

2025-2028 Antelope Valley College Student Equity Plan

EXECUTIVE SUMMARY



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INTRODUCTION

Antelope Valley College (AVC) affirms its unwavering commitment to equity, inclusion, and student success through the 2025–2028 Student Equity Plan (SEP). This plan reflects AVC's vision for creating equitable access, fostering belonging, and empowering every student to achieve academic and career success. Developed in alignment with the California Community Colleges Chancellor's Office (CCCCO) Vision 2030, Education Code 78222, and the AVCCD Board of Trustees Strategic Priorities, the SEP provides a roadmap for closing opportunity gaps and advancing educational excellence across the institution.

About Antelope Valley College

Antelope Valley College (AVC) serves a 1,945-square-mile region in northern Los Angeles and southeastern Kern counties, including the cities of Lancaster and Palmdale. The College operates three locations—the main campus in Lancaster, the Palmdale Center, and the Fox Field Complex—and serves as the region's primary gateway to higher education and career training.

Situated in a region shaped by aerospace, healthcare, and education industries, AVC plays a vital role in advancing economic mobility and closing opportunity gaps. Despite challenges such high as unemployment and limited access to fouryear institutions, the College drives workforce development and equity through strong industry partnerships, responsive deep programs, and commitment to student success.

The purpose of the 2025-2028 Student Equity Plan is to eliminate equity gaps, elevate outcomes for disproportionately impacted (DI) student populations, and cultivate a culture of belonging and achievement across all aspects of the College experience.

AVC Guiding Values

- **Community**: Uplifting one another through collaboration and care.
- Academic Excellence: Commitment to quality and continuous learning.
- **Integrity:** Transparency and responsibility in all actions.
- **Respect:** Honoring diversity and individual experiences.

Together, these commitments define AVC's ongoing promise—to remove barriers, foster inclusion, and empower every student to thrive.



2022-2025 STUDENT EQUITY PLAN REFLECTION

Key Learnings

In reviewing 2022-2025 outcomes, AVC identified several root causes of the equity gaps experienced by students:

Awareness - often students do not know which classes to take, which pathways lead most directly to their career interests, which supports/resources are available, and how to efficiently reach their academic and professional goals.

Access - often students find the AVC application/orientation/registration processes are complex which prevents enrollment; financial barriers prevent students from taking a full course load or persisting; long wait times prevent timely access to counseling.

Support - often students are unaware of the wide array of supports available to them at AVC or are hesitant to access these resources, which negatively impacts enrollment, course selection. course success, completion, and transfer. Additionally, supports and resources are not always available to students at the times and/or in the modality that best meets their needs. For example, most services are not available after 6PM M-Th nor after 11:30AM on Fridays nor on weekends.

Antelope Valley College has engaged in significant work to foster and further a culture of equity over the last three years. The most significant structural change was the 2024 creation of the **Equity and Student Achievement area** and the addition of a new Executive Team position, the Assistant **Superintendent/Vice President of Equity** of Student Achievement (ESA). The establishment of this area and addition of a vice president specifically focused on equity work underscores AVC's commitment to equity.

AVC affinity groups (Veterans Resource Center, Umoja, A2MEND, Focus 180, Puente, Pride, Dreamers, MESA) have also been cited as strong hubs of encouragement and belonging for students from DI groups.

Additionally, the college developed and launched the **Marauder Achievement Zone,** a tutoring hub located in the college's athletics complex. AVC's athletes are required to spend a minimum of 4 hours in the Zone weekly to maintain eligibility to play. Co-locating support for athletes in the place they spend the most time on campus has increased access, reduced barriers, and yielded increased student-athlete retention and success rates.

Furthermore, AVC continues to expand its robust **Books HELP program**, a service that provides digital access codes and a textbook lending library, to thousands of students each semester which enables them to continue their academic journey with the materials necessary for success.



The 2025-2028 Student Equity Plan reflects extensive campus collaboration and active student engagement. Between Spring and Fall 2025, AVC facilitated a series of focus groups, data summits, committee meetings, surveys and writing sessions to ensure the plan authentically represented campus and student perspectives.

