



**NON-INSTRUCTIONAL/ADMINISTRATIVE PROGRAM REVIEW
2017-2018 ANNUAL UPDATE**

| | | |
|---|--|-------------------------------|
| 1. Area/Department/Office Name: Palmdale Center | | 2. For Year: 2019-2020 |
| 3. Name of the person leading this review: Palmdale Center & Extended Learning Dean Cathy Hart | | |
| 4. Names of all participants in this review: Cathy Hart, Keina Young, Jose Blanco, Tiffany Castillejo | | |
| 5. Status Quo option: Year 3: Annual update | <p>In years two and four of the review cycle, programs may determine that the program review conducted in the previous year will guide program and district planning for another year.</p> <input type="checkbox"/> Check here to indicate that the program review report written last year accurately reflects program planning for the current academic year. (Only programs with no updates or changes may exercise the status quo option. All others will respond to questions 6 – 10.) | |

Data/Outcome Analysis and Use

Please review and interpret data:

| # | Indicator | Comments and Trend Analysis |
|----|---|--|
| 6. | Report program/area data showing the quantity of services provided over the past five years (e.g. number of transactions, acreage maintained, students served, sales figures, etc.) | <p>Comment on trends and how they affect your program: (see data tables below)</p> <p>Construction of the new Palmdale Center (located at 2301 E. Palmdale Blvd. Palmdale) was largely completed at the beginning of Fall 2017 semester, and the Center opened its doors to students on September 18, 2017 with a compressed Fall schedule of 12-weeks. The Center had remained closed through the Summer 2017 term to facilitate the transition and move to the new location. The new Center has 15 classrooms, two science labs, a Child and Family Education lab and observation area, a learning center, library, open computer lab, book store and a student lounge.</p> <p>Enrollment appeared not to drop for the “soft” opening of the new campus in spite of the fact that some students were not paying attention to information about the campus relocation and/or were unsure or confused by the late start of the Fall semester in September. Fall 2017 FTES was approximately 4% above the Fall 2016’s numbers and commensurate with numbers in Fall 2013 and 2015.</p> <p>Projected data for the 2017-2018 academic year look promising. Spring 2018 shows 142 sections with an average fill rate of 81.5%. Course offerings will continue to increase with the goal of offering students the ability to complete full degree programs at the Center in the following disciplines: Deaf Studies, Spanish,</p> |

Child and Family Education, and Administration of Justice. In addition, added sections of Sciences, Math, Reading, and ESL will help meet local needs. Classroom sizes are large in the new Center, and the ability to increase the capacity of high demand classes will give the Center its greatest opportunity for continued growth.

Student success rate numbers for the Palmdale Center prior to the move have been below the Institutional Standard of 68% for the last four years. However, with a full complement of student support services available in Palmdale (i.e. Financial Aid, OSD, CalWorks, Mental Health, counseling, book store, cashiers office, assessment center) as well plans for increased campus life and students success outreach on campus, the goal is to increase the retention and success of students who will consider the Center their primary or home campus. In addition, other facilities such as the Tutoring and Learning Center, library, computer labs, state-of-the-art wet and dry labs and Student Commons should attract and retain more students on campus as word in the community grows regarding all that the Palmdale Center has to offer.

As the campus moves into its second year, a goal of tracking student services interactions specific to the Center will target focus on how the Center is meeting students' needs. Palmdale Center is already a desirable place for instructors to teach and will attract more students from east side high schools as time goes on. The Center's dean in collaboration with the other Academic Affairs deans, and with feedback from the Center's counselors, will continue to evaluate the success of various academic programs in order to offer students the majors that are in highest demand of Palmdale's student population. One example is adding four new sections of Math 001 at Palmdale starting in Fall 2018 to meet basic skills and student success goals. The Center has also expanded Assessment Center hours in coordination with local high school requests and has offered Student Success Workshops in Palmdale for new incoming students.

In the counseling area, Palmdale Center is increasing counseling services to match those offered at the main campus so that east valley students do not need to travel to the main campus for these services. Palmdale counselors has offered Transfer Workshops at the new Center and have visited multiple high school classrooms to promote Palmdale Center student services including Mental Health services.

