

**ACCREDITATION FOLLOW-UP REPORT  
FALL 2014**

*Prepared for the  
Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges*



**Antelope Valley College  
3041 West Avenue K  
Lancaster, California 93536**

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I. CERTIFICATION OF THE FOLLOW-UP REPORT

To: Accrediting Commission for Community and Junior Colleges (ACCJC) Western Association of Schools and Colleges (WASC)

From: Antelope Valley College

This follow-up report provides a summary of institutional responses to recommendations cited in the WASC-ACCJC February 7, 2014, letter in response to the college's October 15, 2013 follow-up report.

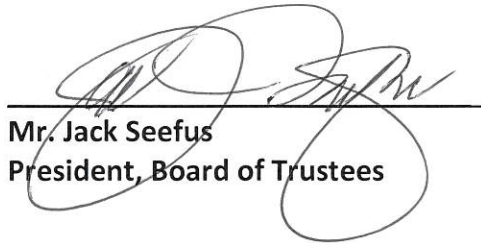
We certify that preparation of this report included opportunities for participation by the campus community and that the follow-up report accurately reflects the nature of this institution in relation to the issues addressed.



Mr. Edward Knudson  
Superintendent/President  
Antelope Valley College

9/22/2014

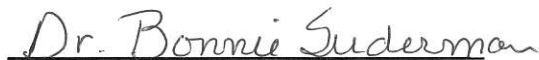
Date



Mr. Jack Seefus  
President, Board of Trustees

9-22-14

Date



Dr. Bonnie Suderman  
Vice President of Academic Affairs

9-24-14

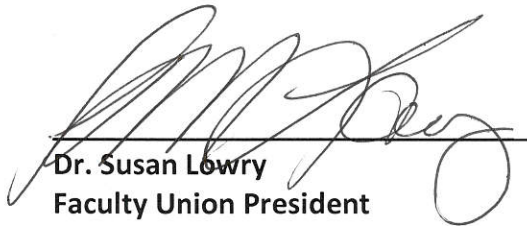
Date




Dr. Edward Beyer  
Academic Senate President

17 SEP 2014

Date

  
Dr. Susan Lowry  
Faculty Union President


9/23/14  
Date

  
Ms. Pamela Ford  
Classified Union President

9/24/14  
Date

  
Ms. Megan Turrill  
ASO President

9/16/14  
Date

  
Ms. Tina Leisner McDermott  
Faculty Accreditation Coordinator

9/17/14  
Date

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*Evidence is marked by endnotes and hyperlinked within the text of the report; it is also listed in the Appendix section.*

### III. STATEMENT ON REPORT PREPARATION

Antelope Valley College (hereinafter referred to as AVC or the college) received the letter dated January 31, 2011 from the Accrediting Commission for Community and Junior Colleges stating that the college's August 10, 2010, self-study report was accepted with the requirement that a follow-up report be completed. The Executive Vice President of Academic Affairs and Student Services/Accreditation Liaison Officer agreed to continue to serve as co-chair, and the replacement Faculty Accreditation Coordinator was recruited. A work-group committee was formed with the following members: Executive Vice President of Academic Affairs and Student Services/Accreditation Liaison Officer; Faculty Accreditation Coordinator; Dean of Institutional Effectiveness, Research, and Planning; Research Analyst of Institutional Effectiveness, Research, and Planning; Faculty Co-Chair of the Student Learning Outcomes Committee, and Faculty Co-Chair of the Program Review Committee. The President of the Strategic Planning Budget Council, Dean of Health Sciences, Dean of Technical Education, Director of Information Technology Services, Faculty Co-Chair of Distance and Technology Education Committee, Reference/Electronic Resources Librarian, Director of Business Services, and the SPBC Co-Chair/Academic Senate President were also consulted and made contributions to the report. The report was submitted to the ACCJC in August 2012.