ENGAGEMENT HIGHLIGHTS

- Cross-campus representation: Faculty, classified staff, administrators, and students.
- Facilitated sessions: Conducted with Achieving the Dream (ATD) coaches.
- Venues for feedback: Strategic Planning and Budget Council, Management Council Retreat, Celebrate AVC Data Summit, Academic Senate, Equity Advisory Council, Guided Pathways, Academic Achievement Committee, Umoja convening, New Faculty Orientation, Enrollment Management Committee, Board of Trustees.
- **Student input:** Focus groups, surveys, and direct dialogues with affinity groups.
- Integration: Equity & Student Achievement (ESA) synthesized input into the final plan shared with Academic Senate, Guided Pathways Committee, Equity Committee, SPBC, and the Board of Trustees.



DI GAPS TO BE ADDRESSED

Antelope Valley College identified the following disproportionately impacted (DI) student populations through disaggregated data analysis aligned with the California Community Colleges Chancellor's Office (CCCCO) Vision 2030 metrics. These groups represent the focus of the 2025–2028 Student Equity & Achievement Plan and guide the College's strategies for closing equity gaps across enrollment, persistence, completion, and transfer outcomes.

| Equity Indicator | 2025-2028 DI Groups | |
|--|---|--|
| Enrollment (Access) | White StudentsAsian Males | |
| Persistence (Fall to Spring) | Male Students First-Generation Students Economically Disadvantaged Students Black or African American Students White Students Veteran Students | |
| Transfer-Level Math and English (First Year) | Male Students Economically Disadvantaged Males First-Generation Students Black or African American Students Hispanic Males DSPS Students Foster Youth | |
| Completion (Degree/Certificate) | First-Generation Students Male Students Black or African American Students Economically Disadvantaged Males Foster Youth DSPS Male Students | |
| Transfer to a Four-Year Institution | Economically Disadvantaged Students Male Students First-Generation Students Hispanic Students Black or African American Females Foster Youth | |



RACE-CONSCIOUS FRAMEWORK

Antelope Valley College (AVC) is deeply committed to advancing educational equity through a race-conscious lens—one that recognizes the enduring impact of systemic racism, centers the lived experiences of disproportionately impacted students, and actively works to dismantle structural barriers to success.

This commitment extends beyond compliance; it represents a deliberate institutional stance that equity must be intentionally designed, resourced, and assessed through race-conscious practices.

Race-consciousness at AVC means naming racial inequities explicitly, analyzing their root causes, and enacting solutions that promote belonging, representation, and access to opportunity for all. It also means holding the institution accountable for measurable progress in closing equity gaps for Black, Latinx, and other racially minoritized student groups while simultaneously improving outcomes for all students, including other DI populations such as males, first-generation students, foster youth, economically disadvantaged students, veterans, and students with disabilities.

AVC recognizes that achieving true equity requires more than well-intentioned programs—it demands courageous leadership, bold policy decisions, sophisticated data collection/analysis, and a shared responsibility across all levels of the college. Through the 2025–2028 Student Equity and Achievement Plan (SEAP), AVC commits to aligning every practice, budget decision, and program design with the goal to eliminate racial inequities and uplift the diverse communities it serves.

CORE RACE-CONSCIOUS STRATEGIES EMBEDDED IN THE PLAN

Unapologetic Focus on Racial Equity

AVC places racial equity at the forefront of institutional planning, acknowledging the disproportionate barriers that Black, Hispanic/Latinx, and other historically excluded students continue to face. Every strategy and goal in the SEAP is guided by a moral and educational imperative to eliminate those disparities.

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Bold and Intentional Action

The College commits to confronting structural inequities through direct and intentional interventions. This includes reexamining institutional policies, addressing inequitable practices in course placement and completion, and ensuring that equity work is proactive rather than reactionary. The plan prioritizes investments in high-impact supports that strengthen persistence and completion for students of color.

Discretion in Decision-Making (Resource Allocation)

The SEAP establishes clear discretion for the Vice President of Equity and Student Achievement to lead in determining how Student Equity funds are allocated. This ensures that equity-driven decisions are made in alignment with campus needs, student voice, and data—not tradition or convenience. Strategic discretion allows for flexibility in shifting resources to the areas where inequities are most pronounced.

Budget Alignment with Equity Goals

AVC recognizes that budgets are moral documents that reflect institutional values. The College will refine SEP funding processes to ensure all spending decisions demonstrably advance equity outcomes. Equity goals will be integrated into fiscal planning and program review to ensure resource distribution directly supports closing racial equity gaps.