Palmdale Demographics:

The City of Palmdale's 2018 population estimate is 181,749 with 58.58 % of Hispanic origin. Spanish-speaking households are estimated to be 35.28%. The median household income is \$77,202. Anecdotally, it is thought that a significant number of students travel to campus via the public bus system. Eventually, an inter-campus shuttle or public express bus may give students at Palmdale greater access to attend classes at both the Palmdale Center and the main campus.

Incarcerated Student Education:

Also assigned to the Dean of Palmdale Center and Extended Learning is AVC's face-to-face Business degree program in State Prison Los Angeles County in Lancaster. Launched in 2016 under a state grant, the program

is now beyond the grant funding and is being supported by the college district. Approximately 60 students on two separate facilities within the prison are roughly halfway through their associate's degree program.

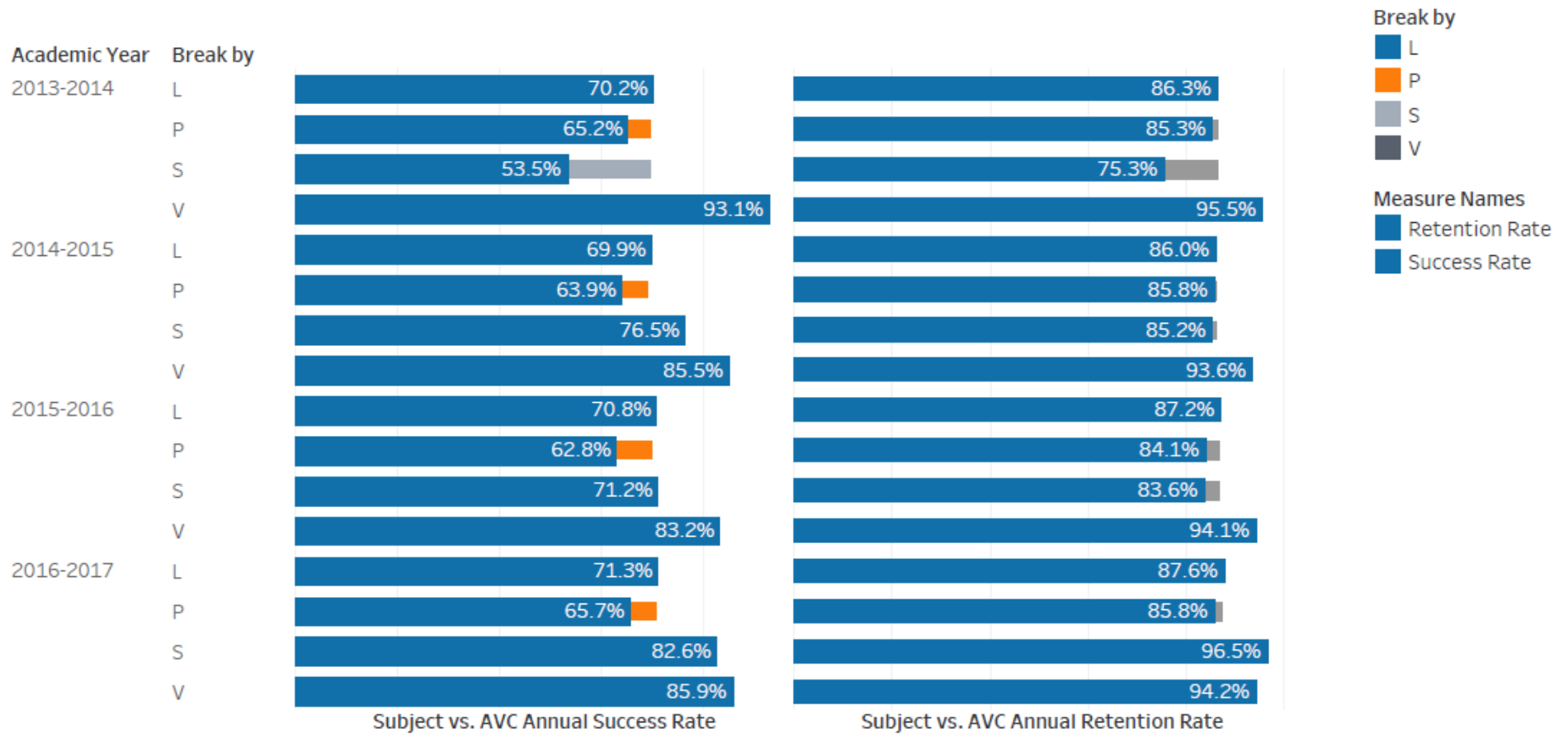
Current challenges includes students' need for basic skills classes to prepare them for courses with English and Math prerequisites coupled with an inability to conduct Accuplacer assessments in the prison at the present time. In addition, a campus shortage of English and Math instructors as well as specialized Business instructors who are available and willing to teach in the prison has resulted in courses being offered out of sequence. Currently, no classes are being offered in the Spring 2018 semester. Meanwhile discussions of bringing accelerated basic skills curriculum such as ERWC and SMAO to the prison are being discussed.

