately. The need for filling this impending vacancy with all haste is based upon several criteria. First and foremost, the position is the first line of technical support responding to technical calls for the College's Unified Help Desk, which supports both ITS and IMC. It operates as the Tier-0/Tier-1 level support in the triage for ITS & IMC (help desk – support scheme), applying computer fixes; such as resetting passwords, assigning support tickets, email resolution, file share issues, printer fixes, etc. As an illustration of importance to the delivery of services to AVC, this week (the beginning of Summer Intersession), the Help Desk has handled approximately 150 calls a day. In the first few days of Fall, that number will double to over 300.

In addition, the Clerical Assistant III (ITS Department Admin & Unified Help Desk) responds to general questions regarding grades, transcripts, application, enrollment/registration, etc, routing the caller to the appropriate office for services. It also provides the required management reporting statistics for Program Review/Accreditation, helping to enhance equitable priorities for faculty in support of the division's Intuitional Learning Outcome (ILO) #4.

Finally, the Clerical Assistant III (ITS Department Admin & Unified Help Desk) will be responsible for exercising judgment in carrying out various clerical functions as assigned; such as Service Level Agreements (SLAs) between ITS, instructional, and administrative services. They are responsible for creating, documenting, and filing of purchase requests (PR's), along with coordination of vendors/partners, 3rd party contractors and consultants.

It is critical this position be filled as soon as possible to allow the incoming Clerical III to adapt to their new role, and be prepared for the coming Fall Semester. Thank you for your attention.

cc: Deborah Morgan



ANTELOPE VALLEY COLLEGE

College Coordinating Council
Committee Information Sheet

Strategic Planning and Budget Council

Committee Name

	Appointed by	Individual	Term	Expiration Date
Co-Chair	Position: Dean of Institutional Effectiveness, Research & Planning <i>or</i> Designee	Sharon A. Lowry	Standing Appointment	Standing Appointment
Co-Chair	Position: Academic Senate President	Maria Clinton	Standing Appointment	Standing Appointment
Ex-Officio	Position: Superintendent/President	Edward Knudson	Ex-Officio	
Member	Position: Vice President of Administrative Services	Mazie Brewington	Standing Appointment	Standing Appointment
Member	Position: Vice President Academic Affairs <i>or</i> Designee	Dr. Karen Cowell	Standing Appointment	Standing Appointment
Member	Position: Vice President Student Services	Newton Chelette	Standing Appointment	Standing Appointment
Member	Position: Vice President Human Resources	Mark Bryant	Standing Appointment	Standing Appointment
Member	Position: Executive Director Institutional Advancement	Bridget Razo	Standing Appointment	Standing Appointment
Member	Position: Director, Facilities Services	Doug Jensen	Standing Appointment	Standing Appointment
Member	Position: Director, Information Technical Services	Rick Shaw	Standing Appointment	Standing Appointment
Member	Position: Director, Public Relations	Steve Standerfer	Standing Appointment	Standing Appointment
Member	Position: Co-Chair, Enrollment Mgmt	LaDonna Trimble	Standing Appointment	Standing Appointment
Member	Position: Faculty Union Representative	Dr. Liette Bohler	Standing Appointment	Standing Appointment
Member	Position: Classified Union President <i>or</i> Designee	Pamela Ford	Standing Appointment	Standing Appointment
Member	Academic Senate: Transfer Faculty Representative	Dr. Ed Beyer	3 year term	2011 – 2014
Member	Academic Senate: Student Services Faculty Representative	Dr. Lee Grishman	3 year term	2011 – 2014
Member	Academic Senate: Instructional Resources & Extended Resources Representative	Dr. Scott Lee	3 year term	2011 – 2014
Member	Academic Senate: Vocational Faculty Representative	Jack Halliday	3 year term	2011 – 2014
Member	Academic Senate: Adjunct Faculty Representative	Vacant	1 year term	2013-
Member	Classified Representative	Kim Fite	2 year term	2011 – 2013
Member	Classified Representative	Jenell Paul	2 year term	2011 – 2013
Member	Classified Representative	Maria Valenzuela	2 year term	2011 – 2013
Member	Classified Representative	Wade Saari	2 year term	2011 – 2013
Member	Confidential/Management/Supervisory	Sherrie Padilla	3 year term	2010 – 2013
Member	Dean/Director	Dr. Les Uhazy	3 year term	2012 – 2015
Member	Dean/Director	Dr. Jill Zimmerman	3 year term	2012 – 2015
Member	Student Representative	Russel Bierle	1 year term	2012 – 2013
Member	Student Representative	Shelby Woods	1 year term	2012 – 2013

Type of Committee/Authority:

Shared governance.

