

SUBSTANTIVE CHANGE PROPOSAL

Proposal to
**Change the Location of the
Palmdale Center**



Antelope Valley College
3041 West Avenue K Lancaster, CA
93536-5426

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Prepared by
Sharon Dalmage
Director, Antelope Valley College Palmdale Center

Dr. Bonnie Suderman
Assistant Superintendent | Vice President of Academic Affairs

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Antelope Valley College: Introduction

The Antelope Valley Community College District (AVCCD) consists of 1,945 square miles of semi-arid terrain located north of the mountains that separate the Antelope Valley from the Los Angeles basin. The college district includes 40 percent of the landmass of Los Angeles County, as well as a small section in the southwestern part of Kern County. Within this service area, 84 percent of the population resides in the two major cities of Lancaster and Palmdale. Smaller communities include Quartz Hill, Antelope Acres, Rosamond, Littlerock, Pearblossom, Acton, Sun Village, and Lake Los Angeles. The Palmdale Center is located in the South Valley. The following data reflects the population surrounding the Palmdale Center's service area.

Antelope Valley College District Profile

Table 1: Population for the AVCCD Service Area (2015)

Entity	Population Estimate	Average Household Income
Lancaster	168,049	\$62,559
Palmdale	165,157	\$67,166
Los Angeles County	10,100,000 (2010)	\$55,909 (2009-2013)

Source: Greater Antelope Valley Economic Alliance, United Census Bureau

Table 2: Population By Origin for the AVCCD Service Area (2015)

Entity	Population	White	Hispanic	Black	Native American	Asian	Pacific Islander	Other	Two or More Races
Lancaster	168,049	43.7%	43.7%	22.3%	1.0%	4.3%	0.2%	22.9%	5.7%
Palmdale	165,157	46.2%	59.2%	14.8%	0.8%	4.2%	0.2%	28.2%	5.5%
Los Angeles County (2010)	10,100,000	53.9%	47.7%	9.7%	1.4%	15.3%	0.6%	24.0%	

Source: Greater Antelope Valley Economic Alliance, United Census Bureau

Table 3: Antelope Valley Population Forecast

Entity	2020	2035
Lancaster	174,807	201,310
Palmdale	179,274	206,143
Unincorporated – Los Angeles County	134,000	172,173

The City of Palmdale has a 2015 estimated population of 165,157. The average salary for residents in the zip code of the Palmdale Center is \$68,166. 24.7 percent of students in the Palmdale Center’s service area hold a high school diploma, while 26.2 percent of the residents have attended some college or have not earned a college degree. Using this statistical data the College has planned the location of the new center.

Description of the Proposed Change and the Reasons

Located in the City of Palmdale at 1529 East Palmdale Boulevard, the Palmdale Center is accessible by automobile and public transportation. Maps and other visual representations show that the center has an opportunity to improve its efficiency in serving the Palmdale Community by relocating to an area that is in a strategic geographical position that allows optimal service.

The current location of the Palmdale Center is located approximately 10.5 miles from the college's main Lancaster campus. The current property consists of 18,108 square feet of instructional and student support services. It includes: (1) nine lecture classrooms, (2) one wet lab, (3) one computer classroom, (4) one open computer lab, one administrative office, limited faculty offices, and limited space for student support services. Based on the continued enrollment growth and education needs in the Palmdale Center's service area (see Table 4), it has been determined that this current location is not adequate to meet the center's growth or contain an infrastructure for expansion

Antelope Valley College has taken steps to optimize the opportunities for students at the current locations. For instance, during fall 2013 AVC developed a partnership with The Palmdale Aerospace Academy, a high school that is located less than 1 mile from the AVC Palmdale Center. Through the partnership the Palmdale Center offers Chemistry 101- Introductory Chemistry laboratory class sections.

Antelope Valley College proposes to change the location of the Palmdale Center to 2301 East Palmdale Blvd, just 2.2 miles east of its current location. The 2010 Antelope Valley College Educational Master Plan included the goal of establishing a comprehensive campus that addresses the South Valley's population and their education needs. This change in location will provide the capacity to increase the number of class sections offered, and increase and expand various student support services that are needed by the Palmdale community. Ultimately this change will provide students with a comprehensive education experience at the Palmdale Center.

The new state-of-the art building has been designed, is slated to begin construction in late 2015 and open for instruction in fall 2016. The 50,700 square foot facility has been designed to accommodate the education needs of the Palmdale service area for the next 20 years. With easy access to public transportation, students have direct access to public bus lines transporting them to the Palmdale Transportation Center. The Transportation Center provides direct access to a variety of transit services, including the Metrolink and other local bus lines. The specific student support and instructional services to be expanded and/or implemented include:

Student Services

- Assessment (expanded)
- Bookstore
- CalWORKs
- Cashier services
- EOPS
- Financial aid (expanded)
- Higher One ATM access
- Office of Students with Disabilities
- Student lounge (expanded)
- Student success planning (expanded)

Instructional Support/Learning Center

- Basic Skills tutoring (expanded)
- General tutoring (expanded)
- Supplemental Instruction
- Study areas (individual and group)
- Open computer lab (expanded)

Library

- Reference services (expanded)
- Reserve services (expanded)
- Research methods workshops

Departmental Offices/Spaces

- Administration
 - Director, Palmdale Center/Extended Services
 - Clerical support
 - Student services support
- Faculty offices (expanded)
- Staff lounge (expanded)

Description of the New Palmdale Center Facility.