Institutional Capacity Building

Sustaining equity work requires capacity. AVC will continue to invest in the personnel, space, technology, and professional development needed to institutionalize equity as part of everyday practice. This includes supporting data literacy, race-conscious pedagogy, and cross-departmental collaboration so that equity goals are embedded—not siloed—within the College's operations.

Measuring What Matters - Technical & Data Infrastructure

AVC is developing stronger data infrastructure and real-time accountability systems to monitor progress toward equity goals. The College will disaggregate student outcomes by race, gender, and other identity factors to illuminate disparities and guide decision-making. Through dashboards, data summits, and continuous inquiry, AVC will ensure progress toward equity is both visible and measurable



PLAN REVIEW PROCESS, SCHEDULE & ACCOUNTABILITY

To ensure accountability, transparency, and continuous improvement, Antelope Valley College has established a structured process for reviewing and communicating progress on the 2025–2028 Student Equity & Achievement Plan. The following table outlines the key activities, frequency, and participants involved in monitoring, evaluating, and advancing equity goals across the institution.

| Activity | Frequency | Primary Purpose | Participants / Audience |
|---|-------------------------|---|---|
| Campuswide Progress Updates | End of each semester | Report progress on SEP goals and highlight achievements | All faculty, staff, and students |
| Quarterly Surveys | 4x per year | Gather feedback on progress, barriers, and impact of initiatives | Students, staff, faculty |
| Townhall Discussions | 2–3 times per year | Provide open dialogue and transparency on equity progress | Campus community, leadership |
| Bi-Annual Data Summits | Twice per year | Review disaggregated data and track improvement in equity metrics | Institutional Research, ESA, Academic Senate, committees |
| Affinity Group & SEP Program Focus Groups | Twice per year | Solicit student input and recommendations on programs and needs | Umoja, Puente, Dreamers, VRC, MESA, A2MEND, Focus 180, etc. |
| Annual Board of Trustees Report | Once per year | Present progress toward Vision 2030 and SEP metrics | AVCCD Board of Trustees, campus leadership |
| Equity Newsletter | Monthly | Share success stories, research, and campus highlights | AVC community and partners |
| Equity & Student Achievement Website Launch | Ongoing (2025- 2026) | Serve as central repository for data, progress updates, and equity communications | Public and campus community |



PLAN CONTINUITY & KEY DISCOVERIES

Building upon the progress made through the 2022-2025 Student Equity Plan, Antelope Valley College (AVC) will continue to focus on addressing persistent equity gaps among male students, Black/African American students, first-generation students, economically disadvantaged students, and foster youth. The 2025-2028 plan strengthens successful prior strategies while expanding efforts identified by students and the campus community as most essential to eliminating equity gaps. Through a process of reflection and analysis, AVC identified three primary insights that will guide continuity and improvement:

Bridging Awareness and Access

While AVC offers a wide range of supports and services, many students remain unaware of them or face barriers to access. The College will enhance outreach campaigns, develop just-in-time engagement tools, meet students where they are, and equip faculty and staff to serve as informed connectors to campus resources.

Strengthening Infrastructure for Success

Key systems necessary to fully support students across the five equity metrics—such as a campuswide early alert system, degree planning tools, published program maps, enrollment management technology, and onboarding structures—are still in development. AVC workgroups and committees are addressing these gaps to ensure equitable, efficient pathways for student achievement.

Creating Welcoming and Affirming Environments

Data and student feedback confirm that when services are delivered in a warm, culturally responsive manner, disproportionately impacted students thrive. AVC will continue to refine and expand programs proven to be most effective—such as affinity groups, tutoring and learning centers, group counseling, Books H.E.L.P., ZTC courses, Marauder Promise, equity-focused events, social media outreach, and professional development.

AVC will sustain its institutional commitment to equity through ongoing communication, transparency, and accountability. Key campus structures—such as the Equity & Student Achievement newsletter, website, and social media, AVC Townhalls, faculty orientation, data summits, and participatory governance groups—will continue to center and advance equity. By aligning disaggregated data with Board Priorities, Strategic Enrollment Management (SEM), and budget planning, AVC ensures that equity remains embedded in every level of institutional decision-making.



