



**ANTELOPE VALLEY COLLEGE  
STRATEGIC PLANNING & BUDGET COUNCIL (SPBC) AGENDA  
October 2, 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. **September 18, 2013 (attachment)**
5. **REPORTS**
  - a. **Budget and Finance Sub-Committee: Ms. Mazie Brewington**
  - b. **Facilities Subgroup: Mr. Doug Jensen**
  - c. **Communications Subgroup: TBD**
  - d. **Human Resources Subgroup: Mark Bryant**
  - e. **Educational Master Plan: Drs. Karen Cowell & Meeta Goel**
6. **ACTION ITEM**
  - a. **HR Subgroup Recommendation: Process Augmentation for Existing Staffing Requests (attachment)**
7. **DISCUSSION ITEM**
  - a. **Retreat Planning Agenda Draft: Mazie Brewington et al.**
  - b. **Draft of AVC 2013-14, 2014-15 & 2015-16 Strategic Planning Cycle (attachment): President Knudson & Dr. Meeta Goel**
  - c. **Draft of AVC 2016 Accreditation Self-Study Timeline (attachment): Dr. Meeta Goel**
  - d. **Second Draft of AVC Assessment & Reporting Cycle: Dr. Meeta Goel**
  - e. **EMP Goals that are related to SPBC: Maria Clinton & Dr. Meeta Goel**
8. **INFORMATIONAL ITEM**
9. **SPBC ADMINISTRATIVE BUSINESS**
  - a. **2013 – 2014 SPBC Meetings**

<del>July 17, 2013</del>	October 16, 2013	January 1, 2014	April 2, 2014
<del>August 7, 2013</del>	November 6, 2013	January 15, 2014	April 16, 2014
<del>August 21, 2013</del>	November 20, 2013	February 5, 2014	May 7, 2014
<del>September 4, 2013</del>	December 4, 2013	February 19, 2014	May 21, 2014
<del>September 18, 2013</del>	December 18, 2013	March 5, 2014	June 4, 2014
October 2, 2013		March 19, 2014	June 18, 2014

9. **OPEN FORUM**
10. **ADJOURNMENT**

**NON-DISCRIMINATION POLICY**

Antelope Valley College prohibits discrimination and harassment based on sex, gender, race, color, religion, national origin or ancestry, age, disability, marital status, sexual orientation, cancer-related medical condition, or genetic predisposition. Upon request, we will consider reasonable accommodation to permit individuals with protected disabilities to (1) complete the employment or admission process, (b) perform essential job functions, (c) enjoy benefits and privileges of similarly-situated individuals without disabilities, and (d) participate in instruction, programs, services, activities, or events.

*Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to Ms. Sharon A. Lowry, Vice President of Academic Affairs, at (661) 722-6304 (weekdays between the hours of 8:00 a.m. and 4:30 p.m.) at least 48 hours before the meeting, if possible. Public records related to agenda items for open session are available for public inspection 72 hours prior to each regular meeting at the Antelope Valley College Vice President of Academic Affairs Office, Administration Building (A 134), 3041 West Avenue K, Lancaster, California 93536.*



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

September 18, 2013  
2:30 pm. – SSV 151

**1. CALL TO ORDER AND ROLL CALL**

Dr. Meeta Goel, Dean of Institutional Effectiveness, Research and Planning, and Ms. Maria Clinton, Academic Senate President, called the meeting to order at 2:35 p.m.

**2. OPENING COMMENTS FROM THE CO-CHAIR**

None

**3. OPEN COMMENTS FROM THE PUBLIC**

None

**4. APPROVAL OF MINUTES**

**a. September 4, 2013**

A motion was made and seconded to approve the minutes of the September 4, 2013 meeting. The Council was in consensus to approve the September 4, 2013 SPBC meeting minutes.

**5. REPORTS**

**a. 2012-2013 Annual Review Report Update: TBD**

No report.

**b. Budget and Finance Sub-Committee: Ms. Mazie Brewington**

No report.

**c. Facilities Subgroup: Mr. Doug Jensen**

No report.

**d. Communications Subgroup: TBD**

No report.

**e. Human Resources Subgroup: Mr. Mark Bryant**

No report.

**f. Educational Master Plan: Drs. Karen Cowell and Meeta Goel**

Dr. Goel reported that this item would be covered under Discussion item.