New Facility: 2301 East Palmdale Blvd. Palmdale

	New Center	Old Center
Center Size	55,070 sq. ft.	18,108 sq. ft.
Classrooms	11	9
Size of Classrooms	39 seats (average)	30 (average)
Bookstore	Yes	Shared Space
Wet Lab	Yes	No
Dry Lab	Yes	Yes
Child & Family Education Classroom & Demonstration Lab	Yes	No
Computer Classroom	30 seats	24 seats
Distance Education Equipped Classroom	Yes (96 seats)	No
Open Computer Lab	30 seats	10 seats
Assessment Center	32 seats	24 seats (shared space)
Learning Resource Center	60 seats	25 seats (shared space)
Student Individual/Group Study Rooms	Yes	No
Conference Room	Yes	No
Faculty Offices	11	6
Administrative/Staff Offices	6	1
Cashier Services	Yes	No
ATM	Yes	No
Staff Work/Mail Room	Yes	Shared
Student File Vault	Yes	No

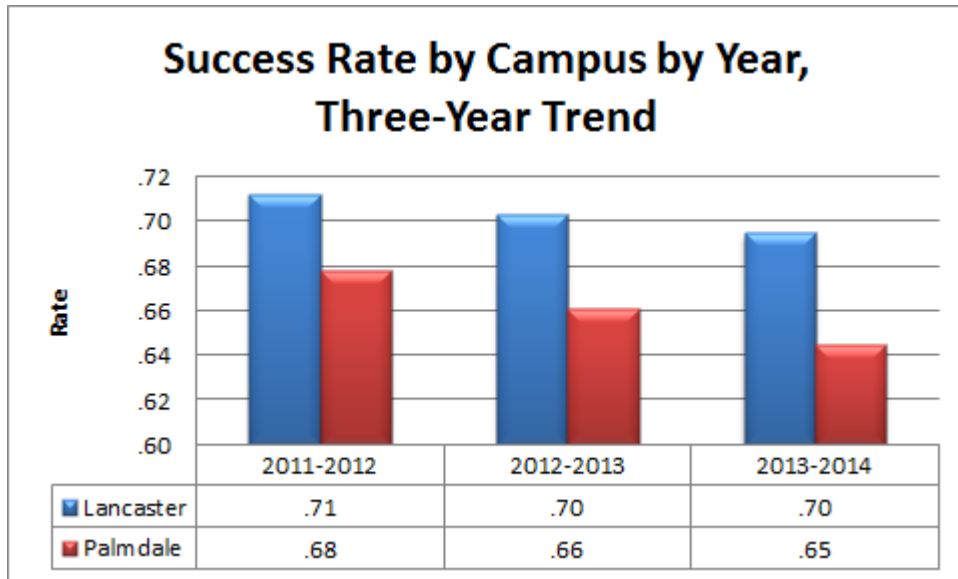
Current student enrollment (headcount) at the Palmdale Center meets the minimum required to maintain center status. Headcount enrollment is planned to increase to between 6,000 and 7,000 students at the Palmdale Center with the new facilities.

Historical Palmdale Center Headcount

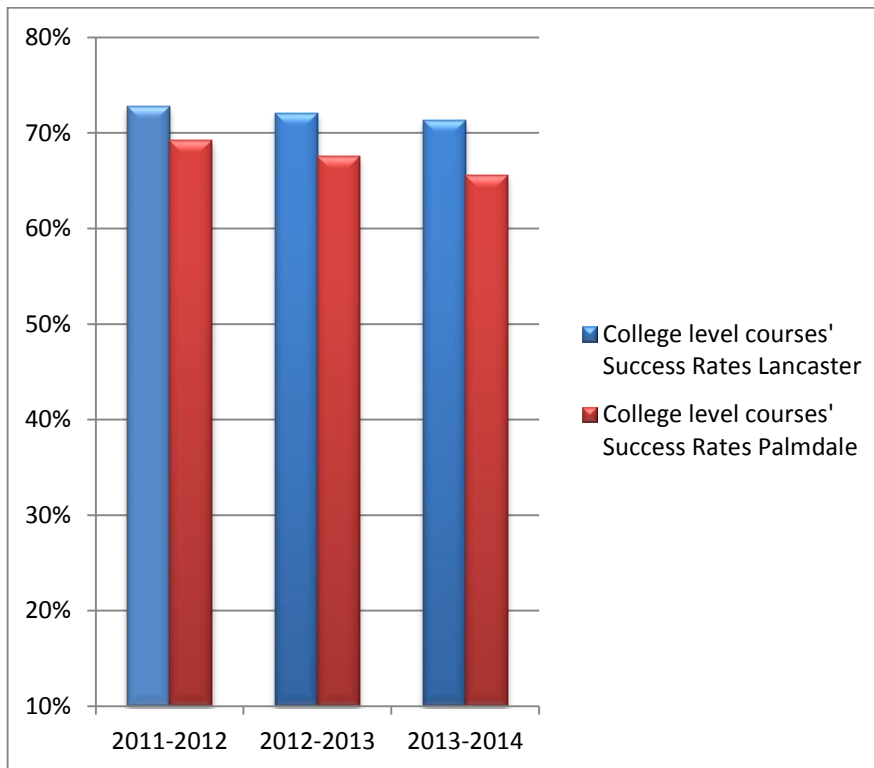
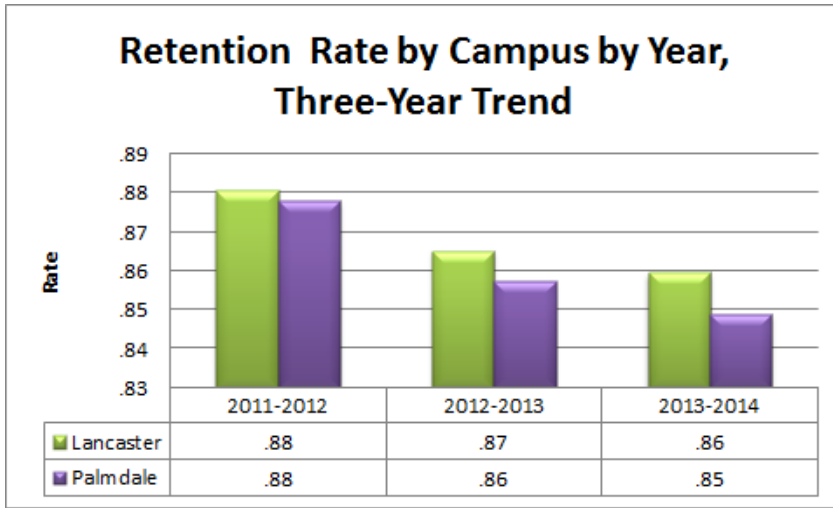
Years	Enrollment
2013-2014	6,046
2012-2013	5,937
2011-2012	5,216

