"INTEGRATED PLANNING IS A SUSTAINABLE APPROACH TO PLANNING THAT BUILDS RELATIONSHIPS, ALIGNS THE ORGANIZATION, AND EMPHASIZES PREPAREDNESS FOR CHANGE." (SCUP, 2018)

PURPOSE

The Strategic Planning Committee (SPC) is a participatory governance committee, which provides oversight and monitoring of the various planning documents within the institution in order to accomplish the mission and goals of the district. SPC utilizes the Educational Master Plan, which is the district's strategic plan, to review the mission, vision, values, and practices of the institution and to monitor and modify the Strategic Goals and the Institutional Learning Outcomes.

SPC Goals:

1. Align AVC Strategic Plan/EMP Goals by mapping AVC's goals to the CCCCO Vision for Success Goals.
2. During 2020-21, monitor the college's progress on Vision for Success (VfS), Student Equity & Achievement (SEA), and Institutional Set Standards (ISS), metrics.
3. Continued improvement of integrated planning and budgeting processes during 2020-21, in collaboration with the Budget Committee at joint meetings and the program review committee.
4. Ensuring greater college-wide involvement in planning during 2020-21.

STRATEGIC PLANNING COMMITTEE AGENDA– ZOOM MEETING	**WEDNESDAY, MARCH 3, 2021 @ 2:30PM – 4:00PM**

COMMITTEE MEMBERS:

Co-Chair: Meeta Goel (Dean, IERP/Library)
Co-Chair: Van Rider (AS, President)
Rashitta Brown-Elize (Director, EOPS)
Allison Burch (Library Faculty)
Svetlana Deplazes (Director, IR)
Nate Dillon (Faculty Union)
Michael Dioquino (Designee-Director, ITS)
Laureano Flores (Dean, Academic Affairs)
Angela Koritsoglou (Co-Chair Enrollment Mgmt)
Jim Landreth (Classified Union)
James Nasipak (Director Auxilary Services)
Suzanne Olson (Classified, Academic Affairs)
Jenell Paul (Classified, Student Services)
Rodney Schilling (AS, Transfer Faculty)
Veronica Sirotzki (Classified, ITS)
Erin Tague (Designee, Facility Services)
Jill Zimmerman (Dean, Student Services)

VACANT:

AS:Student Services Faculty
AS: Faculty
ASO: Student
CMS

EX-OFFICIOS:

Ed Knudson (Superintendent/President)
Jennifer Burchett (VP, Human Resources)
Isabelle Saber (VP, Academic Affairs)
Betsy Sanchez (Exec. Director, Marketing)
Erin Vines (VP, Student Services)

ITEMS	PERSON	ISSUES DISCUSSED/ACTION
I. Approval of Minutes: (February 3, 2021-Zoom Meeting)	All	
II. Opening comments from the Co-Chairs	Meeta & Van	
III. AVC Leadership Academy Team 2019-2020 Presentation on AVC's Mission, Vision, & Values	Cynthia Gulliford, Desiree Lee, Cole McCandless, & Michael White	
V. Progress with 2019-2022 Strategic Plan & Some Key Metrics	Meeta	
VI. SPC Membership	Van & Meeta	

NEXT MEETING DATE: April 2021 JOINT SPC-BC TBD & MAY 5TH, 2021

"INTEGRATED PLANNING IS A SUSTAINABLE APPROACH TO PLANNING THAT BUILDS RELATIONSHIPS, ALIGNS THE ORGANIZATION, AND EMPHASIZES PREPAREDNESS FOR CHANGE." (SCUP, 2018)

SPC MEETING Dates (July 3, 2019 – June 3, 2020) SSV-151 @ 2:30 – 4:00pm 2017– 2018 SPC Meetings (1st Wednesday/Monthly)		
~~July 1, 2020~~	~~November 4, 2020~~ November 18, 2020	March 3, 2021
~~August 5, 2020~~	~~December 2, 2020~~	April TBD, 2021 (Joint SPC & BC meeting)
~~September 2, 2020~~ ~~September 9, 2020~~	~~January 6, 2021~~	May 5, 2021
~~October 7, 2020~~ ~~(Joint Meeting SPC & BC)~~	~~February 3, 2021~~	June 2, 2021

"INTEGRATED PLANNING IS A SUSTAINABLE APPROACH TO PLANNING THAT BUILDS RELATIONSHIPS, ALIGNS THE ORGANIZATION, AND EMPHASIZES PREPAREDNESS FOR CHANGE." (SCUP, 2018)

PURPOSE

The Strategic Planning Committee (SPC) is a participatory governance committee that provides oversight and monitoring of the various planning documents within the institution to accomplish the district's mission and goals. SPC utilizes the Educational Master Plan, the district's strategic plan, to review the institution's mission, vision, values, and practices and monitor and modify the Strategic Goals and the Institutional Learning Outcomes.

STRATEGIC PLANNING COMMITTEE MINUTES - ZOOM MEETING

WEDNESDAY, FEBRUARY 3, 2021
ZOOM MEETING @ 2:30PM – 4:00PM

COMMITTEE MEMBERS:

Co-Chair: Meeta Goel (Dean, IERP/Library)
Co-Chair: Van Rider (AS, President)
Rashitta Brown-Elize (Director, EOPS)
Svetlana Deplazes (Director, IR)
Nate Dillon (Faculty Union)
Laureano Flores (Dean, Academic Affairs)
Jim Landreth (Classified)
James Nasipak (Director Auxiliary Services)
Suzanne Olson (Classified, Academic Affairs)
Jenell Paul (Classified, Student Services)
Veronica Sirotzki (Classified, ITS)
Rodney Schilling (AS, Transfer Faculty)
Jill Zimmerman (Dean, Student Services)

VACANT:

Enrollment Management
Academic Senate
ITS
Facility

EX-OFFICIO:

Ed Knudson (Superintendent/President)
Jennifer Burchett (VP, Human Resources)
Isabelle Saber (VP, Academic Affairs)
Erin Vines (VP, Student Services)
Betsy Sanchez (Exec. Director, Marketing)

ITEMS	PERSON	ISSUES DISCUSSED/ACTION
I. Approval of Minutes: (September 9th, 2020-Zoom Meeting)	All	Minutes were approved as presented.
II. Opening comments from the Co-Chairs	Meeta & Van	Meeta shared and discussed the Accreditation (ACCJC) action letter for AVC's Mid-Term Report Action Letter, at https://www.avc.edu/accreditation. She also shared that ACCJC accepted our Midterm Report and acknowledged our commitment to improvement in our students' best interest. She shared with the President all of the areas reflected in the report. The Institutional Self Evaluation Report with the ACCJC staff liaison is on February 8th for the Board and will focus on Leadership Standard 4.
II. AVC Leadership Academy Team Presentation on AVC's Mission, Vision, & Values	Cynthia Gulliford, Desiree Lee, Cole McCandless, & Michael White	The Leadership Academy presented the original proposed AVC's Mission, Vision & Values revised statements. The Committee discussed and provided feedback on what was presented. Desiree shared that they appreciated the feedback received from

		the Committee. Cole noted that they want to get it right. The Leadership Team will attend the March 3rd SPC meeting to give another updated presentation. Meeta stressed that this is important work.
IV. Planning Update	Meeta	Meeta discussed and shared the planning documents on the IERP website: https://www.avc.edu/administration/research/plans She shared that Admin. Council is looking at the Board Initiatives 2021-2022 and three of the five EMP Goals. This year these are prioritized a little higher: #1 (Institutional Effectiveness), #2 (Resources), and #5 (Transfer Rates). Next year we go back to #'s 1, 2, and 4. Meeta noted that the deadline for sending the planning goals is February 19th.
V. SPC Membership	Van & Meeta	Van gave an update on the SPC Membership list. He will send out a call to fill the vacancies. He will reinforce it at the Senate meeting. Jill & Van amended an motion to make an open Faculty to a 3-year seat for an Adjunct Faculty (1 year) and Academic Senate (AS) Faculty. On the ASO schedule to find a representative for SPC. CMS position went out for a vote.
NEXT MEETING DATE: March 3rd, 2021		

SPC MEETING Dates (July 3rd, 2019 – June 3, 2020) SSV-151 @ 2:30 – 4:00pm 2017– 2018 SPC Meetings (1st Wednesday/Monthly)		
July 1st, 2020	~~November 4th, 2020~~ November 18th, 2020	March 3rd, 2021
August 5th, 2020	~~December 2nd, 2020~~	April TBD, 2021 (Joint SPC & BC meeting)
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October 7th, 2020 (Joint Meeting SPC & BC)	~~February 3rd, 2021~~	June 2nd, 2021

ANTELOPE VALLEY COLLEGE

2019-2022 Strategic Plan

Goal 1*: Commitment to strengthening institutional effectiveness measures and practices.

