



ANTELOPE VALLEY COLLEGE

Enrollment Management Plan

2010-2012

AVC's Niche

AVC is a provider of convenient, affordable, comprehensive transfer, technical, vocational, and basic skills instruction.

Enrollment Management Mission:

The Enrollment Management Committee as a body develops goals, sets directions, evaluates strategies and makes recommendations to shape the enrollment and to meet the stated mission and established institutional goals at Antelope Valley College.

Strategic Goals from the Educational Master Plan that Relate to Enrollment Management

- Ensure a diverse managed enrollment by placing students first in designing and delivering student-friendly programs and services.
- Develop a campus culture with a sense of community and a commitment to excellence.
- Improve the utilization of new and existing resources to support learning outcomes by strengthening organizational effectiveness through research, planning, and the shared governance processes.
- Achieve and maintain 1,000 FTES at the Palmdale Center.

Results of the Environmental Scan 2010

The Southern California Association of Governments projects tremendous growth in the areas of Lancaster and Palmdale; both are projected to surpass the 200,000 population mark by the year 2020. Palmdale, the location of the Education Center, is projected to grow at a more rapid rate than Lancaster. The entire district, which had a population in the year 2000 of 277,702, is projected to grow to 460,000 by the year 2020. As the population is growing, it is also becoming far more ethnically diverse. The Antelope Valley continues to be an area rich in leading-edge aerospace research and manufacturing, but the working population also has developed a large (over 50,000 a day) commuter population. Antelope Valley College is also changing with a growing student body with rapid decreases in age and increases in ethnic diversity.

The college district includes 40% of the land mass of Los Angeles County, as well as a small section in the southeastern part of Kern County. The geography is characterized by a broad flat high desert valley that merges into the San Gabriel Mountains. These mountains serve as a physical divider between the Antelope Valley and the Los Angeles Basin. Also, located between the mountains and the flat high desert valley is the California Aqueduct, one of the main sources of water for Southern California. This aqueduct runs through nearly the entire District.

In the center of the District are the two cities of Lancaster and Palmdale that account for 84 percent of the District's population. The rest of the population is dispersed somewhat equally throughout the region. The location of the current campus is in the center of the entire District, providing equal access to all the rural areas. The nearest community colleges in other districts are at least 39 miles away, making commuting time to these locations approximately an hour in length.

Major residential centers in the valley include the incorporated cities of Lancaster and Palmdale, and the smaller communities of Quartz Hill, Antelope Acres, Rosamond, Littlerock, Pearblossom, Acton, Sun Village, and Lake Los Angeles.

For the first half of the 20th century, the basic industry in Antelope Valley was agriculture but, by the late 1950s, aircraft and aerospace industries began to dominate the economy. The region's dry climate and high percentage of sunny days make it an ideal location for aircraft manufacturing and testing.