**6. ACTION ITEMS**

**7. DISCUSSION ITEMS**

**a. Retreat Planning Follow-Up: Dr. Meeta Goel and Maria Clinton**

Ms. Clinton noted that she and Dr. Goel would like to develop a draft plan for the retreat. The charge was that the district has been cited for not communicating properly, and the task force needs to meet to develop an agenda for the retreat. Ms. Clinton asked members to submit suggestions for agenda items, and Ms. Brewington volunteered to be the contact person for organizing the retreat.

Ms. Clinton noted that the role of SPBC has changed over the years, and it's important to look and focus on what's in the best interests of the college, the community and the students. Committee members need to look at what the committee was originally charged to do, and not get involved in what is not in their charter.

Committee members were asked to forward suggestions and concerns for the retreat to the co-chairs by this Friday, September 20, 2013.

**b. Results of Team Assessment: Dr. Meeta Goel**

Dr. Goel distributed a handout of *An Overview of the Model* and noted that the model listed five areas of dysfunction of a team: Absence of Trust, Fear of Conflict, Lack of Commitment, Avoidance of Accountability, and Inattention to Results. She noted that failure to build trust or failure to do so sets the tone for the other areas.

A handout of the team assessment data for five dysfunctions of a team was distributed. Dr. Goel pointed out that 15 out of 27 members provided input for the assessment. Although that was a good response rate, it would have been good to have input from more of the members. The average score for trust was 4.4, conflict was 5.3, commitment was 4.5, accountability was 5.2 and inattention to results was 5.7. This is an indication that all five areas would benefit from some attention. She stated that all five areas are interconnected and as leaders, members need to be role models for these areas. Some notes based on the book were shared with the group. Several problem areas were brought up by members: lack of communication, lack of trust between employee groups and administration, as well as fear of change. Some of it was attributed to the budget cuts in recent years, how these cuts were carried out, and SPBC's role. Dr. Goel felt that people's perceptions tend to be their reality, so it is important to pay attention to those perceptions. She acknowledged that, although change can be hard, each employee is a valued "cog" in the system that is AVC; otherwise their position wouldn't exist. Each employee and area plays some role in furthering student success and individuals along with their respective areas mostly appears to be "getting it done". This has created silos which can hinder communication, collaboration and consistency of processes. The data on the team assessment reflect this. So, there is work to be done on college wide collaboration, communication and consistency and continuous improvement of processes. If one area has an effective process, there is no need to have another area do that process differently or not do it at all if they choose to. There is a process and consequence in place for reducing lack of attendance at meetings, but it is inconsistently enforced and people are not held accountable (gently or otherwise). Everyone is a "leader", but those in top leadership positions, in particular, need to lead by example and communicate that it is not necessary to fear change that is related to a greater focus on serving students as well as we can. Dr. Goel sees much potential for improvement on these perceptions because two of the five colleges she has been at in this capacity had bigger issues than AVC. Based on what she has heard and observed thus far, employees here genuinely and generally seem to be willing to move forward together in a positive manner with the new leadership, as well as those employees that have been at AVC longer. There is a renewed focus on putting students first and meeting the college's Mission. Individuals and their areas do need to collaborate more with others at AVC. Silos tend to lead to communication issues, duplication of effort, wasting of resources, etc. There is hope that by being more transparent as we move forward, trust will grow. Some suggestions were provided to the group on how each of the five dysfunctions could be addressed and members were encouraged to come up with other ideas that could be used to build trust, improve how we deal with conflict, commitment, accountability and how we use results to further improve processes. The data that were presented will be used to inform the planning of the SPBC retreat along with some of Dr. Lee's recommendations.

- c. **Draft of AVC Assessment & Reporting Cycle (attachment): Dr. Meeta Goel**  
Dr. Goel reminded the Council to send her any additions to the cycle that they may have for their area to her and answered questions about what was needed.
- d. **Consensus Workshop Recommendations: Maria Clinton**  
Ms. Clinton reported that Dr. Matthew Lee had met with the College Coordinating Council to talk about the committee's responsibility to the campus. CCC will go through the first round with Dr. Lee and they will be the leaders in guiding us forward. Dr. Lee will conduct training as well as documentation that the different groups should have.
- e. **EMP Goals that are related to SPBC (attachment): Maria Clinton and Dr. Meeta Goel**  
Due to time constraints, this item was tabled until the next meeting.

