



ANTELOPE VALLEY COLLEGE

**2011-2012 CAMPUS GOALS LED BY THE
SUPERINTENDENT/PRESIDENT**

- I. Continue to place students first in the development of programs, courses, and technical services that meet the changing needs of business, industry, and the community and adhere to minimum conditions of the California Community Colleges Chancellor's Office.**
- II. Improve the use of new and existing campus resources in support of learning by continuing to implement the 2010 Educational Master Plan and by increasing integration of the Educational Master Plan with program review, effectiveness, and budgeting.**
 - A. Develop and implement a multi-year strategy to successfully navigate the state fiscal crisis that maintains quality and minimizes impact to students and employees.
 1. Maintain an unrestricted reserve fund balance, which will be sufficient to provide adequate cash to support anticipated (i.e. inter year and intra year deferral payments) and unanticipated expenditures. The unrestricted reserve balance shall not fall below 5% as required by the Accrediting Commission for Community and Junior Colleges and the California Community Colleges Chancellor's Office.
 2. Continue to implement enrollment management plan that will generate no more than the allowable funded growth.
 - a. Continue to manage enrollment at the Palmdale site to maintain level required establish a separate center (1,000 FTES annually consistent with the Enrollment Management Plan) and complete all certified educational center requirements.
 3. Maintain facilities to ensure an innovative educational environment that supports appropriate learning outcomes through annual assessment.
 - a. Develop and implement a campuswide deferred maintenance program that addresses the age, maintenance, useful life, and sustainability of the college's buildings, equipment, and technology.
 4. Strive to maintain staffing sufficient to meet funded enrollment growth, ensure adequate student support services, and sustain facilities and operations.
 5. Strengthen collaboration with the Antelope Valley College Foundation to increase financial support for the district's mission through private gifts and community partnerships.
 6. Continue to concentrate efforts on current strategy to maintain or grow fiscal solidity of bookstore and cafeteria. Evaluate and report on alternatives with outside vendors.
 7. Complete the implementation of department chair structure to reduce the workload of deans who have assumed duty for more than one division.
 - II. Support and maintain a college culture of collegiality where all constituent groups are mission driven.**
 - A. Continue to improve communication between the Superintendent/President and Board of Trustees.
 - B. Strive to sustain a mutually respectful and professional relationship between employee organizations and administration to improve negotiations and communication.

- C. Support cost-effective professional development activities for all college personnel and students.
- D. After receiving final information and guidelines from the California Community Colleges Chancellor's Office, include the guidelines into the district's Equal Employment Opportunity Plan.
- E. Complete the examination, evaluation and clarification of all standing committees in order to improve the efficiency of college operations.

IV. Enhance and expand relationships and collaborative partnerships with the external community.

- A. Create partnerships with school districts, universities, community organizations and business.
- B. Raise awareness of college programs and services.

V. With consideration for existing college agreements and Education Code compliance, charge the Matriculation Committee with collecting, assessing, and analyzing data regarding student persistence rates, retention rates, and success rates to determine if there is a need to reform the priority registration system and, if necessary, recommend changes.

VI. In conjunction with the Academic Senate, fully meet the recommendations of the 2010 Accrediting Commission for Community and Junior Colleges evaluation team by the end of the 2011-2012 academic year.

Recommendation # 1

In order to comply with the standards, it is recommended that the college modify its processes in a manner that creates documentation and other forms of evidence that can be used to reveal the college's progress toward implementation of Student Learning Outcomes and assessment of those outcomes. More specifically, the team recommends that to show compliance with the standards that the college:

- a. Develop a method to monitor progress made when implementing activities identified in program reviews to include listing steps in action plans, listing of individual student learning outcomes for each course and assessment activities matched against progress made to achieve assessment activities (I.B.3).
- b. Provide evidence in the form of documents or other deliverables to result from the operation of the integrated planning cycle. (I.B.3).
- c. Provide evidence that outcomes demonstrate the integrated planning cycle, from student learning outcomes to making budget decisions (I.B.5).
- d. Assess Program Learning Outcomes (PLOs) and provide evidence of program, student service and administrative changes and improvements as a result of changes made (II.A.1.a; II.A1..c).

Recommendation # 2

To meet the standards and to raise the quality of instructional programs and to instill a culture of evidence across the college the team recommends the following practices be institutionalized:

- a. To meet the standards, it is recommended that the college establish clear connections with and document the involvement of members of professions, associations and professional organizations when curriculum is being modified and at other appropriate points in time to demonstrate input from vocational/occupational advisory boards and experts in the field so that the College can verify the quality of educational programs is based on experts in the profession (II A.2.b).
- b. To ensure each department is being consistently evaluated under the program review process it is recommended that the college develop a list of minimum areas considered to ensure a rigorous

self examination is conducted consistently across the college (ILC.1).

- c. To meet the standards requirement that adequate resources be allocated to support the Library function of the college, it is recommended that the college conduct a comparative analysis against other similarly sized colleges to assess whether the amount of resources to meet the needs of students who rely on the Library to complete their educational goals (LB.7).
- d. To meet the standards and to enhance the effectiveness of its technology, it is recommended that the college adjust its technology advisory committee structure to ensure that the needs of administrative and instructional computing are equally well addressed, and that this dialogue then results in equitable priorities, implementation and budget allocations for all technology needs (IIIC.1, III.C.1.d.).

Recommendation # 3

To enhance the effectiveness of its technology, a variety of different levels of network security should be implemented to permit more flexible responses to instructional computing requests, while maintaining appropriate security for administrative data (III.C.1; III.C.1.d).

Recommendation # 4

To comply with the standards, it is recommended that the college, when making its short-range financial plan, e.g. the annual budget of the college, consider its long-range financial obligation to pay the cost of the GASB 45 - Other Post- Employment Benefits (OPEB) as the costs are incurred instead of delaying payment to some future date. Specifically, the college is encouraged to prepare a comprehensive plan to prevent disruption of services offered to students by paying the Annual Required Contribution (ARC) determined using generally accepted accounting principles into an irrevocable trust fund at the amount equal to the actuarially determined Annual Required Contribution (III.D.1.c).