#	Sub Goal	Sponsor/ Responsibility	Completion Date 2019-2020	Completion Date 2020-2021	Completion Date 2021-2022 & Beyond	Resources Needed	Measure of Success**	Status
1.1	Implement Climate Change and Sustainability Resolution and Policy of the Board of Governors for California Community Colleges No. 2019-11	General Services/ All Campus			Ongoing through 2030	Research / staffing	Updated AP's and BP's. Consistent measurements to ensure compliance with stated goals	In process
1.2	Institutionalize the Dreamers Center	Kenya Johnson, Jill Zimmerman, Erin Vines Ed Knudson				Institutional Funding & Staff	Increase number of undocumented students enrolled, retained and successfully Completing	Ongoing
1.3	Establish a Basic Needs Center	Jill Zimmerman, Erin Vines Ed Knudson				HHIP funding/ SEA/ ASO/ Others	Increase the success features for students needing basic needs, increase the number of basic needs provided to student, increase the number of community partners	Ongoing
1.4	CARES Funding	FAO/ Business Services				HHERF Funding	Additional Financial aid support in to all AVC students due to CoronaVirus disruption	Ongoing
1.5	Meeting measurable goals of Student Equity plan	Student Equity staff and Committee				As outlined in the plan	Increase the students who are retained, successful and complete	Ongoing
1.6	Continued Outreach to the Community and local High Schools	Student Equity				SEA Funding	Increase in enrollment in SE Programs	Ongoing

1.7	Increase student financial wellness	FA, 2YE and Student Health Services					-Number of students participating in financial wellness activities, programing, completion of scholarship applications, increase in FAFSA and CADAA applications -Increase the amount of dollars available	
1.8	Evaluate the Books Help Program	Student Equity, Institutional Research				SEA funding	Access the academic successor the students using the Book Help Program	Semesterly
1.9	Student Health Service Voucher Program. Vision/Dental/In-person medical services	Student Health				Student Health funding	Determine the number of students using the services to determine if we should continue to provide opportunities for student wellness and add other voucher programs in the future	Ongoing
1.10	Title V 19-24 supports the campus in the purchase of equipment, software and licenses	Title V 19-24				Title V 19-24	Amount of allowable resources allocated to support the grant activities and the impact those activities have for the college	
1.11	Institutionalize the Umoja Program	Student Equity				SEA	Increased number of Umoja students enrolled, retained and successfully completing	
1.12	Outreach Monthly eNewsletter	Outreach Staff					Number of students attending AVC and High School Yields	
1.13	Institutionalize the Guardian Scholars Program.	Student Equity				SEA	Increased number of Guardian Scholars students enrolled, retained and successfully completing	
1.14	Develop a PP3 program for College Housing	Ed Knudson/ Erin Vines/ Jill Zimmerman				HHIP Funds	Implement the PP3 College Housing program	
1.15	Expand EOPS/CARE services to greater number of AVC students	EOPS Staff			Fall 2022	AVC Marketing	Increase in number of EOPS participants by 10% by fall 2022	
1.16	Increase in number of EOPS/CARE graduates	EOPS Staff			Fall 2022/ on-going		Increase In graduates from spring 2020 – 2022 by 10%	
1.17	Increase # of program participants who complete all three appointments by 20%	EOPS Staff			Ongoing		Increase in number of students completing 3 EOPS appointments BY 20%. Compare data from fall 2020 to fall 2022	

1.18	SCFF Data Management - Facilitate the standardization of documentation of procedures, internal controls, roles & responsibilities and flow of information	Enrollment Services ITS IAS		May 2021		Assistant of all MIS & CCFS 320 data owners	A single comprehensive manual documenting a list of reports, process schedules, process steps & internal controls, roles & responsibility	In progress
1.19	Attendance Accounting Audit	IAS		April 2021		Assistance of Enrollment Services; Possible assistance with ITS	I-dentification of areas needing stronger controls to ensure complete and accurate data -Recommendations that prove to be value added , increase confidence in know –how, consistent accuracy, minimize need to recalculate contact hours	
1.20	Continue to demonstrate commitment to providing high quality early learning experiences and the continuous improvement of the program through participation in Quality Start Los Angeles (QSLA).	Child Development Center		June 2021	June 2022	CSPP Contract (California State Preschool Program) QSLA funding (incentives) for program improvement	Desired Results Developmental Profile (child assessment); Early Childhood Environment Rating Scale (Environment assessment); Parent Survey (Parent satisfaction)	
1.21	Lead the new website project, which is directly tied to furthering the Guided Pathways Implementation.	Marketing			Fall 2022		Website redesign completed	
1.22	Increase awareness of Measure AV's progress with key milestones through story telling.	Marketing			2022 & Beyond			
1.23	Support strategic planning efforts by examining and creating new marketing outreach using video and social media in new ways e.g. to support enrollment management.	Marketing			2022 & Beyond		Increased awareness and driving of critical messages based on usage data	
1.24	Improve connections with the labor market through social media plans and outreach and build out CTE programs within AVC's digital media presence.	Marketing			2022 & Beyond		Increased awareness and driving of critical messages based on usage data	
1.25	Expand Educational Plans for all Student Athletes to include all semesters to graduation or transfer	Kinesiology / Athletics			Fall 2021	Collaboration with Counseling and more counseling hours	Expanded educational plans for all student athletes	

1.26	Implement multiple measures admission for Vocational Nursing program entrance.	Nursing Faculty	7/1/2019	7/1/2020	7/1/2021	None	Increase LVN graduates by 25%+	In Progress
1.27	Implement multiple measures admission for Respiratory Care program entrance.	Respiratory Care Faculty	N/A	7/1/2020	7/1/2021	None	Increase in RCP graduates by 10%	In Progress
1.28	Implement multiple measures admission for LVN-RN Bridge program	Nursing Faculty	N/A	7/1/2020	7/1/2021	None	Increase retention of Bridge Program students.	In Progress
1.29	Implement prerequisites of ENG 101 and MTH 102 or higher for MOA students	MOA Faculty	N/A	7/1/2020	7/1/2021	None	Increase retention of MOA students	In Progress
1.30	Move all incarcerated students to ADT – COMM degree plan	HSS Division / Counseling	N/A	7/1/2020	7/1/2021	None	Increase the number of incarcerated student graduates	In Progress
1.31	Develop a sustainable Undergraduate Research Program in STEM	Zia Nisani/Christos Valiotis/Acad Senate			Spring 2022	Funds for faculty stipends Student travel funds Student supplies	1) # of students participating 2) Comparison of student outcomes (retention, success, degree completion, transfer rates) between in UR vs student snot in UR 3) Faculty and student satisfaction surveys	
1.32	Develop an interdisciplinary Data Science degree	Math Dept/CS Dept/Christos Valiotis			Spring 2022	Unclear at the moment	-Number of students enrolling in the program -Success, retention, degree completion, and transfer rates for enrolled students.	
1.33	Develop an interdisciplinary Plant Science degree	BES Dept/Ag Dept/Christos Valiotis			Spring 2022	Unclear at the moment	-Number of students enrolling in the program -Success, retention, degree completion, and transfer rates for enrolled students.	

1.34	In an effort to increase usage of the Library, renovate and expand the number of quiet and collaborative spaces for students.	Library Dean, Faculty & Staff with Facilities & ITS			Spring 2022	$100,000 (One-time funding)	Revamped study rooms, renovated first floor e.g. AVC color palette paint, new furniture, large monitors, smart boards; number of patrons using the Library; amount of time patrons use materials that are checked out; number of computer reservations; more outlets/portable chargers, etc., as well as an increase in awareness of library services and usage by patrons compared with fall 2019 based on surveys and other informal and formal feedback.	In Progress
1.35	Increased outreach to faculty, staff, students, etc. regarding Library Services, an improved Web presence/use of social media, and access to reference and circulation services.	Library Dean, Faculty & Staff, Marketing	Ongoing	Ongoing	Ongoing		An increase in awareness of library services and usage by patrons compared with fall 2019 based on surveys and other informal and formal feedback; more events held (after hours too) e.g. Meet Your Librarian & Staff; improved communication and collection development with Faculty & Staff; usage of curbside check-in and drop box for library materials; increased number of workshops e.g. Flex session for Faculty Outreach, information literacy.	In Progress
1.36	Increased outreach to faculty & staff regarding IERP services.	IERP Dean & IR Staff	Ongoing	Ongoing	Ongoing		An increase in awareness and usage of IERP services compared with fall 2019 based on surveys and other informal and formal feedback; Growth mindset and data literacy at college professional development events and meetings e.g. presentations using CCSSE results at Campus Woke Days, Opening Day, sharing tableau dashboards and other information at college meetings.	In Progress
1.37	An increase in conversations focused on metrics for the purpose of continuous improvement e.g. Vision for Success goals, program review, Guided Pathways, Equity-related data.	IERP Dean & IR Staff	Ongoing	Ongoing	Ongoing		An increase in awareness and usage of, as well as satisfaction with IERP services compared with fall 2019 based on surveys and other informal and formal feedback; decreased use of jargon from the IR field; increased provision of information users desire and can use e.g. via tableau and surveys; sharing information at college meetings; progress on the strategic plan, as well as the college's accreditation efforts, and key metrics related to Vision for Success Goals, ISS, program review.	In Progress
1.38								

Goal 2*: Increase efficient and effective use of resources. 2.1 Technology:								
#	Sub Goal	Sponsor/ Responsibility	Completion Date 2019-2020	Completion Date 2020-2021	Completion Date 2021-2022 & Beyond	Resources Needed	Measure of Success**	Status
2.1.A	Title V 19-24 supports the campus in the purchase of equipment, software and licenses	Title V 19-24				Title V	Amount of allowable resources allocated to support the grant activities and the impact those activities have for the college	In process
2.1.B	Identify opportunities to increase resources, to enable broader access, available training, and services, to address the support needs of the college community.	ITS/ HR / IMC		Spring 2022			Institution wide access to Vision Resource Center for access to training and peer resource	planning
2.1.C	Increase reliability and stability of information technical resources to improve student outcomes.	ITS	Ongoing	Ongoing			10% decrease from baseline of unexpected IT resource non-availability-Objective of 99.999 uptime; Objective of effective change management process to provide regular and effective communication to college community	
2.1.D	Improve campus information awareness of and participation in industry standard practices-Security awareness and education planning.	ITS		Ongoing			Do analysis and establish baseline over past 24 months, and push for 10% increase in end users training annually. Partner with CCCCO Tech Center Security Group; Implement annual awareness training cycle, and actively promote safe computing	
2.1.E	Kognito Training Tool and ISP Program (Interactive Suicide Screening Program)	Student Health Jill Zimmerman Jen Winn				Addition of Kognito programs and continuing ISP grant will require funding through Student Health Services funds	Kognito – Number of staff and students completing training modules and ISP – number of students completing anonymous questionnaires at each outreach during the semester.	Ongoing