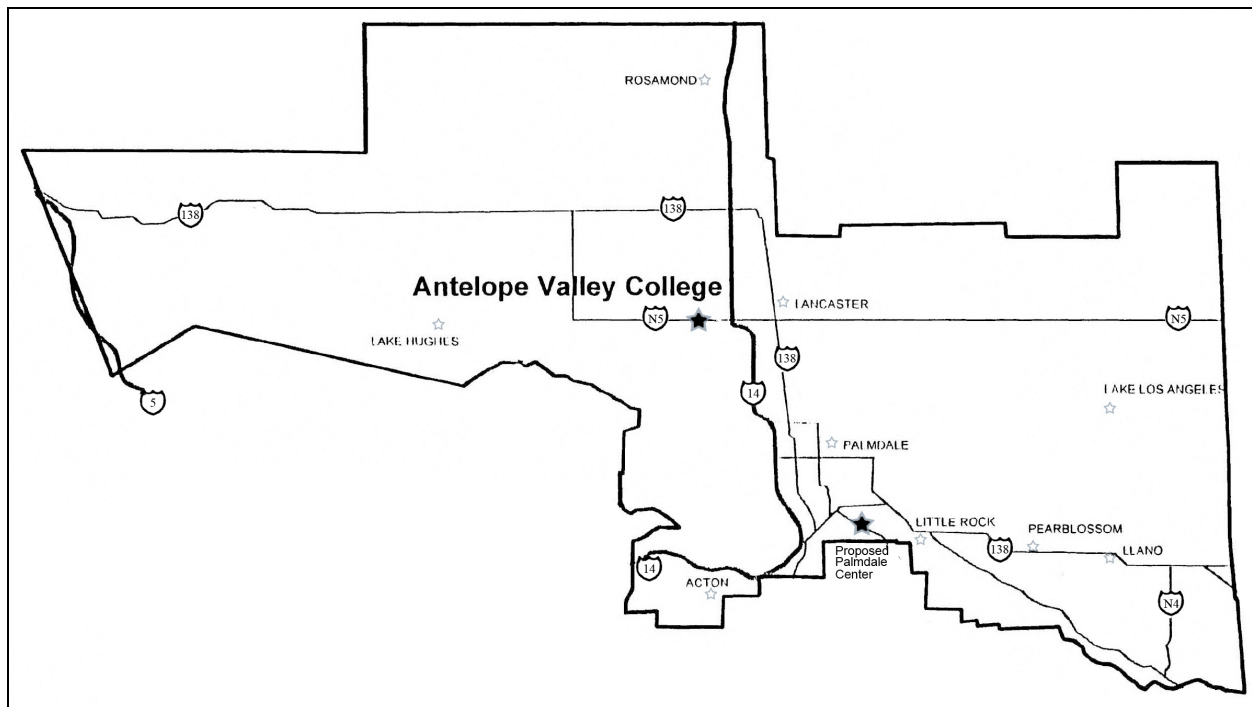


Figure 1. Antelope Valley College District Boundaries

The Antelope Valley Community College District has a service area of 1,945 square miles. The State of California Master Plan for Higher Education indicates that a community college is primarily oriented to the needs of the local community--a University of California campus is considered statewide and California State University campus regional. The local community has been defined as an attendance area within approximately 30 to 40 driving minutes from the site of the campus. The travel distance to the next nearest community college suggests that this "free flow" will not pull a large percentage of students from the District. However, this issue remains because a large number of residents commute these distances for other reasons (job, shopping, etc.) and may find it convenient to take classes at a college near their destination outside the service area.

The Palmdale Center Service Area

Services to south Antelope Valley have been expanded by the establishment of the Palmdale Center. The planning began in 1988 as the College began looking for a second campus site in the southeast area of the District. A prospective site has been identified. The location is ideally suited to respond to the actual and projected growth along the Highway 138 corridor.

Regional approval for a center had been granted in 2009 yet justification for construction needed to be met by demonstrating an enrollment of 1000 sustainable Full-Time Equivalent Students (FTES) per academic year. An interim Palmdale Site was established, and in 2004, the interim Palmdale Site was moved to a new larger location on Palmdale Boulevard in order to expand services in the area and thus establish the 1000 sustainable FTES required by the state which was accomplished in spring, 2010.

The Palmdale Center Contribution

The Antelope Valley College Catalog indicates that the primary mission of the District 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." To better accomplish this mission the District has established the new educational center to meet increasing community needs. The Palmdale Center now contributes to this mission by providing increased access to educational opportunities and services.

In addition to the educational benefits associated with the Palmdale Center, there are recognized economic benefits. Better educated citizens have the increased opportunity to obtain rewarding careers. The campus will also generate new jobs through both the construction of the campus and then through the operation of the campus. The Palmdale Center has become another positive influence on the local economy, increasing both revenue and employment.

The current Palmdale site is 11 miles south of Antelope Valley College. The Palmdale site is only 19 miles from Littlerock and 25 miles from the town of Pearblossom. There is a limited CSU, Bakersfield branch currently located at AVC and a proposal is under review to expand services by establishing a CSU campus in the area. Currently the nearest four-year university is CSU, Northridge, which is 58 miles from the proposed site.

There has been a major shift in age at Antelope Valley College over the past five years and it is not showing signs of slowing down yet. The average age in spring 2002 term has dropped from 32.85 to 28.05, a decline of almost five years. The median age (the middle age if you line all the students up from youngest to oldest) has gone from 27 in spring of 2002 to 23 in spring of 2006. The mode (the most common value) has gone from 23 in 2002 to 19 in 2006.

The trend is continuing, the mean age in fall 2006 was 26.89, the median is now 22 years old, and the mode is 18 years old. What that means is that the most common age on campus this fall is 18 and half of all students are now 22 or less. This is not your father's AVC, literally.

