

**ANTELOPE VALLEY
COMMUNITY COLLEGE
DISTRICT**

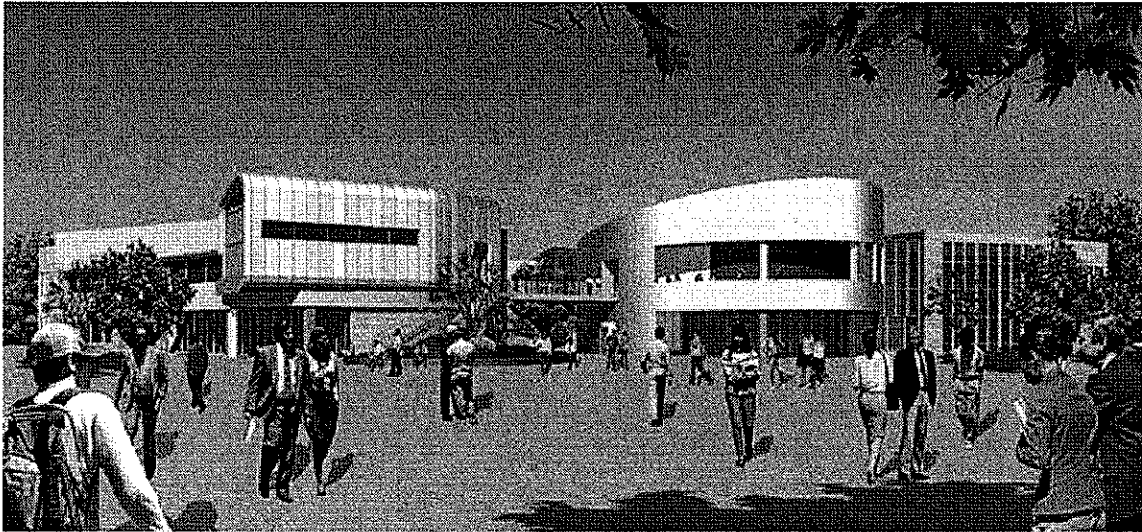


**STRATEGIC PLANNING
AND
BUDGET COUNCIL (SPBC)**

FINANCE SUB-GROUP

FINANCE PLAN

2007-2010



*Rendering of Antelope Valley College Health and Sciences Building
Proposed Completion Date: Spring 2012*

Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future.

-Clark Crouch

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Introduction

The Finance Plan (FP) for Antelope Valley Community College District (AVC) is developed and monitored by the finance sub-group for the 2007-2010 fiscal years. The finance sub-group is a working group under the umbrella of the Strategic Planning and Budget Council (SPBC).

SPBC Finance Sub-Group

The finance sub-group analyzes and determines the financial impact and necessary resources to implement the Educational Master Plan (Strategic Plan) that includes the Facilities Plan, Human Resources Plan, Technology Plan and Enrollment Management Plan. It also supports and promotes the efficient management and preservation of AVC's resources.¹

FP Framework

The FP is organized around the Educational Master Plan³ and the subgroups as defined by the SPBC. These subgroups, along with their individual plans, provide the necessary support to the overall FP. According to the SPBC strategic planning and budgeting process, the SPBC Budget Subcommittee evaluates and prioritizes the annual budget requests to most efficiently utilize AVC's resources. An annual evaluation of these resource allocations provides the necessary outcomes assessment and the most appropriate corrective action plan(s) to improve student learning, thus meeting the college's institutional learning outcomes.¹

Purpose of the FP

The purpose of the FP is to assist AVC in a continuous process of evaluation and growth. The FP utilizes the Educational Master Plan and Accreditation Self-study to meet student learning and operational outcomes. The college assesses the finance allocations to determine that a clear chart is guiding budget decisions.

This plan therefore addresses various financial issues associated with the provision of financial resources in support of the college's mission, which is *"to serve the community by placing student success and student-centered learning as our number one priority through higher educational standards and innovative programs and services in a professional, team-driven environment."*

This broader fiscal environment is a cyclical process that is concurrent with the state's fiscal year. State funds and local property taxes (Proposition 98) account for more than 75 percent of community college funding.² In order to provide long-term stability to AVC operations; resource diversification is of utmost importance. This FP seeks to develop approaches to augment funding through foundation grants, industry partnerships, contract education, private giving, and redevelopment funds.

AVC's overall finance and budgeting process looks from within the framework of the current fiscal year and provides focus and direction for actions to be addressed in future budgets. Viewed in this manner, the plan is revised and updated every three years; this "living" document provides a long range planning horizon to guide the present efforts and future course of direction.

Timeline for Preparation/Review of the FP

The FP for 2007-2010 represents a three-year extension of the most recent AVC Educational Master Plan of 2007. While it includes a number of substantive modifications, it preserves the essential framework of the Educational Master Plan.