2.1.F	Campus Logic Implementation	Financial Aid/ ITS Nichelle Williams Vanessa Gibson Daniel Conner			Spring 2021		Number of students that will complete financial aid files and receive financial aid faster by using a completely paperless process than the current paper method	Ongoing
2.1.G	Assist in the implementation of Edunav, Ocelot, myPath	Student Life and Services Division					Review the number of students assisted and the student response to the programs	Ongoing
2.1.H	Evaluate the TimelyMD program	Student Health Jill Zimmerman Jen Winn				Student Health funds	Student utilization of students that have connected to and are using tele counseling and tele medical services	Ongoing
2.1.I	Increased Digital Content offered to students	All members of the Division of Student Life and Services					Assess the number of students who receive services using our online platform, IE Canvas pages, zoom meetings, front counter etc.	Ongoing
2.1.J	Veterans App	Veterans staff, students					Re-launch the MyVRC app which allows us to easily connect with veteran students with each other and community resources	Ongoing
2.1.K	Effective scheduling of 3 mandatory EOPS appointments using online scheduling by 20%	EOPS Staff			Fall 2022		Compare number of students who scheduled appointments online, and who called the office in spring 2021 vs. spring 2022.	
2.1.L	Create opportunities for Instructors to become certified in Online Education.	Kinesiology / Athletics			Fall 2021	Funding for Professional Development	Kinesiology Faculty will be certified to teach Kinesiology courses online.	
2.1.M	Purchase of new X-Ray Machine	Radiation Tech Faculty	7/1/2020	N/A	N/A	Perkins Funds	Better prepare RADT students for clinic rotations and job preparation	In process
2.1.N	Purchase of Pyxis machine	Nursing Faculty	7/1/2020	N/A	N/A	SWF Funds	Better prepare NS and VN students for clinic rotations and job preparation	In process

Goal 2*: Increase efficient and effective use of resources. 2.2 Facilities:								
#	Sub Goal	Sponsor/ Responsibility	Completion Date 2019-2020	Completion Date 2020-2021	Completion Date 2021-2022 & Beyond	Resources Needed	Measure of Success**	Status
2.2.A	Covid-19 Responsiveness: -Ensure safety of staff, faculty, students and community via revised cleaning and sanitization protocols and distribution of PPE -Provide proper preparation of facilities for reopening via Los Angeles County Department of Public Health and California State regulations	Facilities Services – All departments			Ongoing	Additional State funding	Adequate PPE availability, proper cleaning procedures revised to meet state codes for prevention, transmission and killing of Coronavirus	Ongoing
2.2.B	Measure AV Bond Projects (In Construction): -Sage Hall – Instructional space that replaces the current Learning Center. Will include staff and faculty offices, computer lab and dynamic learning spaces. -Security - Permanent space for AVC Sheriffs and security. -Marauder Complex - New team locker rooms, training rooms, equipment, laundry and meeting rooms, Director, coach and staff space. -Discovery Lab – New technological space that will house welding, fire technology and electronics programs. -Infrastructure – Utilities upgrades overall for the campus. Relocation of solar panels to north side of campus to allow for a new intersection at 30th and Avenue J-12. -Campus Signage and Wayfinding – Updated identification for students and the community to align with new campus design standards. -Student Services – This space will provide a new expanded home for enrollment, counseling, financial aid, health and veterans services.	Facilities Services – Facilities Planning			2021		All projects as noted will be completed in 2021 for student use. The Student Services building will be completed in 2022.	In Process

2.2.C	Strong Workforce Funded Projects – Completed: -Fox Field Hangar - New updated and modernized instructional space Fox Field Facility – New updated and modernized instructional space for the AFAB program. -Palmdale Tech Facility – New updated and modernized instructional space which was relocated from the Palmdale Air Terminal.	Facilities Services – Facilities Planning			2021		All projects have been completed	Completed
2.2.D	Measure AV Bond Projects (In DSA or Design): -Gym Renovation – The Gym will be reprogrammed for more effective space utilization for physical education programs. -The Commons – A new building to house student life and college activities, including a new dining facility, full kitchen, College store and many spaces for all types of gatherings. -Cedar Hall – This project will provide classrooms, faculty offices and a theater type lecture classroom that will double as the new Board of Trustees meeting room.	Facilities Services – Facilities Planning			2024		All projects are in DSA or design phase	In process
2.2.E	Sustainability plan – Implement viable sustainability practices for all Facilities Services departments – Maintenance and Operations, Grounds, Campus Events, Custodial in order to align with the state required Climate Change and Sustainability Resolution: -Water conservation -LED lighting -Efficient building scheduling to save on utilities costs	Facilities Services – All departments			2025		Measured by meeting the Climate Change and Sustainability Policy goals provided by the California Community Colleges Office	In process
2.2.F	Safe and comfortable learning environment – Ongoing grounds and facilities maintenance to provide the most beneficial learning atmosphere: - Waste and Recycling Center implemented in 2020	Facilities Services – All departments			Ongoing		Measured via the Facilities Master Plan, ongoing measurement of utilities and ongoing waste reduction	In process
2.2.G	Effective space utilization: -review of space usage to determine it's being used to its most valuable extent within Facility Soft and Onuma System	All departments			Ongoing		Any tentative revisions made to space will be reviewed with the Space Planning consultant to determine overall usefulness and benefit	In process

2.2.H	Security protocols expansion: -Electronic lock expansion	Facilities Services - Maintenance and Operations			2021		Majority of system has gone to lock system as opposed to physical key system	In process
2.2.I	Facility renovation and expansion as determined by funding: - Scheduled Maintenance funding - Bond measure funding - District funding - Other funding type	Facilities Services - Facilities Planning - Maintenance and Operations			Ongoing		The Facilities Master Plan supports the renovations and expansions as reviewed and needed for the campus	In process
2.2.J	Campus Design Standards made available as electronic documents	Facilities Services -Facilities Planning			2021		Accessible documentation for a better understanding and more effective planning	In process
2.2.K	Vehicle Management	Facilities Services -Maintenance and Operations			2021		Improve efficiency of tracking vehicle transportation	In process
2.2.L	Expand course offerings in the following programs that are primarily CTE. Programs sharing three rooms are: Art – for digital drawing Commercial Music Digital Media Film & Television Photography	Arts & Humanities				Rooms, computers, instructors, staff	Increase in available number of course offerings in order to facilitate student completion of certificates and degrees	

Goal 2*: Increase efficient and effective use of resources. 2.2 Facilities:								
#	Sub Goal	Sponsor/ Responsibility	Completion Date 2019-2020	Completion Date 2020-2021	Completion Date 2021-2022 & Beyond	Resources Needed	Measure of Success**	Status
2.2.M	Audit of inventory practices	IAS; Collaboration with GS		December 2021		TBD	Internal audit report complete with recommendations that strengthen internal controls and process efficiency	Not started
2.2.N	Measure AV Disbursement Audits	IAS		Ongoing	Ongoing	Assistance of BS	Routine reports documenting results Decreased exception rate (effective controls)	Begin in March 2021
2.2.O	Increase Security Posture	ITS/M&O			Ongoing	Measure AV	Complete deployment of security cameras to enhance physical safety. Upgrade of BluePhones and update physical standard for ADA	
2.2.P	Measure AV Build Out	Division for Student Life and Services					Work with Facilities as to the opening of the new buildings	
2.2.Q	Assess needs of programs that were not included in the new building design, i.e. Guardian Scholars, LGBTQIIA+, Dreamers Center, Puente, etc.	Student Life and Services Team					Assessing the needs of students so that all feel connected to AVC	Ongoing
2.2.R	Building of Umoja Village in new building	Student Equity					Work with Facilities as to the opening of the new buildings	

Goal 2*: Increase efficient and effective use of resources. 2.3 Human Resources:								
#	Sub Goal	Sponsor/ Responsibility	Completion Date 2019-2020	Completion Date 2020-2021	Completion Date 2021-2022 & Beyond	Resources Needed	Measure of Success**	Status
2.3.A	Title V 19-24 supports the campus with the hiring of personnel for the SYE Program, including students	Title V 19-24				Title V 19-24	Amount of allowable resources allocated to support the grant activities and the impact those activities have for the college	In process
2.3.B	CA Promise supports the campus with the hiring of personnel for the FYE program, including students	Michelle Hernandez Kenya Johnson				CA Promise	Amount of allowable resources allocated to support the initiative activities and the impact those activities have for the college	In process
2.3.C	AVID for Higher Education professional development offered campus-wide	Title V 19-24			6/30/2022	CA Promise/Title V 19-24	Increase number of AVID staff and faculty by 5%	In process
2.3.D	Realigning categorical funding to support personnel request	Dean via personal requests					Reviewing the funding for each request	Annually
2.3.E	On boarding student work training	JPC Staff HR staff					Assess the number of students who complete the training and the evaluation of the training	Ongoing
2.3.F	Utilizing SEA funds to support Division of Student Life staffing	SEA key stakeholder Erin Vines Ed Knudson					Develop the institutional goals for program development and align budget allocations to meet the needs of our student.	Ongoing
2.3.G	Continue to education the Faculty and Staff on submitting BIT/CARE Team Reports	BIT/CARE Team Jill Zimmerman				Student Health funds for certifications, etc.	Support provided to faculty and staff via collaborative effort between BIT/CARE team and HR – using in-house resources for faculty and staff to better support student success.	Ongoing
2.3.H	Professional Development related to undocumented students	Dreamers Center staff				SEA	Number of faculty/Staff participating in professional development	
2.3.I	Professional Development related to DEI	Student Equity				SEA	Number of faculty/Staff participating in professional development	