**8. INFORMATIONAL ITEMS**

**9. SPBC ADMINISTRATIVE BUSINESS**

**a. 2013 – 2014 SPBC Meetings**

July 17, 2013	October 16, 2013	January 1, 2014	April 2, 2014
August 7, 2013	November 6, 2013	January 15, 2014	April 16, 2014
<del>8/21/2013</del> Cancelled	November 20, 2013	February 5, 2014	May 7, 2014
<del>September 4, 2013</del>	December 4, 2013	February 19, 2014	May 21, 2014
<del>September 18, 2013</del>	December 18, 2013	March 5, 2014	June 4, 2014
October 2, 2013		March 19, 2014	June 18, 2014

**10. OPEN FORUM**

**11. ADJOURNMENT**

Meeting adjourned at 3:37p.m.

MEMBERS PRESENT			
Dr. Ed Beyer	Maria Clinton	Victoria Jenne - ASO Rep	Richard Shaw
Dr. Liette Bohler	Pamela Ford	Sherrie Padilla	LaDonna Trimble
Mazie Brewington	Dr. Meeta Goel	Jenell Paul	Dr. Les Uhazy
Mark Bryant	Dr. Lee Grishman	Rieanna Paul - ASO Rep	Dr. Erin Vines
Carolyn Burrell	Jack Halliday	Bridget Razo	Joseph West
MEMBERS ABSENT			GUESTS/EX-OFFICIO MEMBERS
Kim Fite	Sharon Lowry	Dr. Jill Zimmerman	Dr. Charlotte Forte Parnell
Doug Jensen	Ed Knudson		Cynthia Hoover
Diana Keelen	Maria Valenzuela		

## SPBC-HUMAN RESOURCES SUB-GROUP

Recommendation: Process Augmentation for Staffing Requests

### Approval Process

All grant funded, Categorical and District funded positions will need to follow this process.

- Currently budgeted and filled C/M/S and Classified positions that become vacant shall be submitted for approval to fill through the Executive Council.
  
- The approval process for **new positions** (not previously budgeted) shall be as follows:
  1. All new Classified classifications shall be submitted to Human Resources for evaluation in consultation with the Classified Union, and if appropriate forwarded to the classifications committee for a recommendation. Thereafter, the Budget and Finance Subcommittee will review the budget for approval and if approved will be forwarded to the Strategic Planning & Budget Council (SPBC) for information.
  2. New Classified positions with existing classifications and new CMS positions with existing classifications will require budget approval through the Budget and Finance Subcommittee and if approved will be forwarded to the SPBC for information.
  
- Changes to existing Classified and CMS vacant positions and/or classifications shall be submitted to Human Resources for evaluation followed by a Consultation conference with the Classified Union or the CMS employee group representative.
  1. Positions where assignment periods (hours/months) are increased and require additional budget will be reviewed by the Budget and Finance Subcommittee and if approved will be forwarded to the SPBC for information.

The Superintendent/President has final approval authority.