Recognizing the recurring nature of AVC's fiscal planning environments, this working document is reviewed and updated every three years, with major revisions and adjustments made to reflect the fiscal conditions and opportunity inherent in AVC's always changing operational environment and the dynamic statewide budget of California.

SPBC Subgroups Plans

As mentioned previously, the FP utilizes the data and information from the SPBC Subgroup plans to bridge the budget process. Each plan incorporates the goals of the college, which link the program reviews, student learning outcomes, institutional learning outcomes, and operational outcomes to the college's mission. The following information highlights the summaries of each of the subgroup plans.

Facilities Plan

The AVC Facilities Master Plan⁴ incorporates two distinct dimensions: 1) a design and construction program that coordinates both with the Educational Master Plan and a capital funding study which encompasses the planning, construction, or renovation of facilities to support newer technologies and educational advances; and 2) an annual preventative maintenance plan to mitigate unanticipated and expensive emergency repairs.

AVC will begin a comprehensive review of capital funding for a deferred maintenance program both for the interim and long term. An efficient and comprehensive program is viewed as necessary and appropriate to achieve the college's objectives for providing a preeminent community college. Some of these funding needs, as well as those to be incurred in the implementation of the FP, will be phased into the operating budget over the three-year life of the plan, while other projects are longer-term in nature and require a commensurately long-term planning process to ensure appropriate financial support.

The facilities subgroup works in concert with the SPBC Budget Subcommittee and Administration to ensure that physical, conceptual and fiscal requirements and objectives are appropriately aligned and prioritized.

Funding

In 2004 voter's passed the Measure R General Obligation Bond. This \$139 million bond will provide sole and matching funds for significant projects of the college as defined in the Facilities Master Plan (FMP). Redevelopment funds from the cities of Lancaster and Palmdale are reviewed on a regular and ongoing basis to fund projects not covered

under the bond projects listing. Redevelopment funds can vary annually according to property tax revenues and therefore, projects are planned accordingly from the FMP. The college also reviews the annual budget requests received from the Facilities Department. The state budget generally provides one-time block grants for deferred maintenance projects. The budget sub-committee reviews these resource allocations and recommends approval for funding of the budget requests to the SPBC.

Human Resources Staffing Master Plan

The Educational Master Plan defines the purpose of the Human Resources (HR) Staffing Master Plan (hereafter referred to as the *Plan*) as follows: "Create a staffing master plan that provides adequate staffing to account for growth in enrollment and supports new and existing facilities." The *Plan* should ensure that full-time administrators, faculty, and classified staff are proportionally distributed based on a long-term plan. Another purpose of implementing a *Plan* is to create an equitable distribution of full-time faculty across departments and divisions, sufficient to support the academic schedule and to provide an appropriate level of support services to meet demands of students. It is recommended that the Plan be reviewed annually and revised in the year before the next Educational Master Plan, since the latter should include the staffing recommendations from this report. It is also recommended that the annual budget requests be based on the recommendations in the *Plan*.⁵

The detailed staffing plan spreadsheet is detailed in (Exhibit A). For each staffing request, departments/divisions are required to identify the Institutional Learning Outcomes (ILOs) that are supported by the hiring of each position that is requested. In the department/division staffing plans, ILOs are identified if they were included in the 2007-08 budget requests. ILOs were not identified for subsequent years but will be required in those year's budget requests.

Funding

The HR plan, which includes the plan spreadsheet, is utilized to assist the District in making hiring decisions on an annual basis. Generally, faculty and staff positions are funded from the General Fund. Categorically funded positions are stated in the program or grant guidance. The SPBC Budget Sub-Committee reviews the plan on an annual basis and makes recommendations to the SPBC.

Exhibit A – Human Resources Plan Spreadsheet

HUMAN RESOURCES PLAN SPREADSHEET

AREA OF EMPLOYMENT	EMPLOYEE Classification	FISCAL YEAR															
		ILO's	QTY.	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
PRESIDENT'S OFFICE:																	
Advancement Office:																	
	Webmaster	2	1	X													
	Director Annual Fund & Special Events	2.5	1		X												
	Director of Development		1			X											
	Director of Marketing and Communications		1			X											
	Public Relations Specialist		1			X											
	Clerical III/II		1			X											
Information Technology Services:																	
	System Security Administrator		1	X													
	Computer Services Technician-IT Support	4	1		X												
	Online Media Specialist	4	1		X												
	Academic Support Manager	4	1		X												
	Programmer/Analyst		1		X												
	Telephone Support		1			X											
	MIS Reporting(?)		1			X											
	Technology Training Specialist(?)		1			X											
	Faculty Support Specialist(?)		1			X											
	Computer/Network Support		1				X										
	Classroom/Lab Support(2 positions)		2				X										
	Software Manager		1				X										
	Computer/Network Support		1					X									
	Classroom/Lab Support		1					X									
	Programmer (2 positions)		2					X									
	Database Administrator		1					X									
BUSINESS SERVICES:																	
Bookstore:																	
	Director of Auxiliary Services		1		X												
	Accounting Assistant II				X												
	Bookstore Assistant				X												
Cafeteria:																	
	Night Shift Supervisor		1		X												
	Food Service Assistant					X											
Accounts Payable/Purchasing:																	
	Assistant Buyer-Purchasing		1	X													
	Accounting Assistant II - Accts Payable		1		X												
Custodial/Facilities:																	

