



Fall 2022-2023 Program Review Report

Division/Area Name: Vice President of Student Services	For Planning Years: 2023-2024
Name of person leading this review: Jose Rivera	
Names of all participants in this review:	

Fall 2022 Program Review Report

Part 1. Program Overview: Briefly describe how the program contributes to the district mission

The Office of Vice President of Student Services (OVPSS) supports the Antelope Valley College (AVC) mission by working collaboratively with all college units within and external to the college to ensure students are afforded the opportunity to maximize student success in support of their higher educational and professional goals and aspirations.

Specifically, the Student Services Division continues to provide students with a myriad of support services which are comprehensive, coordinated, cost-effective, and delivered by a student-oriented team of professionals who are student friendly and committed to helping students navigate through the myriad of systems, policies, procedures, and services on their journey to successfully become AVC graduates, transfer graduates, or enter their professional career confidently that they have received a positive, memorable, and successful experience.

Part 2A: Analyze the program review data (retrieval instructions) focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, & job placement) to identify the program Strengths, Opportunities, & Aspirations:

Strengths and Accomplishments: (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)

During the period of June 2022 to December 2022, there has not been a formal and active process to collect data within the OVPSS. Time and attention during this interim period has been devoted to assist with the transition and gaining a greater understanding of the college's cultural environment, systems, and processes to achieve a greater understanding of its culture, policies and practices within and external to the institution, i.e., organization structure of the CCC Chancellor's Office, OVPSS, all college units within the OVPSS which impact the OVPSS in its mission to serve students through better understanding of the overall mission of not only the culture of the college but the internal dynamics of the OVPSS Division. The strength of the OVPSS Division is the existing SS Deans/Assoc. Deans/Directors currently in place with the full understanding that there is a lot of work to be done to continue improving our student services delivery system.

Accomplishments: During this reporting period entailed supporting students fulfill their educational and professional goals and aspirations through the specific services offered in the Student Life and Services, Enrollment Services, and the Counseling and Matriculations Departments. The SS staff has had to adjust not only to a change in Superintendent/President leadership, but the challenges of the pandemic and supporting students from a virtual learning mode to a physical return to campus learning environment. The quality of providing a student friendly support delivery mode, staff, just like students, have had to adjust in delivering serve of community and high school outreach and recruitment, registration support, counselor intervention, Basic Needs (housing and food to meet student insecurities,) First Year/Second Year Experience, and through the Office of Student Disabilities, to effectively meet the needs of students. The Student Services teams have been active in development, planning and implementation not only the various state funded programs to reach out and serve foster youth, and students who have been incarcerated, but have collaborated with our EduNAV partners to develop the EduNAV software, student equity, and other engagement programs and activities through the Office of Student Activities. In coordination with the Academic Affairs Division, SS staff partnered to plan and

support Guided Pathways, LEAP, student discipline issues, and submitting a housing grant application to build an affordable residential housing complex for students who are experiencing housing insecurities.

**Opportunities and Challenges:** (Guiding Question: What does your program/area need to do better to support/improve student success?)

The challenges during this reporting period has been to take an active role in becoming familiar with the various protocols, units within the college, systems, policies, and practices to achieve an overall perspective to support the college in general, and the organizational OVPSS departments and staff in its mission to better serve AVC students. Additionally, noted during this reporting period has been the staffing vacancies within each of the SS respective areas. During April 2022, the SS Division was reorganized with the intent of strengthening and consolidating departments, a number of director level positions were eliminated challenging existing managers, and promoted managers to assume additional duties and responsibilities on top of what they were already performing without adequate staff support to carry out the mission. The reorganization to improve and consolidate programs and services has left some voids. A comprehensive staffing analysis, by Human Resources, is required in each of the SS Departments to assess whether gaps in staffing patterns are adequate to carry out programmatic responsibilities and mission to effectively serve students. Unfortunately, existing staff have had to carry the load and work outside their classification due to staffing void in respective SS Departments.

The Student Life and Services department promoted two directors to Associate Deans. The two associate deans have focused on Community Outreach and the second focused on planning and implementing the FYE/SYE, student activities, and leadership programs for students in collaboration with the Associated Student Organization. The intent has been to integrate student engagement programming and leadership development for every AVC student. Under the direction of the Dean of Student Life and Services, the basic needs programs and services, health services, food distribution through the Maurader Market continued to provide and meet the needs of students' basic needs for students who were in need of food, housing and health insecurities supported through State funds.

The challenges have manifested a lack of adequate staff to effectively carry out services. Though State funds have been available to hire needed staff without dipping in the College's resources, the challenge has not been the lack of money but the internal College's process to recruit and hire needed staff. A Basic Needs Supervisor and Basic Needs Program Specialist position has yet to be hired placing the programming and management of those programs on the shoulders of the Dean and the classified staff reporting directly to the Dean, assigning classified staff duties outside of their classification. The staff of the Office of Student Life and Services are very dedicated to serving students and have taken to meet the challenges brought about by staffing voids.

Within the Counseling and Matriculation Department's reorganization, a director, who had management responsibility for the EOPS and STAR programs was promoted to an Associate Dean for Categorical Programs to manage programs and services without adequate staff support. In essence, the Associate Dean, supervised and managed what they were already responsible for prior to promotion taking place, but also assumed other service responsibilities within the Department. The Dean of Counseling and Matriculation, aside from managing the Counseling Department, inherited the duties of Discipline Officer from the former Dean of Counseling and Matriculation who had previous experience in overseeing and enforcing the Student Code of Conduct for the College. It seemed appropriate for the incoming Dean to continue fulfilling the same role on top of Counseling Department responsibilities. This became a challenge when, not only, did the Dean have to assume the responsibilities of the Associate Dean who was on a leave of absence, having the Dean assume duties previously assigned to the Associate Dean. Overing and enforcing the Student Code of Conduct is a function for a separate office and not one to be subsumed into an existing office.

The Dean of Enrollment Services, who normally manages the admissions, records, and evaluation departments was assigned and assumed managerial responsibilities for the Financial Aid Office (FAO). The latter has not been without its challenges. The FAO needs to engage in serious writing to codify FAO processes and procedures. The FAO needs to plan and implement an immediate and continuous staff training and development program to ensure consistency in application of procedures, practices, and enforcement requirements.

**Aspirations:** (Guiding Questions: What does your program/area want to be known for? What is a desired future?)

The OVPSS goal is to have a strong and effective student services delivery system which addresses each student's need to enroll and actively engage in activities and support services to fulfill their personal, professional, and educational objectives culminating in fulfilling an AVC degree. A desired future is a college environment where the college community in totality is student friendly, supportive, respectful, empathetic, compassionate, and committed to student success in every corner of the institution. The Student Services Division continues to pride itself in planning and implementation of experiences which result in students having lasting positive memories and academic preparation to confidently pursue their education beyond AVC or to enter the world of employment in their chosen profession knowing that they received a quality AVC education in and outside the classroom as the SS mission promoting-Students Are AVC's Priority. How effective overall, the SS Division has been in achieving its goals and objectives is unknown as student satisfaction surveys were not administered during the Fall semester. A student satisfaction survey, in collaboration with the Institutional Research Office, will be administered in Spring 2023 to obtain feedback from students to determine how well we have served them.

**Desire for the future**

The desired challenge is to have a Student Services Division implement a comprehensive, coordinated, and cost effective student services delivery system which enables staff to serve the needs of every student with the highest degree of professionalism, knowledge, skills, and customer friendly demeanor with the intent of reaching out to prospective students and moving them through the systems and processes of obtaining a college education. Being fully prepared, each not only to have a memorable experiences, but facilitates their timely graduation from AVC. That is, getting them from the point of contact in the community, social services agencies, high schools, and enrolling them into college, providing them with basic needs services to those who have food, housing, and health needs, guidance to enter the college, and be in a position of graduating within a two year period having been provided the supporting academic courses and support services, such as tutoring, to ensure that no student falls through the cracks. Providing a comprehensive student activities program which affords students memorable experience on their journey to timely graduation. Lastly, to be able to provide student services staff who equally have one mission: having the needed staff to provide those activities and services which support the whole student through by planning and developing a comprehensive, coordinated, and cost-efficient student services system of services built collaboratively and in partnership within the SS departments and equally in partnership with all departments and divisions throughout the College.

**Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations & Labor Market Data**

The internal advisory group within OVPSS consists of the Student Services Deans/Associate Deans/Directors who meet every other week to ensure programs, services, and challenges are shared and issues addressed. The SS Deans/Associate Dean/Directors are active and participate in the various institutional committees alongside Academic Affairs to jointly and in partnership collaborate, plan, and coordinate student service delivery systems impacting the whole student.

Insert Labor Market Data here <https://www.labormarketinfo.edd.ca.gov/commcolleges/>

**Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):**

List your past outcomes analysis (Action Plans) and progress towards those goals.

*SEE 2D*

## Part 2D: Review and comment on progress towards past program review goals:

List your past program review goals and progress towards those goals.

The overall progress towards assigned goals are:

1. Supervise and manage the Office of Student Services generally, and SS Deans and Directors, specially: Supervise and manage the Office of Student Services and SS Deans and Directors by meeting with Deans and Deans/Associate Deans/Directors on alternating weeks designed to share information and address issues.
2. Academic Affairs/Student Service Collaboration: Both divisions continue to proactively participate in coordinating initiatives to ensure each is fully versed on the myriad of student and academic services available and required to meet student needs. Every AVC employee recognizes that the responsibility for providing quality services requires commitment and dedication to ensure student achievement and success.
3. Assist in preparation for regional accreditation visit: Student Services managers have been involved in responding to the Accreditation Report, specifically Student Services Section II B.
4. Oversee new Student Services building move: Timely meetings have been held between Facilities and Director of Capital Projects, and Student Services staff, Deans LaDonna Timble, Dr. Rashitta Brown-Elize, and Dr. Jill Zimmerman to plan out schedules for packing and moving boxes, physically moving staff, and ensure the college community received communication on the impending plans to move to the new building. In an effort to not disrupt services during the beginning of the Spring 2023 Semester, Enrollment Services, Counseling, Financial Aid Office, and Cashiers remained in the present SSV location. Non essential files were boxed and were moved per the developed timeframe during the Winter Break. A schedule for moving staff is slated for January 23, 2023 with all staff scheduled for the new Student Services Center move by the end of January 2023 or first week in February.
5. Assist in the implementation of EduNAV: Weekly ongoing meeting between AVC staff and EduNav staff has enabled collaboration to ensure AVC is ready for full implementation in the latter part of the summer 2023, with full implementation scheduled for no later than Fall 2023 semester. AVC, to include ITS, Enrollment Services, and Counseling will meet internally prior to meeting with EduNAV staff to ensure AVC and EduNAV staff complete all present and future ticket requests are addressed and completed. Enrollment Services will have a transcript evaluator on board to ensure students having prior college credits are inputted into the EduNav system; training of counseling staff, enrollment services, and will occur during the Spring Semester to ensure a better understanding of EdNAV application prior to implementation. Continuous monitoring and corrections will remain a priority after implementation to ensure issues are identified and corrected as needed.
6. Collaborate with Academic Affairs on DEI to address achievement gaps: Student Services Deans will continue to actively participate in joint Academic Affairs and Student Services Deans meetings to ensure input is provided and achievement gaps are addressed on the college's mission to address DEI issues which would interfere with the College's mission to become a complete DEI College.
7. Manage the College's student discipline programs to include: investigation, resolution, and due process/Assist in resolving student grievances and complaints: The Vice President of Student Services and Discipline Officer will interact with scheduling student meetings and addressing Incident Reports expeditiously and timely.
8. Assist in hiring a permanent Vice President for Student Affairs as appropriate: This task, assigned to the Vice President of Academic Affairs will chair the hiring committee, and will receive the full support of the OVPSS to ensure the permanent Vice President of Student Services is hired on schedule.
9. Assist the onboarding of the permanent Vice President of Student Affairs: An OVPSS Office procedures manual, and activity check list is being prepared to indoctrinate the incoming Vice President of Student Service on office and administrative processes and procedures, College Policies, Chair responsibilities for Calendar Committee, and other required responsibilities to ensure a smooth transition.

**Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:**

Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you've achieved your goal?)
	ILO	PLO	SLO	OO				
#1	Choose ILO			x	Choose an item.	Manage and Supervise Student Services Division	Meet with Dean/Directors every other week as a group and Deans individually every week to discuss needs/issues: staffing needs, staff training, reports schedules, etc.	Calendar meeting, develop a Action notebook to keep track of assignments and action plans
#2	Choose ILO			x	Choose an item.	Collaborate w/Academic VP on student issues and student service needs specifically on student discipline and DEI issues	Communicate directly and meet as needed; attend joint AA/SS/Deans meetings scheduled	Calendar meetings; assist with direct student issues where needed.
#3	Choose ILO			x	Choose an item.	Reaccreditation Regional Site Visits	Confer with the Accreditation Dean having oversight of the report; meeting with SSDeans charged with writing SS initiatives for the report.	Review SS submitted reports
#4				x		EduNAV software implementation	Participate in weekly meeting between AVC/EduNAV staff; meet w/IT Director to enlist SS Support, primarily w/Counseling and Enrollment Services Department	Assign specific work assignment to Counseling and Enrollment Services to Deans in affected areas affected; weekly meetings to address problem areas
#5				x		see #2 above		
#7 and 8				x		Manage Student Discipline program/Assist in student grievances/complaints resolution	Collaborate with Dean of Counseling/Matriculation who also services as the Discipline Officer;	Weekly meeting to process status of Incident Report to schedule hearings/student meetings with the Dean to remain on schedule per college policies and procedures

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**Part 4: Resource Requests that Support Program Needs (based on above analysis)**  
Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)  
[SEE PART 4 ATTACHMENT](#)

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**  
**SEE 2A AND 2D ABOVE**

**OVPSS Goals for 2023-2024**

1. **Develop Procedure Manuals for all SS Departments and set up annual Performance and Student Satisfaction Evaluation.**
2. **Develop an annual Student Services Training Calendar for Deans, Associate Deans, Directors, and staff.**
3. **Develop a specific Department Annual Calendar to prepare and submit timely scheduled reports for internal and the Chancellor’s Office.**
4. **Prepare and ensure Student Services staff are Accreditation Ready for the upcoming Accreditation On-site Visit.**
5. **Develop a comprehensive list of data collection, reports and surveys to support the annual Program Review Report, Student Satisfaction Questionnaire, Performance Reports, and other evaluation measures.**
6. **Require an extensive review by the Human Resources Division to identify staffing requirements and financial support to ensure departments are adequately meeting student service needs.**
7. **Continue to explore student service and funding opportunities to strengthen existing and seek new student services opportunities to serve students.**
8. **Continue to strengthen and identify collaborative joint ventures between the Offices of Vice Presidents of Academic Affairs and Student Services.**