## **Antelope Valley College Strategic Planning & Budget Council Retreat**

***Purpose: Targeting Change: Rebuilding Trust & Getting Back on Track***

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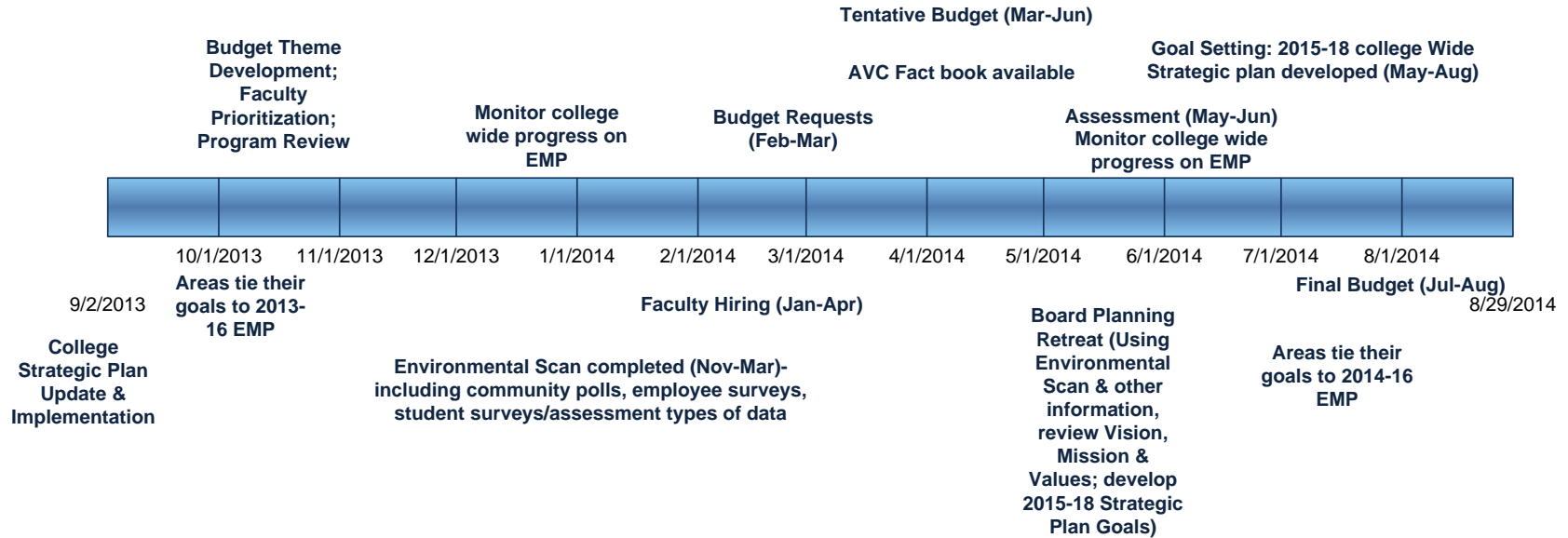
**Date/Time:** 1<sup>st</sup> Option: November 6, 2013 /Noon-4:00 pm  
2<sup>nd</sup> Option: November 8, 2013/ 8 am-Noon or Noon-4:00 pm