Purpose:

The Strategic Planning & Budget Council (SPBC) is a shared governance council that provides oversight and monitoring of the various planning documents within the institution in order to accomplish the

mission and goals of the district. SPBC 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.

The council reviews the annual budget requests brought forward by the Budget *and Finance* Subcommittee and makes a recommendation to the ~~President/Superintendent~~ *Superintendent/President* to fund those requests that utilize institutional resources most efficiently in accomplishing the district's strategic goals and improving the Institutional Learning Outcomes. SPBC works collegially with the ~~President/Superintendent~~ *Superintendent/President* to recommend budget priorities in a timely fashion *based on an annual SPBC timeline*. The ~~President/Superintendent~~ *Superintendent/President* may recommend budget expenditures to the Board of Trustees without consensus of the SPBC in those instances of legal and fiscal responsibility, as cited in Education Code and Title 5. The ~~President/Superintendent~~ *Superintendent/President* submits budget recommendations to the Board of Trustees for approval.

In order to function most efficiently and to support and execute the Educational Master Plan, members of the SPBC will be assigned to one or more of the following subgroups/subcommittees.

- Facilities
- Human Resources
- Communications
- Educational ~~Programs~~ *Master Plan*
- Budget and Finance ~~Subcommittee~~

Membership in the subgroup/subcommittee can be expanded by issuing a campus-wide call to all constituent groups in order to enhance its membership. Each subgroup/subcommittee has the responsibility to determine its own membership.

Committee submits recommendations *Recommendations Submitted: to:*

Recommendations are submitted to the Superintendent/President. Representatives ~~report back to~~ *inform* their respective constituency.

Product:

- Budget recommendations to the Superintendent/President
- Oversight and monitoring of the district's planning documents
- Modifications to the Strategic Goals *based on* ~~and the~~ Institutional Learning Outcomes

Composition:

As listed on page 1.

Terms:

Permanent by position and one, two and three-year terms according to constituency group.

Quorum:

50% plus one.

Meetings:

Meetings are held the first *and third* Wednesdays of the month during the fall and spring semesters, 2:30 to 4:00 pm, in SSV 151.

Minutes/Records:

Minutes are posted to the public AVC website and retained by the recorder (currently, Gloria M. Kastner, Senior Administrative Assistant for the Vice President of Academic Affairs):

<http://www.avc.edu/administration/organizations/spbc/>

Operations:

N/A

Prepared by: *Gloria M. Kastner*

Date: *Revised: June 2013*
Original: May 2008

AP 2510 Participation in Local Decision-Making

Reference:

***Education Code Section 70902(b)(7); Title 5, Sections 53200 et seq; 51023.5; 51023.7
Accreditation Standard IV.A.2, IV.A.5***

ADMINISTRATIVE PROCEDURES RELATED TO PARTICIPATORY GOVERNANCE

The faculty, students, staff, and administration of Antelope Valley Community College District have developed the following procedures to fulfill the statutory requirements of Title 5 related to Participatory Governance.

Procedures for Participatory Governance Committees and Academic and Professional Matters:

- A. Procedures related to participatory governance committees:
1. All collegewide participatory governance committees will abide by the “Participatory Governance Committee Operating Procedures” in Appendix I. Academic Senate committees will operate in accord with Senate guidelines.
 2. To insure “effective participation,” collegewide participatory governance committees shall include representatives from constituencies directly affected by the recommendation and representatives who also have expertise related to the role and purpose of the committee, whenever possible.
 3. The College Coordinating Council (CCC) will determine the role and function of collegewide participatory governance committees and specify the membership and terms of those committees. In addition, the CCC will review the role, function and membership of all collegewide participatory governance committees at least every three years and modify as needed. Participatory governance committees may request that the CCC review their role, function, or membership at any time for possible modification.
 4. Each constituent group represented on the College Coordinating Council will determine the process by which it appoints representatives to collegewide participatory governance committees.
 5. Each collegewide standing committee will determine if any part of an item or issue before it is related to an academic and professional matter, or a collective bargaining issue, using the guidelines listed in Appendix II, and refer that part to the College Superintendent/President and the Academic Senate or Collective Bargaining Agent, as appropriate, for consideration.
- B. Procedures for reaching agreement on Academic and Professional Matters:
1. Recommendations related to Academic and Professional Matters, where the Board relies primarily on the Academic Senate, will be submitted to the Board of Trustees for consideration, via the Superintendent/President. If the recommendations of the Academic Senate are not accepted, the Board will communicate the “compelling reasons or legal liability” to the Academic Senate in a written statement.
 2. For those Academic and Professional Matters that require mutual agreement, the Mutual Agreement Council will solicit feedback from the Board of Trustees and the Academic Senate, and may solicit feedback from other college constituent groups if needed. The Mutual Agreement Council will deliberate until mutual agreement is reached between the Board of Trustees, or their designees, and the Academic Senate.

3. If mutual agreement is reached, the Board will put the new policy into effect unless legal liability or substantial fiscal hardship can be demonstrated. If mutual agreement cannot be reached and a policy currently exists, the current policy remains in effect, unless legal liability or substantial fiscal hardship can be demonstrated. Both the Board of Trustees, or their designees, and the Academic Senate will communicate in a joint statement the reasons that agreement cannot be reached.
4. Mutual agreements between the Academic Senate and the Board of Trustees, or their designees, will be placed on the next scheduled Board Agenda as an informative report. Mutual agreements requiring Board approval will be submitted at a subsequent meeting as a communication for approval.
5. The Mutual Agreement Council will also serve as a forum for the President's Executive Council and Senate Executive Committee to share information and discuss concerns about academic and professional matters.

AVCCD Governance Councils and Committees:

- A. College Coordinating Council
- B. Mutual Agreement Council
- C. Strategic Planning & Budget Council
- D. Collegewide Participatory Governance Committees
 1. Staff Development Committee
 2. Information Technology Committee
 3. Matriculation Committee
 4. Equal Employment Opportunity Advisory Committee
 5. Campus Safety Committee
 6. Calendar Committee
 7. Legislative Committee
 8. Enrollment Management Committee
- E. Academic Senate Standing Committees
 1. Academic Policies & Procedures Committee
 2. Faculty Professional Development Committee
 3. Honors Program Committee
 4. Distance Education Committee
 5. Student Learning Outcomes Committee
 6. Equivalency Committee
 7. Senate Grant Program Committee

Membership and Functions of Governance Councils:

- A. College Coordinating Council
(Membership)

1. Superintendent/President and/or Vice Presidents (one vote) Representing the Board of Trustees
2. Academic Senate President
3. Administrative Council Representative
4. President of Faculty Exclusive Bargaining Unit
5. President of Classified Exclusive Bargaining Unit
6. Confidential/Management/Supervisory Unit Representative
7. Associated Student Organization Representative

(Function)

- a) The College Coordinating Council will serve as the coordinating body for governance issues at Antelope Valley College, except academic and professional matters and collective bargaining issues. The Council will have four main functions: issue management, providing a communication network for distributing information to all college constituent groups, determining the decision-making and recommending authority of collegewide participatory governance committees, and submitting recommendations to the President in areas of “effective participation”.
- b) Issue management means the Council will determine the appropriate governance committee or process to address any new issue or task that is not already assigned to an existing committee or process. When the Council assigns an issue or task to an existing or a newly created committee, the Council will specify in writing the nature and scope of the assignment, if the committee has decision-making or recommending authority, the appropriate reporting process, and a timeline for completion of the assignment.
- c) If an issue before the Council involves an academic and professional matter, it will be referred to the Academic Senate and the-President’s Executive Council for consideration. If an issue before the Council involves collective bargaining matters, it will be referred to the affected Collective Bargaining Unit and the Superintendent/President for deliberation.
- d) When a collegewide participatory governance committee makes a recommendation that only requires “effective participation” of faculty, staff and students, the College Coordinating Council will consider the recommendation and communicate the committee’s recommendation to all college constituent groups.
- e) The Council may address an issue itself, when a recommendation cannot be made in a timely manner by another committee or process, or the Council determines that **not** taking action will expose the district to legal liability or cause substantial fiscal hardship. The Council may also make a recommendation to the Superintendent/President when no existing or new committee or process is deemed appropriate for handling the issue, or a committee or constituent group requests a recommendation from the Council regarding an issue.
- f) The Council shall seek consensus as the basis for making decisions. However, when consensus cannot be reached, the Council may take action if six out of seven Council members are in agreement. When a resolution before the Council does not have the required “6 out of 7” members in favor, the status quo remains in effect until such time as a mutually acceptable resolution can be negotiated and agreed to by 6 of the 7 members of the Council. The Council will determine, by consensus, criteria and a process for emergency and fast-track decision-making to be used when waiting until the next regular Council meeting would not be in the best interest of the district. All Council members have a single vote and the meetings of the Council shall be open.