**Part 4. Resource Request that support Program Needs (Based on above analyses and listed in priority order)**

<b>Type of Resource Request</b>	<b>Summary of Request</b>	<b>New or Repeat Request</b>	<b>Amount of Request, \$</b>	<b>One-Time or Recurring Cost, \$</b>	<b>Contact's Name</b>
Director, Students Rights and Discipline Affairs	Institute a stand-alone office to address and enforce the College's Student Code of Conduct and student rights, i.e., student discipline, complaints and grievances for students and the college.	New	\$100,000/TBD	Recurring Cost	Dr. Rashitta Brown-Elize
Assist Director, Financial Aid Office	Plan and execute FA workshops, money management/streamline process and compliance	New	TBD	Recurring Cost	LaDonna Trimble
Financial Aid Specialist	Support increases of students applying for Financial Aid over the past five years	New	TBD	Recurring Cost	Nichelle Williams
Student Activities Coordinator	Plan and implement student activities and leadership development to promote student engagement, persistence, degree completion, and student success	New	TBD	Recurring Cost	Michelle Hernandez





Fall 2022 Program Review Report

Division/Area Name: Institutional Research, Effectiveness, and Planning/Library Services For Planning Years: 2023-2024

Name of person leading this review: Dr. Meeta Goel, Dr. Svetlana Deplazes, Van Rider

Names of all participants in this review: Library & IERP personnel

Part 1. Program Overview: Briefly describe how the program contributes to the district mission

The Department of Institutional Effectiveness, Research & Planning (IERP) exists to support data-informed decision-making by providing research and analytic support to AVC and the greater community, as well as to further the effectiveness, reporting, planning, and accreditation efforts of the college. The department provides institutional data for state and federal reports, as well as information related to achievement various success metrics, college planning and statewide initiatives, and grants for college academic programs and student support services (including interactive Tableau dashboards that allow further disaggregation of data (e.g., Program Review, Student Equity Plan, Data), as well as via involvement with and provision of information for key college-wide processes for the following committees: Strategic Planning, Outcomes, Program Review, Academic Achievement, Guided Pathways, Student Equity, Enrollment Management, etc.). IERP also helps lead the college’s accreditation efforts with the Institutional Self-Evaluation Report (ISER). The Dean of IERL/LS is AVC’s Accreditation Liaison Officer.

The Library’s mission is to provide services and resources that foster student academic success and lifelong learning. Like IERP, the Library supports instructional and related services by maintaining and offering collections that reflect the needs of academic programs and the college’s diverse student and faculty population. The AVC Library continues to play an important role in providing equitable academic support services and critical access to resources, services, and instruction that support student success and life-long learning. Like IERP, it supports instructional and related services by maintaining and offering collections that reflect the needs of academic programs and the college’s diverse student and faculty population. The AVC Library also stresses information literacy through its reference services.

The library’s mission statement and objectives are aligned with the college’s Institutional Learning Outcomes (ILOs -Communication, Creative, Critical & Analytical Thinking, Community/Global Consciousness, and Career/Specialized Knowledge) and Educational Master Plan Goals. Additionally, library services, instruction and research support align with the Vision for Success Goals, specifically in the goal to reduce equity gaps, and the objectives of Guided Pathways in helping students stay on the path towards achieving their academic goals.

The department aims to: 1) provide opportunities and support for academic and life-long learning through access to print and online resources, library services and information literacy-based instruction, 2) develop a core and diverse academic collection through print and electronic resources that supports student success, learning, and exploration in the Humanities, Social and Behavioral Sciences, Arts, Natural Sciences, Mathematics, and the professional fields represented in Career Technical Education.

Library Staff adjusted to offering library services remotely while the campus was closed and gradually expanded those services. Similarly, Library Faculty also adapted to online classes and reference services. The Library’s mission is to provide services and resources that foster student academic success and lifelong learning. Like IERP, the Library supports instructional and related services by maintaining and offering collections that reflect the needs of academic programs and the college’s diverse student and faculty population. The Library also stresses information literacy through its reference services. The library’s mission statement and objectives are aligned with the college’s Institutional Learning Outcomes (ILOs -Communication, Creative, Critical & Analytical Thinking, Community/Global Consciousness, and Career/Specialized Knowledge) and Educational Master Plan Goals. The department aims to: 1) provide opportunities and support for academic and life-long learning through access to print and online resources, library services and information literacy-based instruction, 2) develop a core and diverse



academic collection through print and electronic resources that supports student success, learning, and exploration in the Humanities, Social and Behavioral Sciences, Arts, Natural Sciences, Mathematics, and the professional fields represented in Career Technical Education

**Part 2A: Analyze the [program review data \(retrieval instructions\)](#) focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, & job placement) to identify the program Strengths, Opportunities, & Aspirations:**

**Strengths and Accomplishments:** (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)

IERP/LS supports the overall effectiveness of the college by leading, facilitating, and involvement with some key college-wide processes, programs and services. Some examples that provide evidence of how well the college is accomplishing its mission include: gradual improvements across all the metrics of [AVC's Vision for Success Goals](#) when compared with 2016-2017 baseline data, especially for the program awards and two CTE-related indicators. The latest [success and retention data from 2021-2022](#) support a decrease in the achievement gaps between traditional and distance education courses when compared with fall 2016 when the achievement gap was 15% and in Fall 2021 it was only 3%. Antelope Valley College was one of 13 California community colleges that completely closed gaps for Latinx students in one-term throughput rates in fall 2019 in ENGL 101 (PPIC, 2020). AVC also improved on each of the [Institution Set Standards \(ISS\)](#) for ACCJC. IERP's Tableau dashboards are increasingly being utilized e.g. the [semi-annual enrollment comparison](#) dashboards have around 2,000 hits, while the [program review data](#) dashboard has over 11,500 views. Other popular dashboards are new online [Factbook](#) (over 1,300 hits) and [Program Awards](#), among others. Building upon this tableau foundation, the implementation of Invoke Learning is currently underway and will additionally help to further the availability and usage of data at the college. Invoke Learning combines academic and public data with artificial intelligence to provide institutional insights that can help the college impact student success more effectively.

The Survey of Entering Student Engagement (SENSE) survey from fall 2021 and the Community College Survey of Student Engagement (CCSSE) from spring 2022 provided comparison data with prior years (2019, 2016, and 2014) for progress with student engagement benchmarks and ILOs (also indirectly assessed during [RISC 2022](#) administration). According to spring 2022 Reinventing Institutional Strengths and Challenges (RISC) [survey](#), 97% of AVC students said that their education is worth what they paid (or worth even more) and 92% would recommend it to their family and friends. The 2021 Career and Technical Education Outcomes Survey (CTEOS) results of AVC students following the completion of their studies supported positive employment outcomes, with the preponderance of respondents employed, working in the same field as their studies or training, working full-time, having increased wages, and the majority being satisfied with the education and training they received are available, along with RISC and other surveys data at: <https://www.avc.edu/administration/research/Surveys>.

IERP also helps lead the college's accreditation efforts with the Institutional Self-Evaluation Report (ISER) having been submitted to ACCJC in December, 2022. IERP with the Strategic Planning Committee (SPC) and the President's Office plan and lead the annual college-wide planning retreats, where some internal and external environmental scan information is presented to support unit planning and greater campus intersectional collaboration. The next retreat are planned for spring 2023 (formerly these were held in fall). IERP provides data and support for the new Educational Service Plan (ESP-formerly known as EMP, as well as the accompanying Facilities Service Plan (FSP)). In addition, IERP responds to numerous requests, including various annual reports and provides information for grants and accountability metrics.

In support of changing college culture, the Dean of IERP/LS is facilitating the Institute for Evidence-Based Change (IEBC) Caring Campus initiative for Classified Professional Staff and helping with AVC BASIC for leadership. Two training sessions that focus on Caring Campus Culture took place during fall 2022, as did AVC BASIC sessions, including one on Emotional Intelligence & Culture Development.

Pilot Data Coaching program launched in July 2022. This is a year-long program focused on data and DEI that trains the participants from all constituent groups on campus.

The library has been able to expand and improve the access to new print book and digital collection. In 2021-22, the library received \$90,000 Block Grant funding from 2017-18 and 2018-19, as well as \$500,000 from Block grant for print books. To improve information literacy student understanding and application of Information Literacy, the librarians continued to create and update library technologies such as online library tutorials, library Canvas presence, online research guides (LibGuides) and library service. The library building itself continues to be improved with the addition of better technology in the classroom and group study rooms. Finally, the library faculty and staff have worked to develop and utilize better outreach strategies and resources to build awareness, usage, and value of the library services, resources, and spaces. During the 2021-2022 Ay, the library opened its doors to a total of 44,660 patrons The library instruction component remains strong. In the 2021-2022 AY, the library courses reported a combined 90% Retention Rate and a 7 % Success Rate (which exceeded the AVC Annual Rates) from its 204 students enrolled in 15 sections. Most notable was the improved success rate in African American students from 50% to 76.5% and Two or More Races from 66% to 80% - both exceeded the reported AVC Success rate of 72%. In other research support activities (which include faculty requested in-class workshops, orientations, and research consultations, the library provided research assistance and instruction to 1,507 students. The library regularly surveys students to help the library set goals to improve outreach to faculty, the print collection, and services to students. The most recent student survey was conducted in Spring 2022. The faculty library survey will be completed at the conclusion of the Fall 2022 semester.

**Opportunities and Challenges:** (Guiding Question: What does your program/area need to do better to support/improve student success?)

Based on the increasing usage of IERP/Library services, some progress has been made in the availability of information to constituents, however, the goal is to continue to improve upon this and raise greater awareness of all the information and services available for employees and students. Greater outreach is still needed as reflected in strategic goals brainstorming based on internal and external scan information and the need for more data literacy to support evidence-based change. Even though IERP published a variety of self-service analytics dashboards that enable access to the large volume of information about the population and success measures, the frequency and complexity of new requests have been increasing steadily, which has been a challenge with the department being grossly understaffed over the past three and a half years largely due to an unfilled vacancy and need for additional departmental support. Some inefficient college processes hinder the timely progress of goals. Collaboration across the various college areas could be improved as well.

A closer review of the S&R demographic program review data highlights the following groups that we need to be aware of, posit appropriate strategies to improve the rates and student success. There was a slight decrease in the retention rates from the previous AY for the following groups: Females ((72% vs the AVC Success Rate), African American students (84% from 92%), White Non-Hispanic (88% from 94%), Two or More Races (80% from 83%), Other (81% from 95%). More critically, was the decrease in the success rates in the following groups: Other (71% from 73% which falls slightly below the AVC Annual success rate.

Additionally, the AVC Library faculty and staff will continue to improve and increase outreach strategies that will:

- Raise the library's profile and role in improving student success and academic student support
- Increase library usage of services, resources, and spaces
- Improve library partnerships and relationships within the campus community

**Aspirations:** (Guiding Questions: What does your program/area want to be known for? What is a desired future?)

With the increased demand for monitoring accountability measures connected to student outcomes and student-centered funding formula, the role of institutional research and effectiveness has been changing. State and federal governments and accrediting process are placing greater emphasis on demonstrated student success and outcomes achievement. In this climate, IERP/LS role is changing from being data stewards to playing greater roles in becoming change agents by educating college constituent groups on how to utilize data to make data-informed decisions and guiding conversations around institutional planning and effectiveness. The goal for the IERP/LS office is to provide more reports and timely information and to lead the charge in establishing and facilitating a culture of evidence-based continuous improvement and change. The library seeks to improve its positive impact on student success, academic student support, and re-affirm its critical role and importance to Antelope Valley College.

**Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations & Labor Market Data**

While the AVC Library does not have a degree or certificate program currently, it's credit-bearing courses and student worker opportunities provide professional and practical preparation for further formal training and job possibilities here locally and throughout Southern California. The EDD, provides the following [Projections of Employment](#):

SOC Code	Occupation Title (Linked to "Occupation Profile")	2018 Employment	Annual Job Openings (1)
259099	<a href="#">Education, Training, and Library Workers, All Other</a>	7,200	7,700
434121	<a href="#">Library Assistants, Clerical</a>	2,200	3,320
254031	<a href="#">Library Technicians</a>	2,570	3,970
	<b>Total</b>	11,970	14,990

**Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):**

IERP has been addressing the availability and usage of information by using and sharing the best data available in the most consistent manner it can. Working with various college groups and individuals, along with Tableau has helped to address this. Even more college-wide involvement continues to be the goal for the coming year in an effort promote greater facility with college data and informed decision-making. The full implementation of Invoke Learning will hopefully help the college go to the next level. Over the past year, there has been increasing interest in data and its presentation at meetings and professional development events with college areas regularly reaching out for assistance.

The Library's spaces have been improved with the second-floor remodel, except the renovation of the study rooms is still needed, as is the renovation of the circulation desk and reference desk areas. The library was being increasingly used until its closure due to the pandemic and is still working towards that again while offering in-person services during fall 2022. A review of the SLO action plans, show that library faculty are meeting and exceeding the goal of 70% student success rate in for-credit courses. Additionally, overall retention in library courses is high.

**Part 2D: Review and comment on progress towards past program review goals:**

In meeting Goal #1, Increased outreach to faculty and staff regarding IERP services, which supports EMP Goal 1, the department made has made progress by increasing awareness about IERP services during Spring opening days, by providing college-wide survey results (sharing them at various committee meetings, posting on the webpage), regularly updating existing and publishing new dashboards, and responding to research requests that facilitate data-informed decision-making. The IERP [webpage](#) is regularly updated with new information and the [results of the analysis](#) are being posted. Information on self-service analytics dashboards and survey results are shared at various committee meetings. After presenting at Spring 2022 Opening Day, the first Data Coaching cohort was recruited and invited to participate in a year-long program that started from the two-day summer kick-off session in July 2022. Goal #2, Increase in conversations focused on metrics and effectiveness, research, and planning-related needs, was fulfilled by increasing the awareness about the survey results, increased number of invitations to present at the committee meetings (Academic Achievement, Equity, Enrollment Management, SPC, etc.) and other meetings (Executive & Administrative Councils, etc.). This is documented by EMP goal-related projects completed and services provided to college-wide personnel, as well as presentations, minutes from campus-wide committees (SPC-BC, OC, ORC, Equity, Enrollment Management, etc.), hits on IERP dashboards, completed accreditation annual and mid-term reports,

etc. Staff and faculty increasingly use data in their decision-making by quoting and mentioning the results of the institutional data and survey analysis. IERP/LS continues to help create a more data-informed culture and to strengthen the evidence of AVC's impact on student success and accomplishment of its mission. eLumen's utilization is expanding in support to support both Outcomes and Program Review Committee initiatives. Invoke Learning implementation is expected to expand in working closely with the new Customer Success VP.