2.3.J	Routine audits of payroll disbursements	IAS		Ongoing	Ongoing	Assistance of BS	-Routine reports documenting results -Decreased exception rate (effective controls) -Increasing collaborative relationship with Human Resources in identifying areas of improvement to strengthen internal controls	Begin in March 2021
2.3.K	Transfer Workers' Compensation forms from HR webpage to Risk Management webpage.	Office of Risk Management			June 2021	Time and ITS help	The presence of Workers' Compensation forms on Risk Management webpage and the absence of them on the HR webpage.	
2.3.L	Update Safety Committee webpage	Office of Risk Management			December 2021	Time and ITS help	Accessible Safety Committee webpage	
2.3.M	Convert Workers' Compensation forms on Risk Management webpage to fillable-form format.	Office of Risk Management			June 2022	Time and ITS help	Workers' Compensation forms on Risk Management webpage will be in fillable-form format.	
2.3.N	Implement Faculty Load & Compensation module (FLAC)/Banner Self-Service 9	HR/Payroll			June 2022	ITS, Academic Affairs	Less manual data entry involved to create job records and process calculations during payroll processing.	
2.3.O	Implement direct reporting of retirement data to CalPERS	Payroll			March 2022	ITS,LACOE	Reduce the middleman from reporting. Less processing time for review, updates, and corrections.	
2.3.P	Implementation of NEOGOV phase II and the Onboarding Module	HR			Summer 2021	ITS	More streamlined processing of recruitments shorter turn-a-round time for new hire processing and job setup. More welcoming and comprehensive experience for new employees being onboarded.	
2.3.Q	Digitizing of HR forms, and more widespread use of Adobe E-Signature	HR			Fall 2021	Time and ITS Help	Increased number of forms available to stakeholders and increase customer satisfaction feedback.	
2.3.R	Consider new 3rd Party Vendor for 403b/457 plans	HR			Fall 2021	Time and ITS Help	Increased timely electronic processing, reporting, reconciliation, and flexibility in the administration of this function by HR. Increased customer satisfaction by employees with this flexible benefit.	

Goal 2*: Increase efficient and effective use of resources. 2.4 Business Services:								
#	Sub Goal	Sponsor/ Responsibility	Completion Date 2019-2020	Completion Date 2020-2021	Completion Date 2021-2022 & Beyond	Resources Needed	Measure of Success**	Status
2.4.A	Consolidate banking and utilize Intellicheck software for student refunds to streamline financial aid process and move towards weekly FA distributions	IT BS FA			2022	Consultant	Weekly FA disbursements	In progress
2.4.B	Implement the use of the Bank mobile card for all student disbursement financial and nonfinancial aid	IT BS FA			2023	Consultant	Student "one" card	Planning stage
2.4.C	Expand the department's involvement in the budget development process utilizing banner budgeting tools	IT BS			2024	Consultant	Sharing ownership with the campus, particularly Grant and Categorical managers to minimize variances between tentative and adopted budgets and reduce number of budget transfers	Planning stage
2.4.D	Evaluate reducing the credit card refund process	IT BS			2024	Consultant (NelNet)	Reducing manual effort to reconcile credit card transactions through automation	Planning stage
2.4.E	Expand, Automate and Improve Various District Tracking and Processes	IT BS FA			2022	Software consultant (Chrome River) Temp staffing	--Automating travel reimbursement process and reconciliation -- Automating vendor invoice submittal and reducing payment cycle --Increase in available financial reports --Reduce manual check processing --Have one place for students to be able to pay for monies owed including paying online --Automated contract documents and forms --Tracking of packages on arrival and delivery to department. Data collection to support daily works and increasing needs. --Implementation of procurement catalog software that would provide reporting tools that allow for the utilization of data and savings reporting.	In progress/ Pending funding
2.4.F	Automatic removal of holds with limited exceptions	BS FA	2020			Programming of banner script	Student can immediately register once fine/debt is paid allowing them to register without waiting for someone to manually remove hold. Some exceptions would apply.	Completed

2.4.G	Acquire a Contract Management System	BS/PACS			2022	Contract Mgmt System and Funding	Have all new and bond contracts input for appropriate follow up on critical updates – term dates, current insurance and file dates, etc. A contract management system would also provide the following: In-process contract workflow/editing in/signature, ability to track spend, reporting, ease of access contract template storage, notifications, and contract storage.	Pending funding
2.4.H	Consolidation of campus events, catering and space planning into one department	BS/AS FS/CE			TBD	Planning	The creation of a one-stop location for customers to reserve space for events, request room set-up and order catering.	Hold due to COVID
2.4.I	Separate auxiliary accounts administration from state funded accounts	BS/AS					Accounts administered separately	Completed Jul 2020
2.4.J	Community postal office	BS/AS		2022		New postal machines, and a POS station, location	Open a "store" that provides mail and shipping services to the AVC community	Possible start Jul 2021
2.4.K	Mail room remodel	BS/PACS			TBD	Funding	Have a mail center that offers secure mail and package pickup for faculty/staff	Pending funding
2.4.L	Federal Work study	FAO/ Business Services, JPC					Revamp the Work Study program. Funnel student through FWS (Federal dollars) prior to other funding sources. Will increase FAFSA completion overall, where students may be eligible for additional financial aid.	Ongoing
2.4.M	To improve program Financial management through the use of the Fund Management Report and technical Assistance provided by Business Office.	STAR Program Director		08/31/2021		Accurate reports and Financial planning with B.O. Assistance.	On target with program expenditures and better utilization of existing funds. By balancing the budget this will allow for more Grant Aid to be awarded to students, and ensure that all funds are expended by the program ending date.	Ongoing/ In Progress
2.4.N	Routine audits of commercial disbursements	IAS	Ongoing	Ongoing	Ongoing	Assistance of BS	-Routine reports documenting results -Decreased exception rate	Ongoing
2.4.O	Expand Fraud Awareness & Ethics Training	IAS	Admin Council Complete	Expand audience	Expand audience	Possibly Marketing Assistance	Employees that identify themselves as the first line of defense to protect the institution and assist in the achievement of AVC objectives.	Ongoing
2.4.P	Cash Handling Audits	IAS		Ongoing	Ongoing	Assistance of various department	Employees that are knowledgeable in proper segregation of duties & cash controls.	Ongoing

Goal 3: Focus on utilizing proven instructional strategies that will foster transferable intellectual skills.								
#	**Sub Goal**	**Sponsor/ Responsibility**	**Completion Date 2019-2020**	**Completion Date 2020-2021**	**Completion Date 2021-2022 & Beyond**	**Resources Needed**	**Measure of Success****	**Status**
3.1	AVID for Higher Education high impact strategies utilized campus-wide with student groups and coursework	Title V 19-24			6/30/2022	CA Promise/Title V 19-24	Increase number of AVID staff and faculty by 5%, survey campus on knowledge of and use of strategies	In process
3.2	Provide wrap around basic needs support for students so they can navigate community resource once they complete their educational program	Dean of Student Life and Services and Basic Needs team					Assess student Basic Needs resource usage and assess if there are any gaps that need to be adjusted	
3.3	Assess the feasibility of developing a Family Resource Center to meet our student with children needs	Dean of Student Life and Services and Basic Needs team					Assess student Basic Needs resource usage and assess if there are any gaps that need to be adjusted	
3.4	Institute AVID Practices in all areas of Student life. FYE, SYE, Outreach, Financial Aid, Veterans, Dreamers, Basic needs etc.							
3.5	Revamp the Leadership Development Program and expand opportunities for Student Government and Student club leadership	Student Life				Staffing to support	Expand the Leadership opportunities for student engagement and leadership development	Ongoing
3.6	Institute Umoja Practices in all areas of Student life. FYE, SYE, Outreach, Financial Aid, Veterans, Dreamers, Basic needs etc.	Student Equity						
3.7	Develop a sustainable Undergraduate Research Program in STEM	Zia Nisani/Christos Valiotis/Acad Senate		Spring 2022		Funds for faculty stipends Student travel funds Student supplies	1) # of students participating 2) Comparison of student outcomes (retention, success, degree completion, transfer rates) between in UR vs student snot in UR 3) Faculty and student satisfaction surveys	

3.8	Implement multiple measures admission for Radiation Technology program entrance	Radiation Technology Faculty	7/1/2020	7/1/2021	7/1/2022	None	Increase student knowledge depth and improve student scores.	In Process
3.9	Increase in workshops offered by EOPS	EOPS Staff			Ongoing		Offer 3 EOPS Workshops each semester.	
3.10	Increased outreach to faculty, staff, students, etc. regarding Library Services, an improved Web presence/use of social media, and access to reference and circulation services.	Library Dean, Faculty & Staff, Marketing	Ongoing	Ongoing	Ongoing		An increase in awareness of library services and usage by patrons compared with fall 2019 based on surveys and other informal and formal feedback; more events held (after hours too) e.g. Meet Your Librarian & Staff; improved communication and collection development with Faculty & Staff; usage of curbside check-in and drop box for library materials; increased number of workshops e.g. Flex session for Faculty Outreach, information literacy.	In Progress
3.11	Read to Succeed (RtS) is a grass root initiative, which creates a forum for students, faculty, staff, and community at large to gather to read about human growth and societal challenges and how these impact student success. Faculty from different disciplines facilitates discussions at critical thinking and reflective levels.	RtS Committee	Ongoing	Ongoing	Ongoing	$20,000 Annually	Funded by Student Equity and supported by Student Life, the RtS Committee planned and successfully executed campus wide reading and discussion of the following books: “High School Dropout to Harvard” by John D. Rodrigues in 2017-18; “The Other Wes Moore” by Wes Moore in 2018-19; “The Man Who Mistook His Wife for a Hat” by Oliver Sacks in 2019-20; and “On the Come Up” by Angie Thomas in 2020-21. Based on feedback from participants, this initiative has become a part of the fabric of the AV campus and community, as people look forward to reading and sharing.	Ongoing