**Location:** John P. Eliopoulos Hellenic Center

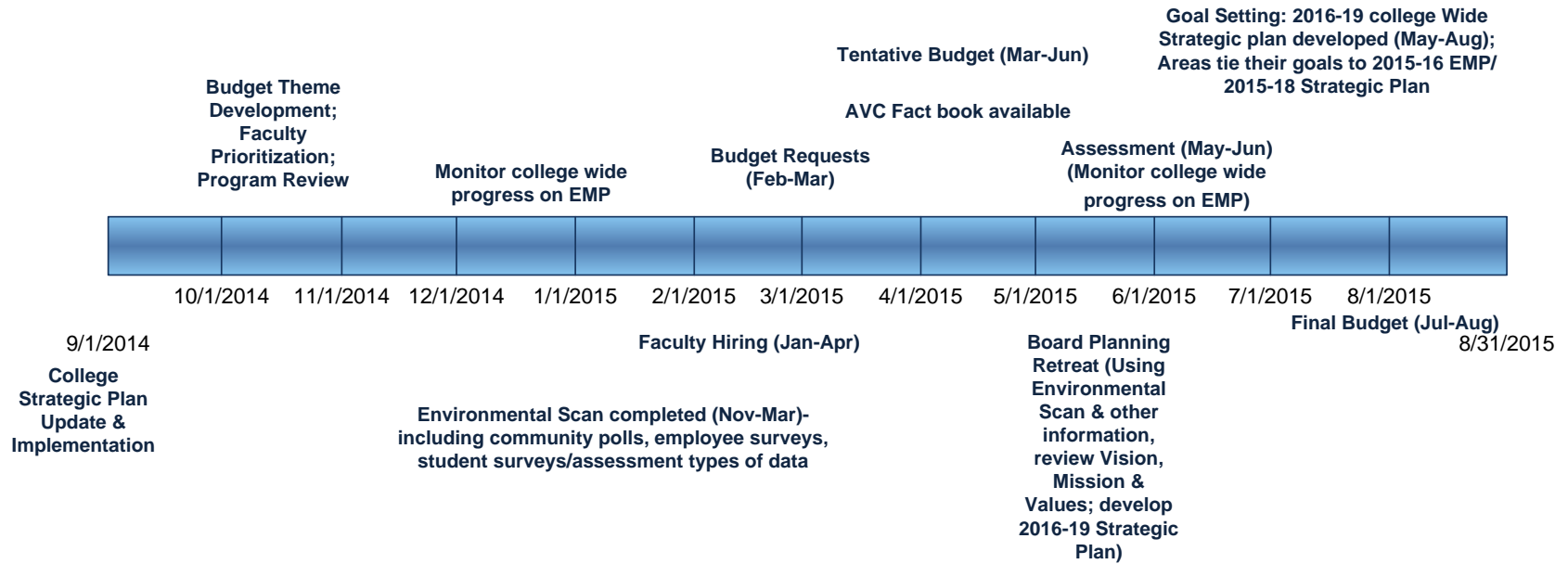
### **DRAFT AGENDA**

- ❖ Welcome and Introductions (Check In)
- ❖ Establish Ground Rules (Reference Dr. Lee's Report, page 4, seq 034, ID, II.B.3)
- ❖ *Team Building Activity ( 10 minutes)*
- ❖ Review and Discuss Council Charter & Purpose (Reference Dr. Lee's Report, page 2, seq 010, ID, I.B.)
  - AP 2510
  - Strategic Planning and Budget Council Handbook
- ❖ Discuss the Path Forward (Future Retreat/Meeting Topics)
  - Review, Discuss and take action on Dr. Lee's Recommendations for SPBC
  - Review Composition of Council (size & representation)
  - Review aspects of Consensus Building
  - Establish SPBC Goals
  - Review Roles and responsibilities of SPBC Sub-Committees and Sub-Groups
- ❖ *Team Building Activity (10 Minutes)*
- ❖ Adjournment (Check Out)

## DRAFT AVC Strategic Planning Calendar 2013-14

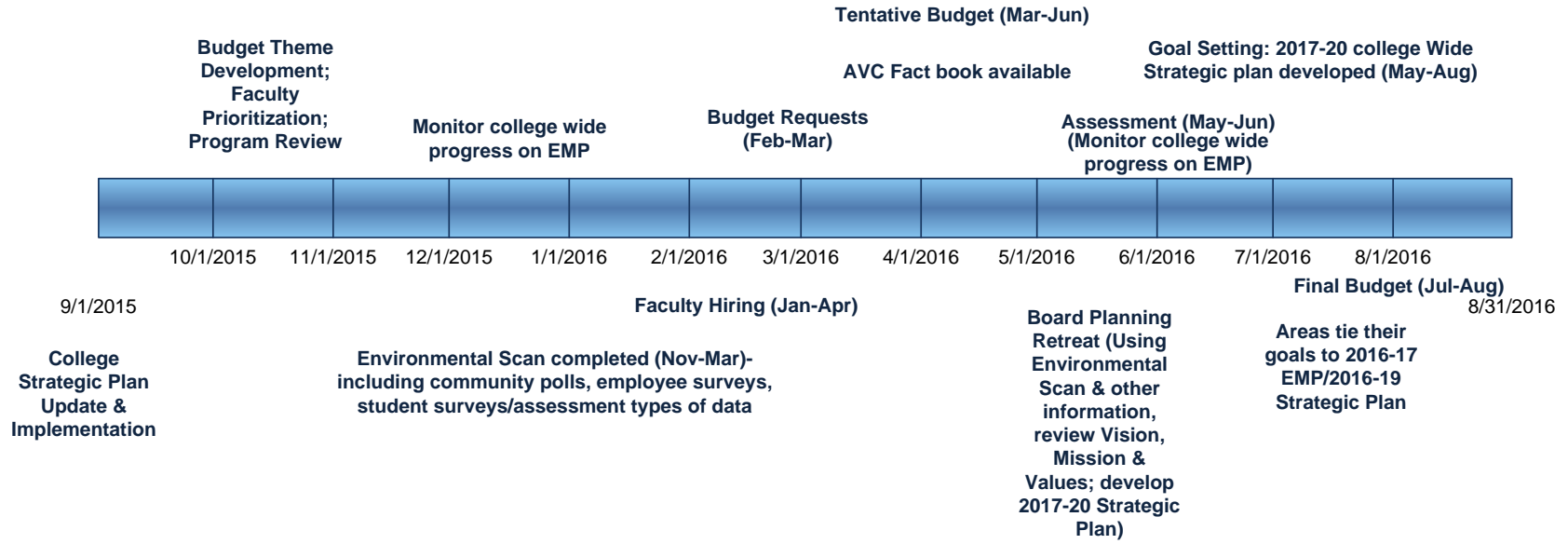


## DRAFT AVC Strategic Planning Calendar 2014-15





## DRAFT AVC Strategic Planning Calendar 2015-16



## Draft-AVC Accreditation Timeline for 2016 Self-Study