Increased outreach to faculty and staff/increased library outreach to students continues to be in progress. We have had quite a shuffle of classified staff since June 2021. As a result, job duties have been rearranged and as outreach is something that was never a classified duty, we are doing our best to figure out how to go about it. We started off this semester reaching out to various campus departments and we are developing a plan to get library information out to the campus. We are working with marketing because the library needs a more permanent and prominent place on the website, as well as the ability to directly contact our users.

Increased usage and improvement of public learning spaces is also in progress. We are continuing to take statistics and use observation and research to determine the best way to improve our public learning spaces. The survey the Library put out last year has some helpful input from library patrons. We have already made minor changes to our learning spaces, such as adding monitors to our study rooms and a smart board to the library classroom. We also have a room by room breakdown of improvements to the learning environment that was submitted to the Dean. We have not had the financial support to implement some of our larger changes like a new computer lab, maker space, and study room for our students with children, for example.

Improve Palmdale Library Center and Lancaster Library capabilities and services continues to progress. We were able to more than double the number of bookshelves we have in the Palmdale Center Library. This will allow us to properly display the circulating and reference collections, as well as give us the opportunity to grow more collections that directly reflect student interest. We have plans to improve our furnishings to make the Palmdale Center Library a more welcoming and comfortable space for students. We are impacted by the lack of financial support for operational needs.

In summary, the Library Public Services' primary goals include improvement to the facility and outreach to the AVC community. We are striving to put forward a cohesive campaign that allows our patrons to understand the resources we have to offer, as well as to invite input into our services. We want the students to feel safe, comfortable, and productive within our walls. We have a vision for this and know that we can only go so far without financial support for changes/enhancements to our facility. The Public Services Staff is actively working on a mission statement and implementation plan for moving forward with improvements.

Behind the scenes, however, it is also important for us to communicate and improve our standing within the AVC campus. We, in Public Services, see the building as a tool for facilitating our students' academic pursuits. We are a compliment to the classroom and offer them a unique and supportive space for completing their school work. Yet, we do not have the priority on campus for fulfilling the library's needs. For instance, we ordered monitors for our study rooms, but the installation and setup of the monitors has been pushed back for several months due to other departments' needs. Also, we were told in 2020 that our reference computers were due for replacement/upgrade, but we are now going into 2023 without an ETA as to when that will occur. It is important that we establish what the library is to the campus and where we stand. More and more, our ability to serve the AVC population in the way we wish, is dependent on whether, and how quickly, the library can get its needs met. We are developing plans to encourage a more collaborative partnerships with other departments on campus, such as security, facilities, and those departments tailored to student needs.

**Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:**

Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you've achieved your goal?)
	ILO	PLO	SLO	OO				
#1 Increase in conversations focused on metrics and effectiveness, research, and planning-related needs (e.g., Vision for Success goals, Guided Pathways, ISER Development, New EMP development, etc.)	ILO 2. Creative, Critical, and Analytical Thinking				Goal 1: Commitment to strengthening institutional effectiveness measures and practices	IERP is working with Salesforce (Tableau) and Invoke Learning, the data warehouse and business intelligence tools, to improve, develop & maintain college data system to provide access to real-time programmatic data. Creating a data warehouse will allow the college to move towards more evidence-based decision-making culture.	IERP will work with the existing vendors to maximize the implementation of the new and existing tools. Work with ITS and Tableau to move the Tableau Server to the Cloud system and utilities professional services. IR office will need additional support from the ITS office.	New and updated Self-Service analytics tools are available to various categorical and other programs. Decreased use of jargon from IR field in reports; more frequent touch-base conversations with departments and divisions around the College. ISER Submission.
#2 Increased outreach to faculty and staff re: IERP services	ILO 1. Communication				Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Increase Outreach to faculty and staff regarding IERP services	Increased awareness of IERP services as measured by survey; increased usage of IERP information and services as measured by number of projects and hits on IERP dashboards and webpage	Increased presentations and information sharing at the department/division/committee meetings around the College. Data Coaching Cohort feedback.
#3 : Increase library outreach to build and improve student and campus awareness and utilization of library services and	ILO 2. Creative, Critical, and Analytical Thinking				Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Library faculty and staff will continue to work together in creating a sustainable and effective outreach strategy to build wider awareness of library services and resources	Library and staff will formulate and execute an Outreach strategy that will incorporate objectives, timeline, and best-practice activities	Feedback on surveys of faculty and students.

resources to support student success								
#4: Increase usage of public learning spaces through redesign and improvement of public space in the library (including designated space for individual study, group/collaborative activities, quiet-study areas, circulation					Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	The library will continue to work to renovate and modernize existing library spaces to maximize space and improve the learning environment for students and working space for faculty and staff	The Library team will document departmental need, benefits to student success and discuss/design/present ideas for approval and funding	Library usage statistics
#5: Strengthen and support current and future curricular needs of academic discipline and CTE programs through ongoing and improved collection	ILO 2. Creative, Critical, and Analytical Thinking				Goal 4: Advance more students to college-level coursework	Collection development librarians will continue to work to align future purchases of library resources and materials with updated CTE and discipline curriculum and professional guidelines. Additionally, librarians will collaborate with discipline faculty to provide targeted academic support services.	Librarians will reach out and engage discipline faculty in a timely manner throughout the semester for title recommendations and to coordinate academic support services.	The quality and size of the library collections; Library usage statistics

Development and academic support service activities								
#6. Strengthen and develop student information literacy understanding through increased and improved library instruction sessions	ILO 2. Creative , Critical, and Analytical Thinking				Goal 4: Advance more students to college-level coursework	Library faculty will continue to work to improve the instruction, inclusion, and discussion of information literacy within and across the other academic disciplines	Library faculty will work to increase the number of total instruction opportunities by 10% in the Fall 2022 and Spring 2023 semesters.	Number of Librarian workshops, classes, and student success in library courses
#7. Improve and increase productivity and efficiency in technical services and the Palmdale Library by hiring Library Assistant.	ILO 4. Career and Specialized Knowledge Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Technical services and the Palmdale Library will improve the productivity, and efficiency in the acquisitions and processing process of the library.	Hire a Library Assistant for Tech Services and the Palmdale Library. Library staff will work to improve the processes and training of new employees and student workers.	The quality and size of the library collections; Library usage statistics; Patron feedback



Part 4: Resource Requests that Support Program Needs (based on above analysis)

Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**

The following dashboards were created by IERP.

Please Select **Subject** area (**twice**) and **Program Major(s)** to get your data -->

Select Subject  
LIB

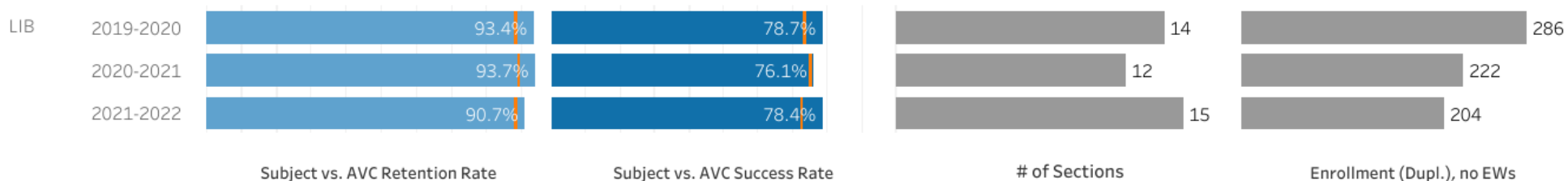
Select Subject **again**  
LIB

Select Program Major(s)  
Multiple values

Academic Year  
Multiple values



Retention, Success, Number of Sections, & Enrollment in LIB (Total AVC rates are shown as | *hover over to see data*)



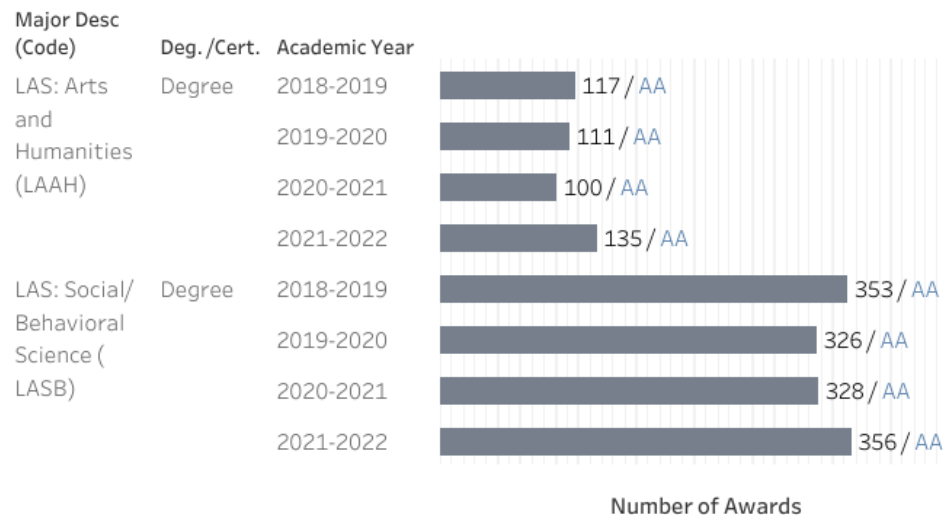
Enrollment and Number of Sections by **Modality** in LIB

	Instr. Method	2019-2020	2020-2021	2021-2022
Number of Sections	Online	5	5	5
	Traditional	9	7	10
Enrollment	Online	137	95	52
	Traditional	157	127	152

Enrollment and Number of Sections by **Location** in LIB

	Location	2019-2020	2020-2021	2021-2022
Number of Sections	Lancaster	9	7	10
	Palmdale	5	5	5
Enrollment	Lancaster	198	127	152
	Palmdale	96	95	52

Number of Program Awards in [LAS: Arts and Humanities \(LAAH\)](#), [LAS: Social/Behavioral Science \(LASB\)](#), [Letters, Arts, and Sciences \(LAS\)](#)



FTEF by Contract Type, Part-time/Full-time Ratio, FTES, FTES/FTEF in LIB

	Fall 2018	Fall 2019	Fall 2020	Fall 2021
PT (Adjunct) FTEF	0.1			0.3
FT (Regular) FTEF	0.7	0.6	0.5	1.0
FT (Overload) FTEF		0.1	0.1	0.1
TOTAL FTEF	0.7	0.7	0.6	1.4
PT/FT FTEF Ratio	0.1	0.0	0.0	0.3
FTES	7.8	7.8	5.3	9.8
FTES/FTEF Ratio	10.6	10.6	8.9	7.0
WSCH/FTEF Ratio	317.5	317.0	266.5	208.9

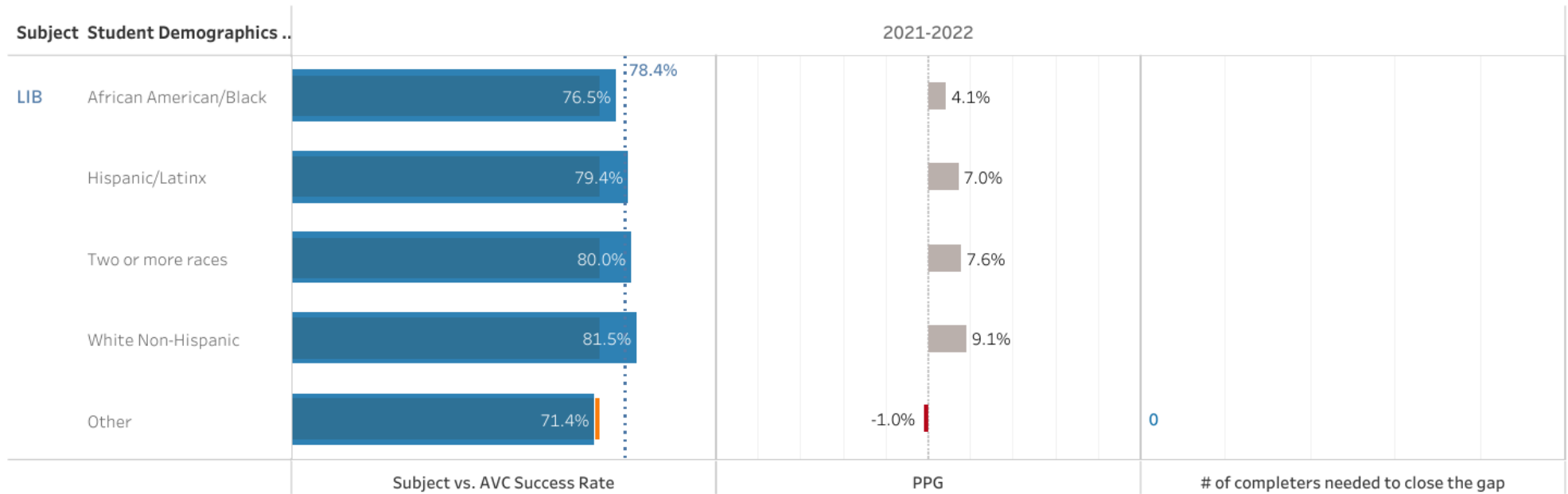
Click [here](#) to see AVC's Program awards dashboard

Last Update: 09/30/2022 .Data Sources: AVC's Banner, ARGOS reports



2021-2022 Disproportionate Impact (DI) as Percentage Point Gap (PPG)

Blue Bars show Success Rate (SR) within the sub-Groups vs. AVC Annual SR (orange bar) vs. LIB Annual SR (dotted line)



In 2021-2022, LIB's Success Rate was 78.4% vs. AVC's Annual rate of 72.4%

Overall Disproportionate Impact as percentage point gap was : 6.0%

In LIB, 204 was the enrollment count (duplicated headcount) (only shows if  $n > 10$ )

If there is a Disproportionate impact ( PPG is negative), multiply the absolute value of PPG by the number of students and divide it by 100 to determine how many more successful completers would eliminate the gap.