In addition to meeting and sustaining these anticipated enrollments, the proposed change will position the Palmdale Center to increase student support programs that lead to student success. Currently the lack of space to expand such programs limits services such as tutoring, academic counseling and more. Currently, the Palmdale Center’s success and retention rates lag behind those of the Lancaster campus. The ability to expand to accommodate such services will directly address improving the success and retention rates for the Palmdale Center.

Success Rates by Campus and Year



Retention Rates by Campus and Year



Success Rates by Campus and Year

Relationship to College Mission

Developing the AVC Palmdale Center into a facility that can support long-term enrollment growth is strongly associated with the mission of Antelope Valley College:

Antelope Valley College, a public institution of higher education, provides a quality, comprehensive education to a diverse population of learners. We are committed to student success offering value and opportunity, in service to our community.

Rationale for Change

Antelope Valley College has become aware of the need to expand services in the Palmdale community in order to meet students and community needs. This change in location will provide the capacity to increase the number of class sections offered, increase and expand various student support services that are needed by the Palmdale community. Ultimately this change will provide students with a comprehensive educational experience at the Palmdale Center.

Data from several sources made the need to expand apparent. AVC conducted student surveys in fall 2012, fall 2013 and spring 2015. The surveys illustrated a strong student demand for an increase in the amount of student services and increase in a variety of class offerings. In addition, college personnel have conducted presentations and discussions with community members and officials of the City of Palmdale. Both resources indicated the need to expand the academic and student services offerings and the 2010 AVC Institutional Self Study Report detailed a need to obtain a larger site that would allow for long-term enrollment growth. ([Attachment 1](#), [Attachment 2](#))

Description of the Planning Process Which Led to the Request for a Change

To effectively plan the relocation of the Palmdale Center, the College developed a Palmdale Center Taskforce. Members of the Taskforce included the architect, security personnel, College President, Vice President of Student Services, division deans, Palmdale Center Director, faculty and staff. Feedback obtained through the following resources was utilized to determine the needs for the new facility: (1) Palmdale Center Student Surveys, (2) 2010 AVC Institutional Self Study Report, (3) City Council of Palmdale presentations and discussions.

The current facility has been leased for eight years and does not have the expansion capacity needed to meet the needs of the community. The task force determined that a

new location will allow the College to develop a long-term presence in the South Valley. The new facility will serve as the Center's site for at least 20 years.

Evaluation – The 2014 Palmdale Center Comprehensive Program Review Self-Study Report details the need to increase access to student support services to directly improve student success and retention rates. The new Palmdale Center location will provide adequate space to expand services in crucial areas closely related to student success such as counseling and matriculation, academic tutorial services, library services. The self-study identified the following goals for increasing student success:

- Ensure technology infrastructure is adequate for effective teaching, learning, support services, and safety.
- Develop class schedules that include appropriately sequenced courses to ensure students can earn degrees/certificates entirely at the Palmdale Center.
- Utilize appointment scheduling is student centered and facilitated by District software.
- Reduce the need for Palmdale students to visit the Lancaster campus for services.

Additional self-study findings included a three to five year plan to incrementally increase student access to support services. These goals were guided by the AVC College Strategic Plan.

Goal: Incrementally increase access for our students. Guided by District Strategic Goal(s) # 1-7.

- Objectives:
 - Obtain a new facility for the Palmdale Center which provides adequate space for growth and expansion of services. (Goals 1,5)
 - At least 2 services that are currently offered below a level of 100% will be increased by 20% each year. (Goals 1,4,5)
 - Adequate staffing plan will be developed and implemented to support the increase of services in various areas. (Goals 1,5)

Evidence: Human Resources, Administrative, Financial, and Physical Resources

Human Resources

Based on district and state guidelines, qualified staff members who meet a program's specific qualifications will be selected for staff assignments at the Palmdale Center. Hiring procedures for all hires follow the Antelope Valley College human resource guidelines. Future hiring recommendations for the Palmdale Center will be based on the

Staffing Plan that is part of the Educational Master Plan which includes a district-wide program review process.