- g) The Council will review the purpose/function and scope of decision-making/recommending authority of each college standing committee every three years. Any recommendation for change in purpose or scope of a committee, including the dissolution of the committee, will be presented to college constituent groups for feedback. All feedback will be shared with the affected committee. The Council and the affected committee will discuss the recommendation and the feedback from constituent groups with the goal of reaching consensus. If consensus is reached, the purpose/function and/or decision-making/recommending authority will be changed. If consensus cannot be reached, the Council may still make changes in these areas if six of seven Council members are in agreement with the change.
- h) If a proposed change in purpose/function involves an academic and professional matter, the recommendation and feedback from constituent groups will be forwarded to the Mutual Agreement Council (MAC) for deliberation. If mutual agreement is reached by the MAC, the purpose will be changed. If mutual agreement cannot be reached, the purpose/function of the committee remains the same in accord with the provisions of Title 5.

B. Mutual Agreement Council

(Membership)

1. President's Executive Council
2. Senate Executive Committee

(Function)

The Mutual Agreement Council consists of the President's Executive Council and the Senate Executive Committee and its purpose is to consult and deliberate with the intention of reaching mutual agreement between the Academic Senate and the Board of Trustees on academic and professional matters 6, 7, 9, 10 and 11 of Section 53200 in Title 5. "The governing board, or its designees, and the academic senate shall reach mutual agreement by written resolution, regulation, or policy of the governing board effectuating such recommendations."

C. Strategic Planning & Budget Council

(Membership)

1. Superintendent/President - Ex-Officio
2. Academic Senate President (Co-chair)
3. Dean of Institutional Effectiveness, Research and Planning (Co-chair)
4. College Vice Presidents (4)
5. Faculty Union Representative (1)
6. Student Representatives (2)
7. Faculty Representatives (5 - 1 transfer, 1 student services, 1 instructional resources, 1 vocational, 1 adjunct)
8. Classified Representatives (5)
9. Confidential/Management/Supervisory Representative (1)
10. Deans/Directors Representatives (2)
11. Director of Facilities Planning and Campus Development
- 12.-Director of Information Technology Services

13. Executive Director of Institutional Advancement and Foundation

14. Director of Public and Governmental Relations

15. Enrollment Management Committee Co-chair

(Function)

The Strategic Planning & Budget Council (SPBC) is a shared governance council that provides oversight and monitoring of the various planning documents within the institution in order to accomplish the mission and goals of the district. SPBC 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.

The council reviews the annual budget requests brought forward by the Budget Subcommittee and makes a recommendation to the Superintendent/President to fund those requests that utilize institutional resources most efficiently in accomplishing the district's strategic goals and improving the Institutional Learning Outcomes. SPBC works collegially with the Superintendent/President to recommend budget priorities in a timely fashion *based on an annual SPBC timeline*. The Superintendent/President may recommend budget expenditures to the Board of Trustees without consensus of the SPBC in those instances of legal and fiscal responsibility, as cited in both Education Code and Title 5. The Superintendent/President submits budget recommendations to the Board of Trustees for approval.