AREA OF EMPLOYMENT	EMPLOYEE Classification	FISCAL YEAR															
		ILO's	QTY.	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Facilities Plan & Campus Development:	Night Custodian		1	X													
	Custodian, Swing Shift		1	X													
	Custodian		2			X											
	Custodian		1				X										
	Custodian		2					X									
	Custodian		1						X								
	Lead Custodian		1						X								
	Custodian		1							X							
	Custodian		1								X						
	Custodian		1									X					
	Custodian		1										X				
	Custodian		1											X			
	Custodian		1												X	X	
Maintenance & Operations/Facilities:																	
	Coordinator-Facilities Planner		1	X													
	FP&CD Administrative Assistant		1	X													
	Clerical III		1			X											
	Assistant Director/Manager of Facil. Plan		1			X											
Maintenance/Facilities:																	
	Clerical Asst. III	1.5	1	X													
	Facility Support Technician (Recycle/Haz Mat)	1.5	1	X													
	Receptionist		1			X											
	Administrative Assistant		1				X										
	Clerical Asst. II		1				X										
	Facility Site Manager		1					X									
	Facility Site Manager		1														X
Campus Events:																	
	Skilled Maintenance Worker (replaces Carpenter)	1, 4, 5	1	X													
	Skilled Maintenance Worker	1, 4, 5	1	X													
	Utility Worker	1, 4, 5	1	X													
	Skilled Maintenance Worker		1			X											
	Utility Worker		1			X											
	Utility Worker		1				X										
	Skilled Maintenance Worker		1				X										
	Maintenance Worker		1					X									
	Utility Worker		1						X								
	Utility Worker		1							X							
	Electrician		1								X						
	Skilled Maintenance Lead		1									X					
	Maintenance Worker		1														X
	Skilled Maintenance Worker		1														
Motor Pool:																	
	Mechanic Assistant		1			X											
Ground Maintenance:																	
	Grounds Maintenance		2			X											

AREA OF EMPLOYMENT	EMPLOYEE Classification	FISCAL YEAR															
		ILO's	QTY.	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	Grounds Maintenance		2				X										
	Grounds Mechanic		1					X									
	Grounds Maintenance		1										X				
	Grounds Maintenance/Irrigation		1						X								
	Grounds Maintenance		1														X
HUMAN RESOURCES:																	
	Clerical Asst. III		1	X													
	Payroll Coordinator		1	X													
	Clerical Asst. II		2		X												
	Technical Analyst		1			X											
	Secretary (Risk Mgmt. & Env. Health)		1			X											
	Human Resources Technician		1				X										
	Payroll Technician		1				X										
	Safety & Health Technician		1				X										
	Hazardous Waste (HAZMAT) Technician		1				X										
ACADEMIC AFFAIRS:																	
	Academic Affairs Supervisor	2.4	1	X													
	Director Extended Services (Palmisle & Evening)	2.4	1	X													
	Director of Corporate & Community Education	2.4	1	X													
Institutional Research & Planning:																	
	Clerical Asst. III (Part-time)	1,2,4,6	1	X													
	Grant & Contract Proposal Writer		1		X												
	Administrative Asst		1		X												
	Research Technician		1			X											
	Survey Specialist		1			X											
Child Development Center:																	
	Early Childhood Education Specialist	1,2,3,4,6	1	X													
	Site Supervisor/Assistant Director		1			X											
Health Sciences:																	
	Clerical Asst. III (part-time to full-time)	2.4	0.5	X													
	Full-time Faculty (MOA)		1		X												
	Full-time Faculty (EMT)		1		X												
	Full-time Faculty (Radiological Technology)		1		X												
	Full-time Counselor		1		X												
	ITS Support for Nursing Computer Lab		1		X												
	Department Chair		1		X												
	Full-time Faculty (RN-Clinical)		2			X											
	Full-time Faculty (LVN)		2			X											
	Full-time Faculty (Radiological Technology)		1			X											
Math/Science:																	
	Laboratory Assistant (Evening)	2.3	1	X													
	Full-time Faculty Chemistry	2.3	1		X												
	Faculty Chair/Coordinators					X											
	Full-time Faculty in Mathematics					X											
	Full-time Faculty in Biotechnology					X											
	Full-time Faculty in Nanotechnology					X											
	Full-time Faculty in Bioinformatics					X											
	Full-time Faculty in Environmental Science					X											