Goal 4: Advance more students to college-level coursework. Develop and implement effective placement tools:								
#	Sub Goal	Sponsor/ Responsibility	Completion Date 2019-2020	Completion Date 2020-2021	Completion Date 2021-2022 & Beyond	Resources Needed	Measure of Success**	Status
4.1	Implementation of Puente Program	SYE; Rhetoric & Literacy		3/31/21 Recruitment & Registration	1st cohort completed	Title V 19-24/Puente	Established faculty, established student cohort and scheduled courses, professional development, cohort completion and success in coursework and progress towards transfer, engagement in community mentorship program.	In process
4.2	Continue to build Second Year Experience program to support students through to completion	SYE			Complete in 2024	Title V 19-24	Peer mentorship interaction, success rates and unit completion, engagement in Canvas course, alignment with GPS@AVC, promotion and use of EduNav	In process
4.3	Collaborative AVC Summer Programming to transition students between HS to 1st year, and 2nd year to completion	Student Services and Academic Affairs; FYE/SYE		8/6/2021		Various	Number of engagement activities, use of resources, participation rates, etc.	In process
4.4	Laptop Lending Program	ITS / Student Services		Ongoing	Ongoing		Establish recurring efforts to continue laptop and hotspot lending program to enhance student access to resources.	
4.5	Outreach efforts to include checks on student success steps	Outreach Staff				SEA/ Promise Funds	Number of students attending Student Success Kickoff event.	
4.6	Early Outreach- 15 to finish, major selection, career readiness, college readiness, SSK onboarding students	Outreach Staff				SEA/Promise funds	Number of Outreach Workshops, high school yields	
4.7	Concurrent Enrollment, Special Admit and Dual Enrollment	Dean. of Student Life and Services				SEA, Promise Funds	Increase the number of student enrolled, and retained	
4.8	Work with special student populations regarding course awareness, selection and transfer.	Student Services				SEA/ Guided Pathway	Increase the number of students to complete their degree in 2 years, less than 72 units and earn a degree and transfer	Ongoing

4.9	Support for students that are above 60 units	Job Placement Staff					Helping / supporting with job seeking skills for off campus employment	Ongoing
4.10	SOAR	SOAR Administrative team					Student completion, GPA, Transfer and scholarships earned	Annually
4.11	Campus Tours for K-12 students in collaboration with faculty and staff. Tours aligned with Guided Pathways areas of study.	Outreach Staff				SEA	Number of students attending Tours number of faculty assisting with tours.	
4.12	Continue to build Umoja program to support students through to completion	Student Equity				SEA	Peer mentorship interaction, success rates and unit completion, engagement in Canvas course.	
4.13	Continue to build Guardian Scholars program to support students through to completion					SEA	Peer mentorship interaction, success rates and unit completion, engagement in Canvas course.	
4.14	Continue to build ARCHES program to support students through to completion					SEA	Peer mentorship interaction, success rates and unit completion, engagement in Canvas course.	
4.15	Continue to build FOCUS 180 program to support students through to completion					SEA	Peer mentorship interaction, success rates and unit completion, engagement in Canvas course.	

Goal 5*: Align instructional programs to the skills identified by the labor market.								
#	**Sub Goal**	**Sponsor/ Responsibility**	**Completion Date 2019-2020**	**Completion Date 2020-2021**	**Completion Date 2021-2022 & Beyond**	**Resources Needed**	**Measure of Success****	**Status**
5.1	Work in collaboration with AVC WorkForce Dev, Career Center, Transfer Center and GPS Committee to integrate career readiness and job market analyses within the F/SYE	WorkForce Dev, Career Center, GPS Committee, Transfer Center, F/SYE			6/30/2022	Title V 19-24, GPS & WFD	Number of engagements, participation rates, completion rates, transfer rates, resource use, job placement, NWOW badging, etc.	
5.2	In class presentations to specific disciplines	JPC Staff					Following up with students, employers and instructors	
5.3	Institute New World of Work programs	JPC Staff					Number of students completing digital badges	Ongoing
5.4	Expand internships and Externships in College Central Network	JPC Staff					Number of students placed and completion of their academic program	Ongoing
5.5	Integrate labor market information in programing						Outreach with Employers hiring and internships	
5.5	Implement the Youth Apprenticeship, Home Visitor programs	Youth Apprenticeship team					The number of students recruited, enrolled and who complete the program	Each semester
5.6	Programing aimed at supporting high dollar borrowers re: Financial Aid	FAO staff					Personalized Workshops designated for students who have borrowed $30,000+. This is a debt management tool so students are aware of funding remaining to make better educational decisions.	Ongoing

5.7	Veterans -JVS, Northrop collaboration	Veterans staff					partnering with CTE, to educate veterans in the community about the various Veteran opportunities in the AFAB programs in collaboration with Northrop	Ongoing
5.8	Create apprenticeship with local aerospace companies for advanced structures certificates.	AST Dept (Dr. Clinton & Faculty)						
5.9	Develop Metrology certificate to meet gap in aerospace industry needs	AST Dept (Dr. Clinton & Faculty)						
5.10	Develop Aircraft Painting certificate	TT Dept (Dr. Clinton & Faculty)						
5.11	Obtain ASE certification for Automotive Program	TT Dept (Dr. Clinton & Faculty)						
5.12	Maintain career pathway with Rosamond and Cal City High Schools into AERO & AFAB programs	AST Dept (Dr. Clinton & Faculty)						
5.13	Develop Cyber Security program to meet the needs of DoD Industry	BCS Dept (Dr. Clinton & Faculty)						
5.14	Implement clinic rotations for MOA students.	MOA Faculty / HSS Division	N/A	7/1/2021	7/1/2022	None	Students will be more job placement ready.	In Process

Goal 5*: Align instructional programs to the skills identified by the labor market.								
#	Sub Goal	Sponsor/ Responsibility	Completion Date 2019-2020	Completion Date 2020-2021	Completion Date 2021-2022 & Beyond	Resources Needed	Measure of Success**	Status
5.15	Develop an interdisciplinary Data Science degree	Math Dept/CS Dept/Christos Valiotis		Spring 2022		Unclear at the moment	1) Number of students enrolling in the program Success, retention, degree completion, and transfer rates for enrolled students.	
5.16	Develop an interdisciplinary Plant Science degree	BES Dept/Ag Dept/Christos Valiotis		Spring 2022		Unclear at the moment	1) Number of students enrolling in the program. Success, retention, degree completion, and transfer rates for enrolled students.	
5.17	Increase the number of completers in the following CTE programs Commercial Music	Arts & Humanities				Rooms, Computers, Instructors, Staff	Number of completers in each program will increase	
5.18	Increase number of completers in the following CTE Program: Alcohol and Other Drug Studies	Social & Behavioral Sciences				Instructors	This is a new program that should see completers within the next two academic years.	

***Indicates College-Wide Priorities for 2019-2022 as of fall 2019 & 2020. **Vision for Success Goals (VfS)/Metrics; Equity; Guided Pathways; Institutional Set Standards (ISS); Institutional Learning Outcomes (ILOs); Program Review-Related Data via Tableau Dashboards, and any additional measures of success/key performance indicators (KPI) will be reviewed at least annually and serve as overall indicators of success.**

Vision for Success Goals

Summary Table with Actuals for AVC

GOAL/ Metric Name	Target Increase/ Decrease	2016-2017	2017-2018	2018-2019	Change by 2021-2022	Status
GOAL 1: Completion						
AA/AS+ADT	20%	**1,352**	**1,349**	**1,565**	**1,622**	☺
Earned a CO Approved Credit Certificate	20%	**788**	**869**	**1,097**	**946**	☺
Earned an Associate Degree (AA/AS)	20%	**947**	**865**	**972**	**1,136**	😐
Attained the Vision Goal Completion	20%	**1,343**	**1,364**	**1,600**	**1,612**	☺
Goal 2: Transfer						
Earned an Associate Degree for Transfer (ADT)	20%	**405**	**484**	**593**	**486**	☺
All Students Who Transferred to a CSU or UC	35%	**641**	**669**		**865**	😐
Goal 3: Unit Accumulation						
Average Number of Units Accumulated by All Associate Degree Earners	-15%	**101.4**	**100.9**	**98.3**	**86**	😐
Goal 4: Workforce						
Median Annual Earnings, ($)	5%	**22,611**	**24,720**		**23,742**	☺
Attained the Living Wage	20%	**1,187**	**1,314**		**1,424**	☺
Attained the Living Wage (%)	20%	**34%**	**37%**		**41%**	☺
Job Closely Related to Field of Study	1%	**71%**	**n/a**		**72%**	☺

☺ **- on target**

☺ **- exceeds target**

😐 **- needs more effort/below target**

Data Source: *CalPass Plus*- *https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx*

Metrics Definitions:

Number of students who attained the Vision Goal Completion Definition: Students who earned a Chancellor's Office approved credit certificate, or an associate degree, or a community college bachelor's degree, among students enrolled in the current or any prior year.