The administration is committed to seeing the current 60 students through to degree completion in as timely a manner as possible while continuing to evaluate the feasibility of continuing the program beyond the current cohort.

Corporate & Community Education:

Palmdale Center is the new home to the offices of Corporate & Community Services under the direction of the Dean of Palmdale Center and Extended Learning. The Palmdale facility has afforded the department the ability to offer classes in the east valley while continuing to bring community education classes to the main campus as well. C&CS is currently administrating two corporate education programs: the Pre-Apprenticeship Program for the Building and Construction Trades at Palmdale Center and a successful 13-week Customer Service and Hospitality program for LACOE GROW/GAIN participants.

Success, Retention, and Enrollment Numbers by Subject and Academic Year



FTES by Subject (Major Terms)

Term Code

| | 2013 Fall | 2014 Fall | 2014 Spring | 2015 Fall | 2015 Spring | 2016 Fall |
|----------|-----------|-----------|-------------|-----------|-------------|-----------|
| L | 4,538.1 | 4,585.8 | 4,467.1 | 4,409.4 | 4,419.9 | |
| P | 555.8 | 503.6 | 548.0 | 545.2 | 499.4 | |
| S | 14.8 | 15.7 | 14.2 | 14.5 | 8.2 | |
| V | 54.0 | 56.4 | 57.2 | 66.7 | 57.9 | |
| Grand .. | 5,162.7 | 5,161.5 | 5,086.4 | 5,035.8 | 4,985.3 | |

FTES by Subject (Major Terms)

Term Code

| | 2016 Fall | 2016 Spring | 2017 Spring | 2017 Fall |
|----------|-----------|-------------|-------------|-----------|
| L | 4,371.4 | 4,219.2 | 3,854.3 | 4,223.7 |
| P | 528.8 | 538.8 | 481.5 | 549.3 |
| S | 7.3 | 6.8 | 5.7 | 65.3 |
| V | 74.9 | 65.3 | 70.5 | 71.8 |
| Grand .. | 4,982.4 | 4,830.1 | 4,412.0 | 4,910.1 |

7. Cite examples of using outcome (PLO, ILO, and/or OO) action plans as the basis for resource requests and how the allocation of those resources (e.g. human, facilities/physical, technology, financial, professional development) or making other changes resulted in or correlate with improved outcome findings over the past five years.

| ILO/PLO/OO | Action Plan | Current Status | Impact of Action |
|---|--|----------------|--|
| Build and maintain excellence in academic offerings that are student- | Develop and use enrollment data to better plan class | Ongoing | Trend data is being collected for the new Center with increased focus, starting in Spring 2018, of efficiency rates to maximize use of space and resources. Center dean will be cooperating with division deans to monitor trends in demand for specific sections and majors over the next several years in order to predict and plan for academic staffing needs specific to the Palmdale Center. |

| | | | |
|--|------------|-----------------|--|
| focused, proactive, and responsive to the needs of the community and constituents. | offerings. | | |
| | | Choose an item. | |
| | | Choose an item. | |
| | | Choose an item. | |

8. Review the goals identified in your most recent comprehensive self-study report and any subsequent annual reports. Briefly discuss your progress in achieving those goals.