AREA OF EMPLOYMENT	EMPLOYEE Classification	FISCAL YEAR																
		ILO's	QTY.	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	
Language Arts:	Laboratory Technicians					X												
	Laboratory Technicians - Computers					X												
	Instructional Aid - Math					X												
	Clerical Asst. III (part-time to full-time)	3	0.5	X														
	Language Arts Instructional Associate	1,4	1		X													
	Added Reassigned Time for Composition Coordinator	1,3,4	1		X													
	Faculty Chair/Coordinator	3	1		X													
	Clerical Asst. II (part-time to full-time)	2,8,4	0.5		X													
	Full-time and Adjunct Faculty (ASL)	1,3,4			X													
	Full-time and Adjunct Faculty (Communications)	1,4			X													
	Full-time and Adjunct Faculty (English)				X													
	Full-time and Adjunct Faculty (Spanish)				X													
	Full-time and Adjunct Faculty (Reading)				X													
Full-time and Adjunct Faculty (ESL)				X														
Visual & Performing Arts:																		
	Clerical Asst. III (part-time to full-time-VAPA Only)	3	0.5	X														
	Performance Arts Coordinator	1,4,5	1	X														
	Art Gallery Technician	1,2,3	0.5	X														
	Ceramics Technician	3	0.5	X														
	Theatre Performance House Manager	1,3	0.5	X														
	Theatre Stage & Lighting Technician, 1 FTE	2,3,4		X														
	Full-time piano accompanist				X													
	Computer Graphics/Multi-media Clerk				X													
	Full-time Faculty in Music				X													
	Full-time Faculty in Theatre				X													
	Full-time Faculty in Film and Television				X													
	Instructional Resources/Extended Services:																	
Library Staffing (Palmdale Campus)		1-5	0.5	X														
Reading Tutorial Specialist (Learning Ctr)		1-5	0.5	X														
Writing Specialist (Learning Ctr)		1-5	0.5	X														
Adjunct Faculty hours (Learning Ctr)		1-5		X														
Library Assistant		2,3,4,5	1	X														
Increase Sandy Kraske to fulltime		1-5	0.5	X														
Faculty Chair/Director for Library/IMC					X													
Support staff for Faculty Chair/Director					X													
Faculty Chair/Director for Learning Ctr					X													
Support staff for Faculty Chair/Director					X													
Faculty Chair/Director for Extended Services					X													
Support staff for Faculty Chair/Director					X													
Media Assistant					X													
Librarian (Media Specialist)			1		X													
Library Assistant					X													
Full-time Faculty (ESL/Reading Learning Specialist)					X													
Adjunct Learning Specialists					X													
Librarian						X												
Library Assistant						X												
Reclassification of IMC clerical staff to Media Techs						X												
Graphic Artist						X												
Adjunct faculty in all areas						X												
Business & Computer Studies:																		

AREA OF EMPLOYMENT	EMPLOYEE Classification	FISCAL YEAR																
		ILO's	QTY.	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	
	Clerical Asst. III (part-time to full-time)	2.4	0.5	X														
	Full-time Faculty (Business Law)	2.4			X													
	Full-time Faculty (Real Estate)	2.8			X													
	Computer Lab Technician				X													
	Full-time Faculty (Business Law)					X												
	Full-time Faculty (Real Estate)					X												
	Full-time Faculty (Database Mgmt)					X												
	Full-time Faculty (MIS/Web)					X												
Social & Behavioral Sciences:																		
	Clerical Asst. III (part-time to full-time)	2.8.4	0.5	X														
	Full-time Faculty (all areas)				X													
	Full-time Clerical Asst.				X													
	Full-time Faculty in Economics				X													
	Full-time Faculty in History				X													
	Full-time Faculty in Admin Justice				X													
	Full-time Faculty in Political Science					X												
Technical Education:																		
	Clerical Asst. III (part-time to full-time)	2	0.5	X														
	Instructional Asst. (80%, 10-month)	2	1	X														
	Welding Instructor				X													
	Faculty for Electrical Technology					X												
	Faculty for Fire Technology					X												
	Faculty for Air Conditioning and Refrigeration					X												
	Faculty for Automotive Repair					X												
	Faculty for Aircraft Fabrication					X												
	Instructional Assistant for TE7					X												
	Instructional Assistant for Welding					X												
Physical Education & Athletics:																		
	Full-time Faculty (Dance)				X													
	Athletic Trainer		1		X													
	Lifeguards				X													
	Part-time Secretary		0.5		X													
	Full-time Head Coaches	4			X													
	Adjunct Faculty				X													
	Fitness Center Manager					X												
	Equipment Manager					X												
	Adjunct Faculty - Aerobics					X												
	Adjunct Faculty - Weight Training					X												
	Adjunct Faculty - Yoga					X												
	Adjunct Faculty - Pilates					X												
	Adjunct Faculty - Kickboxing					X												
	Adjunct Faculty - Cycle Aerobics					X												
	Adjunct Faculty - Athletic Training					X												
	Adjunct Faculty - Recreation and Leisure					X												
STUDENT SERVICES:																		
	Technical Analyst (Charge Funding)	1.6	1	X														
	CalWorks - Clerical Asst. III	1.5	1	X														
	Veteran's Assistant	2.4.6	1		X													
	JPC - Outreach Employment Specialist	1.5	1		X													
	CBS Int./Deaf Svcs. Coordinator	4	1		X													
	CalWorks - Categorical Accountant (UG 12)	13.8	1		X													
	SDO/Activities Program Specialist	1.8	1		X													
	STAR Tutoring Specialist (UG 13???)	1,2,3,4	1		X													