Number of students who transferred to CSU or UC institution: Students who completed 12+ credits at any community college, exited the community college system, and were enrolled at a CSU or UC in the year following the selected year.

Average number of credits earned by students who earned an associate degree and had taken at least 60 units at any college: Total credits earned (received grades A, B, C, or D) for students who earned an associate degree in the selected or subsequent year and completed at least 60 credits in the California community college system.

Job Closely Related to Field of Study: Proportion of CTEOS respondents who reported working in a job very closely or closely related to their field of study among students who:

1) received an approved Chancellor's Office certificate or degree with a vocational flagged Taxonomy of Programs (TOP) code and were enrolled in 0 - 5 units each semester in the subsequent year (not enrolled or minimally enrolled); or
2) received a non-approved Chancellor's Office certificate of at least six units with a vocational flagged TOP code and were not enrolled in the subsequent year; or
3) completed at least nine units (within the prior three years) that were SAM coded AD (with at least one course SAM coded AC) in any TOP code and were not enrolled in the subsequent year and did not transfer or receive a certificate or vocational degree, who did not transfer to another postsecondary institution, and who responded "my job is in the same field as my coursework and training" or "I use what I learned in my coursework and training, even though I am not working in the exact same field".

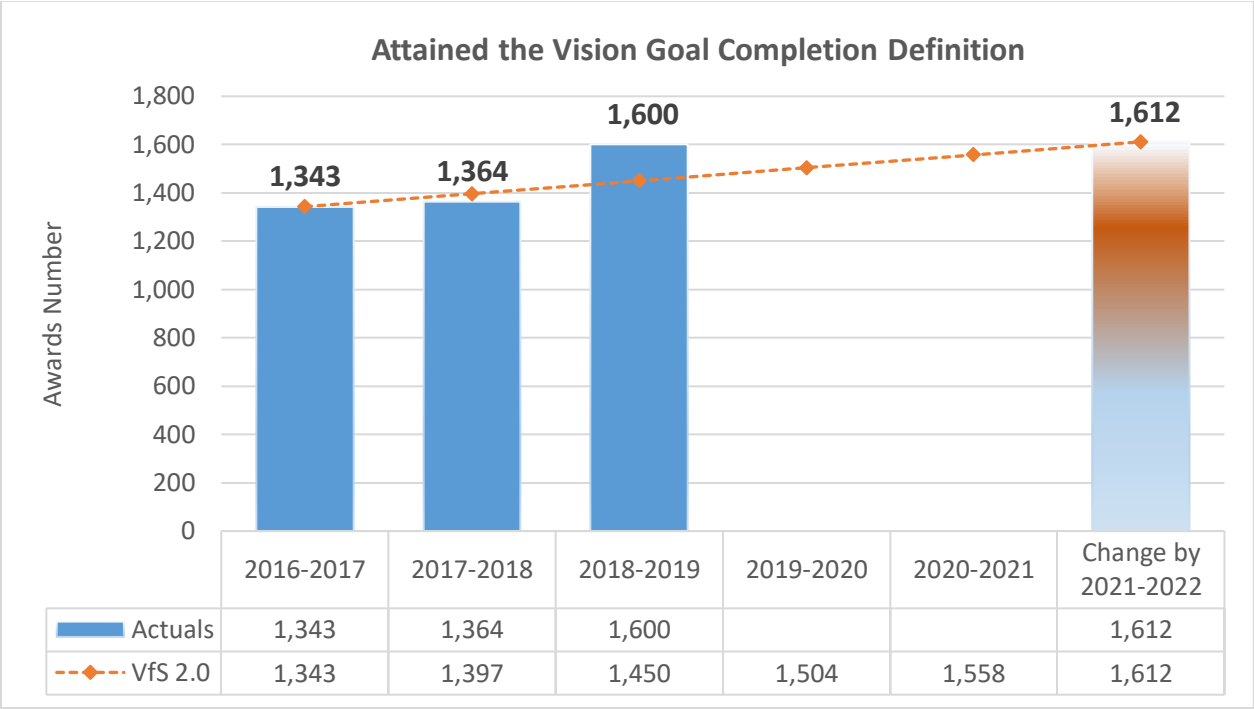
Median Annual Earnings: Among students who exited the community college system and who did not transfer to any postsecondary institution, median earning following the academic year of exit.

Median earnings gain of exiting students: Among students who were not enrolled in the community college system, and were also not enrolled in any other postsecondary institution, and were matched in the Unemployment Insurance wage file in the second fiscal quarter before entering the CCC system and in the second fiscal quarter after exiting the CCC system, difference in wages prior to entry and after exit, adjusted for inflation. (Note: methodology has been changed, so results are delayed.)

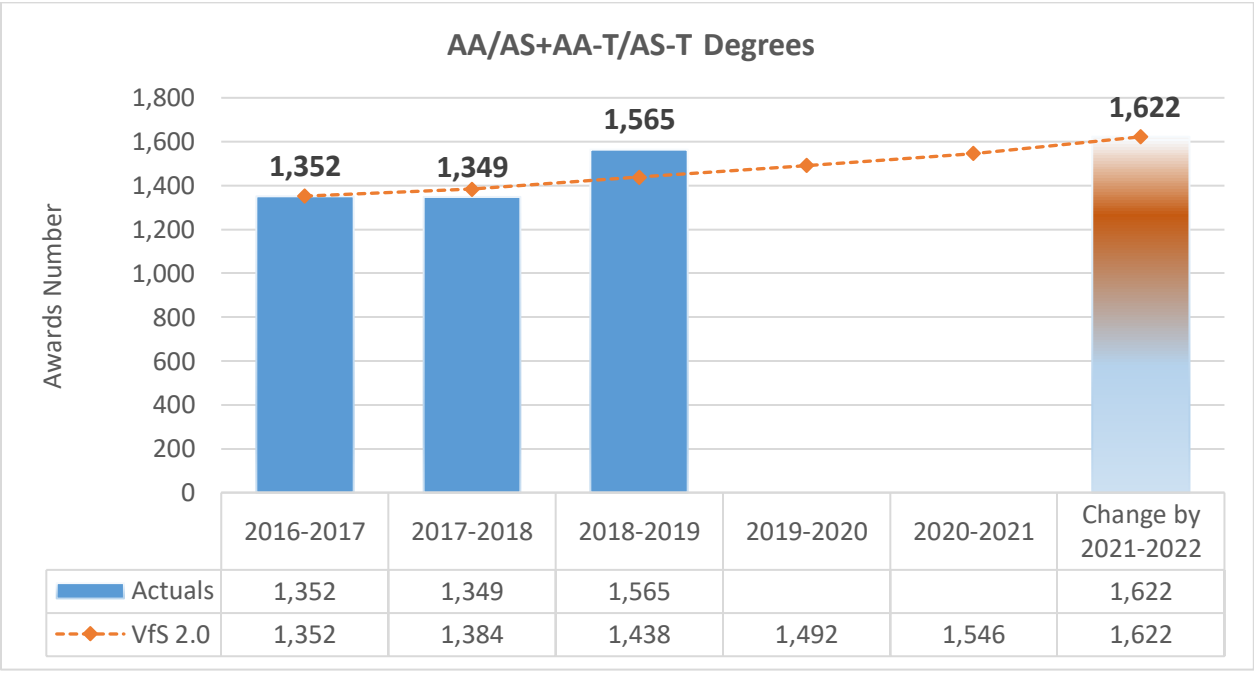
Vision for Success Goals

GOAL 1: COMPLETION

System wide, increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific job skill sets that prepare them for in-demand jobs by 2021-22.

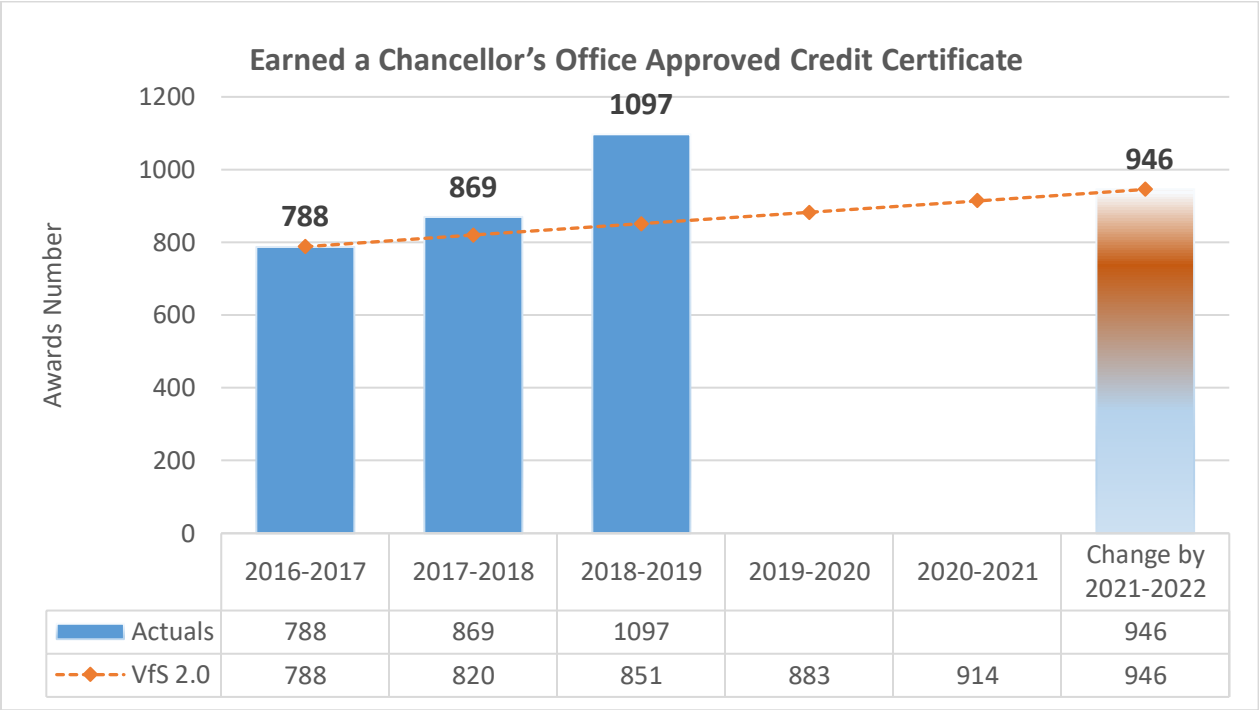


	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change by 2021-2022
Actuals	1,343	1,364	1,600			1,612
VfS 2.0	1,343	1,397	1,450	1,504	1,558	1,612