On February 11, 2013, the ACCJC requested an additional Follow-Up Report in conjunction with the Midterm Report due October 15, 2013, to include a visit to the college in October 2013.

The Accreditation Steering Committee from the prior self-study continued to serve with a tripartite structure for each standard: one dean/director tri-chair; one faculty tri-chair; one classified tri-chair, along with members representing faculty, staff, and the student body. The new and vacant positions were recruited and filled.

On February 7, 2014, the ACCJC certified the college's midterm report and required a third follow-up report to demonstrate sustained improvements and compliance with recommendations 2.d and 4 as noted in the 2011 recommendations.

- A timeline was developed to complete the follow-up report.
- Communications were sent out and meetings took place with individuals on campus to gather information pertinent to each recommendation.
- The draft report was distributed to the steering committee and relevant individuals by the accreditation coordinator for input and comments.
- Meetings with the Accreditation Steering Committee were held on a regular basis to resolve outstanding issues and finalize the draft of the report.

- Presentations were given to the Academic Senate on the progress of the report twice per semester.
- Presentations were given to the Board of Trustees on the progress of the report twice per semester.
- The accreditation co-chairs met with the College Coordinating Council on July 22, 2014 to give an update on the progress of the report.
- The accreditation co-chairs met with the Mutual Agreement Council on August 8, 2014 to give an update on the progress of the report.
- The report was reviewed by the Academic Senate and the Executive Committee of the Academic Senate on August 21, 2014.
- The Superintendent/President, the Vice President of Academic Affairs and the Vice President of Student Services were given a draft copy for review on June 24, 2014.
- On July 14, 2014, the Board of Trustees was presented with the draft follow-up report as an informational item.
- On August 11, 2014, a draft of the report was posted on the AVC website, and an e-mail was sent to notify the campus that the report was available for review and feedback.
- The campus was given two weeks to review and provide feedback.
- Before submission to the Accrediting Commission for Community and Junior Colleges, the follow-up report was presented to the Board of Trustees on September 8, 2014 for final approval.
- On September 19, 2014, the final follow-up report was posted on the college's public web site.

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Mr. Edward Knudson  
Superintendent/President Antelope Valley College

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Date

**IV. ACCREDITATION STEERING COMMITTEE MEMBERSHIP**

Dr. Bonnie Suderman, Vice President of Academic Affairs,  
Accreditation Liaison Officer

Tina Leisner McDermott, Instructor, Communication Studies,  
Faculty Accreditation Coordinator

Dr. Nancy Bednar, Associate Professor,  
Political Sciences

Gwenette Preston, Clerical Assistant II,  
Enrollment Services

Mark Bryant, Vice President, Human  
Resources and Employee Relations

Dr. Bassam Salameh, Instructor, Biological  
Sciences

Dr. Joseph Esdin, Professor, Biological  
Sciences

Dr. Alexandra Schroer, Professor, Physical  
Sciences

Deb Feickert, Professor, Biological Sciences

Terry Schultz, Supervisor, Campus Events  
and Operations, Facilities Services

Erin Hitchman, Administrative Assistant,  
Facilities Services

Nina Serrao, Human Resources Technician,  
Human Resources and Employee  
Relations

Doug Jensen, Executive Director, Facilities  
Services

Diana Keelen, Executive Director, Business  
Services

Rick Shaw, Executive Director, Information  
Technology Services

Dr. Mark McGovern, Associate Professor,  
Physics/Astronomy

Ann Steinberg, Director, Job Placement

Michael Maher, Facility Systems Lead/HVAC,  
Maintenance and Operations

Jeff Stephens, Associate Professor,  
Respiratory Care

Katherine Mergliano, Computer System  
Manager, Information Technology  
Services

Scott Tuss, Programmer Analyst,  
Information Technology Services

Joseph West, Instructional Media Center  
(IMC) Technical Lead, IMC

Gloria Kastner, Committee Assistant,  
Senior Administrative Assistant, Vice President of Academic Affairs

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 (III.C.1 and III.C.1.d).