Using population projections, it is possible to extract data on the relative adult population (age 18 to 64), the age group considered to be the college-aged population. This data, which underscores

previous information showing very substantial population growth for both Lancaster and Palmdale in college-aged populations. As a result, AVC can anticipate that growth in numbers of students from population increases could lead to significant increases in the number of students. AVC needs to prepare for these increases to maintain continued success in serving the community.

Another way in which growth in enrollment might occur is if the participation rate (students per 1,000 of adult population) were to increase as a function of the total number of persons enrolled in college. Additional findings demonstrate that when studying the population by age group categories, the community is trending toward a younger population while also becoming more diverse.

Table1. Population Projections of the 18-64 Age Group in AVCCD (Department of Finance (DOF), 2000 U.S. Census, 2005 U.S. Census update).

	2000	2005	2010	2015	2020
Rosamond CDP	8,495	9,730	10,382	11,251	12,192
Lancaster	70,162	78,574	99,307	113,420	127,342
Palmdale	65,802	76,610	99,549	123,170	146,478
Unincorporated LA County	17,422	22,154	28,695	34,300	39,712
Total	161,881	187,069	237,934	282,141	325,724

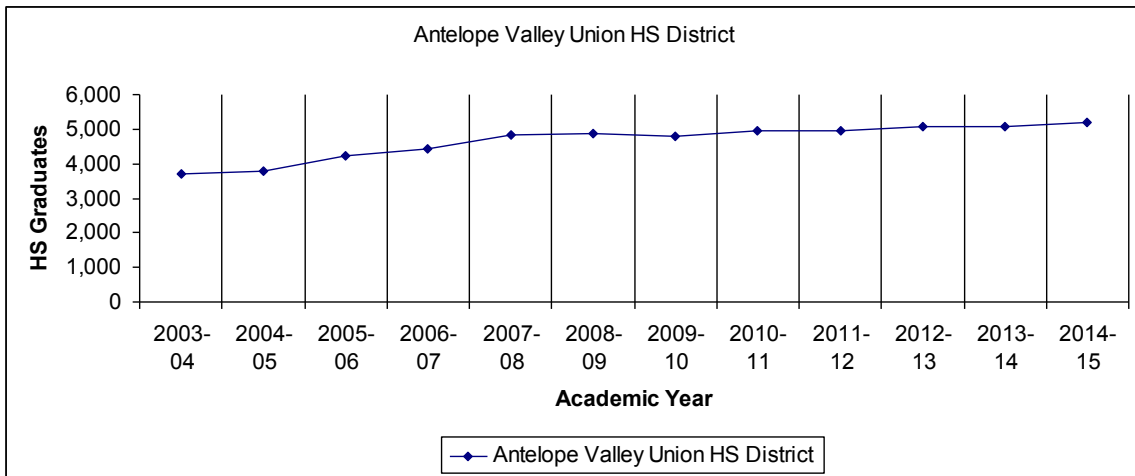
One method used by the California Postsecondary Commission to project enrollment identifies participation rates of adults per 1,000 in the population (18 to 64 age group). The enrollment is divided by the population and multiplied by 1,000 to obtain the rate. Using the year 2000 and 2005 as a baseline, a new average participation rate was calculated and then applied to the District’s population projections. The new participation rate was 65.5 students per thousand of adult population.

Four high schools provide the largest share of freshmen enrolling at AVC. Quartz Hill sends the highest share, with Highland, Lancaster and Palmdale following in that order (2003-04 through 2006-07). The numbers of high school graduates attending AVC has increased proportionate to the growth in public school populations during this period.

Growth of school populations is part of a larger phenomenon that has been called Tidal Wave II, referencing the earlier “tidal wave” in school enrollments in the 1960s. Currently, not only have communities on the perimeter of the Los Angeles Basin grown as a natural occurrence, but immigration has increased population numbers as people seeking jobs have moved into the area.

Because enrollment growth at AVC over the next decade is likely to be strongly affected by enrollment patterns in local schools, enrollment projections for the public schools are an important source for planning data. Based on historical enrollments in public K-12 schools in the Antelope Valley Community College District and current demographic trends, enrollments at AVC are likely to increase through the planning period.

Figure2. High School Graduation Projections (Source: California Department of Education, DOF)



Antelope Valley College is the primary receiving collegiate institution for all high schools in the Antelope Union High School District. It is the most accessible college for students from Rosamond High School in Southern Kern Unified School District as well. The data in Figure 3 shows the share of high school students from local schools that enroll at AVC following graduation (yield).