Technology Plan

In support of the strategic program direction identified in the Educational Master Plan, and in accordance with the goals and strategies of the Computer and Information Technology Plan, the Information Technology Services area collaborates with appropriate constituents to enhance and maintain student access to information technology resources. The Information Technology Services (ITS) area goals and operational plans support the goals and strategies of the Computer and Information Technology Plan. When proposed activities require development of policies or procedures regarding the use of district information technology resources, or when a determination of information technology replacement and installation priorities is required, the Information Technology Committee develops recommendations for such policies, procedures or priorities.

Funding

A centralized fund is maintained as part of the Information Technology Services area budget that is used to upgrade and replace computer equipment campus-wide. The Information Technology Committee reviews replacement and upgrade proposals for compatibility with the replacement and upgrade criteria, and identifies priorities for such proposals. Criteria for replacement or upgrade includes available funds, staff-to-equipment ratio for positions requiring computer access, availability of existing equipment, capabilities of equipment required to perform the job function, and age of existing equipment. Information Technology Services executes computer replacements and upgrades in consultation with the appropriate dean or director of the area where the equipment is used. All computers must meet the district's minimum baseline standard configuration as determined by the Information Technology Committee in order to enable cost-effective service and support.

Similarly, planning for the acquisition and deployment of new software applications must be coordinated with Information Technology Services to ensure the availability of adequate infrastructure and support resources.⁶

Budget requests from ITS are reviewed on an annual basis. Generally, the requests are funded by the General Fund. Categorical and one-time block funds are used to fund the approved requests if stated in the funded allocation guidance.

Enrollment Management Plan

The service area of the college is 1,945 square miles, and rural, but 84 percent of students attending are located in the cities of Lancaster and Palmdale. Both Palmdale and Lancaster are experiencing population growth, with Palmdale slightly exceeding Lancaster at an average annual growth of 3.21 percent compared to Lancaster's 2.59 percent. Approximately 75,000 people residing in Palmdale are in the 18 to 64 age group, the range most likely to attend a community college. The ethnic make-up of the two cities is similar, with Caucasians constituting a slight majority, followed by Hispanics, and next, by African-Americans.

Planning enrollment for Antelope Valley College and the new Palmdale campus in particular take into account population projections that forecast approximately 200,000 residents in both Lancaster and Palmdale by midyear 2015. Another important planning provision is the relatively short distance between the two cities. Enrollment plans must be developed to ensure that demand for course offerings in Palmdale will not draw students away from the Lancaster campus.

Enrollment management over the next three to five years will need to account for the changes in demographics. Student needs will shift, both in terms of courses desired and services needed as these trends continue: growth in the size of the student body, increasing ethnic diversity, and lastly a continuation of the shift towards a younger population.⁷

Funding

The Enrollment Management Committee submits budget requests on an annual basis according to the budget planning timeline. Requests are reviewed by the SPBC Budget Sub-Committee and are submitted to SPBC for review and recommendation to the Superintendent/President and finally, to the Board of Trustees.

Implementing the FP

The Finance Plan is designed to outline the process which identifies the funding priorities for the fiscal year as established in the Educational Master Plan of the college. The Finance Plan is derived from the districts various planning documents, program reviews, and student learning/operational outcomes.