Despite fiscal challenges in the state budget and fluctuations in funding for technology from 2009 to 2014, the total funding for staffing and operational costs has increased from approximately \$1.9 million to \$2.5 million as follows:

Year	Total Department Budget
2009	2,050,420
2010	1,912,500
2011	2,275,378
2012	2,141,640
2013	2,174,731
2014	2,535,682

To enhance the effectiveness of its technology and ensure the needs of all constituencies are being met, the Information Technology (IT) Committee developed a [Technology Master Plan](#)<sup>1</sup> (2014-2017) (TMP). On April 24, 2014, the IT Committee discussed the progress of the TMP, which is now part of the Educational Master Plan (EMP), and which is being implemented in the budget cycle for 2014-2015 ([IT Committee minutes 4.24.14](#)<sup>2</sup>). The TMP was presented to the Board of Trustees on June 16, 2014 ([minutes 6.16.14; page 9, item 16.1](#)<sup>3</sup>)

The TMP has since been reviewed by the following committees:

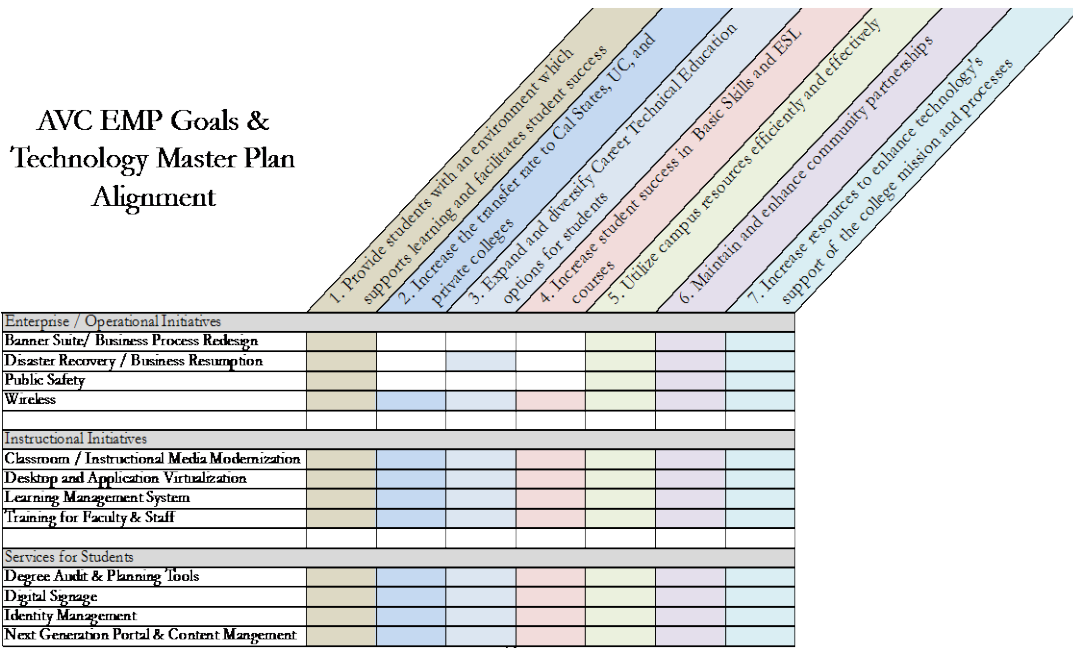
- Strategic Planning and Budget Council (Item 7a; [minutes 5.7.14](#)<sup>4</sup>)
- Administrative Council ([minutes 5.13.14](#)<sup>5</sup>)
- College Coordinating Council ([minutes 4.30.14](#)<sup>6</sup>)
- Academic Senate (Item 7a; ([minutes 5.1.14](#)<sup>7</sup>))

The TMP is aligned with the college mission ([TMP, page 2](#)); the stated goals of the Education Master Plan ([TMP, pages 3-4](#)); the Board of Trustees Initiatives, and the President’s goals ([TMP, page 5](#)). The TMP addresses both current technology needs as well as infrastructure to allow for future growth and change.