Antelope Valley College has determined that the Palmdale Center's lead administrator, the Director of Palmdale Center/Extended Services, will be located at the Palmdale Center. A Palmdale Staffing Committee was created to develop a staffing plan for the new Palmdale Center location. The Committee is comprised of the following representatives: College President, Vice President of Human Resources, Vice President of Academic Affairs, Vice President of Student Services, academic deans, Director of Palmdale Center, Executive Director of Information Technology Services, Director of Auxiliary Services, Collective Bargaining President and Executive Director of Facilities Services. The committee held a meeting on April 15, 2015 to develop a staffing plan and structure ([Attachment 3](#), [Attachment 4](#))

All faculty members, both full time and adjunct, are hired using the California Code of Regulations, Title 5 Education Code of minimum qualifications criteria, regardless of location or mode of instructional delivery. All faculty have the opportunity to teach at the Lancaster campus, Palmdale Center, or online. Hiring prioritization processes at AVC ensure the staffing needs that are identified through program review, the Educational Master Plan, and annual budget requests, and support the mission of the college. With the newly implemented position prioritization processes for administration, classified management, classified, and faculty positions, all new positions are evaluated as to each position's critical need and effectiveness in supporting the mission and goals of AVC. ([Attachment 5](#))

Physical Resources

Physical resources include offering appropriate student support services online and in the Learning Resources Center at the Palmdale Center that replicate the service model at the Lancaster campus. The goal is to provide students with seamless service delivery, whether online or for either of the district's campuses.

At the Palmdale Center there is an appropriate process for counseling, financial aid, student success planning, basic skills and general academic tutoring, reference and research methods workshops, and reserve library services in place. Counseling faculty are linked and facilitated through utilization of the SARS reporting system. These services ensure accuracy in data collection for the matriculation MIS system, reported each term to the Chancellor's Office. A full array of counseling services is available to all students, as well as a number of categorical counseling services for special populations including

EOPS/CARE, OSD, and CalWORKs. In addition, opportunities for assessment testing and transfer services are available.

Personnel, hours of operation, and space configuration are determined as a part of the present planning process. Student services at the Palmdale Center are linked with instruction, institutional research, and information technology services. Student satisfaction surveys are initiated to ensure specific needs for services and/or resources are met at the Palmdale Center.

In 2006, the district entered into a contract for Blackboard Platform as the management software. The contract provides unlimited sites and users. The district also uses myAVC as a service portal to provide students access to courses, email, and support services. Information Technology Services provides a help desk and a website for students having difficulty with any of the district's electronic services.

Due to limited available space at the Palmdale Center, bookstore services are primarily provided through the use of a coin operated vending machine located in the student lounge. This machine dispenses Scantron forms, examination books, pencils, pens, calculators, and other items. Soft drinks and snacks are also available to students through vending services. The bookstore also provides online services for all students. The services include purchase and rental of textbooks and supplies. The Bookstore is onsite at the Palmdale Center on a part-time basis during the first two weeks of each regular semester.

Standards of Safety and Security are met by the Los Angeles County Sheriff's Department, which is responsible for law enforcement, security, parking, and emergency response at the Lancaster Campus. At this time, the department assigns officers to the Palmdale Center on a daily basis to provide security coverage through the hours of operation: 7:30 a.m. to 10:10 p.m. Monday-Thursday and 7:30 a.m. to 11:30 a.m. Friday. Classes are currently not offered at the Palmdale Center on Saturdays.

Financial Resources

The District allocates sufficient financial resources to support the operational needs of the Palmdale Center. In addition, steps have been taken to fund the move and development of the new location. Antelope Valley College has sold lease revenue bonds to finance the construction/renovation of the facility. Additionally, the college has financed the planning phase and some of the FFE with redevelopment funds, and residual Measure R funds (the Bond Measure passed in 2003), and the proceeds of the sale of real property.

Antelope Valley College District has remained on solid fiscal footings. The board of trustees recommended a no less than 8 percent reserve requirement, which is being re-evaluated at a higher level. Reserves for the past seven years have been: 8.28 percent (2008-9); 10.68 percent (2009-10); 15.04 percent (2010,11); 13.23 percent (2011-12); 16.82 percent (2012,13); 16.0 percent (2013,14); and 15.8 percent (estimated for 2014,15). ([Attachment 6](#))

For annual verification, the college contracts with an independent auditor who reviews the District's financial status. Various compliance tests are conducted by the auditor to ensure adherence to the applicable laws and regulations. In 2009-10, 2010-11, 2011-12, and 2012-13 audit years there were no audit findings on the district financials or Proposition 39 financials. ([Attachment 7](#))

Monitoring Plan: Achievement of the Desired Outcomes

The Department of Institutional Effectiveness, Research and Planning (DIERP) is responsible to obtain the internal and external data and reporting needs of the district. The researchers provide data and reports to administration, faculty, and staff. Data and reports are used for short-term and long-range district planning; department level decision making; accountability; evaluation of institutional effectiveness; institutional learning outcomes; student learning/operational outcomes and student success; effective enrollment management; program reviews; federal and state-mandated research; federal and state-mandated compliance; and for state and federal funding. The Palmdale Center is included in the research efforts. The Institutional Research Department's mission directly supports the district's mission. All research activities incorporate the district's mission and goals and support the successful attainment of identified student learning and performance outcomes.