In developing the final budget of the college, the first priority is to allocate sufficient resources to maintain those functions that support the mission of the college so that high quality instructional services can be offered to students. A number of permanent fixed costs exist throughout the college. The annual budget reflects those commitments and contractual obligations. Other priorities in need of resource allocations are also included although they may not specifically fall under one major goal. In developing the budget, resources are allocated to the extent that funds are available. The Finance Committee in conjunction with the SPBC Budget Sub-Committee reviews the budget requests annually as funds permit.

The Budget Subcommittee oversees the implementation process and coordinates the finance plan with the aid of the SPBC planning timeline (*Exhibit B*). The Vice President of Business Services and Academic Senate President act as co-chairs of the subcommittee, while other members are constituent representatives of the SPBC.

On an annual basis, the Budget Subcommittee distributes the forms that the college utilizes to submit budget requests. The forms are accompanied by a memo that includes a timeline for processing and are also placed on myAVC. The use of myAVC allows for easy access to the forms and communicates the timeline for processing.

The Budget Narrative Form (*See Exhibit D*) is used to document the department/division goals for the fiscal year. The goals of each department and division align the budget requests with the program reviews and bridge the reviews with the institutional learning outcomes.

The Budget Request Form, which is a spreadsheet, (*See Exhibit D*) prioritizes the annual budget requests and totals the proposed dollar amounts. The request form accompanies the Budget Narrative Form and is submitted to the department/division Vice President.

Preparation of the budget forms is a collaborative effort that includes faculty and staff.

The budget forms are compiled by the Vice President of Business Services and a Budget Request binder is distributed to the SPBC Budget Sub-Committee. The Budget Sub-Committee utilizes the binder on a monthly basis to review the requests to make recommendations to the SPBC. According to Board policy 2510, the SPBC makes recommendations to the President who then makes the recommendation to the Board of Trustees for approval. A communication is submitted to the Board which lists the budget request to be funded. Upon approval, the budget request is funded and reflected in the line items of the budget. The Board communication is used to report on the effectiveness of the resources allocated within the fiscal year and on activities made possible through these resource allocations. The assessment is reported in the Annual Review, along with the approved annual budget requests.

STRATEGIC PLANNING & BUDGETING COUNCIL

Planning Timeline

January

- Agenda to include updates of all planning sub-groups and reports
- Mid fiscal year Assessment/Monitoring—SPBC chooses an outcome from sub-group goals and the Office of Institutional Research and Planning reviews strategic plan for measurement, effectiveness and assessment—Report to SPBC and posted on myAVC
- Accreditation review and updates
- SPBC reviews mission statement
 - AP&P review prior to Board approval for college catalog
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

February

- Final approval of departmental budget requests by President and Vice Presidents; forward to Vice President of Business Services to compile and forward to SPBC Budget Sub-Committee
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

March

- Review of budget requests by SPBC Budget Sub-Committee
- Budget Information forwarded to SPBC for review
- Presentation of budget recommendations by Budget Sub-Committee to SPBC to be forwarded to the President
- Accreditation review and updates
- Preliminary Presentation of Tentative Budget to SPBC
- Enrollment management submits upcoming fiscal year plan for growth and retention to SPBC for review—information disseminated by the communications sub-group and budget sub-committee should incorporate planning for Tentative Budget
- Third quarter Assessment/Monitoring—SPBC chooses an outcome from sub-group goals and the Office of Institutional Research and Planning reviews strategic plan for measurement, effectiveness and assessment—Report to SPBC and posted on myAVC
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

STRATEGIC PLANNING & BUDGETING COUNCIL

Planning Timeline

April

- Sub-groups meet to plan upcoming fiscal year goals and objectives
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

May

- Accreditation review and updates
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month
- Board presentation of Tentative Budget

June

- Final SPBC meeting of the month—sub-groups submit goals and objectives to SPBC
- Sub-groups submit annual achievements to the SPBC for review
- Communications sub-group develops annual review to include goals for the upcoming fiscal year and achievements for previous fiscal year
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

July

- Accreditation review and updates
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

August

- Accreditation review and updates
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

STRATEGIC PLANNING & BUDGETING COUNCIL

Planning Timeline

September

- Annual Review communicated and distributed to campus and community-at-large
- First Quarter Assessment/Monitoring—SPBC chooses an outcome from sub-group goals and the Office of Institutional Research and Planning reviews strategic plan for measurement, effectiveness and assessment—Report to SPBC and posted on myAVC
- Adopted Budget to Board of Trustees
- Review plan for enrollment growth for upcoming fiscal year—review hiring ratios /hiring cycle
- Accreditation review and updates
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

October

- Distribution of Budget Development Forms to All Departments/Divisions leadership via myAVC
- Joint meeting with SPBC and Enrollment Management for recommendations for growth projections for upcoming fiscal year
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

November

- Accreditation review and updates
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

December

- Budget Development Forms from each Department/Division due to Vice Presidents
- Review SPBC timeline for completeness
- Communications Sub-Group Update—1st Meeting of Month
- Facilities Sub-Group Update—1st Meeting of the Month
- Finance Sub-Group Update—2nd Meeting of the Month
- Human Resources Sub-Group Update—2nd Meeting of the Month

Timeline accommodates each sub-group for reports and updates on meetings and outcomes. Sub-Groups will meet on a monthly basis to evaluate goals and objectives and review their individual timelines.