(For example,  $(204 * |6.0\%|) = 12$ . it means that 12 more successful course completers would help close the gap for this subject area)

(Hover over each bar in the chart to see details about each sub-group)

Some possible questions to ask when looking at the DI data:

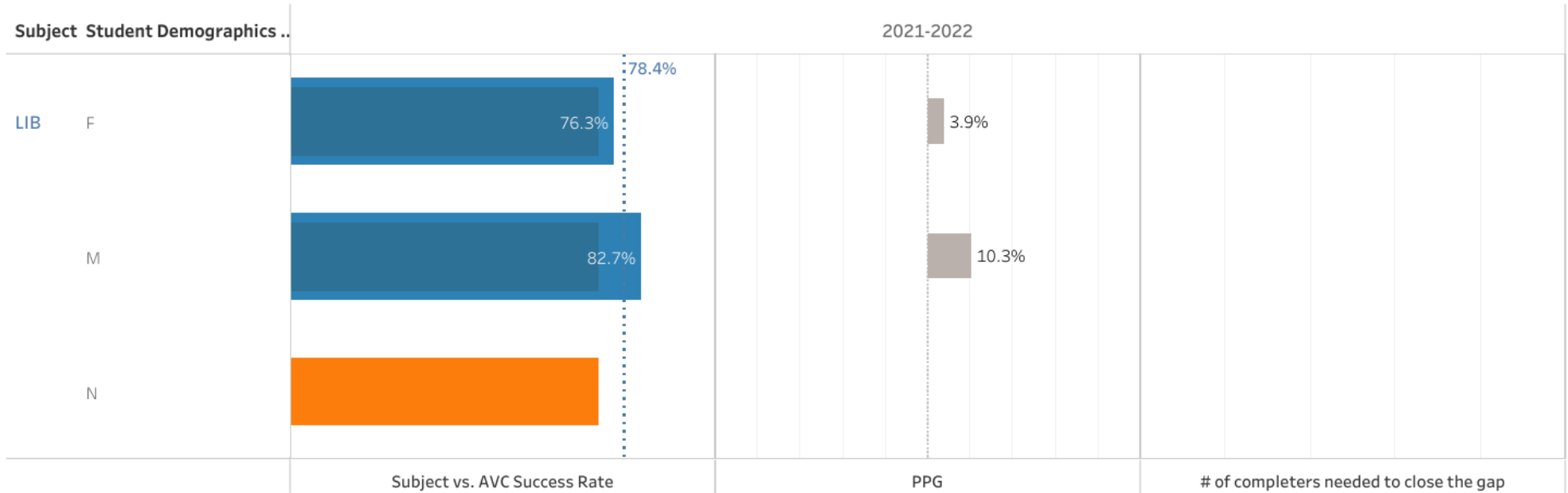
- What are the potential reasons for equity gaps?
- What can my program implement to mitigate these gaps?
- What resources are available to support these efforts?





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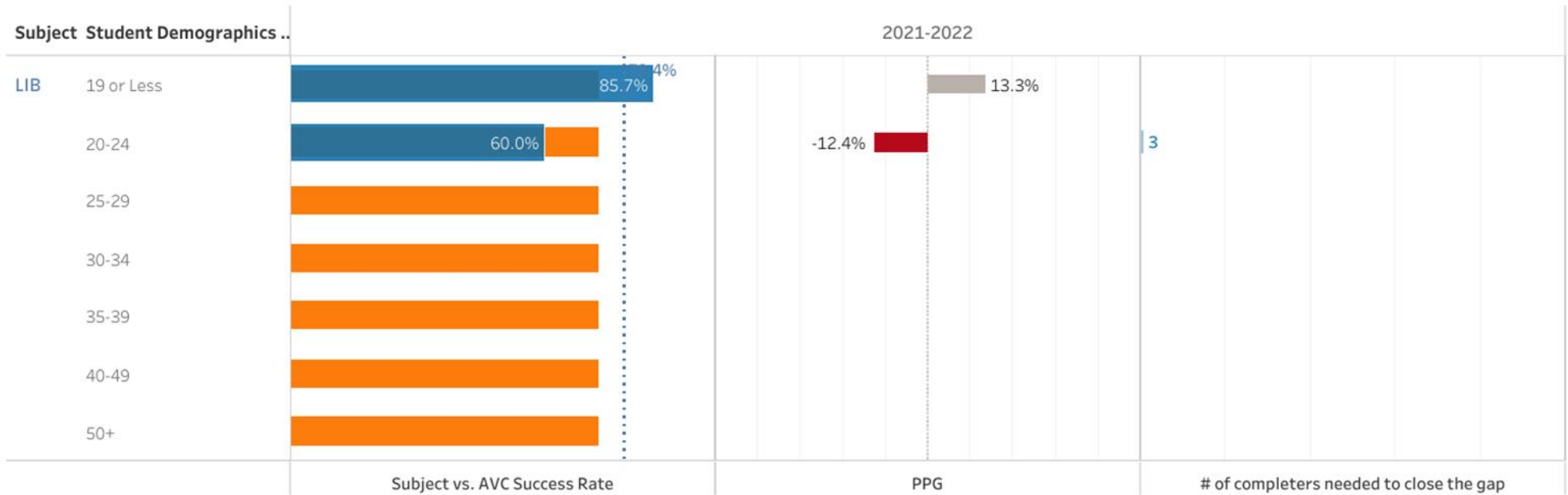
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At a Glance: AVC Library Academic Support Services					
Year	Credit bearing courses and number of sections	Library Research Support (In-class workshops, orientations, presentations, research consultations)	Research and Reference Support (In person and virtual)	AVC Library Gate Count	Total number of items circulated
2021-2022 Fall, Spring & Summer	# of Sections Offered LIB 101: 10 LIB 107: 4 LIB 110: 4	# of instructional opportunities: 76  # of students impacted: 1,507	# of total reference inquiries/interactions: 1,607	Fall 2021: 20,197  Spring 2022: 24,403  Total: 44,660	
<b>Note:</b> For comparison only, the following reflects the increase in demand and access to library instruction, services, and resources in Fall 2022					
Fall Semester 2022	# of Sections Offered LIB 101: 6 LIB 107: 1 LIB 110: 1	# of instructional opportunities: 75  # of students impacted: 1,236	# of total reference inquiries/interactions: 2,295 (as of the conclusion of week 10)	As of week, 8, 27,277 patrons visited the library	



Fall 2022 Program Review Report

<b>Division/Area Name: Facilities Services</b>	<b>For Planning Years: 2023-2024</b>
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**Name of person leading this review: Ron Benedetti**

**Names of all participants in this review:**

**Part 1. Program Overview: Briefly describe how the program contributes to the district mission**

Facilities Services supports the District’s mission by maintaining and enhancing buildings, grounds and the physical infrastructure properties to ensure the learning environment is clean and safe for all staff, students and faculty. By focusing on Safety, Service and Sustainability, the department remains steadfast in our support of the District’s mission to the community. See this link for more information: <http://www.avc.edu/administration/facilities>

**Part 2A: Provide the results of any internal and external information gathered**

The department received a total of 4365 work orders in 2023. The breakdown of these are as follows:

Campus Events -----	FUR – 324 –	7.49 percent
Preventative Maintenance-----	PM – 1444 – 33	percent
Facilities Alterations -----	FAIR - 67 –	1.5 percent
Facilities Repair -----	FRSR -1351`- 31	percent
Facilities Access -----	FAR - 604 - 14	percent
Unspecified -----	575 - 13	percent
Total-----	4365 - 99.99	percent

As shown in the attached documentation, the vast majority of the work orders were completed in under the industry standard of 35 days. Roughly 40 percent of all work orders were completed in less than 7 days, an additional 40 percent were completed in less than 14 days, 8 percent took roughly 35 days and 12 percent were completed in under 25 days. The longer items were in Facilities Planning, these items tend to be longer lead items. Overall, we exceed industry standard on over 90 percent of our work orders.

**Opportunities and Challenges: (Guiding Question: What does your program/area need to do better to support/improve student success?)**

The department is always looking for ways to improve our service to the District. With the hiring of the new Director of M&O, additional office staff and field personnel, our service times will be greatly improved. We are currently looking into the staffing needs for the department and will submit them for review soon.

**Aspirations: (Guiding Questions: What does your program/area want to be known for? What is a desired future?)**

This department would like to be known for our excellence in service to the district and our responsiveness to the needs of the students, faculty and community we serve daily.

**Part 2B: Analyze the program review data and identify the strengths, weaknesses, opportunities and threats**

**Strengths: overall response time, staff knowledge, preventative maintenance schedule**

Weaknesses: Internal communication, staffing, overall attitude, current website design

Opportunities: Additional training, develop a complete sustainability plan, utilize the ONUMA system better to properly track the work orders and their completion.



Threats: Financial Resources, Staffing needs for additional areas created by construction of new buildings, keeping up with changing regulation issued by all agencies.

**Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):**

The facilities Department works diligently to maintain the SAFETY of all who enter our campus. With the addition of the new buildings and grounds areas created, additional staffing will be needed to maintain the SERVICE we take pride in providing to the District. By including SUSTAINABILITY in the new FMP and EMP, we can better meet the needs of the District for the foreseeable future.

**Part 2D: Review and comment on progress towards past program review goals:**

We have completed a complete list of project for Scheduled Maintenance going forward for the next 5 years. Funding for these project is set through the 23/24 fiscal year.  
 We continue to work on the overall Sustainability of the District to meet or exceed the requirements mandated by the State and the Chancellor’s office. This include the feasibility of additional solar collectors, battery backup systems and ev charging stations.  
 The department has annual training for asbestos, lead and pest management. Monthly safety training is also provided to the staff by Keenan and Associates and a vast variety of topics. The department is looking at training programs that will show our staff how to better use the computer programs we use on a daily basis.

**Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:**

Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you’ve achieved your goal?)
	ILO	PLO	SLO	OO				
#1	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Staffing – Ensure that custodial, maintenance, grounds and campus events staff are sized correctly to support the increase in square footage	Work with HR and Administration to meet the staffing needs of the department and the District. The needs of the Department currently are adding 1 – clerical III, 2 – Grounds workers, 1 – Skilled Maintenance worker, 2 – Campus Events workers and 2 – Custodial workers	We have hired a new Director of M&O. We are currently working on staffing needs proposals
#2	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Replace our equipment to meet the state guidelines. Increase the sustainability of the District. Add additional charging stations and solar panels	Install charging stations for additional carts. Review the possibility of increasing the solar collectors and EV charging stations on campus. Purchase new Bus for transportation to replace the non-operational equipment	New diesel and gas powered vehicles for District’s needs

#3	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Training for the department staff so they understand and can properly use the different systems employed by the department	Set up training by the providers to make sure everyone is clear on the proper operation	
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**Part 4: Resource Requests that Support Program Needs (based on above analysis)**

Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**

<b>Division/Area Name: Office of General Counsel (OGC)</b>	<b>For Planning Years: 2023-2024</b>
<b>Name of person leading this review: Bridget Cook</b>	
<b>Names of all participants in this review: Bridget Cook, Megan Aceves</b>	

**Fall 2022 Program Review Report**

<b>Part 1. Program Overview: <i>Briefly describe how the program contributes to the district mission</i></b>
The Office of General Counsel (OGC) provides proactive and responsive legal and practical advice to stakeholders in order to protect District resources and insulate the District from liability.

<b>Part 2A: Analyze the <a href="#">program review data (retrieval instructions)</a> focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, &amp; job placement) to identify the program Strengths, Opportunities, &amp; Aspirations:</b>
--

<b>Strengths and Accomplishments:</b> (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)
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The OGC's greatest accomplishment is the reduction of matters with outside counsel and elimination of the routine calls for outside legal assistance. The OGC assists stakeholders with the day-to-day resolution of simple and complex legal problems facing the institution. When notified of potential litigation, the OGC proactively advises stakeholders with recommendations to limit liability to the District and negotiate lower settlements on claims without the expense of using outside counsel. The OGC develops forms and templates as requested by various departments and reviews existing documents and policies for compliance with current laws and mandates. The OGC creates and reviews contracts and language for inclusion in agreements between the institution, vendors, community partners and the bargaining units. The OGC leads labor negotiations and generates MOU's, side letters and settlement agreements on behalf of the institution. The OGC investigates claims and complaints against the institution. The OGC advises the Board of Trustees and Administration regarding matters that affect the institution as a whole. The OGC coordinates work for contracted investigators, outside counsel as well as counsel representing the District's insurance carriers and third-party administrators. The OGC drafts communications, letters, pleadings and other documents of legal import for administration.

<b>Opportunities and Challenges:</b> (Guiding Question: What does your program/area need to do better to support/improve student success?)
--

The OGC can improve by engaging in ongoing training to maintain competency and networking with similar offices. Provide an area that is conducive to protecting the privacy and confidentiality of the work that is handled by the office. Develop protocols to address workflow priorities across the departments of the institution so as to provide timely advice and opinions.

<b>Aspirations:</b> (Guiding Questions: What does your program/area want to be known for? What is a desired future?)
--

The OGC would like to be viewed as a supportive division that is available to assist administration with resolving legal problems. We would like to assist the institution with the expeditious resolution of complaints by serving as investigators. The OGC would like to be seen as a resource of experienced and competent professionals who serve the best interest of the institution and its community. We would like to grow the department by at least one staff member plus student intern(s) in the next year and integrate more with areas such as risk management, employee relations, Board and management training.

<b>Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations &amp; Labor Market Data</b>
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N/A
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N/A
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<b>Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):</b>
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N/A
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<b>Part 2D: Review and comment on progress towards past program review goals:</b>
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N/A
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Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:								
Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you've achieved your goal?)
	<u>ILO</u>	PLO	SLO	OO				
#1	Choose ILO				Choose an item.			
#2	Choose ILO				Choose an item.			
#3	Choose ILO				Choose an item.			

**Part 4: Resource Requests that Support Program Needs (based on above analysis)**  
 Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**



<b>Division/Area Name: Office of the President</b>	<b>For Planning Years: 2023-2024</b>
<b>Name of person leading this review: Dr. Jennifer Zellet</b>	
<b>Names of all participants in this review:</b>	

**Fall 2022 Program Review Report**

**Part 1. Program Overview: Briefly describe how the program contributes to the district mission**

The Office of the President provides leadership across the campus to accomplish all aspects of the Mission, Vision, and Values. Interfacing with the community, the Office of the President provides one of the main external linkages between the college programming and the community we serve. In addition, through participating in and guiding long-term planning of the college, the Office of the President sets the direction for the college to eradicate disproportionate impact gaps, recover with equity, and ensure that Antelope Valley College is an institution where your demography does not dictate your destiny.

**Part 2A: Analyze the program review data (retrieval instructions) focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, & job placement) to identify the program Strengths, Opportunities, & Aspirations:**

**Strengths and Accomplishments:** (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)

Given the newness of my post, there is not data to support any of the work that I have done since July 2022. After examining the data, I would say that the college is in good fiscal shape.