The Palmdale Center also participates in the Antelope Valley College planning and evaluative processes. In 2014, the Palmdale Center completed the first program review for the Center and budgetary and planning decisions for the Center are made through the same processes as other entities at AVC. ([Attachment 8](#))

Evidence: Receipt of All Necessary Internal or External Approvals

Antelope Valley College has participated in an inclusive process to develop the goals and parameters for the new location of the Palmdale Center. This process involved faculty, staff and administrators in the planning and design phase for the new Center. The

working drawings are complete and College Administrators met with the DSA on September 14th, 2015. ([Attachment 9](#))

All funding streams for the move have gone through the college budget process and the Board of Trustees has approved expenditures for redevelopment, the issuance of revenue bonds, and the sale of real property across the street from the Lancaster campus. All funding streams are to be directed to support the relocation of the Palmdale Center. ([Attachment 10](#))

Eligibility Requirements

The Accrediting Commission for Junior and Community College (ACCJC) last visited Antelope Valley College in the fall of 2010. The college was fully accredited, with four recommendations. Antelope Valley College continues to meet the eligibility requirements for accreditation in the following areas:

1. Authority

Antelope Valley College's authority to operate a degree granting institution is based on continuous accreditation by the Accrediting Commission for Community and Junior Colleges of the Western Association for Community and Junior Colleges, the institutional accreditation body for California's Community Colleges (California Code of Regulations, Title 5, Division 6, Chapter 2, Subchapter 1, §51016).

2. Mission

The Antelope Valley Community College District mission statement was updated in fall of 2014 through a campus wide participatory process and was approved by the District Board of Trustees on November 10, 2014. The mission clearly delineates the college constituency and commitment to student learning and achievement:

Antelope Valley College, a public institution of higher education, provides a quality, comprehensive education to a diverse population of learners. We are committed to student success offering value and opportunity, in service to our community.

The move of the Palmdale Center to a location with increased capacity will clearly provide increased ability to meet this mission.

3. Governing Board

The Board of Trustees for Antelope Valley College is an independent policy making body, which governs the single college district. Members are elected to the Governing

Board for four year terms from within the college district. The board is responsible for the quality, integrity, and financial stability of the college and for ensuring that its mission is practiced. To provide continuity of services, the terms of the trustees are staggered. One elected student serves on the board as the student trustee for a one year term.

The Board of Trustees follows the Brown Act. The board holds open monthly meetings with agendas and notices that are posted widely in advance. Minutes are posted after each meeting. Additionally, the board conducts business according to the college's approved policies and procedures, maintaining a subscription to the Community College League of California to keep board policies and procedures current. The governance structure of the college provides for integrated planning efforts by all constituencies.

4. Chief Executive Officer

The Superintendent/President of the College, Mr. Edward Knudson, serves as the chief executive officer with full-time responsibility to the district and college. He has been appointed by the Board of Trustees and has the requisite authority to administer board policies. The Superintendent/President has oversight for all programs and support services implemented at the College, including the change in location of the Palmdale Center.

5. Administrative Capacity

The Palmdale Center has adequate staffing and oversight for the operation of the facility. The current administrative staff of Antelope Valley College consists of the Superintendent/President, and three vice presidents. In addition, a director for the Palmdale Center administers the day-to-day operations. Currently, there is sufficient administrative staff to provide the oversight and support for the College and the Palmdale Center.

6. Operational Status

Antelope Valley College has been in continuous operation since 1929 and is celebrating its 82nd year of providing instruction and services to students.

7. Degrees

A substantial portion of Antelope Valley College's educational offerings are programs that lead to degrees in accordance with Title 5 §55063 and 55070 of the California Code of Regulations. Student's goals and progress are monitored regularly through data gathered by the Institutional Effectiveness, Research and Planning Department, and these data provide evidence of a significant number of successful students and programs leading to certificates and degrees.

8. Educational Programs

By statute in California, the Board of Governors has statewide responsibility for the approval of all new instructional programs in community colleges. All associate degree majors that are listed by name on a student transcript or degree require Chancellor's Office approval, whether primarily for employment preparation or primarily for transfer. The regulatory process ensures that Antelope Valley College's programs are designed to address higher education fields of study and are conducted at levels of quality and rigor appropriate to the degrees offered and leading to student learning outcomes. The Academic Policies & Procedures Committee, a standing committee of the Academic Senate, ensures that all new or revised courses and programs are in accordance with the district mission. There is one curriculum process for all courses and programs, regardless of location or mode of delivery.

Educational programs offered at the Palmdale Center are sufficiently robust to ensure students are able to complete their general education requirements for the associate degree, without having to travel to either the Lancaster campus or Palmdale Center. Antelope Valley College operates under the semester system. Thus, students are awarded credit according to regulations pertaining to the semester system. The sequence of courses and programs offered at the Palmdale Center mirror that of the Lancaster campus.

Learning resources provide students with support services that include study skills workshops, tutoring, learning groups, and directed learning activities. An open computer laboratory is also available for student use. Students also have access to online counseling, registration, financial aid, the student handbook, the college catalog, and class schedules.

9. Academic Credit

Academic credit is based on California Administrative Code, Title 5, § 55002.5. Statutory requirements govern the granting of academic credits. The college awards academic credit based on generally accepted practices in degree-granting institutions of higher education and in accordance with statutory or system regulatory requirements. Antelope Valley College provides information about the awarding of academic credit in the college catalog.

10. Student Learning and Achievement

Measurable objectives and their identified assessments are a major component of the Course Outlines of Record (CORs) and are required for course approval. Antelope Valley College engages in campus-wide dialogue of student learning outcomes/operational

outcomes assessment measures for all areas: academic, student services, and non-instructional. Student learning outcomes/operational outcomes are established for programs and courses offered. Those outcomes are now assessed, data collected, and results examined to determine if students are meeting the learning outcomes. Discipline faculty and program staff participate in the dialogue for courses, programs and degrees, whether offered at the Lancaster campus or Palmdale Center.

The Antelope Valley College catalog annually updates and publishes the requirements for every degree and certificate offered by the college. This information includes prerequisites, course numbers, names, units, as well as descriptive program information and student learning outcomes.