***Timeline Subject To Change*

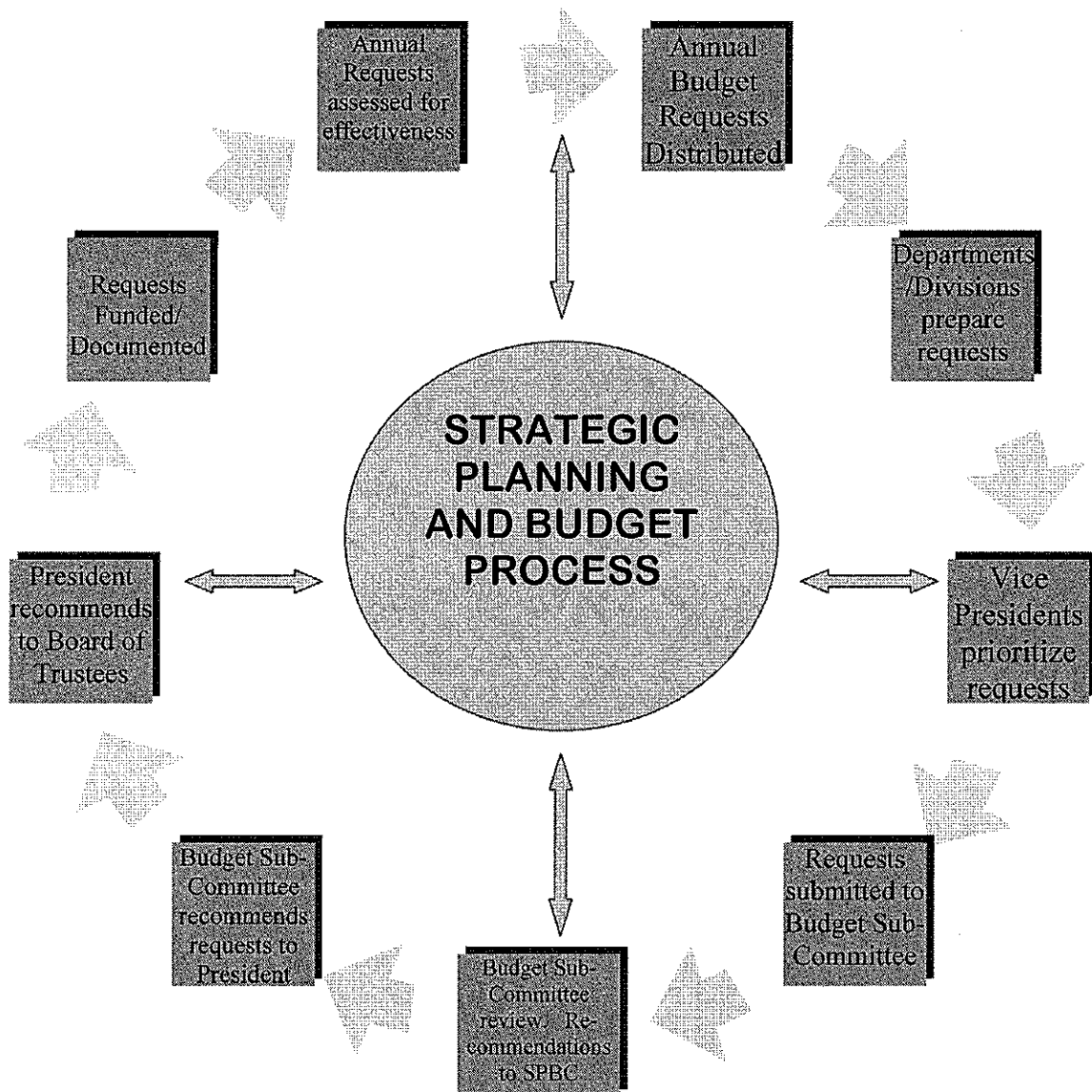
Exhibit B - SPBC Planning Timeline

Exhibit C - SPBC Budget Planning Process

Strategic Planning and Budget Council

Finance Plan

Linking Program Review and the Annual Budget for Better Outcomes



The Finance Plan utilizes the SPBC Budget Timeline and the annual Budget Request Documents to link to the Educational Master Plan.