Figure3. High School Yield (Number of students enrolled within 1 year of graduation) AVC, Office of Institutional Research

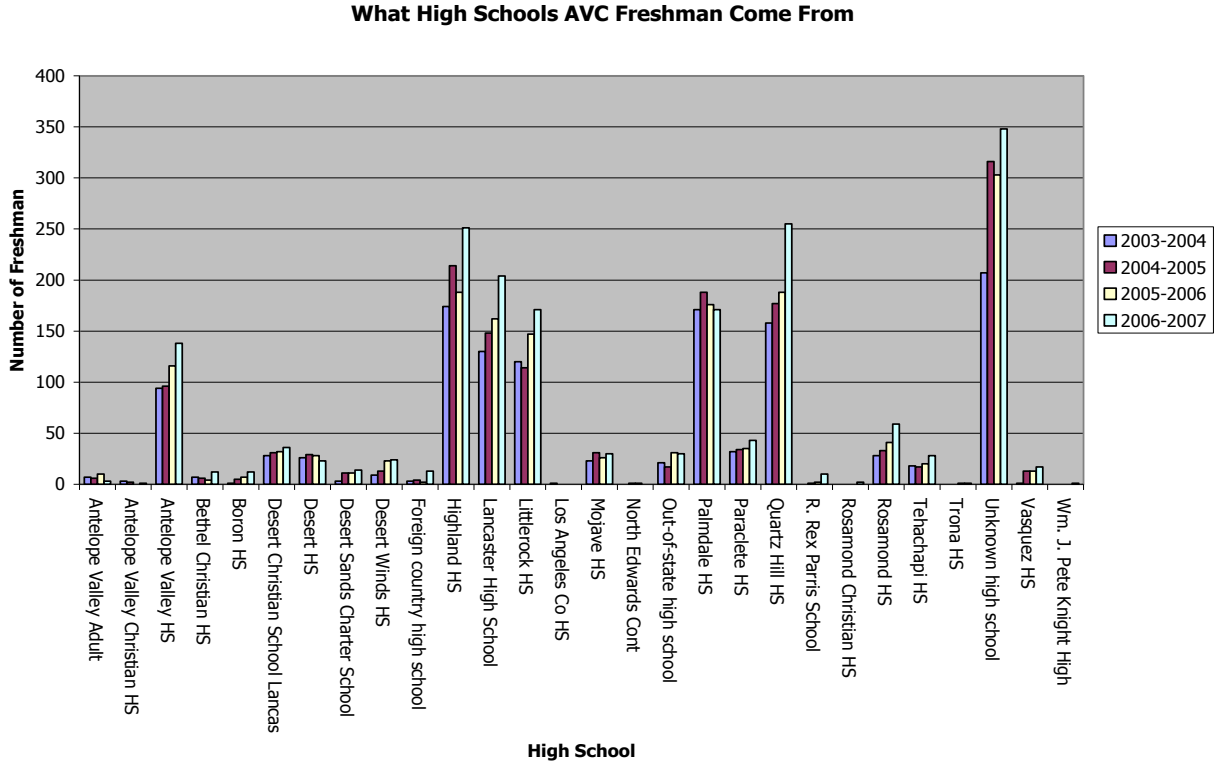


Table2. Enrollment Projections for AVCCD (Southern California Association of Governments; Kern Council of Governments; California Community College Research and Planning Unit.)

	July 2000*	July 2005*	July 2010	July 2015	July 2020
Enrollment Using DOF Projections	10,728	12,089	15,585	18,480	21,335
Enrollment Using Actual Growth Trend	10,728	12,089	14,461	16,761	19,349

*Represents Actual

A significant portion of the residents in Antelope Valley commute to the Los Angeles Basin for work. In 2007, close to half of the working population in the valley commuted long distances to work.

Table 3 Antelope Valley Commuters (2007)

Work Commuter Destination	Share of All Workers	Share of Commuters	Estimated Pool
Santa Clarita Valley	4.3%	12.9%	7,900
Central-Western Kern County	0.5%	1.6%	1,000
San Fernando Valley	9.1%	27.2%	16,800
Burbank-Glendale-Pasadena	3.0%	9.0%	5,600
Downtown LA Region	9.4%	28.2%	17,400
Greater Metro Region	4.0%	12.0%	7,400
No Fixed Location	3.0%	9.0%	5,600
TOTALS	33.4%	100.0%	61,700

Table 3 shows the number of residents commuting to various locations for employment outside of the valley. In 2007 the total number of employed residents was 116,700 residents with the 61,700 commuters making up 53% of the total. Patterns in student gender, age, and ethnicity reflect a statewide trend toward growth in the number of females attending college as well as growth in the Hispanic population. Females account for 58.3% of the student population. Hispanics are projected to become the state's largest minority group by this year, 2011. By fall 2009, Hispanic students at AVC account for 24.2% of the student population. African-American students represent 16% of the student population. Statewide, enrollments for African-Americans are constant; however the Antelope Valley as a whole has seen an increase in the percentage of Hispanic and African American groups over the past decade. Younger students, particularly those under 20, represent a substantial percentage of the student population at this point in time.