**Opportunities and Challenges:** (Guiding Question: What does your program/area need to do better to support/improve student success?)

From a leadership standpoint, this office can benefit the institution by strengthening and bringing coherence to the policies and procedures by which the college operates. There is standardized training in curricular management, enrollment management, and scheduling that would benefit the college as well. There are many new administrators who have not been onboarded with the basic skills to execute their jobs so students are advantaged. The current Equity Plan, Guided Pathways Plan, and Ed Service Plan all call for professional development of faculty and staff with regard to growth mindset, equitable service, pedagogy, and other related skills. The same is true for the all administrators from CMS to the Executive Team. There is not yet comprehensive, consistent understanding of an asset-based approach to leadership, change management, formative personnel management, and management rooted in equity. By providing these trainings, ensuring their implementation, and holding the institution accountable for its performance, this office can support and improve student success. Institutional Retention and Success rates (88.6% and 74.8% respectively) are better than or comparable to the state averages (69% and 75% respectively). The question begged by the data is: *What are we doing for the 22% who don't retain and the 25% who don't succeed?* These are serious questions, for when disaggregated, the data will show that the student who doesn't persist or succeed is likely to be a student of color. The data show where we need to focus our work. When we close the equity gaps, we will necessarily improve our work for students, our retention, and our success rates.

**Aspirations:** (Guiding Questions: What does your program/area want to be known for? What is a desired future?)

*Antelope Valley College will be known as a college open to all students where one's demography does not predict one's destiny.*

**Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations & Labor Market Data**

Since July 1, there has been one convening of the President's Advisory Council. The extensive group ranges from local small business owners to large industry, religious leaders, and local politicians. This group meets quarterly to both receive information from the College and also advise the President on issues in the community and local industry. These meetings assist with planning, scope of work, and maintains helpful connections with our Service Area.

Insert Labor Market Data here <https://www.labormarketinfo.edd.ca.gov/commcolleges/>

**Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):**

List your past outcomes analysis (Action Plans) and progress towards those goals.

**Part 2D: Review and comment on progress towards past program review goals:**

My work this year has been guided by the Board Approved [Superintendent/President 2022-2023 Annual Goals](#) posted on the president's page. These goals were derived from the Board of Trustees goals so as to support the progress of the institution. There are goals that are ongoing in nature, e.g. Community Relations, but many of the more compliance and/or task oriented goals have been accomplished. The Board of Trustees recently created and adopted their [2023-2024 Board Priorities](#). Unlike past goals of the Board, these priorities operate at a higher institutional level, making space for the Superintendent/President to craft her goals as actionable items for the institution to accomplish.

### Goals for Dr. Jennifer Zellet 2022-2023

#### 1. Community Involvement to Support Growth and Development of AVC Initiatives

#### 2. Commitment to strengthen Institutional Effectiveness measures and practices. (EMP Goal 1)

1. Support completion of ISER and Quality Focus Essay - **COMPLETE**
2. Support rejuvenation and completion of Guided Pathways redesign, looking at comprehensive review of programs, courses, and services to remove barriers and decrease disproportionate impact for students. - **IN PROGRESS** (Applied for IEPI PRT Grant to initiate support for creation of Student Support Teams, integrated GP work into Student Equity Plan)
3. Support integrated planning using Assessment results, Program Review, and all strategic planning to inform allocation of all resources. - **IN PROGRESS**
4. Support development of comprehensive Service Plans, including Strategic Enrollment Management Plan, that aim to increase equitable access, close achievement gaps, and increase completions across all demographic groups. **IN PROGRESS** Equity Plan, Guided Pathways Plan, and acceptance into the Achieving the Dream cohort for *Building for Equitable Outcomes* all feed AVC SERVES.

#### 3. Increase efficient and effective use of all resources. (EMP Goal 2)

1. Continue Measure AV build out, developing creative, innovative spaces - **COMPLETE** Student Services Building and Marauder Complex **IN PROGRESS** Cedar Hall build, redesigning student space in Student Commons and repurposing The HUB for Student Affinity Groups, Gym Renovation.
2. Systems and process review to align responsibilities with positions, recreate to promote equity, and gain efficiencies. **IN PROGRESS** - Updating BP/APs for compliance and relevance, addition of 2 class periods to the teaching day/block schedule to open access, Trainings (AVC BASIC, Onboarding Processes)
3. Fully staff executive team, further build management skills through professional development, and execute baseline training, AVC BASIC, for all administrators on DEIA, district processes and systems, and people-centered management. **VP Student Services Hired, Other leadership positions IN PROGRESS. Ongoing training both formally and informally through AVC BASIC and President's Book Club.**
4. Support the implementation of professional development across campus that moves forward DEIA and student success initiatives **Partially Complete - IN PROGRESS**

**4. Advance more students to college-level coursework. (EMP Goal 4)**

1. Support the full implementation of IT products purchased to create efficient systems for curriculum alignment, reporting, assessment, and scheduling. **EduNav onboarding nearly complete, eLumen implementation In Progress, Transition to Office 360 In Progress**
2. Support creation of data-informed, equitable improvements across instruction, with the goal of increasing equitable access, retention, success, completion, and closing disproportionate impact gaps. **IN PROGRESS**
3. Strengthen partnerships with local K-12 districts to increase Dual Enrollment opportunities with the aim of accelerating the path to a certificate or degree **Infrastructure put in place to grow Dual Enrollment, Adult Education (Noncredit), and Not-for-Credit programming to serve local industry**

**5. Align instructional programs to the skills identified by the labor market. (EMP Goal 5)**

1. Support growth and development of Contract Ed, noncredit, and CTE programs to increase direct entry into and advancement in the workforce **Permanent Dean hire in progress to grow all of the above, centralize responsibility for Perkins/Strong Workforce, and interface more intentionally with local business and industry**



2. Facilitate and support the growth of apprenticeship programs **IN PROGRESS**

Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:								
Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve a goal?	Measure of Success (How would you know you've achieved your goal?)
	ILO	PLO	SLO	OO				
#1	Career and Specialized Knowledge				5	President's Goal #5	Permanent Hire, Training and establishment of structure, increase of Apprenticeships, CPL implementation	Outcomes data will indicate the success of this program.
#2	Understands and applies personal concepts of integrity, ethics, self-esteem, lifelong learning, while contributing to the well-being of society and the environment.  Demonstrates an awareness and respect of the values of diversity, complexity, aesthetics and varied cultural expressions.				2	President's Goal #3	Continued Professional Development throughout the institution (see Equity Plan), Alignment of Institutional work through AVC SERVES (braiding the work of Guided Pathways, Equity, and Achieving the Dream)	Fewer HR issues and complaints (due to improved leadership and management), More efficient workings throughout the institution, Removal of barriers for students, Improved Outcomes for students
#3	Uses intellectual curiosity, judgment and analytical decision-making in the acquisition, integration and application of knowledge and skills.  Solves problems utilizing technology, quantitative and qualitative information and mathematical				4	President's Goal #4	Steps for student success and eradication of equity gaps are detailed in the Equity Plan and in the upcoming Achieving the Dream work that will begin. The college's task is to remove barriers for students, streamline efforts, and ensure that students complete in a timely manner.	Data will show if we are doing our job right. All student success metrics will improve if we are following through on the required improvements.

	<p>concepts.</p> <p>Demonstrate information literacy by locating, evaluating, and ethically using information from diverse sources, and employing proper citation formats.</p>							
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**Part 4: Resource Requests that Support Program Needs (based on above analysis)**

Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**

<b>Division/Area Name: Administrative Services</b>	<b>For Planning Years: 2023-2024</b>
<b>Name of person leading this review: Shami Brar</b>	
<b>Names of all participants in this review: Shami Brar, Amanda Khatib</b>	

**Fall 2022 Program Review Report**

**Part 1. Program Overview: Briefly describe how the program contributes to the district mission**

The Office of Administrative Services supports the District’s mission by providing quality service, support, and resources to our students, faculty, staff, and community to enable the success of Antelope Valley College students. Administrative Services includes the following departments: Facilities, Information Technology Services and Instructional Media, Auxiliary Services, Purchasing and Contract Services, Payroll, and Fiscal and Financial Services. Through these departments the office is responsible for the following:

- 1.) the maintenance and enhancement of the district’s buildings, grounds, and physical infrastructure
- 2.) the timely and accurate payment of all employee pay and vendor payments
- 3.) ensuring the availability of and access to electronic information and resources for the campus community
- 4.) supporting business-related processes and other district operations
- 5.) providing fiscal oversight and financial planning for the district

**Part 2A: Analyze the program review data (retrieval instructions) focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, & job placement) to identify the program Strengths, Opportunities, & Aspirations:**

**Strengths and Accomplishments:** (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)

The Office of Administrative Services strives to provide leadership and support to the departments that it oversees. The Office meets weekly with department leaders and monthly with all division leaders (manager and above) to ensure consistent and complete information is being disseminated to the teams across campus. Some of the accomplishments in FY 2022-23 include the following:

- 1.) Revamping the budget development process to engage and include fund managers, deans, and leadership in all budget development meetings.
- 2.) Assignment of fiscal staff to each fund/department to improve support of programs and planning across the campus.
- 3.) Ensured that the District properly utilized HEERF for the expansion and refresh of IT equipment and services to support remote work and learning.
- 4.) Led the initiative to migrate from on-prem hardware to the cloud.
- 5.) Supported initiatives to
- 6.) Opened Discovery Lab
- 7.) Issuance of Bonds (Refunding, 3rd Issuance GO Bond, COPS)
- 8.) Purchase of adjacent 30 acres to the west of campus for potential future student housing and development
- 9.) Provided food offerings to students and staff options when our contracted food provider discontinued services
- 10.) Assumed oversight of Payroll department and supported the department in prioritizing hiring to get fully staffed
- 11.) Led the process to procure two (2) T-38 fuselages to support our Aeronautical instruction programs
- 12.) Instrumental in the development of the Outdoor Gym with partial funding come from HEERF

**Opportunities and Challenges:** (Guiding Question: What does your program/area need to do better to support/improve student success?)

Opportunities: New leaders with fresh ideas. New buildings, labs, classrooms, infrastructure, and offerings to attract new students and support our community.

Challenges: Vacancies resulting from retirements and resignations in key leadership positions that report to the office have been the greatest challenge in FY 2022-23. Employee retention and filling vacancies timely are key challenges for the division. Morale issues resulting from static salaries for classified and CMS for FY 2021-22.

**Aspirations:** (Guiding Questions: What does your program/area want to be known for? What is a desired future?)

To be exemplary. To develop leaders that think innovatively and support and improve the campus and the student experience.

**Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations & Labor Market Data**

Insert Advisory Committee Recommendations here

Insert Labor Market Data here <https://www.labormarketinfo.edd.ca.gov/commcolleges/>

**Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):**

Establish and provide sufficient staffing, resources, and training to support the expansion of Instructional Design, student success, and district operations: The Office of Administrative Services led the effort to provide sufficient resources, support, and services to instructional design and district operations. Staffing challenges due to the ongoing pandemic hampered our efforts to meet staffing needs. Recruitment and retention remain ongoing challenges.

Create written procedures and manuals by desk to document directions and steps involved in completing tasks and functions to ensure business continuity and provide evidence for compliance with existing board policies and associated administrative procedures: Efforts were made on the IT business continuity plan and on desk manuals in some teams. However, with staffing issues plaguing almost all teams in the division this goal remained partially unrealized in FY 2022-23. This goal will remain in place for FY 2023-24

**Part 2D: Review and comment on progress towards past program review goals:**

List your past program review goals and progress towards those goals.

**Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:**

Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you've achieved your goal?)
	ILO	PLO	SLO	OO				
#1	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Provide department leaders training and professional development opportunities to become expert leaders so they can best support their teams and serve the district.	Meet with all Directors and above individually to determine applicable professional development opportunities.  Request additional funding to support the PD if needed.  Support providing the leaders with the most effective PD for their positions.	Evidence of the completion of the professional development.  Document the professional development in the annual evaluation

#2	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Increase efforts to recruit and retain talent in all departments.	Review job descriptions including the alignment of minimum qualifications and compensation. Work with HR to draft proposed revisions that align with industry and comparable institutions.  Work with HR to forward an MOU allowing remote work for certain classifications  Identify other options to retain valued staff members	Measure the retention of employees and the vacancies across the departments
#3	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Create written procedures and manuals by desk to document directions and steps involved in completing tasks and functions to ensure business continuity and provide evidence for compliance with existing board policies and associated administrative procedures.	Establish a binder for all positions in the division with sections for tasks/or functions. Within the sections there will be step by step directions on how to complete the specified tasks/functions. The binder will serve as a current desk manual.	Have Managers/Directors review Desk Manuals for each position

**Part 4: Resource Requests that Support Program Needs (based on above analysis)**

Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)

The Office of Administrative Services is not requesting any additional resources in this program review.

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**



Fall 2022 Program Review Report

<b>Division/Area Name: Office of Human Resources &amp; Employee Relations (Area of Human Resources &amp; Risk Management)</b>	<b>For Planning Years: 2023-2024</b>
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**Name of person leading this review: Harmony Miller**

**Names of all participants in this review: Harmony Miller, Jim Firth, Terry Cleveland**

**Part 1. Program Overview: *Briefly describe how the program contributes to the district mission***

Personnel are the support to any educational institution. The Office of Human Resources and Employee Relations consisting of the areas of Human Resource (HR) and Risk Management strive to serve Antelope Valley Community College District (AVCCD) by hiring highly qualified individuals, paying competitive wages, training and supporting all employees, and maintaining a safe and healthy work environment while being dedicated to accomplishing the mission of the college of supporting students, meeting the dynamic needs of a changing community and affirming the rights of individuals and the institution while respecting human dignity. The Office of Human Resources & Employee Relations contributes to the District Mission by “being committed to student success” through increasing the Institution’s effectiveness. The areas strive to provide a working and learning environment as free of hazards as is practicable under due diligence as well as mitigation of those hazardous conditions and actions that may be identified but that cannot be immediately eliminated. For Risk Management, the ultimate antithesis of effectiveness is loss. By eliminating and controlling hazards, the losses that would otherwise occur are precluded and the cumulative result is a more effective institution for students, staff, faculty and visitors. Hazardous conditions and practices are eliminated or mitigated and replaced with safe and healthful conditions and practices by means of various Safety & Health programs including loss control inspections, training programs, policies, and procedures.