The following chart provides a visual of the intersection of the TMP’s initiatives and the



EMP's goals, which was discussed at the IT committee meeting on September 12, 2013 ([minutes 9.12.13](#)<sup>8</sup>).



The TMP initiatives that address the **current** technology needs of the college are summarized as follows:

- Initiated the implementation of Ellucian's Banner Finance, Human Resources, and Payroll Modules to include all administrative areas of the college (page 7), with a kick off meeting July 8<sup>th</sup> 2014.

*Funding: A combination of one-time funds, unallocated bond funds, and redevelopment funds has been identified.*

- Acquire hardware and other services to establishing off-site storage at San Joaquin Delta College and server capacity for disaster recovery and data resumption in the event of a large-scale emergency (page 8).

*Funding: Existing staff collaborations between Information Technology, Business and Finance, Risk Management, and Environmental Health. [MOU with San Joaquin Delta College](#)<sup>9</sup> approved by board of trustees June 16, 2014 ([Board minutes 6.16.14; #14.12](#)<sup>10</sup>).*

- Install mass communication emergency notification, surveillance, warning, signage, and emergency response systems for enhanced on-campus public safety (page 9).

*Funding: to be allocated as available*

- Provide wireless internet service to the entire campus (page 10, [Campus WiFi Map](#)<sup>11</sup>)

*Funding: Funded through a one-time allocation, completed in May 2014.*

- Enhancements to faculty and staff training, to include a dedicated faculty / staff computer lab and online self-paced training modules ([Campus Technical Training page](#)<sup>12</sup>) as needed (page 14);

*Funded: Funded through one-time allocation. Lab went live March 2014.*

- Installation of Degree Works, a degree audit and planning tool to assist counselors and students with education planning for student success (page 15);

*Funding: Licensing has been procured. Implementation was completed. Degree Works was launched in May 2014 ([screenshot](#)<sup>13</sup>).*

The initiatives that address maintaining an **infrastructure to allow for future growth and change** are summarized as follows:

- Modernized instructional media in classrooms with revised standards for smart classroom to include: Audio-visual control system with central management services; projector or integrated LCD Screens; desktop computer; integrated voice amplification for lectures where necessary; input for select BYOD electronics; media player (Blu-Ray will replace DVD and VHS); document cameras (page 11).

*Funding: TBD*

- Virtualization of the desktop and applications, allowing for the decoupling of hardware from application / technology and enabling a substantially more agile delivery of services. Virtualizing removes hardware dependencies and software conflicts of an individual lab deployment. Rather than having to install to individual workstations, one image of an application or a desktop is rendered and then shared among multiple users and terminals, thus allowing for faster resolution of classroom problems (page 12).

*Funding: TBD*

- A comprehensive study of Learning Management in anticipation of the contract renewal date with Blackboard in 2017 to determine the future needs of the college for a robust online learning system (page 13).

*Funding: Budgeted as ongoing maintenance on existing licensing*

- Network of 55-foot LED screens and two large-scale displays on 30<sup>th</sup> and Avenue K to display campus information (page 16).

*Funding: TBD*

- Identity management to control individuals' access to college technology systems and deliver technology services at a highly individualized level (page 17).

*Funding: TBD*

- Portal, web, and content management enhancements. Project will be initiated summer 2014.

*Funding: Budgeted as part of ongoing operational costs, move to open source solution for content management could result in substantial savings*

Structural changes and funding have occurred incrementally and are continuing to occur as the college continues to recover from the economic challenges of the last five years. A new technology plan that addresses the needs of faculty, administration, students, safety, and security concerns, as well as the overall objectives of the EMP has been approved and is guiding ongoing projects.

This recommendation has been met.