| Goals/Objectives | Current Status | Describe any relevant measures/data used to evaluate the impact |
|---|----------------|--|
| Provide full assessment services to the Palmdale service area. | Ongoing | New Palmdale Center now has a fully dedicated Assessment Center. Hours for assessment testing have expanded and contracted to meet student demand throughout the academic year. The Center currently has three fully-trained assessment proctors including an hourly Clerical II to cover staffing. Spring 2018 has shown an increase in Assessment Center traffic and full utilization of the space. Center dean is working closely with Admissions & Records dean and Student Outreach director to evaluate the assessment needs of the east valley high schools and tailor the schedule to accommodate those needs. |
| Provide learning assistant services based on the Palmdale class schedule and student success rate. | Ongoing | Palmdale Center has a fully functional, dedicated Tutoring and Learning Center, offering services and workshops for students. The T&L Center has a varied schedule based on the current resources, but sufficient for the current student population. As enrollment grows, Center dean will collaborate with Rhetoric & Literacy dean to evaluate traffic and student demand in order to continue to increase services as needed to ensure student success. |
| Offer appropriate courses and amount of sections leading to students being able to complete at least 100% of the CFE degree and 80% of other degree/certificate programs identified for the Center. | Ongoing | Increased number of classrooms and class sections in the new Center ensures that more classes are available to students wishing to make Palmdale their primary campus. The goal will be to adjust offerings based on student demand and grow capacity of certain sections to maximize use of space and time on campus. Division deans will continue to develop and adjust two-year plans with consideration of offering more classes in Palmdale, especially related to completion of identified degree programs: Deaf Studies, Spanish, Child and Family Education, and Administration of Justice. |

| | | |
|---|----------------|---|
| <p>Expand student support services to meet the projected annual enrollment growth of 3%.</p> | <p>Ongoing</p> | <p>Palmdale Center support services scheduling is continually being adjusted (in collaboration with other division deans and department leads) to meet the demands of students at the new Center. Current services include counseling, assessment, Financial Aid, OSC, CalWorks, EOPS, cashiers, bookstore, Books H.E.L.P., Mental Health, Library, Tutoring and Learning Center, and Computer Commons The Tutoring and Learning Center, Library and Computer Commons remain open for student study during all open hours of the Center. Tutoring and library services are posted and offered at both day and evening hours during the week to give the greatest access to students and maximize staffing.</p> <p>The lobby of the new Administration building in Palmdale has two computer stations for students' use for registration, applying for financial aid, etc. and the student services windows are fully staffed to help students during normal office hours.</p> <p>A rotating schedule of office space in the administration building gives Palmdale faculty the ability to maintain office hours to meet students' needs. Campus Security has also adjusted hours to meet the increased use of the campus for Friday and Saturday classes. The Center will increase its focus on tracking delivery of student support services to gauge students' needs.</p> |
| <p>Briefly discuss your progress in achieving those goals: (see above)</p> <p>Please describe how resources provided in support of previous program review contributed to program improvements:</p> <p>Addition of an Administrative Assistant position has provided great assistance to the new Center dean in managing day-to-day operations and coordination of staff, addressing faculty needs, and scheduling of services. AA allows the dean more flexibility to attend administrative meetings on main campus as well focus on Corporate & Community Services and economic development roles as a community liaison of the College.</p> <p>Addition of FT counselor dedicated to the Center has rounded out the counseling staff of two additional PT and one Educational Advisor. Center is functioning well with current staffing and remains flexible to adjust support services hours and offering as need dictates.</p> <p>Coordination with the Marketing & Public Information Executive Director to market and promote the Center through local and social media and to plan community events such as the Open House have helped to drive community awareness of the new location. Center dean will continue collaboration with the Marketing & Public Information office to develop and implement additional strategies to drive enrollment goals will continue.</p> | | |

9. Based on data analysis, outcomes, program indicators, assessment and summaries, list discipline/area goals and objectives to advancing district Strategic Goals, improving outcome findings and/or increasing the completion rate of courses, certificates, degrees and transfer requirements in 2016-2017. Discipline/area goals must be guided by [district Strategic Goals](#) in the Educational Master Plan (EMP), p.90. They **must be supported by an outcome or other reason (e.g., health and safety, data analysis, national or professional standards, a requirement or guideline from legislation or an outside agency).**