11. General Education

The Board of Governors of the California Community Colleges and the Antelope Valley College Governing Board specify the minimum requirements for graduation with an AA or AS degree that include, as a substantial component, general education requirements. These general education requirements promote students' growth in both intellectual inquiry and breadth of knowledge. Degree credit for general education courses is consistent with levels of quality and rigor appropriate to higher education. Requirements are the same for all general education courses and proficiencies, regardless of location or mode of delivery.

12. Academic Freedom

Antelope Valley College, through the shared governance process, has designed an academic freedom philosophy statement that is identified in Board Policy 4030. Additionally, the policy is located in the Faculty Handbook and Faculty Union Contract. The college's central function depends upon an atmosphere in which freedom of inquiry, thought, expression, publication, and peaceable assembly are given the fullest protection. Expression of the widest range of viewpoints is encouraged, free from institutional orthodoxy and from internal or external coercion. Academic Freedom is the freedom to challenge ideas, pose questions, support problem-solving within the classroom, and encourage students to freely ask questions, suggest possible solutions, and either accept or reject ideas.

13. Faculty

Antelope Valley College has a substantial core of qualified faculty with full-time responsibility to the institution who meet the minimum qualifications to teach both upper and lower division courses. The core is sufficient in size and experience to support the institution's educational programs. Contract language includes faculty responsibilities in

curriculum development and assessment of student learning. The composition of the faculty at Antelope Valley College allows for curriculum and program offerings that are sufficiently diverse in scope and meet the demands of the college service areas.

14. Student Support Services

In support of the district's mission (BP 1200), appropriate student services to assist students in learning and development are provided. As listed in the catalog, these services include Enrollment Services, Counseling and Matriculation, Financial Aid, Student Development and Activities, Career/Transfer Center, Job Placement, Veteran Services, Office of Students with Disabilities, Student Transfer and Academic Retention (STAR) Program, Extended Opportunity Program and Services (EOP&S), and Information and Welcome Center.

15. Admissions

Antelope Valley College has adopted and adheres to admission policies consistent with the college mission and specifies the qualifications of students appropriate for the programs offered. These policies are printed in the catalog. As mandated by Title 5 requirements, Antelope Valley College is an "open-door" institution.

16. Information and Learning Resources

Antelope Valley College provides access to sufficient information and learning resources and services to support its mission and all instructional programs including those offered in a distance education modality. These resources include both print and electronic resources as well as Learning Center and tutorial services. Access to information and learning resources at the Palmdale Center is currently available at a limited basis; with the increased capacity, the college plans to increase access to these resources at the new location.

17. Financial Resources

The Antelope Valley District Board of Trustees has recommended a minimum 8 percent reserve, and this target has been met and surpassed since 2008/9. The district has a documented funding base, financial resources, and plans for financial development adequate to support student learning programs and services, to improve institutional effectiveness, and to ensure financial stability and support the college mission.

18. Financial Accountability

The Antelope Valley College District undergoes two annual external financial audits by a certified public accountant: one preliminary and one formal for the previous fiscal year. The report is presented to the Board of Trustees with monthly update that outlines corrective action plans and/or progress toward resolving any audit exceptions. The District makes each final audit report available to the public on the AVC website link to audit findings. The Palmdale Center is included in the audit process as part of the district. This is based on the philosophy that regardless of physical location, there is one institution.

19. Institutional Planning and Evaluation

Antelope Valley College has utilized an extensive annual program review process. The information from these reviews is made public. Institutional planning and review are part of the ongoing evaluative responsibilities of the Strategic Planning Committee. Data from assessment action plans, annual program reviews, comprehensive program reviews, the Educational Master Plan, the Technology Master Plan, the Facilities Master Plan, and the annual College Planning Retreat are used to inform budget decisions, assess progress towards goals, and make decisions regarding improvements. The move of the Palmdale Center has been included in all of these planning processes.

Antelope Valley College evaluates and makes public its progress in accomplishing its purposes, including the assessment of student learning outcomes. The college provides evidence of planning for improvement of institutional structures and processes in the annual report and Educational Master Plan.

20. Integrity in Communication with the Public

Antelope Valley College provides a print and electronic catalog containing accurate and current information. The catalog includes all information required by the Accrediting Commission, such as Antelope College's official name, address, telephone number, and website address; the mission, values and philosophy of the college; a representation of accredited status with ACCJC; all course, program and degree offerings with student learning outcomes; the academic calendar and program length; available student financial aid; academic freedom statement; available learning resources; the names and degrees of administrators and faculty; and the names of the members of the Antelope Valley College District Board of Trustees. Requirements for admission, student fees and other financial obligations, and degree, certificate, graduation, and transfer requirements are also described in the catalog. Policies on academic honesty and other academic regulations, nondiscrimination, acceptance of transfer credit, transcripts, grievance and complaint procedures, sexual harassment, and refund of fees are provided to students through the catalog.

Up-to-date information may also be found on the Antelope Valley College website.

[AVC Catalog](#)

21. Integrity in Relations with the Accrediting Commission

The Antelope Valley District Board of Trustees ensures that the College adheres to the Eligibility Requirements and Accreditation Standards and policies of the Commission for all certificates, associate degree and bachelor degree programs, describes itself in identical terms to all its accrediting agencies, communicates any changes in its accredited status, and agrees to disclose information required by the Commission to carry out its accrediting responsibilities. Moreover, the College complies with Commission requests, directives decisions and policies. This Substantive Change Report is submitted in light of the college's commitment to remain in compliance with the policies of the Commission.