#### 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).

The college is completing the processes outlined in Phases 3 and 4 of the 2013 follow up Report. A [three-year budget projection](#)<sup>14</sup> was developed for funds to be set aside (in a California Community College League Joint Powers Association trust) to begin the process of funding the ARC, and was presented to the Board of Trustees on June 16, 2014 as part of the budget presentation ([minutes 6.16.14](#)).

A consultant firm, RPM, was hired with specialized experience in working with retirement board associations developing the comprehensive and substantive plan ([RPM contract<sup>15</sup>](#)).

On March 10, 2014, the board of trustees appointed Mr. Michael Adams as the elected official to serve with the Executive Director of Business Services and Vice President of Human Resources for the District's Retirement Board of Authority (RBA) ([minutes<sup>16</sup>](#)). Information and documents pertaining to the RBA are available on the [campus RBA web page<sup>17</sup>](#) to the campus and community at large.

Goals and timelines have been established to show the process for working towards the comprehensive plan and substantive plan development ([RBA Project Tracking Report<sup>18</sup>](#)). The first RBA meeting was held on April 24, 2014 ([minutes<sup>19</sup>](#)) under the Brown Act and will continue on a monthly basis beginning in June 2014 ([June minutes<sup>20</sup>](#)).

The 2013 Actuarial Study estimates showed the Actuarial Accrued Liability (AAL) at \$8,143,893 and the Annual Required Contribution (ARC) to be \$1,604,009. The college developed a multi-year projection for the funds to be set aside to begin the process of funding the ARC. For 2013-2014, there was a plan to fund \$387,113 into the JPA trust. However, after discussion with the new consultant, there are several options for the RBA's consideration before funding into a trust. A Request for Information or Request for Proposal process can be done to ensure that the RBA is investing the funding in a trust that is in the best interest of the District. The RBA agreed to perform its due diligence and several trusts will be reviewed before selecting the one to invest in. The funding of \$387,113 has been programmed into the 2014-2015 budget year ([Exhibit A, line 11 of the 2014-2015 budget<sup>21</sup>](#)). Continued funding and selection of the trust will be the responsibility of the RBA.

With stabilized funding and the newly formed RBA acting to manage the funding, the college has now developed a process for successful management of its long-range financial obligation to pay the cost of the GASB 45 as the costs are incurred, thus avoiding delays per the recommendation.

This recommendation has been met.

## VI. ACRONYMS LIST

AAL.....Actuarial Accrued Liability

ARC.....Annual Required Contribution

EMP.....Educational Master Plan

IT.....Information Technology

MOU.....Memorandum of Understanding

TMP.....Technology Master Plan

RBA.....Retirement Board of Authority

## VI. APPENDIX

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<sup>1</sup> Technology Master Plan

<sup>2</sup> IT Committee minutes 4.24.14

<sup>3</sup> Board of Trustee minutes 6.16.14; page 9, item 16.1

<sup>4</sup> SPBC minutes 5.7.14

<sup>5</sup> Administrative Council minutes 5.13.14

<sup>6</sup> College Coordinating Council minutes 4.30.14

<sup>7</sup> Academic Senate minutes 5.1.14

<sup>8</sup> IT Committee minutes 9.12.13

<sup>9</sup> MOU with San Joaquin Delta College

<sup>10</sup> Board of Trustees minutes 6.16.14

<sup>11</sup> Campus WiFi Map

<sup>12</sup> Campus Technical Training page

<sup>13</sup> Degree Works screenshot

<sup>14</sup> Three year budget projection

<sup>15</sup> RPM Consultants Contract

<sup>16</sup> RBA minutes 3.10.14

<sup>17</sup> RBA campus web page

<sup>18</sup> RBA Project Tracking Report

<sup>19</sup> RBA minutes 4.24.14

<sup>20</sup> RBA minutes 6.26.

<sup>21</sup> Exhibit A, line 11 of the 2014-2015 budget