**Part 2A: Analyze the program review data (retrieval instructions) focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, & job placement) to identify the program Strengths, Opportunities, & Aspirations:**

**Strengths and Accomplishments:** (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)

The Office of Human Resources and Employee Relations has made continuous progress toward prior program goals, while continuing to responded to a nationwide pandemic and complying with ongoing state and local guidelines ensuring the safety of all AVCCD stakeholders. The areas of HR and Risk Management, quickly responded by changing internal operations and procedures to support all stakeholder needs. During the pandemic, HR continued all services and hired and trained employees. HR professionals are dedicated and knowledgeable employees with a clear vision of what it takes to be successful in their respective areas. They all are proficient in the HRIS Banner system, and other software programs and continue to refine their individual expertise in their respective areas. Risk Management completed the annual Safety Inspections and Annual Hazardous Materials Inventory, the annual Asbestos and Lead Training annual requirements and the District Asbestos Survey. Risk Management also trained all new employees in emergency management training in SEMS, NIMS, and ICS per regulations. Risk Management admirably chairs the Safety Committee and administers Safety & Health programs, Workers’ Compensation Insurance, non-litigated Property & Liability Insurance, Clinical Rotation Student Malpractice Insurance, Student Accident Insurance, and Institutional Disaster Preparedness & Emergency Response. Just 4 of our outstanding accomplishments of late (which is a team effort of all AVCCD personnel) are

1. The achievement of a Workers’ Compensation Program Experience Modification Rate of 93.66 (where an EMR of 100 would mean we are no more or less risky than most of the other Community Colleges and anything below 100 is good.).
2. We have drilled the district locations during maximum high-occupancy time in emergency evacuations to their various assembly areas and achieved the following evacuation times judged as excellent by West Coast Consulting Group, Inc.: 11 minutes for the entire campus Main Campus; 4 minutes for the Palmdale Center/Palmdale Technical Center; 2 ½ minutes for the Fox Field Site.

3. The Safety Committee has helped to maintain a safe and healthful learning and working environment for students, employees and visitors by maintaining a free exchange of information and ideas relating to health and safety at the District's 3 locations among the students, faculty and staff. The Safety Committee's Annual Report for 2021/2022 concluded that by using our methodology of employing a free exchange of ideas in the identification and avoidance of potential hazards within the District, these hazards and their losses were eliminated or mitigated.

4. The District was given "Effective" Ratings on 11 out of 12 programs included in the Statewide Association of Community Colleges (SWACC) Joint Powers Authority Biennial Property & Liability Inspection conducted by Keenan & Associates on April 11-15 and 28, 2022. The programs rated "Effective" were Security/Theft/Vandalism, Emergency Preparedness, Fire/Arson Prevention, Utility Cart Safety, Playground Safety, Chemical Safety, Self-Inspection Program, Employment Practices Liability, Abuse Prevention, Student Transportation, and Lockdown Procedures/Door Lock Devices. The only "Ineffective" rating was given in the program category titled "Water Losses" but the Executive Director of Facilities Services and the Grounds Supervisor developed a plan to eliminate and mitigate future water losses.

**Opportunities and Challenges:** (Guiding Question: What does your program/area need to do better to support/improve student success?)

The Office of Human Resources and Employee Relations has one subject matter expert in place in each area. Due to the volume of work, staff is limited to providing only basic services to AVC. There is a need for additional personnel, succession planning and cross training to support all critical functions throughout the HR and Risk Management to increase services to the campus. Additionally, the Office of Human Resources and Employee Relations has been without an Assistant Superintendent/Vice President of Human Resources. A new Vice President of Human Resources will provide new opportunities for leadership structure and review of processes and procedures.

Although delayed due to HR staffing, the implementation of new technology will allow the areas to provide services differently to the campus; including, professional training in Human Resources, Occupation Safety & Health Management System implementation, administration, and auditing of the ISO 45001 Health and Safety standard are other opportunities.

**Aspirations:** (Guiding Questions: What does your program/area want to be known for? What is a desired future?)

The Office of Human Resources and Employee Relations aspires to create an updated HR plan and EEO plan, while providing stakeholders with more comprehensive services. Risk Management aspires to successfully implement the administration of the International Organization for Standardization (ISO) 45001 Health & Safety Standard.

**Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations & Labor Market Data**

N/A

N/A

**Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):**

1. HR services the employees of AVC, by successfully employing and supporting employee growth and retention. Exit interviews from employees leaving the college provide feedback to what is done well and what could be improved.
2. HR is researching the OO process and working on establishing OO for future use and progress measuring.
3. As the District-wide Asbestos Survey and Asbestos Operations & Maintenance Plan are living documents that are continuously updated, the 4 Operational Outcome Action Plans for Risk Management (listed below) are related to the previously completed Program Review, for example, on the goal of preparing a District-wide Asbestos Survey and Asbestos Operations & Maintenance Plan which applies as described here:
  - A. Maintain a safe working environment for students, employees, and visitors. Comment – The Survey and Plan will serve to guide students, staff, and contractors in what not to disturb and remind them to report any suspect material to management personnel for confirmation, thus ensuring that their safety is not jeopardized by asbestiform materials on campus.
  - B. Maintain a healthful working environment for students, employees, and visitors. Comment – The Survey and Plan will serve to guide students, staff, and contractors in what not to disturb and remind them to report any suspect material to management personnel for confirmation, thus ensuring that their health is not jeopardized by asbestiform materials on campus.



- C. Maintain a free exchange of information and ideas relating to health and safety on campus among the students, faculty, and staff. Comment – The Survey and Plan serve as living safety & health documents viewable to students, staff, and faculty and are susceptible to comment.
- D. Continuously assess risk management strategies to assure they remain current with regulatory and operations changes as well as Operational Outcomes (OOs). Comment – As the Survey and Plan are living documents, they serve as vehicles for continuously assessing asbestos risk management strategies to assure they remain current with regulatory and operations changes as well as reflect OOs.

4. Additionally, the specific Operational Outcomes for Risk Management listed in Part 3 are achieved with the completion of each Program/Area Goal listed.

**Part 2D: Review and comment on progress towards past program review goals:**

**HR Goal #1:** Full implementation of Neogov will allow for online application completion by applicants and more efficient tracking, processing, and hiring of employees during onboarding. **Progress:** Neogov has transitioned to Neoed for educational institutions and additional features have been implemented. Neoed Onboarding implementation completion is projected for Fall 2023.

**HR Goal #2:** Implementation of Faculty Load and Compensation Module (FLAC) integrates student module and HR module resources by linking faculty and adjunct assignment data to employee job data. This will automate the calculation of compensation, thus improving efficiencies in processing time and accuracy of compensation calculations. **Progress:** FLAC was delayed and stakeholder reviews are currently taking place.

**HR Goal #3:** Implementation of Electronic Personnel Action Form (EPAF) will streamline hiring and rehiring process of student workers and short-term hourly employees. **Progress:** EPAF implementation for student workers and short-term hourly employees is complete. Transition to Self-Service Banner 9 for continued EPAF use is currently in the implementation process.

**HR Goal #4:** Benefit Administration - Review all processes and procedures to ensure efficiency and accuracy with data being collected and exchanged with carriers/compliance agencies. Review Annual Open Enrollment timeline/procedures to ensure pertinent benefits information is communicated clearly and within acceptable timeline to allow participants to make informed decisions as they pertain to their benefits. Review vendor agreements to ensure the District is utilizing all available resources through vendor relationships/partnerships to ensure a seamless Open Enrollment process. **Progress:** Review and process/procedure updates have occurred. A new 125 plan provider and TSA TPA was selected by the benefit committee for a January 1, 2023 transition.

**HR Goal #5:** Leave Reporting- Review all process and procedures to ensure all District Policies/BP and CBA agreements are being followed as they pertain to Leave Accruals - Sick/Vacation/Comp. Review Processed leave requests for the last 3 school years to ensure they are being processed consistently and within current STATE/FEDERAL/CBA/BP and AP guidelines. **Progress:** Internal processes and procedures have been reviewed and improvements have been made. Leave requests have been reviewed and are reconciled monthly. Applicable BPs/APs are in the review and update process. Forms and documents are being updated. Staff has been trained and continues to be trained annually in addition to when new updates are released.

**HR Goal #6:** Position Control Coordination- Increase work productivity with Business Services regarding position control for budgeting purposes. **Progress:** HR continues to use position numbers and tracking, but coordination between Fiscal and Financial Services is projected for 2023. This will continue to be a goal for 2023-2024.

**HR Goal #7:** COVID-19 Compliance - Ensure continued compliance with ongoing state and federal regulations due to COVID-19. **Progress:** PubSeg and Ready Ed were secured to assist in the tracking and tracing process. Staff continues to receive training to properly administer the confidential processes required to support employee’s safety and adherence to all legal guidance.

**HR Goal #8:** DEIA - Chancellor’s Office initiatives and additional requirements for Diversity, Equity, Inclusion and Accessibility (DEIA) implement updated policies, materials and procedures. **Progress:** Information has been received from the Chancellor’s office and policies, materials and training are being reviewed for update. This will continue to be a goal for 2023-2024.

**HR Goal #9:** EEO - Initiatives and additional requirements must be implement and policies, materials and procedures updated. **Progress:** Information has been received from the Chancellor’s office and the EEO committee is being reestablished in order to update policies, materials and training. This will continue to be a goal for 2023-2024.

**RM Goal #1:** Provide Water Lead Sampling for the Child Development Center to ensure healthful water conditions and comply with the new Water Lead Sampling Law Assembly Bill (AB) 2370, Chapter 676, Statutes of 2018, and related procedures as contained in the California Department of Social Services (DSS) Provider Information Notice (PIN) Summary 21-21-CCP. This notice requires all licensed Child Care Centers (CCCs)constructed before January 1, 2010 to test

drinking water for lead. **Progress:** Found 2 water fixtures out of compliance, replaced them, re-tested and found the replacements to comply, which achieved full compliance for the AVC CDC.

**RM Goal #2:** Provide quarterly Safety Inspections and Annual Hazardous Materials Inventory (HMI) of all District locations to enhance safety and comply with regulation requiring periodic scheduled Safety Inspections and annual HMI. The resulting Inspection Reports with photos are used at all locations as lessons on what not to do and why and so guide correction activities. **Progress:** These were provided per regulations with continued progress.

**RM Goal #3:** Provide on-line annual Asbestos & Lead Training to personnel who could come into contact with same as a result of normal job activities and keep them from disturbing it and remain in compliance with asbestos & lead training regulations. **Progress:** Online classes provided per regulations.

**RM Goal #4:** Provide Emergency Management Training in SEMS, NIMS, and ICS to new full-time employees and all new Instructors and remain in compliance with State & Federal Emergency Management regulations and reimbursement requirements and the Disaster Resistant California Community Colleges Training Matrix. **Progress:** Training provided per regulations and District remains in compliance with reimbursement requirements and the Disaster Resistant CCC Training Matrix.

**RM Goal #5:** Purchase equipment and supplies from ideas generated during Debriefs in October 2021 and April 2022 Table-Top Exercises that will enable the District to be better prepared for a disaster or crisis situation or for a declared emergency including replacing and expanding whatever emergency supply food and water stocks with shelf-lives that are dated to expire in 2022. **Progress:** All items purchased.

**RM Goal #6:** Provide Table-Top Exercise with Field Component in April 2022 for Incident Command Staff in order to remain in compliance with State & Federal Emergency Management regulations and reimbursement requirements. **Progress:** President scheduled conflict too close to already-selected and agreed-upon date and alternate date could not be found prior to his retirement.

**RM Goal #7:** Continue to provide ergonomic equipment to personnel with such needs as determined by formal ergonomic evaluations. **Progress:** Keenan & Associates ergonomic professionals continued to provide evaluations at no cost to the District and purchases of recommended equipment were made.

**RM Goal #8:** Continue a robust Workers' Compensation program for the District. **Progress:** An RFP was generated for the Workers' compensation program and the Protected Insurance Program for Schools (PIPS) Joint Powers Authority managed by Keenan & Associates proved to be the clear winner.

**Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:**

Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you've achieved your goal?)
	ILO	PLO	SLO	OO				
Human Resources Goal #1	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Recruitment & Selection: Implement Neoed Onboarding and utilize Neoed automatic and reporting tools, and enhance the diversity or the District's workforce.	<ol style="list-style-type: none"> <li>1. Complete the use of Neoed requisitions for all new recruitments.</li> <li>2. Complete testing and set-up of Neoed Onboarding for full implementation by 07/01/2023.</li> <li>3. Implement the CCCC DEIA strategies.</li> <li>4. Possibly hire short-term hourly or full-time HR employees to support</li> </ol>	Completed Neoed implementation and use reporting tools for more efficient tracking, processing, and hiring of diverse employees during onboarding. Decreased recruitment processing times will be one method of measurement. Review of the FON and standing will be a method of measurement.

						Recruitment & DEIA efforts.	
Human Resources Goal #2	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Technical Modernization: Implement Self-Service Banner (SSB) 9.  1. Complete set-up of SSB 9 2. Test SSB 9 use of employee information and leave report use versus time report use. 3. Complete testing and set-up of SSB 9 full implementation by 07/01/2023	Completed SSB 9 will provide employers with a modernized end user experience. Changing to Leave Reporting versus Time Reporting will potentially decrease the errors, changes and processing time of leave use. This will be measured through employee feedback and payroll/leave processing times.
Human Resources Goal #2	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Workforce Excellence: Provide professional development and training opportunities to enhance the knowledge, skills, and abilities of employees.  1. Review professional development opportunities and further develop the offerings to employees. 2. Review the Leadership Academy and Success of the program. 3. Provide annual and special training opportunities to all staff. 4. Train a series of training opportunities for Executive Council and Administrative Council employees.	Reviewed training completion reports and risk assessments will provide training success numbers.
Human Resources Goal #3	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Employer-Employee Relations: Foster a positive working relationship with the employee groups to resolve potential conflicts in a timely and professional manner and engage in good faith negotiations.  1. Establish standing meetings with the leadership of each federation to improve communication and resolution. 2. Complete outstanding negotiations.	Completion of negotiation will be a method of measurement.