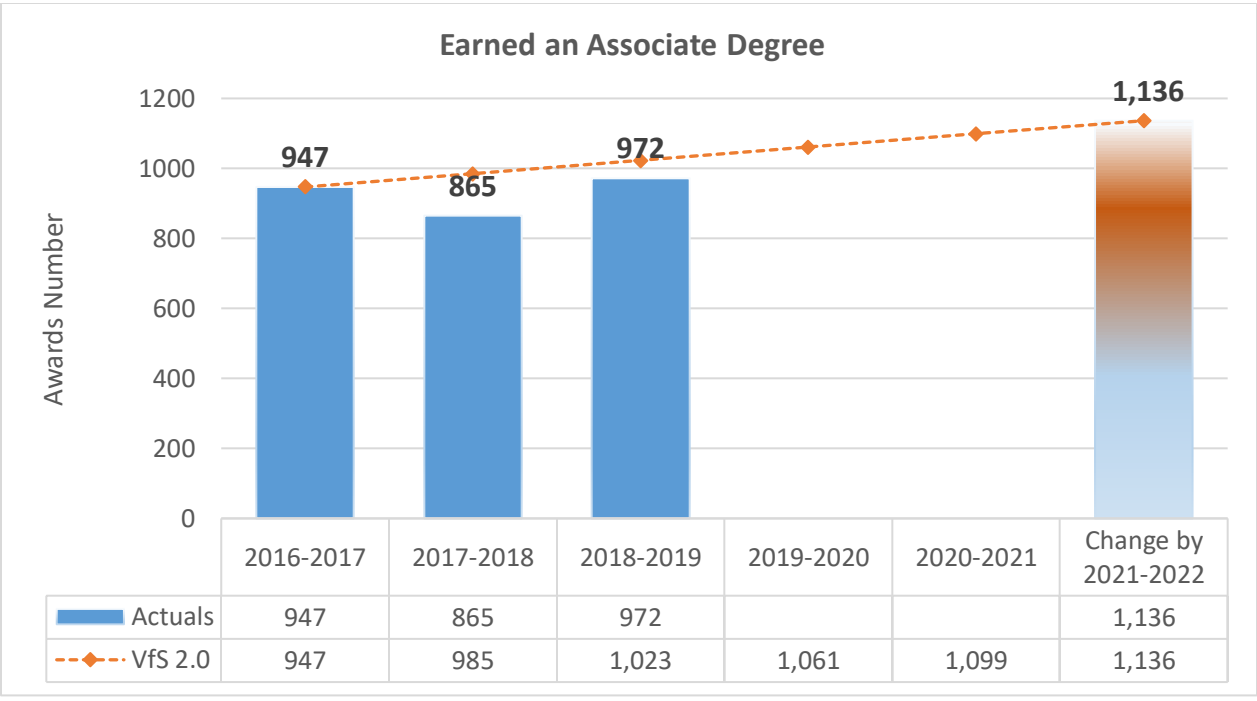


	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change by 2021-2022
Actuals	1,352	1,349	1,565			1,622
VfS 2.0	1,352	1,384	1,438	1,492	1,546	1,622

GOAL 1: COMPLETION (CONTINUED)



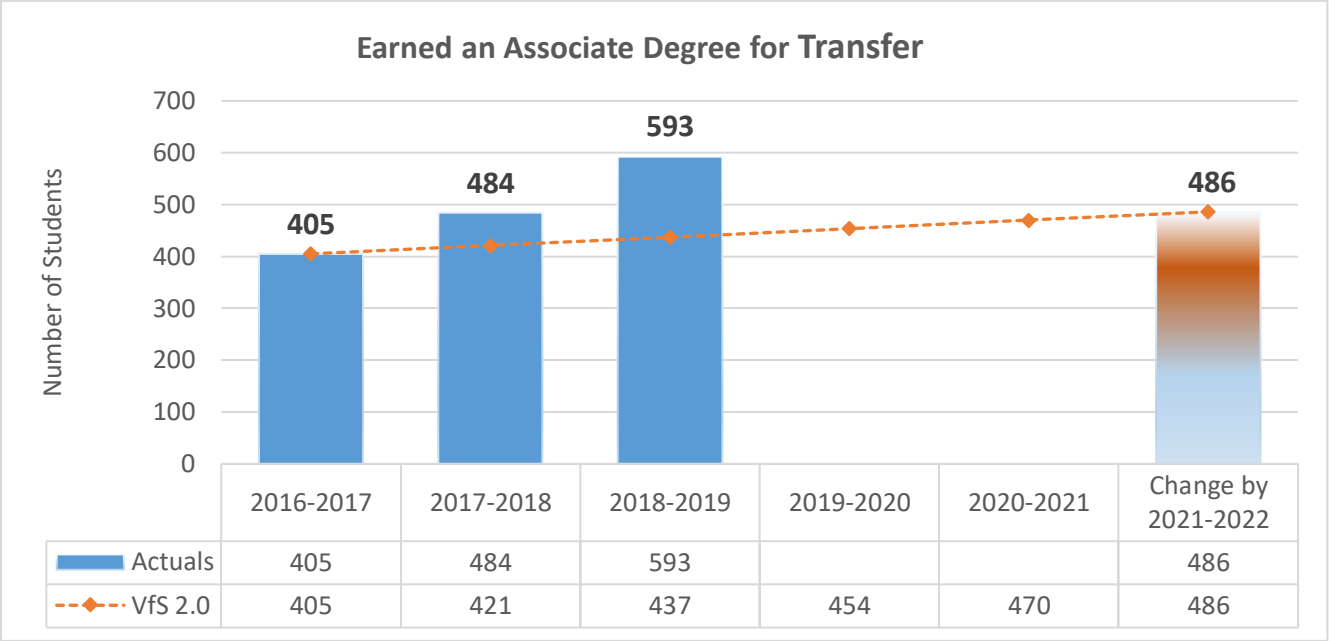
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change by 2021-2022
Actuals	788	869	1097			946
VfS 2.0	788	820	851	883	914	946



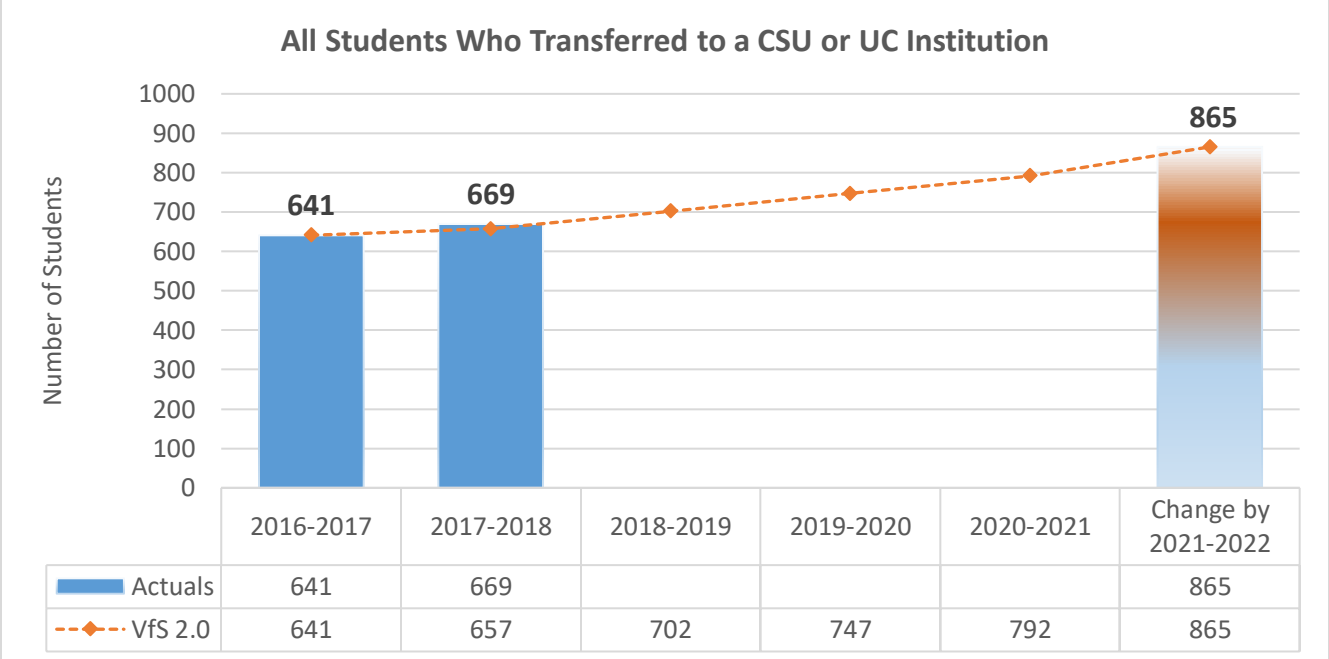
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change by 2021-2022
Actuals	947	865	972			1,136
VfS 2.0	947	985	1,023	1,061	1,099	1,136

GOAL 2: TRANSFER

Systemwide, increase by 35 percent the number of CCC students transferring annually to a UC or CSU by 2021-22.