Patterns in student gender, age, and ethnicity observed in the district as a whole, are even more pronounced in the student population attending classes at the Palmdale site. The percentage of female students is higher at Palmdale than in the district (68.8% vs. 61.4%). The percentage of Hispanic students is also higher at Palmdale than at the district as a whole (39.9% vs. 28.6%). The number of black students is also higher, though the difference is not as pronounced (25.4% vs. 19.2%).

Planning Considerations

Planning enrollment for the Antelope Valley Community College District, and the new Palmdale campus in particular, should 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 insure that demand for course offerings in Palmdale will not draw students away from the Lancaster campus.

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.

Enrollment management over the next 3 to 5 years will account for the changes in demographics described in the previous section. Student needs will shift, both in terms of courses desired, and services needed as we continue the three main trends: growth in the size of the student body, increasing ethnic diversity, a continuation of the shift towards a younger population, and successfully supporting students in light of increasing budget constraints and fiscal reductions.

To track these changes and to provide data for making sound policy decisions Enrollment Management plans the following steps:

- Focus groups of students, staff, and community members in the Palmdale site area and in the main AVC area to identify general issues relating to the Palmdale site;
- Surveys of the community at large to determine specific questions on classes and scheduling, potential demand for two 8-week classes per 16-week term, proportion of night and evening classes;
- Development of a model to statistically predict enrollment and FTES for future terms based on class offerings;
- Standardization of efficiency measures for optimization of campus resources;
- Implementation of Astra Schedule room scheduling software to help in maximizing use of campus space and;
- Statistical modeling of student retention so that efforts can be made to target and help retain students at risk of dropping out after the fall term each year.

Planning Process

The Enrollment Management Committee, a shared governance committee, reviews the AVC Education Master Plan Strategic Goals and the Enrollment Management Performance Indicators in conjunction with the Institutional Learning Outcomes to determine the strategic goals for the academic year. This Enrollment Management (EM) plan covers the academic years of 2010-2011 and 2011-2012 in order to reconnect the planning process with the Strategic Planning and Budget Committee (SPBC) planning and budget cycle.

Representatives on this committee are responsible for sharing the process as well as the goals of the Enrollment Management (EM) plan with their constituents. Additionally, the plan, planning documents, supporting data and other materials can be accessed on the Enrollment Management page of the *myAVC* website.

Fall

Once the annual strategic goals are set and reviewed by the campus as a whole, the Enrollment Management Committee puts out a campus wide call for action plans in the fall semester in tandem with the SPBC. Action plans based on the SEM are submitted to the Enrollment Management Committee which reviews the plans by means of utilizing a specific sub-group for one or more goals. For example, one sub-group might review action plans for goals one and two and another for goals three and four. The number of sub-groups will depend upon the number of goals identified that planning cycle. The sub-groups will make recommendations to the Enrollment Management Committee concerning which plans should be supported as all of the plans are then submitted to SPBC and enter the regular process, including submission to the SPBC Budget Task Force.

Spring

During the spring semester, Enrollment Management monitors the progress of the plans and requires an achievement report be submitted to the group by April of each year by the persons identified in the plan as holding the accountability so that the committee may produce an Achievement Report by May of each year.

Enrollment Management Goals for 2010-2012

In light of recent college and State budget considerations, the Enrollment Management Committee is cognizant that absolute budget numbers for the foreseeable future will not be available. Therefore our focus for the next two years is to achieve our three stated goals by closely monitoring resources and making essential adjustments during the year to assure their completion.

Goal 1

The Enrollment Management Committee will continue to support 1000 sustainable FTES at the Palmdale Center.

Goal 2

Planning efforts will continue to monitor/address shifts in workload directions from the Chancellor's office.

Goal 3

Meet base funding level per the Chancellor's office.