Accreditation Standards

Standard I: Mission, Academic Quality and Institutional Effectiveness and Integrity

A. Mission

Antelope Valley College demonstrates strong commitment to a mission that emphasizes student learning and student achievement. Using analysis of quantitative and qualitative data, the institution continuously and systematically evaluates, plans, implements, and improves the quality of its educational programs and services. The institution demonstrates integrity in all policies, actions, and communication. The administration, faculty, staff, and governing board members act honestly, ethically, and fairly in the performance of their duties.

The mission of the Antelope Valley Community College District was revised in November 2014, and is located on its website. It states:

Antelope Valley College, a public institution of higher education, provides a quality, comprehensive education to a diverse population of learners. We are committed to student success, offering value and opportunity, in service to our community.

The mission statement captures AVC's commitment to promoting best practices for its programs and services and supports student success for its diverse communities. The college's vision, values, and ILOs are currently being reviewed by the Strategic Planning

Committee (SPC) with recommendations being forwarded to other college groups via the President and the Strategic Planning Committee as details become available.

AVC uses data from a variety of sources to determine how effectively it is accomplishing its mission, which are accessed by administration and faculty for review. Data elements are housed on the program review committee's website, and include information such as student enrollment trends, FTES by subjects and other categories, student progress, grade distribution, retention rates, populations and demographics, and financial aid summary reports.

B. Ensuring Academic Quality and Institutional Effectiveness and Integrity

The collective campus engagement in the use of research, data, and assessment as a foundation for understanding and improving college learning, as well as operational functions has been the focus of the Department of Institutional Effectiveness, Research and Planning (DIERP). Through the Academic Senate and its related participatory governance committees, faculty, staff, and students are afforded the opportunity to be proactive in discussions related to improving the teaching, learning, and operational environment of the college. These committees are all fully staffed and actively involved in maintaining the institutional effectiveness of AVC.

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

In order to function most efficiently and to support and execute the Educational Master Plan, members of the Strategic Planning Committee (SPC) are assigned to the following subgroups/subcommittee:

- **Facilities:** Based on the findings of the Educational Master Plan, responsible for developing and evaluating the effectiveness of the Facilities Master Plan, which oversees the district's long-range infrastructure, building, and parking needs.
- **Human Resources:** Responsible for creating a Human Resources Plan that includes a long-range Staffing Plan to support the program needs identified in the Educational Master Plan.
- **Communications:** Responsible for developing, implementing, and evaluating a marketing and communications plan with strategies to increase

communications with our internal and external constituents. Responsible for disseminating information to the campus and general community through e-mail, the website, myAVC, and the SPC Annual Review.

- Educational Master Plan: Responsible for annually reviewing the Educational Master Plan to ensure that the District's ongoing needs are met.

Standard II: Student Learning Programs and Services

The Antelope Valley College Palmdale Center provides high-quality programs/courses leading to degrees, certificates, employment, and transfer to higher education institutions. Antelope Valley College offers instructional programs, library and learning support services, and student support services aligned with its mission. The institution's programs are conducted at levels of quality and rigor appropriate for higher education. The institution assesses its educational quality through methods accepted in higher education, makes the results of its assessments available to the public, and uses the results to improve educational quality and institutional effectiveness. Through these assessment methods, the college has determined that increased physical capacity is necessary to meet the needs of the Palmdale Center students.

A. Instructional Programs

All instructional programs, regardless of location or means of delivery, are developed and approved by the Academic Policies and Procedures Committee (AP&P), a standing committee of the Academic Senate. The committee is responsible for the development, review, renewal, and recommendation of curriculum to the Board of Trustees. AP&P policies and procedures ensure that all courses and programs are developed in accordance with the Education Code, Title 5 Regulations, Matriculation Regulations, the Chancellor's Office, and the State Academic Senate. All AP&P processes are fully documented in CurricUNET, ensuring that courses and programs are consistent with the college mission, reflective of AVC's dedication to lifelong learning, appropriate to higher education, assessed through attainment of student learning outcomes, and provide achievement of degrees, certificates, employment, or transfer to higher education programs. Once developed, courses and programs are regularly reviewed and updated to maintain consistency and currency with these standards.

All course and program outcomes support the college mission and correlate to Institutional Learning Outcomes. Additionally, program level outcomes are derived from a variety of sources specific to continued education and professional standards in related fields. The institution includes in all of its programs, student learning outcomes

appropriate to the program level in communication competency, analytic inquiry skills, ethical reasoning, the ability to engage in diverse perspectives, and other program-specific learning outcomes.

B. Library and Learning Support Services

Library services at the Palmdale Center are located in the Learning Resources Center and provide access to support services including a collection of reserve textbooks, research methods workshops, and reference services. The Learning Resources Center provides space for group study, tutoring (individual and group sessions), and an area with access to Internet research. Students are able to view video material on three monitors in the Learning Resources Center.

The present services support the Palmdale Center's instructional programs, but the proposed move to a new location will allow the Center to expand Library Services.

The District will continue to systematically assess the services through the monitoring of the Educational Master Plan and Palmdale Center Program Review.

C. Student Support Services

Based on enrollment/registration patterns, the district continues to assess and assign student support services at the Palmdale Center that best meet the needs of Antelope Valley College's diverse students. In some instances, this requires an expansion of services in conjunction with the Lancaster campus. The systematic assessment of student services embedded as a part of the district's on-going planning and revision of the Educational Master Plan is used to measure the effectiveness of services. The goal, regardless of location, is to provide student services that parallel the quality of support that students receive at the Lancaster campus.

