Antelope Valley Community College District Educational Master Plan: 2013-16: Update on Progress as of July 2015
*Goal #1. The college as a community will provide students with an environment which supports learning and facilitates student success.
Objective 1a. Increase number of degrees and certificates granted to exceed the standard of 1,033 set by the Student Success Committee.
Responsible for Implementation: Everyone (deans, department chairs, faculty, counseling, financial aid)
Responsible for Evaluation: Dean of Institutional Effectiveness, Research & Planning (DIERP), Student Success Committee
Date to be achieved: September (ongoing)
Status: The total number of degrees and certificates awarded to AVC students has consistently been above the set standard of 1,033 and has increased steadily: 1,103 in 2009-10; 1,224 in 2010-11; 1,279 in 2011-12; 1,516 in 2012-13; 1,847 in 2013-14; approx. 2,000 in 2014-15 (not final yet).
Objective 1b. Strengthen the link between SLO/PLO assessment and action plan development and evaluation.
Responsible for Implementation: SLO Committee; DIERP; deans; faculty
Responsible for Evaluation: DIERP
Date to be achieved: ongoing
Status: The Outcomes, Program Review, and AP&P Committees have been working with college wide personnel to ensure that SLOs are linked to PLOs as well as ILOs.
Objective 1c. Increase the student success rate to exceed the standard of 68% set by the Student Success Committee.
Responsible for Implementation: Everyone (deans, department chairs, faculty, counseling, financial aid)
Responsible for Evaluation: DIERP
Date to be achieved: September each year (ongoing)
Status: The student success rate is above the set standard of 68%: 68.9% in fall 2014; 69.1 in fall 2013; 70.5% in fall 2012; 68.1% in fall 2011; 67.5% in fall 2010; 65.6% in fall 2009.
Objective 1d. Develop relationship between classroom instructors and counselors and career advisors by embedding counseling in division areas.
Responsible for Implementation: department chairs, faculty, counseling, VPs of Academic Affairs & Student Services
Responsible for Evaluation: VPs of Academic Affairs & Student Services
Date to be achieved: 14-15 academic year (ongoing)
Status: Counseling is currently implementing the new cohort system to proactively reach out to students in each division and provide them with support in them in making informed decisions through educational goals and plans. The counseling division continues to provide support to Basic Skills students and instructors with classroom visits by education advisors and staff and will begin to provide the same support to ESL instructors and students in the fall 2015 semester. SOAR has a designated counselor, the AVC honors program has one and beginning in the fall 2015 semester we will have a designated counselor for the new Action/Equity program that works with faculty to identify and support students who are failing their courses early in the semester.

Objective 1f. Validate prerequisites for courses.
Responsible for Implementation: AP&P; Assessment Center; faculty
Responsible for Evaluation: DIERP & faculty
Date to be achieved: February each year (ongoing)
Status: Validation studies have been completed as needed. Two are in progress for ESL and Biology courses.
Objective 1g. Increase class offerings in high demand classes and disciplines.
Responsible for Implementation: Academic Affairs; DIERP; deans; department chairs
Responsible for Evaluation: VP and deans,Academic Affairs; DIERP
Date to be achieved: ongoing
Status: Examples of this include: English 095 where course offerings went from 8 in fall 2013 to 13 in fall 2014; History 108 went from 8 in fall 2013 to 11 in fall 2014; Math 070 went from 22 in fall 2013 to 36 in fall 2014; Math 102 went from 19 in fall 2013 to 23 in fall 2014; Math 130 went from 11 in fall 2013 to 13 in fall 2014; Philosophy 105 went from 13 in fall 2013 to 15 in fall 2014; Political Science 101 went from 19 in fall 2013 to 23 in fall 2014
Objective 1h. Combine classes and revise curriculum in areas in which the faculty identify needs.
Responsible for Implementation: AP&P, faculty
Responsible for Evaluation: AP&P
Date to be achieved: February each year (ongoing)
Status: Examples of this are Math 065, ESL courses
Goal #2. The college will increase the transfer rate to Cal States, UC, and private colleges.
Objective 2a. Increase the number of transfer students by developing TMCs to facilitate transfer to CSUs as the TMCs become available.
Responsible for Implementation: AP&P, faculty
Responsible for Evaluation: DIERP, AP&P
Date to be achieved: July 2014
Status: The number of AVC students transferring to the CSUs increased from 379 in 2012-13 to 493 in 2013-14, while the number of AVC students transferring to the UCs increased from 73 in 2012-13 to 88 in 2013-14. In addition, during 2012-13, 383 AVC students transferred to in-state-private or out-of-state schools compared with 386 during 2013-14. The total number of degrees for transfer (AST &AAT) were: 5 in 2011-12; 14 in 2012-13; 17 in 2013-14.