In order to function most efficiently and to support and execute the Educational Master Plan, members of the SPBC are assigned to the following subgroups/subcommittee:

- Facilities: Based on the findings of the Educational Master Plan, responsible for developing and evaluating the effectiveness of the Facilities Master Plan, which oversees the district's long-range infrastructure, building, and parking needs.
- Human Resources: Responsible for creating a Human Resources Plan that includes a long-range Staffing Plan to support the program needs identified in the Educational Master Plan.
- Finance: Responsible for developing a Finance Plan to analyze and determine the financial impact and necessary resources to implement the Facilities, Human Resources, Technology, and Enrollment Management plans.
- Communications: Responsible for developing, implementing, and evaluating a marketing and communications plan with strategies to increase communications with our internal and external constituents. Responsible for disseminating information to the campus and general community through e-mail, the website, myAVC, and the SPBC Annual Review.
- Educational Master Plan: Responsible for annually reviewing the Educational Master Plan to ensure that the District's ongoing needs are met.
- Budget Subcommittee: Responsible for evaluating and prioritizing the annual budget requests to most efficiently utilize institutional resources and present those recommendations to the SPBC.

Membership in the subgroup/subcommittee can be expanded by issuing a campus-wide call to all constituent groups in order to enhance its membership. Each subgroup/subcommittee has the responsibility to determine its own membership.

APPENDIX I

“Participatory Governance Committee Operating Procedures”

Each committee will have a statement of purpose/function in accord with the district mission and a membership list, along with the minimum number and frequency of meetings that will be held during the academic year. In addition, each committee will have a statement of reporting responsibilities to individuals, committees or constituent groups and publish this information to all district employees. Committees will make decisions or recommendations through consensus.

Each committee will also circulate a “Call for Agenda Items” five working days prior to a meeting and distribute to members and post an agenda two working days prior to a meeting. Each committee will also distribute to members and post a draft of unapproved minutes within ten working days after a meeting. Minutes will include a brief summary of discussion regarding actions taken, including motions made, seconded, passed or defeated. On an annual basis, each committee will review its activities and submit a year-end report to whichever reporting body it is accountable. In most instances, reports would be made to the College Coordinating Council, Superintendent/President, or appropriate administrator. The year-end report will include accomplishments, preview issues for the coming year, and make recommendations for change in membership or function.

APPENDIX II

“Criteria for Committees to Use in Determining if an Item is an Academic and Professional Matter or a Collective Bargaining Issue”

In doing their work, committees, particularly the chair(s), must recognize which items/issues under discussion are subjects of collective bargaining (CB) or are academic and professional matters (APM). Unless specifically asked to handle a CB item or an APM, the committee should not. In addition, each participatory governance committee should assure effective participation of all parties, as well as effective communication with the College Coordinating Council (CCC). As committees forge recommendations, the committee chair is responsible for assuring the following steps have been completed:

Verify that the topic is not CB or APM (unless the CB/APM has been assigned to the committee)

Develop recommendation/policy with input from all representatives

—if representatives are not attending, committee chair notifies constituency president

—ask regularly if representatives have consulted with their constituency

—consult with CCC if stuck, hit controversy or need clarification

Disseminate to campus via mailbox or email prior to completing last draft of recommendation/policy and give the campus 2 weeks to respond to any issues

Consider campus input, complete and send to the Superintendent/President and the CCC

If CB, send to presidents of college and union (s); if APM, send to presidents of college and senate

COLLECTIVE BARGAINING

salaries—steps, columns, merit pay, rate of pay for stipends, bonuses, reassigned time, overtime, placement & advancement benefits

leaves, vacations, holidays

union & district rights
grievance, arbitration & evaluations
discipline procedures.
academic freedom
committees that deal with CB items, such as calendar, classified: as it relates to work hours and
calendar year for classified, certificated: as it relates to academic year and work hours
discrimination—sex, race, religion etc
job assignments, reclassification & reassignment
seniority, promotions, retirement
office space & parking
graduation attendance
preparation time
tools/equipment: access to computer, telephone and equipment necessary for the job
training (impact on wages/hours, such as sabbaticals, staff development, flex) & travel
contracting out of bargaining unit work
work load/class size/work hours/work days

ACADEMIC AND PROFESSIONAL MATTERS

curriculum, including establishing prerequisites
degree and certificate requirements
grading policies
education program development
standards or policies regarding student preparation and success
district and college governance structures as related to faculty roles
faculty roles and involvement in accreditation
policies for faculty professional development activities—(staff development, flex,
sabbaticals, faculty academy, senate grant program)
processes for program review
processes for planning and budget

APPENDIX III

Other Statutory Requirements related to Participation in Local Decision-making

- **Ed Code 66450: *Distribution of academic presentations***

Pursuant to Ed. Code Section 66450-66452, anyone (other than the instructor of record) making a recording in any medium of a classroom presentation cannot use the recording for financial or economic gain. Students who are found to be in violation of this section will be subject to disciplinary measures. All persons found to be in violation of this section may be subject to legal action. Distribution of classroom information or materials requires prior permission from the instructor of record.