Exhibit D - Budget Narrative Request Form

Department/Division: **TYPE DEPARTMENT/DIVISION NAME HERE**

Program Review provides a systematic review that is primary in influencing resource allocation, determining improvement for student learning, and strengthening programs and divisions with ongoing dialogue for improvement. Describe briefly your department/division goals and objectives for fiscal year 08-09 and how they align with your budget request/allocation and the institutional learning outcome/operational outcomes of Antelope Valley College.

Overview of 2008-2009 Goals

Type your 2008-2009 goals here

1 - Type Heading Here

Type Information Here

This request supports: Brief Description of Student Learning/Operational Outcome(s)

Type Information Here

2 - Type Heading Here

Type Information Here

This request supports: Brief Description of Student Learning/Operational Outcome(s)

Type Information Here

3 - Type Heading Here

Type Information Here

This request supports: Brief Description of Student Learning/Operational Outcome(s)

Type Information Here

Type Budget Narrative Information on This Page

Submitted by:

Name of Person Submitting Budget Narrative Form on This Line

Date:

Reviewed by:

Title

Approved:

Title

Exhibit E - Budget Request Form

Antelope Valley College
Annual Budget Request
Fiscal Year 2008-2009

Department/Division:

Type Your Department/Division Name Here

Ranking	Description	ILO's	Prior Yr Yes? No?	Plan Name	Priority Code	Divis. Code	ACCOUNT CODES							Current Year Budget
							Fnd	Sub Fund	Resource	Goal/ Category	Function/ Location	Object	School/ Program	
1	1 - Computer SAMPLE	2, 3	N	FINP	OPER	BUSS	01	0	00000.0	00000	14020	4500	6720000	\$1,500.00
2														
3														
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17														
18														
19														
20														
21														
22														
23														
24														
													TOTAL	\$1,500.00

Desired Outcomes

The strategic planning and budgeting procedure guides the process to assess the ongoing framework of the FP and framework for developing and recommending budget requests to the Strategic Planning and Budget Council. Student learning outcomes drive the planning process, and subsequently link budget requests to those outcomes, while integrating measurement into the plan. The Student learning outcomes, in conjunction with program review, allow the District to determine the costs and benefits while planning, and provide a mechanism for determining performance. In other words, the District strives to allocate resources appropriately and accountably to benefit the District as a whole.

Acknowledgements

Board of Trustees

Ms. Betty Wienke, President
Mr. Steve Fox, Vice President
Mr. Jack Seefus, Clerk
Mr. Steve Buffalo, Member
Mr. Earl Wilson, Member
Ms. Elizabeth Soos, Student Trustee

District Administration

Dr. Jackie L. Fisher, Sr., Superintendent/President
Mr. William Benjamin, Vice President/Asst. Supt., Human Resources
Dr. Rosa Hall, Vice President/Asst. Supt., Student Services
Ms. Sharon Lowry, Vice President/Asst. Supt., Academic Affairs
Ms. Deborah Wallace, Vice President/Asst. Supt., Business Services

2007 – 2008 Finance Subgroup Membership

Patricia A. Márquez Sandoval, President, Academic Senate – Co-Chair
Deborah Wallace, Vice President, Business Services, Chair
Connie Moise, Director, ITS
Bridget Razo, Director, Foundation and Institutional Advancement
Pamela Ford, President, AVCFCE (Classified Union)
Woody Burns, Network Manager, ITS

Acknowledgements

2007 – 2008 SPBC Budget Sub-Committee Membership

Patricia A. Márquez Sandoval, President, Academic Senate – Co-Chair
Deborah Wallace, Vice President, Business Services – Co-Chair
Wanda Gallerson, Dean, Student Services
Craig Wilde, Director, Business Services
Sharon Lowry, Vice President, Academic Affairs
William Benjamin, Vice President, Human Resources
Dr. Rosa Hall, Vice President, Student Services
Margaret Drake, Dean, Technical and Vocational Education
Steve Sodergren, Faculty Member
Heidi Preschler, President, AVCFT (Faculty Union)
Doug Jensen, Director, Facilities Planning and Campus Development
Margaret Chavez, Student Accounts Technician
Stan Beach, Coordinator, Veterans Program
Pamela Ford, President, AVCFCE (Classified Union)

References

*Antelope Valley College Strategic Planning and Budget Council/2006 Annual Review*¹

California Community College System Strategic Plan
<http://strategicplan.cccco.edu>²

*Antelope Valley College Educational Master Plan 2007*³

*Antelope Valley College Facilities Master Plan 2005*⁴

*Human Resources Master Staffing Plan 2008*⁵

*Computer and Information Technology Plan 2008*⁶

*Strategic Enrollment Management Plan 2008*⁷