Objective 2b. Bring an eclectic group of colleges, universities and other higher education options to campus for visits and recruiting.
Responsible for Implementation: Dir. Student Activities & Community Outreach; Dean of Student Development & Services; Career & Transfer Center
Responsible for Evaluation: VP of Student Services
Date to be achieved: ongoing
Status: AVC "Transfer Day" held
Objective 2c. Expose students to opportunities for higher education and the skills they need to achieve it.
Responsible for Implementation: Career & Transfer Center; Dean of Student Development & Services
Responsible for Evaluation: VP of Student Services; DIERP
Date to be achieved: ongoing
Status: Events & Presentations- City of Lancaster "Poppy Festival"; City of Palmdale "Thursday Nights on the Square"; Quartz Hill "Almond Blossom Festival" ; AV Union High School District "College Information Night"; AVC "Transfer Day"; Antelope Valley "Salute to Youth" ; Edwards AirForce Base Benefits Fair; Highland High School College Fair; Desert Christian Career Day; Opportunities for Learning College Fair; Tehachapi High School College; Desert HS – AVC Overview & Financial Aid Overview; Littlerock HS – General AVC Presentation; Rising Stars – Financial Aid Presentation; Palmdale HS seniors-Navigating myAVC; Student Success Kick Off 2015; Veterans Resource Center Student Orientation; New Student Success Workshop; Financial Aid Overview Presentations; KHS, QHHS, LnHS, HHS, LHS, AV Learning Academy, Opportunities for Learning, Desert Sand Charter School; Phoenix High School Presentation & Campus Tour; Los Angeles County Air Show; OURS: Shadow Hills School - AVC Campus Tour; OSD Incoming Students Orientation; AV Youth Build - AVC Campus Tour; Individual Student and small personal campus tours
Objective 2d. Increase the percentage of students who successfully achieve 12 transferrable units and transfer-level English and math courses up to five years after initial enrollment.
Responsible for Implementation: Everyone (deans, department chairs, faculty, counseling, financial aid)
Responsible for Evaluation: DIERP
Date to be achieved: ongoing
Status: Parameters and methodology for tracking this needs to be developed
*Goal #3. The college will expand and diversify Career Technical Education options for students.
Objective 3a. Recruit more non traditional students into CTE programs.
Responsible for Implementation: Dir. Student Activities & Community Outreach; Counseling; Career & Transfer Center; faculty; Dir., Public & Governmental Relations; deans; Dir, EOPS; Dir, Star/TRIO
Responsible for Evaluation: DIERP
Date to be achieved: September each year
Status: Disseminated a plan for recruitment through the Marketing Office. The plan will take effect in fall 2015.

Objective 3b. Increase employer outreach for participation on advisory committees in occupational work-experience and in job placement.
Responsible for Implementation: CTE discipline faculty
Responsible for Evaluation: VP, Academic Affairs; Academic Affairs deans
Date to be achieved: May each year
Status: Accomplishments include a new advisory committee for the Airframe Manufacturing Technology bachelor's degree program, expanded membership on the computer information systems, nursing, medical office assisting, and accounting advisory committees. President Knudson created a College Advisory Group in 2014 that he meets with twice a year to strengthen community partnerships, share information about AVC, and gather input from local employers regarding the college.
*Goal #4. The college will increase student success in Basic Skills and ESL courses.
Objective 4a. Promote student information competency and technology skills.
Responsible for Implementation: Librarians; Basic Skills Committee; Student Success Committee
Responsible for Evaluation: Librarians; ITS; DETC
Date to be achieved: ongoing
Status: Classes in information literacy, academic library research, internet research are regularly offerred through the Library to promote student information competency and technology skills, in addition to the assistance provided by the reference librarians and classified staff.
Objective 4b. Enhance instructional support for basic skills and ESL courses.
Responsible for Implementation: Learning Center; Basic Skills Committee; deans of IRESLA and MSE; Student Success Committee
Responsible for Evaluation: VP, Academic Affairs; Basic Skills Committee
Date to be achieved: ongoing
Status: Development of an Academic Development Department with a Chair. This allows faculty to concentrate their skills and ingenuity on basic skills students and issues. Development of an ENG 101SI course to allow ESL students to take a transfer level ENG course with second language learner support. Move lower level ESL course to non credit to allow students to take it at no cost and as open entry-exit. Summer bridge for remedial math students.
Objective 4c. Create curriculum to increase the success rates of basic skills and ESL students.
Responsible for Implementation: AP&P; basic skills faculty; Student Success Committee; Basic Skills Committee
Responsible for Evaluation: AP&P
Date to be achieved: February each year (ongoing)
Status: Academic Development was created during 2014-15 to help address this. The retention rate for basic skills has increased from 84.6% in fall 2013 to 85.6% in fall 2014, while the success rate has increased from 57.7% in fall 2013 to 58.8% in fall 2014.