STRATEGIC ALIGNMENT & CORE METRICS

Antelope Valley College's 2025–2028 Student Equity & Achievement Plan (SEAP) is strategically aligned with the California Community Colleges Chancellor's Office (CCCCO) Vision 2030 framework, which emphasizes equitable access, success, and completion for all students.

This alignment ensures that AVC's institutional goals, resource allocation, and accountability measures directly support statewide priorities to eliminate equity gaps and improve educational outcomes across the five core metrics.

Aligned in:

- **Vision 2030** Advancing California's systemwide commitment to equitable student success by focusing on enrollment growth, completion of transfer-level math and English, degree and certificate attainment, transfer to four-year universities, and meaningful employment outcomes.
- **AVCCD Board Priorities** Increasing FTES and enrollment, improving academic progression, expanding CTE program completions, and strengthening community engagement.
- AVCCD S.E.R.V.E.S. Plan Centering institutional action on removing barriers, fostering inclusion, increasing awareness of support resources, using real-time data to improve outcomes, and building student belonging across the AVC community.
- Equity & Student Achievement (ESA) Strategic Plan Ensuring that all disproportionately impacted student groups experience equitable access, success, and completion across AVC's programs, services, and pathways.

Core Metrics

The 2025-2028 SEAP focuses on measurable progress across the following equity indicators:

- 1. Successful Enrollment (Access)
- 2. Completion of Both Transfer-Level Math and English (First Year)
- 3. Persistence (First-to-Second Primary Term)
- 4. Completion (Degree or Certificate)
- 5. Transfer to a Four-Year Institution

These metrics provide a consistent framework for evaluating progress, ensuring alignment between statewide Vision 2030 goals, local strategic priorities, and AVC's institutional mission to empower all students through equity-driven education and achievement.

Enrollment Strategies

- Improve Application and Enrollment Process and Tracking
- Outreach and Early Engagement (in alignment with AVC Board Priorities)
- Enrollment Support Services (in alignment with AVC Board Priorities)
- Professional Development
- Increase campus community-building activities to foster inclusion.
- Refine/expand Bridge Program
- Refine/expand access counseling/advising services for individuals considering attending AVC

Transfer-Level Math/English Success Strategies

- Scale Corequisite and Readiness Models
- Align curriculum with embedded readiness workshops and targeted advising to close gaps for male and first-gen students.
- Implement Data-Informed Case Management
- Institutionalize Peer and Faculty Collaboration
- Refine Bridge and Intersession Support
- Advance Belonging through Affinity Coordination
- Create cohort-based learning communities to build academic identity and persistence.
- Refine and expand equitable access to timely and accurate advising
- Strengthen communication re: Math and English pathways
- Enhance faculty engagement through data-informed early alerts.
- Expanded tutoring and flexible support

Persistence Strategies

- Strengthen Coordinated Case Management
- Build Data-Informed Persistence Monitoring Systems
- Enhance Communication and Milestone Awareness
- Expand Flexible and Timely Support Access
- Foster Belonging and Academic Identity
- Just-In-Time Outreach
- Leverage Data for Continuous Improvement
- Improve Connection and Belonging
- Refine and Expand Communication and Awareness

Completion Strategies for 2025-2028

- Early Intervention and Progress Monitoring
- Culturally Responsive and Career-Relevant Instruction
- Scale flexible completion supports
- Strengthen academic momentum through integrated learning supports
- Use data-inquiry teams (faculty, student services, IR, etc.) to explore root causes of lower completion rate for DI groups
- Develop model to track and engage with DI students
- Leverage personalized outreach (emails, texts, phone calls)
- Celebrate milestone achievements (certificate completion, transfer readiness)
- Maintain consistent engagement across all terms, not just Fall
- Establish institution-wide accountability metrics for completion equity