Students will be informed of this regulation through posting in the college catalog and the Antelope Valley College website.

See Board Policy #5500

- **Ed Code 87458: *Administrative retreat rights***

The process by which the board of trustees determines retreat rights of administrators shall be developed and agreed upon jointly by representatives of the board and the academic senate, and the board relies primarily upon the advice and judgment of the academic senate to determine that the administrator possesses the minimum qualifications for employment as a faculty member. See Administrative Procedure #7250

- **Ed Code 87359: *Equivalencies to minimum qualifications***

The process and criteria used to determine that individual faculty members who do not meet the applicable minimum qualifications specified in Ed. Code 87356 shall be developed and agreed upon jointly by representatives of the board of trustees and the academic senate. The board shall rely primarily upon the advice and judgment of the academic senate to determine that faculty members possess qualifications that are at least equivalent to the applicable minimum qualifications.

Equivalencies for each discipline will be determined by full-time faculty from the respective disciplines and submitted to the Academic Senate for approval. Equivalencies must be approved by the Academic Senate and available to the Human Resources Office prior to screening of applicants.

See Administrative Procedure #7211

- **Ed Code 87360: *Faculty hiring***

Hiring criteria, policies, and procedures for new faculty members shall be developed and agreed upon jointly by representatives of the board of trustees and the academic senate. See Administrative Procedure #7120

- **Ed Code 87610.1: *Faculty tenure***

The faculty's exclusive representative shall consult with the academic senate prior to engaging in collective bargaining on procedures related to tenure evaluation procedures.

See Administrative Procedure #7210

- **Ed Code 87663: *Faculty evaluation***

The board of trustees, in consultation with the faculty, shall adopt rules and regulations establishing the specific procedures for the evaluation of its contract and regular employees on an individual basis and setting forth reasonable but specific standards which it expects its faculty to meet in the performance of their duties. Such procedures and standards shall be uniform for all contract employees with similar duties and all regular employees with similar duties.

See Administrative Procedure #7150

- **Ed Code 87743.2: *Faculty service areas***

The faculty's exclusive representative shall consult with the academic senate in developing its proposals for establishing faculty service areas. See Administrative Procedure #7211

- **Title 5 55022: *Curriculum committee***

Curriculum Committee. The college and/or district curriculum committee (Academic Policies and Procedures Committee) recommending the course shall be established by the mutual agreement of the college and/or district administration and the academic senate. The committee shall be either a committee of the academic senate or a committee that includes faculty and is otherwise comprised in a way that is mutually agreeable to the college and/or district administration and the academic senate.

In order to fulfill the mandate of Title 5, Section 55022, the Board of Trustees and the Academic Senate mutually agree to establish a curriculum committee, referred to as the Academic Policies and Procedures Committee, comprised of members from each faculty division and co-chaired by a full-time faculty member and the vice president of academic affairs.

- **Title 5 53204: Academic senate/union agreements**

Nothing in these administrative procedures shall be construed to impinge upon the due process rights of faculty, nor detract from any negotiated agreements between collective bargaining representatives and district governing boards. It is the intent of the Board of Governors to respect agreements between academic senates and collective bargaining representatives as to how they will consult, collaborate, share, or delegate among themselves the responsibilities that are or may be delegated to academic senates pursuant to these regulations.

Glossary of Terms

1. Academic Senate

An organization representing faculty, whose primary function is to consult collegially with the governing board of a district and/or the administration of a college as their representative. The role of the academic Senate constitutes a delegation of authority; by regulation local governing boards are required to consult collegially with the academic Senate on academic and professional matters. (Title 5 §53200-53201) (Ed Code §70901)

2. Ad-Hoc

A group of individuals working on a one-time task

3. College Coordinating Council (CCC)

The College Coordinating council is a governance group of district constituent leaders, established to respond to changing conditions in the institution within a participatory governance framework.