Objective 4d. Establish a plan for providing professional development opportunities related to basic skills for basic skills staff, basic skills faculty and anyone who might want to be involved in basic skills.
Responsible for Implementation: Academic Senate; Faculty Professional Development Committee; Basic Skills Committee
Responsible for Evaluation: Academic Senate; Basic Skills Committee
Date to be achieved: April each year
Status: Academic Development was created during 2014-15 to help address this.
Goal #5. The college will utilize campus resources efficiently and effectively.
Objective 5a. Integrate fragmented and redundant District processes and enterprise-wide business process revision.
Responsible for Implementation: VP, Administrative Services; Business Office; SPBC
Responsible for Evaluation: SPBC; VP, Administrative Services
Date to be achieved: June 1, 2014
Status: Numerous processes have been revised and Banner Finance has been implemented.
Objective 5b. Rely on discipline faculty to identify program equipment and facility needs.
Responsible for Implementation: Discipline faculty; SPBC; Facilities Services; ITS
Responsible for Evaluation: Faculty; division deans; SPBC
Date to be achieved: June each year (ongoing)
Status: Accomplished via program reviews
Objective 5c. Develop creative funding sources for equipment and facilities.
Responsible for Implementation: Advisory Committees; Exec. Dir. Of Institutional Advancement; Dir. Of Public & Governmental Relations; faculty; administrators
Responsible for Evaluation: SPBC; VP, Administrative Services; Exec. Dir. Of Institutional Advancement
Date to be achieved: June 1, 2014
Status:
Objective 5d. Increase and enhance professional development for faculty, administrators, and classified staff.
Responsible for Implementation: Academic Senate; Faculty Professional Development Committee; Office of Human Resources & Employee Relations; ITS
Responsible for Evaluation: Academic Senate; VP, Human Resources & Employee Relations
Date to be achieved: June 30, 2014
Status: Accomplished through the Faculty Professional Development Committee

Goal #6. The college will maintain and enhance community partnerships.
Objective 6a. Link campus needs with community resources through the AVC Foundation.
Responsible for Implementation: Advancement Office & AVC Foundation; advisory committees; President
Responsible for Evaluation: Executive Council; Executive Director of Institutional Advancement
Date to be achieved: December each year
Status: 1) CTE- Over $10,000 in composites materials donated annually by area aerospace manufacturers for classroom use; Advisory Board assisting on Airframe Manufacturing Technology Baccalaureate pilot includes government, education and business representatives. 2) Math & Sciences- Numerous corporate grants for outreach programs in STEM, such as Science Olympiad, Math Field Day and transfer scholarships; Bond-funded construction has resulted in lucrative naming opportunities in these spaces. 3) Social & Behavioral Sciences and Language Arts/Academic Development- Numerous Foundation grants awarded to the division supporting classroom needs as expressed by faculty, funded through Foundation AVC Fund. 4) Kinesiology, Athletics and Dance- Annual golf tournament for basketball engages over 100 donors; tailgate party and touchdown club for football engages support; Bond-funded construction has resulted in lucrative naming opportunities in theatre spaces. 5) Student Life- Job Placement Center: Partners with over 300 local employers annually for campus job fairs; Transfer Center: Partners with 40 colleges and universities at annual transfer fair, as well as many others for tours and advising; Veterans Center: Partners with 2 major corporations for nearly $20,000 in annual grant support; Student Health: Partners with Kaiser Permanente on $20,000 grant funding mental health program.
Objective 6b. Promote seamless transfer of high school students
Responsible for Implementation: Counseling; AP&P; discipline faculty; dean, student development & services; dean, enrollment services; financial aid office; Dir, EOPS; Dir, Star/Trio
Responsible for Evaluation: VP, Student Services; DIERP
Date to be achieved: ongoing
Status: The one-year efforts of Language Arts faculty and dean have culminated with a 12-week English 97 class and 4-week HD class for the local YouthBuild Charter School, a school for nontraditional high school students. The effort increases access and supports the success of "at-risk" students. The classes are scheduled for the fall semester at the Palmdale Center. Summer Bridge Program, Orientation, Student Success Kick-Off, Welcome Center, Books HELP, Foundation Scholarships, FAFSA and Dream Act applications, ASO and Student Clubs, EOPS & CARE, STAR, CalWORKS SOAR, High School; Also see 2c.
Objective 6c. Develop programs to reach out to middle schools
Responsible for Implementation: Dir, Student Activities & Community Outreach Office; grant writer
Responsible for Evaluation: VP, Student Services
Date to be achieved: ongoing
Status: Recruitment at local community events, Billboards and campus banners, Local media features; Also See 2c.
Goal #7. The college will increase resources to enhance technology's support of the college mission and processes.