Transfer Strategies

- Implement a proactive approach to reach out to all transfer-intending students from DI populations
- Embed transfer guidance into first-year courses
- Expand transfer-focused programming across affinity groups ensuring underrepresented students see transfer as attainable and expected
- Coordinate transfer-focused events, such as CSU/UC transfer days, alumni panels, and university site visits
- Strengthen partnerships with CSU and UC campuses to remove confusion around transfer requirements
- Increase capacity for transfer-focused counseling appointments and workshops and require regular advising check-ins for DI students



| Category | 2022-2023 | 2023-2024 | 2024-2025 | Category Totals |
|--|----------------|----------------|----------------|-----------------|
| Academic Salaries | \$2,185,600.60 | \$2,516,910.99 | \$2,574,034.62 | \$7,276,546.21 |
| Classified & Other Non- Academic Salaries | \$1,602,423.83 | \$2,226,047.45 | \$1,726,192.95 | \$5,554,664.23 |
| Employee Benefits | \$1,070,555.70 | \$1,261,065.48 | \$1,151,363.02 | \$3,482,984.20 |
| Operating Expenses & Services | \$1,686,505.22 | \$1,541,811.25 | \$609,771.36 | \$3,838,087.83 |
| Capital Outlay | \$1,886,126.83 | \$32,643.35 | _ | \$1,918,770.18 |
| Other Outgo | \$173,266.50 | \$157,335.17 | \$76,273.00 | \$406,874.67 |
| Annual Totals | \$8,604,478.68 | \$7,735,813.69 | \$6,137,634.95 | \$22,477,927.32 |

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APPENDIX A 2025-2028 STUDENT EQUITY PLAN DEVELOPMENT TIMELINE

| Sharing New DI Data and Targets | Gathering Campus Input |
|---|---|
| 5/14/25 - SPBC Meeting | 9/9/25 - AVC Equity Plan Focus Groups with ATD |
| Overview of Equity Plan and DI Data from | Coaches 30 faculty/staff/administrators (AM session) |
| CCCCO | 43 students + 14 staff (PM session) |
| 5/16/25 - Celebrate AVC Day | 9/23/25 - Equity Advisory Committee Meeting |
| Overview of Equity Plan and DI Data from | Data overview presented Input survey link distributed |
| CCCCO | to attendees and all 65 invitees |
| 6/30/25 - Umoja Student Meeting | 9/24/25 - Data Overview and Survey Link Distributed |
| Overview of Equity Plan and DI Data from | College Coordinating Council (CCC) Enrollment |
| CCCCO | Management Committee |
| 7/29/25 - Equity & Student Achievement | 9/25/25 - Invitations Sent to Program Leads for Input |
| Area Meeting Overview of Equity Plan and | OneDrive files shared broadly across faculty, staff, and |
| DI Data from CCCCO | administrators |
| 8/7/25 - AVC Management Council Retreat | 9/25/25 & 9/26/25 - Equity Plan Writing Sessions |
| Overview of Equity Plan and DI Data from | Cedar Hall 206 Invitations sent to related program |
| CCCCO Solicited feedback on strategies | staff, administrators, and faculty |
| 8/13/25 - New Faculty Orientation (ESA Intro) Overview of Equity Plan and DI Data from CCCCO | 9/30/25 - Invitations Re-Sent to Program Leads for Input OneDrive files shared with faculty, staff, and administrators |
| 8/26/25 - AVC Basic Meeting Overview of Equity Plan and DI Data from CCCCO Encouraged participation in providing strategies | 9/30/25 - Deans and Directors Meeting Reviewed OneDrive files and added input 10/1/25 - Student Services Area & Transfer Center Meetings |
| 9/3/25 - SPBC Meeting Overview of Equity Plan and DI Data from CCCCO Encouraged participation in providing strategies | 10/1/25 - Input Survey Link Sent to SPBC Members 10/3/25 - Equity Advisory Committee: Second Invite to Input Survey 10/3/25 - President's Townhall 10/8/25 - SPBC Meeting 10/14/25 - Guided Pathways & Academic Achievement Committee Meetings 10/28/25 & 11/4/25 - Equity Advisory Committee Meetings 11/6/25 - Academic Senate Meeting 11/10/25 - Board of Trustees Meeting |

APPENDIX B 2025-2028 Analysis of Disproportionate Impact

| Equity Indicator | 2025-2028 DI Groups | |
|--|---|--|
| Enrollment (Access) | White StudentsAsian Males | |
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| Completion (Degree/Certificate) | First-Generation Students Male Students Black or African American Students Economically Disadvantaged Males Foster Youth DSPS Male Students | |
| Transfer to a Four-Year Institution | Economically Disadvantaged Students Male Students First-Generation Students Hispanic Students Black or African American Females Foster Youth | |
| Comprehensive Education Plan | Male Students | |