Human Resources Goal #3	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Work Environment: Promote fair and sustainable work environment that is safe and free from discrimination, harassment and violence.	<ol style="list-style-type: none"> <li>1. Complete an employee environmental analysis survey.</li> <li>2. Provide training to all employees.</li> </ol>	
Human Resources Goal #4	Choose ILO				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	HR Office: Update policies, procedures, plans, forms and the AVC Website for the Office of Human Resources and Employee Relations.	<ol style="list-style-type: none"> <li>1. Complete a review of all policies, procedures, plans, forms and the AVC Website.</li> <li>2. Update policies and procedures through the Districts established practice.</li> <li>3. Update the DEIA, EEO, and HR Staffing plans through the Districts established committees.</li> <li>4. Update outdated forms.</li> <li>5. Update the AVC Website for HR after the new website is implemented.</li> </ol>	A complete review of HR's policies, procedures, plans, forms and the AVC Website will update and modernize stakeholders' interactions with HR. This will be measured through employee and stakeholder feedback. It is possible that it will take a review of the HR area structure and changes to HR job description to establish a complete update. Compliance with Standard IIIA Accreditation Standards will be a measurement of success.
Risk Management Goal #1	Choose ILO			1 thru 4 as listed in Part 2C	Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Provide recommended triennial District Asbestos Survey at the Main Campus, Palmdale Center/Palmdale Technical Center, and the Fox Field Site.	<ol style="list-style-type: none"> <li>1. Secure a Cal-OSHA Certified Asbestos Consultant to perform the survey.</li> <li>2. Incorporate the survey into the AVC Asbestos Management Plan.</li> <li>3. Publish the Survey on AVC website.</li> </ol>	Completed survey is posted on the AVC website (or at least the resulting list of the few remaining locations of asbestos within the District is posted if the survey is too long for convenient reading).
Risk Management Goal #2	Choose ILO			1 and 2	Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human	Purchase and integrate auto-alert "shots-fired" detectors and "weapons (handgun and long gun) detection" software into	<ol style="list-style-type: none"> <li>1. Continue working with ITS, LASD-AVC Unit, and vendors.</li> <li>2. Explore HEERF and other funding sources including Grant funding for</li> </ol>	Detectors installed and software loaded and all equipment & software integrating with existing camera systems and performing properly at

					Resources; Business Services	our existing camera systems at all sites.	<p>purchase from vendors (2) and installation of devices by a certified vendor.</p> <ol style="list-style-type: none"> <li>3. Test devices and software with LASD-AVC Unit.</li> <li>4. If devices meet expectations and funding is secured, brief Union representatives with Legal, LASD-AVC Unit, and Risk Management.</li> <li>5. Purchase devices and software.</li> <li>6. Vendor to install detectors.</li> <li>7. ITS to load software.</li> <li>8. LASD-AVC Unit to monitor and respond.</li> </ol>	quarterly tests by LASD-AVC Unit (or a true event if one occurs). The primary goal in a true situation will be to get to the person carrying a handgun or long gun before any shots are fired and secondarily to stop an active shooter after only 1 or a minimum number of shots are fired.
Risk Management Goal #3	Choose ILO			1 thru 4	Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Implement, administer, and audit the ISO 45001 Occupational Health & Safety Management System Standard at the District locations.	<ol style="list-style-type: none"> <li>1. Get formal training in implementing (including tailoring to our operations), administering, and auditing the ISO 45001 H&amp;S Standard.</li> <li>2. Train the Safety Committee members on the pertinent aspects of the Standard so they can report back to their constituencies.</li> <li>3. In conjunction with the Safety Committee, select and tailor to our operations the sections of the Standard that will provide AVC the most benefit soonest as a model program to grow.</li> </ol>	ISO 45001 provides a framework to increase safety, reduce workplace risks and enhance health and well-being at work, enabling an organization to proactively improve its OH&S performance. Therefore, lagging indicators such as (but not limited to) accident incidence rates should show a noteworthy drop after one year of implementation. According to the literature, there should also be noticeable reductions in absenteeism and staff turnover, leading to increased productivity; creation of a health and safety culture whereby employees are encouraged to

						<p>4. Make the recommendations to the College Coordinating Council.</p> <p>5. Implement the selected and approved Sections.</p> <p>9. Administer and audit the developing H&amp;S Management System.</p>	<p>take an active role in their own health and safety; reduction in cost of insurance premiums; improved staff morale. The Standard takes a proactive approach that requires hazard risks to be evaluated and remedied before accidents and injuries are caused by developing and implementing effective policies and objectives. It is solution-oriented which becomes increasingly important with our new ventures and, as an example, conforms with the way we are approaching the hydrogen fuel cell projects for automobiles and aircraft as these projects have come to light.</p>
Risk Management Goal #4			1 thru 4	Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Provide Quarterly Safety Inspections and Annual Hazardous Materials Inventory (HMI) of all District locations to enhance safety and comply with regulation requiring periodic scheduled Safety Inspections and annual HMI. The resulting Inspection Reports with photos are used at all locations as lessons on what not to do and why and so guide correction activities.	<p>Renew contract with Keenan &amp; Associates for these services that result in 4 comprehensive Safety Inspections per year for the Palmdale Center/Palmdale Technical Center, and the Fox Field Site and 1 comprehensive Safety Inspection per year (or 4 Safety Inspections each covering a different ¼ of the campus) for the Main Campus and 1 comprehensive Hazardous Materials Inventory per year for all 3 Instructional locations.</p>	<p>The resulting Inspection Reports are received. The reports and photos are transitioned into Work Orders in the ONUMA Work Order System or as Action Items by the managers in charge of seeing that corrective actions are carried out. There will be a decrease in similar items found in the same locations over time as these reports are as lessons on what not to do and why.</p>

Risk Management Goal #5			1, 2, and 4	Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Provide on-line annual Asbestos & Lead Training to personnel who could come into contact with same as a result of normal job activities and keep them from disturbing it and remain in compliance with asbestos & lead training regulations.	Secure services from certified vendors for the appropriate training programs to be completed over a 30-day period per person with the learners being able to stop and restart where they left off to allow for interruptions.	Completion reports are received on a monthly basis as personnel assigned one or both training programs successfully complete the training.
Risk Management Goal #6			1 and 2	Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Provide Emergency Management Training in SEMS, NIMS, and ICS to new full-time employees and all new Instructors and remain in compliance with State & Federal Emergency Management regulations and reimbursement requirements and the Disaster Resistant California Community Colleges Training Matrix.	Secure contract with certified vendor who can provide weekly completion tracking over a 30-day course completion window for on-line training at two levels that ensure compliance with state and federal regulations and reimbursement requirements to decrease liability and increase safety and that can be stopped and started at the convenience of the learner.	Completion reports are received on a weekly basis during the 30-day access window as personnel assigned to one or the other level of training successfully complete their training programs.
Risk Management Goal #7			1 thru 4	Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Provide Table-Top Exercise in October 2023 for Incident Command Staff to remain in compliance with State & Federal Emergency Management regulations and reimbursement requirements.	Secure contract with certified vendor to provide a Table-Top Exercise emergency event simulation that tests and trains the District's Incident Command Staff in emergency operations compliant with state and federal regulations and reimbursement requirements to decrease	Incident Command Staff personnel attend and successfully perform their roles during the Table-Top Exercise. In a true event, the Incident Command Staff personnel would work together and with First Responders from outside agencies to help eliminate or mitigate life safety hazards, hazards to property and threats to the environment.

							liability and increase safety. The vendor will also conduct a debrief of all participants at the conclusion of the Exercise.	
Risk Management Goal #8				1 and 2	Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Continue to provide ergonomic equipment to personnel with such needs as determined by formal ergonomic evaluations.	Continue to use Keenan & Associates ergonomic professionals to provide evaluations at no cost to the District and purchase ergonomic equipment determined to be necessary for employee health on a case by case basis and to comply with granted Requests for Reasonable Accommodation.	Personnel who truly need a better fit to their workstation request help before it becomes a Workers' Compensation case. The employees who request help and are given ergonomic analyses benefit from the information provided to them during the process by implementing proper ergonomic practices as well as benefit from the equipment that may be recommended and purchased for them to use as evidenced by the ergonomic complaint addressed lessening to a great degree and eventually being eliminated.

**Part 4: Resource Requests that Support Program Needs (based on above analysis)**

Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**

Human Resources:

- Retained 432 employees with 10 or more years with the District.
- Successfully recruited and onboarded approximately 349 total employees (administrators, adjuncts, classified, confidential, faculty, managers, supervisors, short-term hourly, and student workers).
- Reconciled approximately 52,000 leaves in 22/23.
- Successfully processed and reported benefits monthly for approximately 500 employees.
- Completed hundreds of personnel changes.



- Completed exit interviews with all employees who left AVC.
- Trained employees on campus in Sexual Harassment, COVID and Mandated Reporter.
- Completed all federal and state reporting in a timely manner.
- Completed all MIS/IPEDS reporting in a timely manner
- Processed all CCCCCO Equity Reports in a timely manner.

Risk Management:

- Achieved a Workers' Compensation Program Experience Modification Rate of 93.66 (where an EMR of 100 would mean we are no more or less risky than most of the other Community Colleges and anything below 100 is good.)
- Risk Management, in conjunction with the Maintenance & Operations Department and the Los Angeles County Sheriff's Department AVC Unit, has drilled the district locations during maximum high-occupancy time in emergency evacuations to their various assembly areas and achieved the following evacuation times judged as excellent by West Coast Consulting Group, Inc.: 11 minutes for the entire campus Main Campus; 4 minutes for the Palmdale Center/Palmdale Technical Center; 2 ½ minutes for the Fox Field Site.
- The Safety Committee's Annual Report for 21/22 concluded that by using our methodology of employing a free exchange of ideas in the identification and avoidance of potential hazards within the District, these hazards and their losses were eliminated or mitigated.
- Achieved "Effective" Ratings for the following categories inspected/investigated during the Statewide Association of Community Colleges (SWACC) Joint Powers Authority biennial Property & Liability Inspection conducted by Keenan & Associates on April 11-15 and 28, 2022: Security/Theft/Vandalism, Emergency Preparedness, Fire/Arson Prevention, Utility Cart Safety, Playground Safety, Chemical Safety, Self-Inspection Program, Employment Practices Liability, Abuse Prevention, Student Transportation, and Lockdown Procedures/Door Lock Devices. An "Ineffective" rating was given in the program category titled "Water Losses". The Executive Director of Facilities Services and the Grounds Supervisor developed a plan to eliminate and mitigate future water losses.



Fall 2022 Program Review Report

<b>Division/Area Name: Foundation</b>	<b>For Planning Years: 2023-2024</b>
<b>Name of person leading this review: Dianne Knippel</b>	
<b>Names of all participants in this review: Dianne Knippel, Lisa O’Leary, Emily Moulton, Elvira Rodriguez, Lisa Nowak</b>	
<b>Part 1. Program Overview: Briefly describe how the program contributes to the district <u>mission</u></b>	
<p>The Antelope Valley College Foundation is a nonprofit, tax-exempt 501(c)3 organization established in 1991 to receive and administer gifts from individuals, corporations and foundations, to support the college, faculty and students with scholarships, program support and faculty grants. Its mission, in partnership with its volunteer board of directors, is to increase resources, raise funds and create friends and partnerships in support of education at AVC.</p>	
<b>Part 2A: Analyze the <u>program review data (retrieval instructions)</u> focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, &amp; job placement) to identify the program Strengths, Opportunities, &amp; Aspirations:</b>	
<b>Strengths and Accomplishments:</b> (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)	
<p>Strengths are that the Foundation board has focused on endowment growth beginning in 2015 resulting in year over year growth to increase scholarships, faculty grants, and program support. Total revenue has grown from \$4.3M in 2015 to \$9.6M in 2022. Total student scholarships have grown from \$145,250 per year in 2015 to \$245,575 in 2022. During this same period, 1,517 students received more the \$1.3M in scholarships with the average scholarship award at \$1,700/per student. Endowments have grown from 27 in 2015 to 100 in 2022. The average donor gift has grown from \$1,000 in 2015 to \$2,383 and there are 6,110 donors – a 50% increase from 2015. Unrestricted donations have grown 55% since 2015 due to reduced operating costs, a 2 percent endowment investment fee, and donations without donor restrictions. Held the fifth annual Wine Walk fundraiser in April to support the AV Students’ Community programmatic endowment – to date this fund has grown from 0 to \$522,000. \$17,000 in Faculty grants were awarded.</p>	
<b>Opportunities and Challenges:</b> (Guiding Question: What does your program/area need to do better to support/improve student success?)	
<p>Grow the volunteer Foundation Board with 4 or 5 new members and continue to perform to established goals. Challenges are the fluctuations in the economic market affecting overall growth of the total Foundation revenue and the changing donor demographic. From various Foundation industry publications and case studies and general nation-wide trend research: donors are using more donor advised funds which provides pooling of funds driving less personal donor connection; continued rise of social media fundraising driving competition for funds – everyone is fundraising; changing donor demographics with more of a focus on volunteerism than donating with young adults. In the Antelope Valley, there are many fundraising organizations vying for the same donors/resources.</p>	
<b>Aspirations:</b> (Guiding Questions: What does your program/area want to be known for? What is a desired future?)	
<p>The Foundation should be known for ensuring alignment with the College’s goals by ensuring continued Foundation revenue growth to support student success. To be the best non-profit Foundation in the Antelope Valley.</p>	
<b>Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations &amp; Labor Market Data</b>	
Insert Advisory Committee Recommendations here - Not applicable	
Insert Labor Market Data here <a href="https://www.labormarketinfo.edd.ca.gov/commcolleges/">https://www.labormarketinfo.edd.ca.gov/commcolleges/</a> - Not applicable	
<b>Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):</b>	
OO – Distribute Foundation Title V Funds – Ongoing. Supporting the AVC2CSU program.	
OO – Faculty Grants – Ongoing. The AV Students’ Community Endowment provides one time, non-recurring faculty grants to support student success.	
<b>Part 2D: Review and comment on progress towards past program review goals:</b>	

1. Grow Foundation revenue by 5 percent, yearly through 2022/2023 – on plan.
2. Grow operating unrestricted revenue by 2 percent through 2022/2023 – on plan.
3. Strengthen community involvement through Foundation events/activities in partnership with the district – on plan.

**Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:**

Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you've achieved your goal?)
	ILO	PLO	SLO	OO				
#1	Choose ILO			x	Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Grow Foundation revenue by 5 percent	Continued focus on endowment growth.	End of year financials.
#2	Choose ILO			x	Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Grow operating unrestricted revenue by 2 percent	Continued focus on endowment growth and reducing operating expenses.	End of year financials.
#3	Choose ILO			x	Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Strengthen community involvement through Foundation events/activities.	Execute the annual Wine Walk, fundraiser April 28 and the Meet and Greet Scholarship breakfast on April 21.  Executive Director to continue engagement with community organizations.	Wine Walk revenue and attendance and sponsorships for the Meet and Greet.  Community engagement to bring in new Foundation Board members and CTE opportunities.