Objective 7a. Increase support for classroom, counseling, student services offices, and instructional technology.
Responsible for Implementation: ITS; DETC; Information Technology Committee
Responsible for Evaluation: Academic Senate; VP, Administrative Services
Date to be achieved: June 30, 2014
Status: Classroom and Instructional Technology Support-In October of 2014, ITS added an Instructional Support Services Manager with the charge of increased attention and support for instructional services and classroom support. The addition of this position was the l;ast recommendation needing action from the Strata Report. Help Desk Services are available M-Th from 7:30 a-8 p and from Fri 7:30a-11:30a as the first point of contact for classroom support, and is charged with dispatching services for both ITS and IMC. With one time/refresh funding during the 2014-15 year, projectors were replaced/upgraded in 15 rooms, and a number of check out carts were updated and are available for check out via IMC. BE 132 & 118's teleconferencing/distance ed capacity was refreshed as well. Student Services & Counseling have benefited greatly from 3SP money, and multiple new services and improvements have been implemented. Open terminals in the SSV lobby have been added for walk up / just-in-time needs. New services are being explored including – web based text chat and video conferencing to support out distance ed students and expand support capacity to students who have difficulties reaching campus for services. Planning is underway to implement and/or upgrade document management services in Student Services, A&R, Financial Aid, & Counseling to enhance submission and management of records. Obtained pilot campus status for the state Online Education Initiative (OEI) which affords specific classes: 1) instructional design support 2) online tutoring and 3) a student readiness component.
Objective 7b. Develop effective orientation for online and hybrid courses.
Responsible for Implementation: ITS technical trainer; DETC
Responsible for Evaluation: Academic Senate; Director of ITS
Date to be achieved: June 30, 2014 Status: Development of orientation for online and hybrid course has been the responsibility of the Distance Education and Technology Committee. Over the past couple of years its time has been focused on two objectives; developing and getting approval for a clear policy on Effective Contact, this was completed in the 2014-15 year, and the State's OEI (Open Educational Initiative). AVC is a pilot for the 'Readiness" Component of this project. There is some expectation that the Readiness component of the OEI will fulfill a good portion of the need for an effective orientation and assessment. Also see 7a. The readiness component may be used by other students as well. Plans are underway to include first year experience students in this component.
Objective 7c. Provide advanced faculty professional development for instructors of distance education courses.
Responsible for Implementation: ITS technical trainer; DETC; Academic Senate; Faculty Professional Development Cmte
Responsible for Evaluation: Academic Senate; Faculty Professional Development Committee
Date to be achieved: June 30, 2014
Status: Training for faculty has been a priority for ITS for many years and stats on training, for distance education as well as other technology needs are available on the Technical Training page (http://www.avc.edu/information/techtraining/). Five faculty attended the Online Teachers Conference (OTC) in June funded by Academic Senate and Basic Skills.

Objective 7d. Advocate for increased resources for District-wide systems and services.
Responsible for Implementation: President & Vice Presidents; Dir. Of Public & Governmental Relations; Exec. Dir. Of Institutional Advancement; grant writer
Responsible for Evaluation: Executive Council; SPBC
Date to be achieved: July 1 each year
Status: ITS and IMC have been successful in gaining increases in one-time and ongoing funding increases. In the past year the college experienced its first 'refresh' from a standing refresh line item in institutional memory. It is expected that this line item will not only continue be be augmented to expand efforts to replace aging equipment. In addition one time funding has been allocated: to implement wireless networking across the campus; to put battery backups in network closets to correct a safety issue with the phone system; a grant has been procured to assist the the captioning of instructional videos and podcasts in the IMC inventory; complete the implementation of the college's ERP (Banner) for Finance and HR/Payroll; initiate a document management system for the campus; and begin implementation of security cameras on campus.
*These goals were prioritized higher by the college during 2014-15 for planning, program review and resource allocation purposes.
Some Outcomes from the July 31st, 2015 Administrative Council Planning Retreat:
Recommendations for 2015-16 EMP Priorities are to keep Goals #3 & #4 and add goals #5 & #7 as priorities based on EMP progress to date, the attention needed for the new Palmdale Center, Facilities, and Technology plans, and the Board's priorities. Since good progress is being made and the initiatives under goal #1 have additional support from 3SP and Equity Plan funding currently, although work on this goal as well as all of the rest of the goals of the EMP will continue, goal #1 will not be one of the top goals for prioritization in program reviews and budget allocation during 2015-16.