4. Collegewide Participatory Governance Committee

A committee that functions under the operating guidelines of the College Coordinating Council.

5. Consensus

A decision-making process used to resolve conflict creatively and with general agreement. Complete unanimity is not the goal. Each individual should accept the group's decision on the basis of logic and feasibility.

6. Constituent

Individual members of any represented group.

7. Effective Participation of Faculty Outside of Academic and Professional Matters

Faculty shall be provided with opportunities to participate on matters affecting them. (Title 5 §51023)

8. Effective Participation of Staff

- a) Staff shall be provided with opportunities to participate in the formulation and development of district and college policies and procedures. Governing boards should solicit input of staff on matters affecting them. Delegation of authority does not extend to staff. The policies and procedures of the governing board shall ensure that the recommendations and opinions of staff are given every reasonable consideration. (Title 5 §51023.5)
- b) Except in unforeseeable, emergency situations, the governing board shall not take action on a matter having a significant effect on staff until it has provided staff with an opportunity to participate in the formulation of the policy or procedure or the joint development of recommendations regarding the action.

Governing board procedures shall ensure that at the district and college levels, recommendations and positions developed by staff are given every reasonable consideration. (Title 5 §51023.5)

9. Effective Participation of Students

- a) Students shall be provided an opportunity to participate in the formulation and development of district and college policies and procedures that have or will have a significant effect on students. This right includes the opportunity to participate in processes for jointly developing recommendations to the governing board regarding such policies and procedures. Delegation of authority does not extend to students.
- b) Except in unforeseeable, emergency situations, the governing board shall not take action on a matter having a significant effect on students until it has provided students with an opportunity to participate in the formulation of the policy or procedure or the joint development of recommendations regarding the action.

Governing board procedures shall ensure that at the district and college levels, recommendations and positions developed by students are given every reasonable consideration. (Title 5 §51023.7)

10. Exceptional Circumstances

The regulations do not define the terms “exceptional circumstances” and “compelling reasons,” and these terms are not intended to have a legal definition. These terms mean that Boards must usually accept Senate recommendations in relation to academic and professional matters. In instances where a recommendation is not accepted, the Board’s decision must be in writing, based on a clear and substantive rationale which puts the explanation for the decision in an accurate, appropriate, and relevant context. (Title 5 §53203 - d.2).

11. Participatory Governance

Effective participatory governance includes collectively sharing ideas and formulating good recommendations to present to Boards of Trustees or their designee. It is the responsibility of the Board to focus on the needs and best interests of the district as a whole.

Participatory governance is not effective when the participating entities interpret their roles to include final approval of policies, procedures or budgets. (May 19, 1999 Report to the Consultation Council on the Effectiveness of Faculty, Staff and Student Participation in College and District Governance.)

12. Recommendations

Committee makes a “decision” of what to recommend to appropriate bodies (i.e., Academic Senate, Superintendent/President, or Board of Trustees). (Title 5 §53203(d).)

13. Senate Standing Committee

A committee formed by the Academic Senate on academic and professional matters assigned to it.

14. Taskforce

A group carrying out a specific task.

15. Title 5

The California Code of Regulations specific to education. (California Code of Regulation 1/99 Update).

16. Subgroup

A group of individuals assigned by the Strategic Planning and Budget Council to formulate recommendations relating to a designated institutional function or interest including Human Resources, Facilities, Communication, Educational Master Plan, Budget Subcommittee, and Finance.

7/5/05

Revised: 4/14/08

Revised: 12/14/09

Revised: 4/9/12

Bookstore Assistant

Replacement for Employee Resignation

The Marauder Bookstore has received a resignation from the Bookstore Assistant responsible for Receiving all product in the store. With this resignation, the Marauder Bookstore will not have a person to receive product for our Fall Semester.

The first shipment of supplies (paper, pencils, notebooks) will arrive during the week of July 1 and then first shipment of Fall textbooks will arrive the week of July 8, 2013. The resignation is effective June 27, 2013.

It is critical to maintain a separation of duties between ordering, receiving, invoicing and paying for the product, therefore, it is critical to replace this position.