**Part 4: Resource Requests that Support Program Needs (based on above analysis)**

Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022) None needed.

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**



Fall 2022 Program Review Report

Division/Area Name: Academic Affairs	For Planning Years: 2023-2024
Name of person leading this review: Howard Davis	
Names of all participants in this review: Howard Davis, All academic deans were provided an opportunity to provide input	
<b>Part 1. Program Overview: Briefly describe how the program contributes to the district <u>mission</u></b>	
Academic affairs “provides a quality, comprehensive education to a diverse population of learners” through instruction in our near 3,000 class offerings	
<b>Part 2A: Analyze the <u>program review data (retrieval instructions)</u> focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, &amp; job placement) to identify the program Strengths, Opportunities, &amp; Aspirations:</b>	
<b>Strengths and Accomplishments:</b> (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)	
<p>The AVC-provided training of faculty to deliver high-quality online instruction has been strong. Faculty are eager to serve students.</p> <p>The throughput of transfer-level English over two years has increased greatly over the past five years (low of 962 students to a high of 1346—an increase of nearly 40%). The increases in English success in the first term are even more compelling (a low of 496 to a high of 1,179). While success rates for Hispanic students trail white and Asian students, Hispanic students are not disproportionately impacted. The advance in transfer-level math data is also impressive (Course success rates of students who begin in remediation courses completed transfer-level math for eight straight years in the low-to-mid teens with a high of 17% to 41% in 2019-20 and 47% in 2020-21. Actual student numbers went from 312 to 787 students completing transfer-level math in the first term. Completion improvement within the first year is similarly impressive. Unfortunately, African American and Hispanic students are DI in math. The success rates of our students who start a transfer level have dipped from 81% to 69%. However, the number of students who succeed in transfer-level math has gone from 336 to 880. The dip in success rates is understandable and well worth the increase in the number of students who succeed in the course sooner and can advance through their programs of study.</p>	
<b>Opportunities and Challenges:</b> (Guiding Question: What does your program/area need to do better to support/improve student success?)	
<p>We need to implement Guided Pathways in a robust fashion to remove or lessen challenges that may be obstacles for students and inhibiting timely completions. We need continual improvement in online education pedagogy, emphasizing accessibility in every course.</p> <p>We need a more robust dual enrollment program that will get HS students on a college pathway, emphasizing attempts to bring students who may not view themselves as college-going. This requires the addition of a Director of Dual Enrollment position.</p> <p>We need to disaggregate academic success data in all divisions to identify and address student success equity gaps. This entails faculty training on equitable grading, syllabus creation, classroom management techniques, and anything else instructor driven that impacts the student experience.</p>	
<b>Aspirations:</b> (Guiding Questions: What does your program/area want to be known for? What is a desired future?)	
<p>AVC wants to be known for serving students and the community in offering in-demand, high-quality instructional programs that lead to life-transforming careers, including superb online teaching.</p> <p>The longer-term goal is for AVC to be THE COLLEGE that eliminates the completion gaps of our African American and Hispanic students. AVC has all the ingredients needed to become the leader in this space; our student demographics provide an abundant opportunity; our administration is fully and actively committed to this goal; our faculty and staff are dedicated to this community, the student body, and its success.</p>	
<b>Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations &amp; Labor Market Data</b>	
Listed in individual division program reviews	

**Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (fka Action Plans):**

List your past outcomes analysis (Action Plans) and progress towards those goals.

**Part 2D: Review and comment on progress towards past program review goals:**

**Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:**

Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you've achieved your goal?)
	ILO	PLO	SLO	OO				
#1	ILO 4. Career and Specialized Knowledge				Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Implement Guided Pathways	Received IEPI grant (PRT visits this spring to provide suggested actions)	
#2	ILO 3. Community /Global Consciousness				Goal 4: Advance more students to college-level coursework- Develop and implement effective placement tools	Increase dual enrollment	Hire a Director of Dual Enrollment, integrate our pathways into the dual enrollment program	Number of enrollments, Course success rates, Number of dual enrollment students who either complete, or enroll at AVC
#3	ILO 1. Communication				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Increase online offerings	Continue hiring of faculty to build capacity in the schedule,	Number of online sections, number of online enrollments, Success rates in online courses

**Part 4: Resource Requests that Support Program Needs (based on above analysis)**

Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**

CCC Transfer Level Gateway Completion Dashboard:

<https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Educational-Services-and-Support/transfer-level-dashboard>



Fall 2022 Program Review Report

Division/Area Name: Internal Audit Services For Planning Years: 2023-2024

Name of person leading this review: Wendy Dumas

Names of all participants in this review: Wendy Dumas

Part 1. Program Overview: Briefly describe how the program contributes to the district mission

Internal Audit Services' (IAS) mission is to strengthen and protect the District's value by providing independent, objective appraisals, advice, and insight to reduce risk and improve operations. Internal Audit Services supports the District in the achievement of its objectives by promoting pro-active risk assessments and providing independent examinations of procedures and processes to evaluate the extent to which:

- Internal controls are consistently and effectively applied.
• Financial, property and informational assets are safeguarded.
• Resources are utilized in a prudent, efficient, and cost-effective manner.
• Reported information is timely, accurate and reliable.
• Policies, plans, procedures, laws, and regulations are followed.
• Operational and program results achieved are consistent with the District's objectives.

Part 2A: Analyze the program review data (retrieval instructions) focusing on equity and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, licensure exam scores, & job placement) to identify the program Strengths, Opportunities, & Aspirations:

Strengths and Accomplishments: (Guiding Question: What does your program/area do well, including capabilities and greatest accomplishments?)

Funding continued to pour into the District to support students and institutions in the aftermath of the COVID pandemic. The District also experienced a wave of resignations over the last two years and staff shortages remain. Interim and new hires filled the Vice President roles. With senior management's eyes focused on becoming accustomed to their roles, and outside auditors augmenting their procedures to ensure compliance with COVID funding, it was important for IAS to support the integrity of routine operations.

Facilitation of third-party audits continue to mutually benefit District management, outside auditors and IAS. It is a structured flow of communication that reduces management workload, builds a foundation for collaborative partnerships, and a working knowledge that increases the effectiveness and efficiency of future internal audit engagements. As a result, awareness of the benefits of IAS' assistance seemed to gain more traction this year. Four of IAS' projects were the result of requests made by District management. IAS was able to incorporate portions of planned engagements and routine examinations into the scope of the requested reviews. Internal audits offer an opportunity to educate District staff on how to identify control weaknesses and the process points where controls should be applied. A review of controls also provides the landscape to recognize ways to capture efficiencies in a workflow. The value of IAS' audits hinge on the implementation of management's corrective action plans (CAP). CAPs are requested at the end of each engagement, including a target date of completion. IAS documents the CAP in a template used to obtain monthly updates on management's progress. This follow-up tool ensures management's good intentions are ultimately realized despite the ever-mounting workload of urgent matters. The new positive attendance roster and canvas training is one of the most notable improvements of 2021-2022. The faculty's burden of translating clock hours into contact hours was automated. Internal audit's inquiry into positive attendance

courses led to the reclassification of sports conditioning as a “weekly” attendance course which is the preferable method to maximize the reporting of full-time equivalent students. Management is also growing more accustomed to receiving a form of internal audit communications called “advisements.” In the spirit of continuous improvement, advisements are shared when a risk is identified outside the District’s risk assessment process or an internal audit engagement. In 2021-2022 advisements initiated process improvements in ITS, Academic Affairs, Payroll and CalWORKs.

**Opportunities and Challenges:** (Guiding Question: What does your program/area need to do better to support/improve student success?)

Emergency student funding and online instruction brought a surge in fraudulent enrollment. IAS offered assistance in the beginning, but then stepped back so not to hinder the speed of operations’ response in an ever changing “battleground”. In hindsight and based on recent conversations with ITS, it would have been mutually beneficial to remain engaged in the conversation. IAS should continue to remain involved in conversations regarding issues of fraud, waste and abuse or matters of internal controls.

Planning the number and timing of engagements is challenging. Each audit is unique in its preparations and applied procedures. Interruptions to engagements also decrease efficiency and delay its conclusion. IAS would like to gain a better understanding of the practical steps advocated in “agile auditing” trends to increase efficiency.

**Aspirations:** (Guiding Questions: What does your program/area want to be known for? What is a desired future?)

Providing insight that is valuable to management in building effective processes that minimize the risk of exposure. Increase management’s know-how in creating a strong internal control environment. Fostering a mindset that welcomes opportunities for continuous improvement, increases employee’s perceive value in maximizing student support, builds a strong ethical culture which generates pride to work at AVC.

**Part 2B: (Required for CTE) External Data: Advisory Committee Recommendations & Labor Market Data**

Insert Advisory Committee Recommendations here

Insert Labor Market Data here <https://www.labormarketinfo.edd.ca.gov/commcolleges/>

**Part 2C: Review and comment on progress toward past SLO/PLO/OO Analysis (aka Action Plans):**

In 20-21 IAS completed four routine disbursement audits, 1 compliance audit and 2 process audits. Projects included COVID-19 regulatory updates, SCFF Data Management, Fraud Awareness Training, and development of an “audit universe.” In 21-22 IAS routine procedures of auditing disbursements and cash controls were incorporated into the requested engagements. Two of which reviewed student disbursements and one involved cash handling. Two other engagements, which began in Spring 2022, concluded in the Fall of 2022, and will be included in the content of the 22-23 program review. While staff may be more available in summer, their vacation schedules should be factored into engagement timelines. The annual District audit is the focus of IAS activities in mid-May/June and mid-October/November. Administrative tasks or routine audits should be scheduled during this time as opposed to larger IAS engagements.

**Part 2D: Review and comment on progress towards past program review goals:**

- 1) **Develop Internal Audit Procedures Manual.** – IAS developed communication and report templates as well as standards for workpaper documentation. Examples of manuals were gathered. A draft will be created before March 2023.
- 2) **Continue to build interactive partnerships with senior management to be more strategic in support of their objectives.** – IAS began the risk assessment process with senior management as planned. Discussions are currently taking place to incorporate risk assessment into the college’s planning cycle to inform budgeting and goal setting. IAS also jumped on the opportunity to serve as an accreditation team member to gain a greater understanding of academic standards and procedures, as well as increase faculty’s awareness of the IAS department. The format and process of IAS communications was discussed with executive council members. Vice Presidents will now be copied on all advisements and accreditation standards will be incorporated as additional criteria in



internal audit engagements. A working session to evaluate the District’s overall control environment was postponed to allow the new VP’s time to become more familiar with AVC’s operations.

- 3) **Create an awareness of employee’s value and responsibility in protecting the District resources.** – The incorporation of the requested engagements delayed the organization of a strategy to formally train the District in internal controls and fraud prevention. However, the request for these engagements was both a recognition of the need to improve safeguards and their responsibility to proactively do so. Recommendations were welcomed and staff coordination became more collaborative in processes that involved multiple departments. IAS also hopes the hiring of a permanent VP of Human Resources will move forward efforts to incorporate the prevention of fraud, waste and abuse into policy and procedure.
- 4) **Build network of internal audit colleagues and minimize inefficiencies in IAS practices** – AVC’s internal auditor now serves on the Board of Community College Internal Auditors. With guidance from professional mentors, IAS has relaxed some cross referencing while still maintaining thorough documentation to support findings. Workpaper strategies are continuously being evaluated to minimize duplication without sacrificing clear & accessible evidence.

Part 3: Based on Part 2 above, please list program/area goals for 2023-2024:								
Program /Area Goal #	Goal Supports which:				EMP Goal Primarily Supported:	Description of Goal	Steps to be taken to achieve goal?	Measure of Success (How would you know you’ve achieved your goal?)
	ILO	PLO	SLO	OO				
#1	ILO 1. Communication				Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Complete the Internal Audit Procedures manual	Review the Institute of Internal Auditors Standards and manual examples already gathered. Document practices in the form of an Internal Audit Procedures Manual.	A published Internal Audit Procedures Manual.
#2	ILO 2. Creative, Critical, and Analytical Thinking				Goal 2: Increase efficient and effective use of resources: Technology; Facilities; Human Resources; Business Services	Incorporate the risk assessment process into the District’s planning cycle to help inform the department’s goal setting and budgeting.	Meet with IERP management and Program Review Committees to effectively align IAS risk assessment in the District’s planning cycle. Work with senior management to refine the risk assessment procedures to provide actionable information.	An increase in the perceived value of risk assessment to the planning process among IERP, Program Review and management. Risk assessment is documented in the published planning cycle. The current risk assessment tool/procedure is either confirmed or revised to provide actionable information.
#3	Choose ILO				Goal 1: Commitment to strengthening institutional effectiveness measures and practices	Increase awareness of employee’s value and responsibility in protecting the District’s value to its stakeholders.	Meet with General Counsel and the new VP HR to develop a strategy to train the District in the prevention of fraud, waste	Measures of success include a policy specific to fraud, waste, and abuse. Creation of training workshops or webinars with established



							& abuse. Implement the strategy.	frequency and staff requirements. Implementation of a reporting hotline.
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**Part 4: Resource Requests that Support Program Needs (based on above analysis)**

Fill out your resource request via Survey Monkey: [https://www.surveymonkey.com/r/AVC\\_ProgramReviewFall2022](https://www.surveymonkey.com/r/AVC_ProgramReviewFall2022)  
 I am not making a resource request at this time. IAS made the effort in the last three years to conserve dollars at the direction of the President in light of funding concerns. Ongoing budget will be used to engage outside expertise when needed, institutional membership, IHE internal auditor conference, etc. Currently I can use Microsoft word or one note for workpapers, but audit work software would be ideal (\$2k - \$15k to implement, \$1k -\$3k on-going) as well as data analytic software for routine audit of disbursements (estimates need to be obtained). I do believe we can create a reporting hotline in house with AVC's ITS department. Third party assistance would be \$5.5k to start and \$4.5k on-going.

**Part 5: Insert your Program Review Data here, as well as any other supporting data. (See Part 2A above).**

The program review data link in Section 2A provides student data for academic courses and therefore, is not applicable to this review. A general comparison of IAS activities between 20-21 & 21-22 is provided in section 2D. However, given the unique nature of each audit (see the challenges section under 2A) and the fact that an area may change in audit priority, be revised as an IAS consulting project, cross fiscal years or be outsourced, the IAS plan itself would serve as a better benchmark for a given year as opposed to a year over year comparison. In other words, were the areas to be audited for the year addressed and projects completed? IAS will also review the format of the Internal Audit Plan template to help facilitate an understanding of planned prior year activities in comparison to completed activities. I have attached IAS' 2021-22 plan and accomplishments.