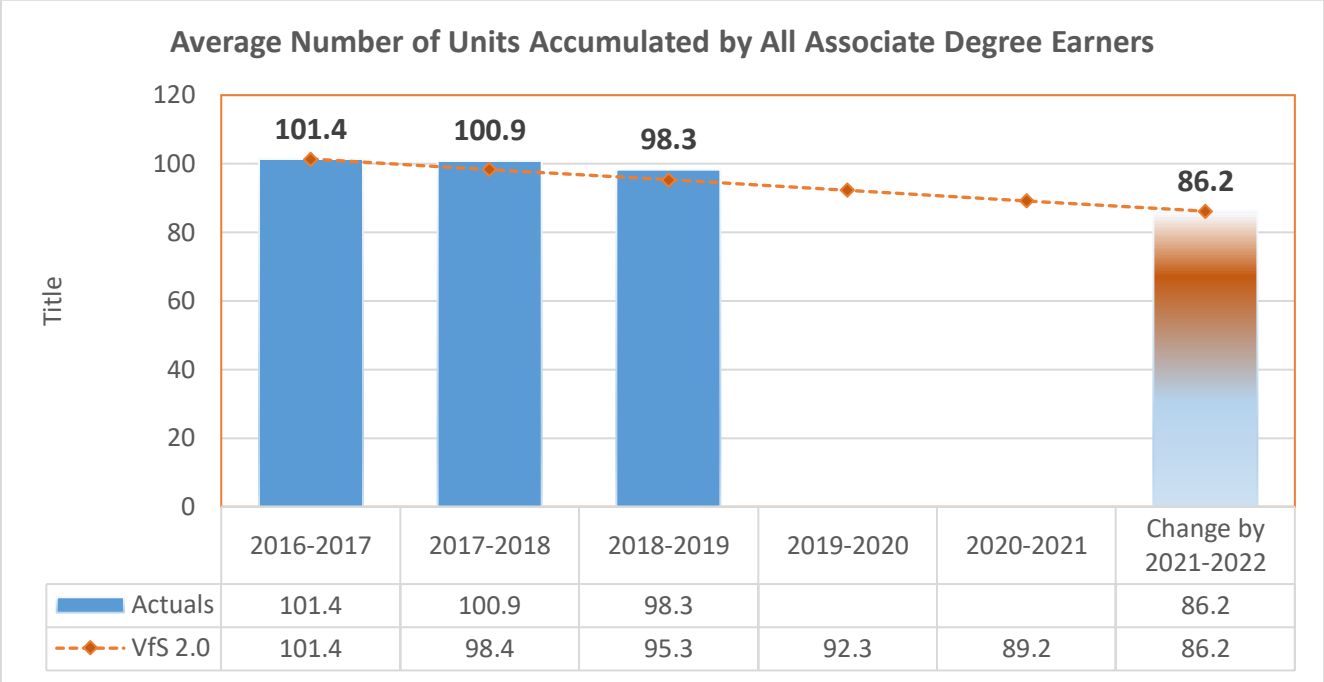
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change by 2021-2022
Actuals	405	484	593			486
VfS 2.0	405	421	437	454	470	486



	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change by 2021-2022
Actuals	641	669				865
VfS 2.0	641	657	702	747	792	865

GOAL 3: UNIT ACCUMULATION

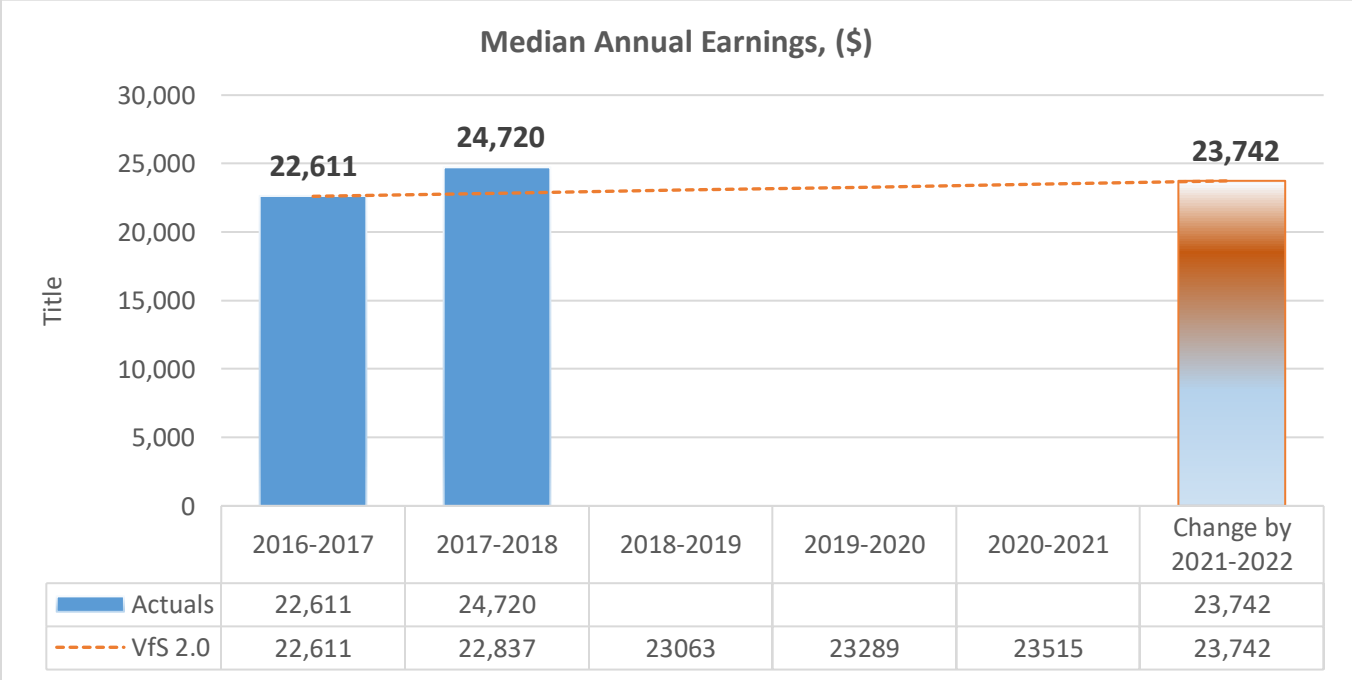
Systemwide, decrease the number of units accumulated by CCC students earning associate degrees, from an average of approximately 87 total units to an average of 79 total units by 2021-22.



	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change by 2021-2022
Actuals	101.4	100.9	98.3			86.2
VfS 2.0	101.4	98.4	95.3	92.3	89.2	86.2

GOAL 4: WORKFORCE

Systemwide, increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60% to 69% by 2021-22.



	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change by 2021-2022
Actuals	22,611	24,720				23,742
VfS 2.0	22,611	22,837	23063	23289	23515	23,742

Institution-Set Standards

2019-2020

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

Fall 2012	70.5%
Fall 2013	69.1%
Fall 2014	68.9%
Fall 2015	69.4%
Fall 2016	69.8%
Fall 2017	71.0%
Fall 2018	70.4%
Fall 2019	70.3%

70.6% AVG.

70.2% AVG.

Institutional Standard: **69.1%**
Stretch Goal: **70.2%**

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

Fall 2012	87.6%
Fall 2013	86.4%
Fall 2014	86.6%
Fall 2015	87.0%
Fall 2016	87.2%
Fall 2017	87.0%
Fall 2018	86.9%
Fall 2019	86.9%

86.9% AVG.

87.0% AVG.

Institutional Standard: **86.6%**
Stretch Goal: **87.0%**

***Fall to Spring Persistence**: proportion of students who retained from fall to spring at AVC in the selected year, excluding students who completed an award or transferred to a postsecondary institution.*

2014-2015	73.2%
2015-2016	72.6%
2016-2017	72.2%
2017-2018	71.9%
2018-2019	70.7%

71.6% AVG.

72.1% AVG.

Institutional Standard: **68.0%**
Stretch Goal: **72.1%**

All Degrees and Certificates awarded:

2011-2012	1,279
2012-2013	1,516
2013-2014	1,847
2014-2015	2,202
2015-2016	2,491
2016-2017	2,633
2017-2018	3,033
2018-2019	3,543
2019-2020	3,316*

3,297 AVG.

3,003 AVG.

Institutional Standard: **1,743**
Stretch Goal: **3,003**

Degrees awarded:

2011-2012	858
2012-2013	1,017
2013-2014	1,349
2014-2015	1,475
2015-2016	1,748
2016-2017	1,733
2017-2018	1,790
2018-2019	2,078
2019-2020	1,995*

1,954 AVG.

1,869 AVG.

Institutional Standard: **1,194**
Stretch Goal: **1,869**

Certificates awarded:

2011-2012	421
2012-2013	499
2013-2014	498
2014-2015	727
2015-2016	743
2016-2017	900
2017-2018	1,243
2018-2019	1,456
2019-2020	1,315*

1,338 AVG.

1,131 AVG.

Institutional Standard: **541**
Stretch Goal: **1,131**

Bachelor's Degrees awarded:

2018-2019	9
2019-2020	6

Data source: *CCCCO's Data Mart*
** Pending (extracted from AVC Banner System on 8/20/20)*