| Goal # | Discipline/area goal and objectives | Relationship to Strategic Goals* in Educational Master Plan (EMP) and/or other | Expected Impact on Program Outcomes/Student Learning | Action plan(s) or steps needed to achieve the goal** | Resources needed (Y/N)? |
|--------|---|---|---|--|-------------------------|
| 1 | Offer appropriate courses and number of sections leading to students being able to complete at least 100% of the CFE degree and 80% of other degree/certificate programs identified for the Center. | *2. Increase efficient and effective use of all resources: Technology, Facilities, Human Resources, Business Services *4. Advance more students to college-level coursework. Choose an item. Choose an item. | As full degree programs continue to grow, enrollment at Palmdale Center will also continue to grow as more students are able to complete their studies at the Center. | Coordination with division deans to develop strategies for course scheduling. | Yes |
| 2 | Advocate for course scheduling that maximizes the use of space and time at Palmdale Center including classes on Fridays and Saturdays. | Choose an item. *2. Increase efficient and effective use of all resources: Technology, Facilities, Human Resources, Business Services Choose an item. *4. Advance more students to college-level coursework. | By offering flexible times, enrollment may increase. | Coordination with division deans to develop strategies for course scheduling. | No |
| 3 | Continue to provide full assessment services to the Palmdale service area. | *4. Advance more students to college-level coursework. Choose an item. Choose an item. Choose an item. | Addresses the needs of students in the Palmdale area to complete the AVC application/ enrollment process at the Center. | Continued funding of one hourly Clerical II to support Assessment Center. | Yes |
| 4 | Pursue bringing ERWC and SMAP basic skills curriculum into State Prison LA County to insure incarcerated student success. | 1. Commitment to strengthen Institutional Effectiveness measures and *4. Advance more students to college-level coursework. Choose an item. Choose an item. | Students will be able to complete their college-level courses toward Business certificates and degrees. Barriers to college completion for local incarcerated students will be removed. | Work with State Dept. of Corrections & Rehabilitation both locally and at state level to acquire curriculum and draft articulation agreements. | Yes |
| 5 | Expand faculty recruitment outreach to | 1. Commitment to strengthen Institutional Effectiveness measures | Having a broader pool of instructors will allow the | Work with FPD Committee to promote online training classes | No |

| | | | | |
|--|---|---|---|--|
| expose more instructors to the opportunity to teach incarcerated students. | and *2. Increase efficient and effective use of all resources: Technology, Facilities, Human Resources, Business Services *4. Advance more students to college-level coursework. Choose an item. | current cohort of students the opportunity to complete their degrees and possibility allow the college to sustain the program beyond the pilot. | on teaching incarcerated students and offer small groups of faculty the opportunity to visit the prison and explore the teaching opportunity there. | |
|--|---|---|---|--|

****Action plan verbs:** expand, reduce, maintain, eliminate, outsource, reorganize, re-engineer, study further, etc.

10. Identify significant resource needs that should be addressed currently or in near term. For each request type identify which **discipline/area goal(s) from 9 guide this need.**

| Indicate which Discipline/area Goal(s) guide this need | Type of Request (Personnel ¹ , Technology ² , Physical ³ , Professional development ⁴ , Other ⁵) | New or Repeat Request? | Briefly describe your request here | Amount, \$ | One-time or Recurring Cost, \$? | Contact's name |
|--|--|------------------------|---|------------|---------------------------------|----------------|
| 1 | Personnel | New | 1 FT faculty for DFST & Spanish; supports goals identified in DFST & Spanish PR's | \$53,105 | Recurring | Deans |
| 3 | Personnel | Repeat | 1 Hourly Clerical II to support Assessment Center. | \$38,400 | Recurring | Dean |
| 4 | Other | New | Funds to purchase ERWC and SMAP curriculum/ software and train CDCR instructors | \$20,000 | One-time | Dean |
| | Choose an item. | Choose an item. | | | Choose an item. | |
| | Choose an item. | Choose an item. | | | Choose an item. | |
| | Choose an item. | Choose an item. | | | Choose an item. | |
| | Choose an item. | Choose an item. | | | Choose an item. | |

¹List needed human resources in priority order. For faculty and staffing request attach Faculty Position Request form.

²List needed technology resources in priority order.

³In priority order, list facilities/physical resources (remodels, renovations, or new) needed for safer and appropriate student learning and/or work environment.

⁴List needed professional development resources in priority order. This request will be reviewed by the professional development committee.

⁵List any other needed resources in priority order.