Currently, student services available online are as follows:

- College Schedule of Classes
- College Catalog
- Smarthinking (online writing tutorial service)
- Student Handbook
- Registration/enrollment for classes
- Financial aid forms
- myAVC student portal services
- Matriculation presentation (podcast)
- Library online catalog, research databases, and tutorials
- Counseling
- DegreeWorks (a degree audit program for self-monitoring student progress)

Tutoring is available at the Palmdale Center and will be expanded in the proposed move to the new Center location.

Standard III: Resources

A. Human Resources

Antelope Valley College and the Palmdale Center are committed to developing a diverse workforce that exemplifies excellence in our service to our students and community. The Human Resources and Equal Employment Opportunity Office maintains the responsibility to ensure systematic selection of qualified personnel and evaluation based on the college's criteria consistent with its mission. Hiring prioritization processes at AVC ensure that the staffing needs identified through the program review, Educational Master Plan Update, and annual budget requests contribute to the mission of the college. With the newly implemented position prioritization processes for education administration, classified management, classified, and faculty positions, all new positions are evaluated as to each position's critical need and its effectiveness in supporting the mission and goals of AVC. Any new employees necessary for the new Center location will be embedded in district planning and follow the existing position prioritization process. ([Attachment 11](#))

As a part of the planning process for the new Palmdale Center location, a team of administrators, faculty and classified personnel have collaborated to develop a Palmdale Staffing Plan. ([Attachment 3](#))

B. Physical Resources

Based upon the Educational Master Plan, the Facilities Master Plan provides an overarching physical resources plan to support the District mission and the Palmdale Center is embedded in this plan. While the Antelope Valley College Palmdale Center has strived to meet the needs of the students and community at the current location, with a lack of room for growth and an inability to update current facilities to meet needs, the college is seeking to move to a new location. This will allow the college to provide the facilities and infrastructure to increase the capacity to meet the college goals.

[Facilities Master Plan](#)

C. Technology Resources

The Palmdale Center is connected to the Lancaster campus using Transparent LAN Services. This allows the center's classrooms, offices, and computer labs to connect at one GB backbone speeds. Students, faculty, and staff have the same network response times regardless of the locations they are visiting. The long-range planning for replacement, re-use, and surplus of desktop computers, laptops, servers, printers, phones, and classroom technology at the Palmdale Center is part of the college's Educational Master Plan process and part of the planning process for the new location.

In order to support the Antelope Valley College Educational Master Plan and the Facilities Master Plan, Information Technology Services (ITS) and the Information Technology Committee produce the Technology Master Plan. The current plan, adopted in June of 2014, is due for revision in 2017 following the next Educational Master Planning and Facilities Master Planning cycles. Operationally, the annual planning cycle flows through Program Review and the Strategic Planning Committee. The annual funding requests, supported through Program Review, are brought through the Budget Committee. Technology Proposals are then forwarded to ITS and the Information Technology Committee for evaluation, prioritization, and funding.

[Technology Master Plan](#)

D. Financial Resources

The Antelope Valley College Financial Plan is based upon the Educational Master Plan and provides guidance for financial and budget planning. Antelope Valley College has remained on solid fiscal footings. The Board of Trustees recommended a no less than 8 percent reserve requirement, which is being re-evaluated at a higher level. Reserves for the past seven years have been: 8.28 percent (2008-19); 10.68 percent (2009-10); 15.04 percent (2010,11); 13.23 percent (2011/12); 16.82 percent (2012,13); 16.0 percent (2013,14); and 15.8 percent (estimated for 2014,15).

For annual verification, the college contracts with an independent auditor who reviews the District's financial status. Various compliance tests are conducted by the auditor to ensure adherence to the applicable laws and regulations. In 2009-10, 2010-11, 2011-12, 2012-13 and 2013-14 audit years there were no audit findings on the district financials or Proposition 39 financials

[Antelope Valley College Budget](#)

[Antelope Valley College Audits](#)

Standard IV: Leadership and Governance

A. Decision-making Roles and Processes

Through Board Policy and Administrative Procedures, AVC has established policies and procedures that allow for faculty, staff, administration, and students the opportunity to voice their ideas, viewpoints, and concerns on an equal basis. Systematic reviews of Board Policy and Administrative Procedures by the College Coordinating Council ensures that opportunities continue to exist so that all constituent voices may continue to be heard.

Decision-making is guided by the Antelope Valley College Educational Master Plan, which is built upon Program Review and student outcomes data. The Facilities and Technology Plans are guided by the Educational Master Plan and are the basis for budgetary and planning decisions throughout the academic year. Faculty, staff, students and administrators are actively involved in the development and implementation of each plan. The Palmdale Center move will be embedded in these existing processes and plans.

[Educational Master Plan](#)

B. Board and Administrative Organization

The Superintendent/President oversees and evaluates an administrative structure organized and staffed to reflect the purpose, size, and complexity of Antelope Valley College. The Superintendent/President delegates authority to administrators and others including the following: Assistant Superintendent/Vice President of Academic Affairs, Assistant Superintendent/Vice President of Student Services, Assistant Superintendent/Vice President of Human Resources, Executive Director of Institutional Advancement and Foundation, Executive Director of Institutional Research, Executive Director of Facilities, Executive Director of Business Services, and the Executive Director of Public and Governmental Relations Director.

The Antelope Valley College Board of Trustees and the Superintendent/President work together in ensuring that the quality, integrity, and effectiveness of the student learning programs and services, and the financial stability of the district are met through its board policy and administrative procedures. Board policies and administrative procedures support the mission and require that quality and improvements in student learning programs and services are made.