ANTELOPE VALLEY COLLEGE

Program Review 2025 Peer Review Feedback (Non-Instructional)

On behalf of the Program Review Committee, we thank you for your time and effort in completing your Program Review report this year and for your ongoing efforts to continuously improve AVC's programs and services for our students. Your Program Review allows the rest of AVC to better understand your efforts and how they support the college overall.

Department/Area/Division Name: President's Office (No Submission)
Peer Reviewed By: Dr. Richie Neil Hao & Samuel Padilla

Part 1. Program Overview	**Program Overview: Briefly describe how the program contributes to the district mission.** ☐ **Exemplary**: A clear connection is described regarding how the program connects to and supports the district mission. ☐ **Adequate**: The work of the program described, but it is not obvious how it contributes to the district mission. ☐ **Improvement Needed**: No response or response does not connect the program to the district mission. *Comments:* ☐ *REVISION REQUIRED*
Part 2A. Analyze the program review data	**Part 2A: Analyze the program review data for your area including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.** **Guiding Questions:** • Who do you primarily serve and what services do you provide for each of the groups? • How is the work of your area measured or quantified? What is your measure of success? • How do the demographics served by your area's work compare to AVC's service area demographics? • Which race/ethnicity groups experience the largest equity gaps? • What are the success and retention rates (S&R) for your area (if applicable)? Did they decrease or increase in the last year? ☐ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question. ☐ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question. The section could be strengthened with more data and analysis. ☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question. *Comments:*

☐ *REVISION REQUIRED*

Part 2B.
 	
Analyze the program review data
	Part 2B: Analyze the program review data, including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.) to identify the program Strengths, Opportunities & Aspirations:
	• **Strengths and Accomplishments:** Guiding Questions
	   o What does your program/area do well, including capabilities and greatest accomplishments?
	   o What are the practices that were implemented to increase student success/retention rates or completion rates, or other practices that support the college mission?
	• **Opportunities and Challenges**: Guiding Questions
	   o What does your program/area need to do better to support/improve student success?
	   o What actions can be taken to help close equity gaps?
	• **Aspirations**: Guiding Questions:
	   o What does your program/area want to be known for?
	   o What is a desired future?
	
	☐ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question regarding Strengths, Opportunities & Aspirations.
	☐ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question regarding Strengths, Opportunities & Aspirations. The section could be strengthened with more data and analysis.
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	Comments:
	
	☐ *REVISION REQUIRED*

2C. Progress towards Outcomes Improvement Plans	**Review and comment on progress toward past Outcomes Improvement Plans.** (List your past OIPs and progress towards those goals.) ☐ **Exemplary**: Outcomes Improvement Plans are clearly listed, along with brief commentary about progress and the current status of those plans. ☐ **Adequate**: Information is provided about Outcomes Improvement Plans for the area, but Plans have not been clearly listed and/or progress is unclear. ☐ **Improvement Needed:** No response or response provided does not make evident that Outcomes Improvement Plans have been developed nor if progress has been made. *Comments:* ☐ *REVISION REQUIRED*

2D. Progress towards past program review goals	**Review and comment on progress towards past program review goals.** (List your past program review goals and progress towards those goals.) ☐ **Exemplary**: Past program review goals are clearly listed, along with brief commentary about progress and the current status of those goals. ☐ **Adequate**: Information is provided about past program review goals, but goals have not been clearly listed and/or progress is unclear. ☐ **Improvement Needed:** No response or response provided does not make evident what the past goals are nor if progress has been made. *Comments:* ☐ *REVISION REQUIRED*
3. Program Review Goals	**Based on Part 2 above, please list program/area goals for 2024-2025.** ☐ **Exemplary**: Each goal is connected to an ILO/PLO/SLO/OO and ESP Goal. The goals are student-centered and are connected to the analysis in Part 2 above. Steps to be taken to achieve the goals are delineated, as well as the measure of success for each. ☐ **Adequate**: Goals are formed, and each is connected to an ILO/PLO/SLO/OO and ESP Goal, but not all goals are clearly connected to analysis in Part 2 and/or are not student-centered. Steps to be taken to achieve the goal and the measure of success are provided for each, but may be unclear or hard to understand. ☐ **Improvement Needed:** No response or goals listed are not connected to an ILO/PLO/SLO/OO and ESP Goal. Goals listed are actually resource requests, rather student-centered goals. Steps to be taken to achieve the goal and the measure of success are unclear or not provided. *Comments:* ☐ *REVISION REQUIRED*
4. Resource Requests that Support Program Needs	**Resource Requests that Support Program Needs (based on above analysis)** ☐ **Exemplary**: Each resource request entered is clearly connected to and supports a goal from Part 3. Each resource request is entered on the Program Review document. ☐ **Adequate**: Resource requests have been entered, but not all are clearly connected to goals from Part 3. Each resource request is entered on the Program Review document. ☐ **Improvement Needed**: No response or resource requests do not relate to goals from Part 3. ☐ **N/A**: No response because additional resources are not needed at this time and/or funding for resources exists from another source. *Comments:* ☐ *REVISION REQUIRED*
5. Program Review Data	**Insert your Program Review Data here, as well as any other supporting data.** Required: • Supporting data/information ☐ **Exemplary**: Program Review Data and other supporting data (if applicable) is inserted, and is understandable and relevant to the report.

	☐ **Adequate**: Program Review Data and other supporting data (if applicable) is inserted, but is difficult to understand and/or may not be clearly relevant to the report. ☐ **Improvement Needed:** No data is provided, or data provided is unreadable or does not support the report. *Comments:* ☐ *REVISION REQUIRED*

Additional Comments:

Program Review 2025 Peer Review Feedback (Non-Instructional)

On behalf of the Program Review Committee, we thank you for your time and effort in completing your Program Review report this year and for your ongoing efforts to continuously improve AVC's programs and services for our students. Your Program Review allows the rest of AVC to better understand your efforts and how they support the college overall.

Department/Area/Division Name: Academic Affairs

Peer Reviewed By: Dr. Richie Neil Hao & Samuel Padilla

Part 1. Program Overview	**Program Overview: Briefly describe how the program contributes to the district mission.**
	☒ **Exemplary**: A clear connection is described regarding how the program connects to and supports the district mission.
	☐ **Adequate**: The work of the program described, but it is not obvious how it contributes to the district mission.
	☐ **Improvement Needed**: No response or response does not connect the program to the district mission.
	Comments:
	☐ *REVISION REQUIRED*

Part 2A. Analyze the program review data	**Part 2A: Analyze the program review data for your area including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.**
	Guiding Questions:
	• Who do you primarily serve and what services do you provide for each of the groups?
	• How is the work of your area measured or quantified? What is your measure of success?
	• How do the demographics served by your area's work compare to AVC's service area demographics?
	• Which race/ethnicity groups experience the largest equity gaps?
	• What are the success and retention rates (S&R) for your area (if applicable)? Did they decrease or increase in the last year?
	☒ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question.
	☐ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question. The section could be strengthened with more data and analysis.
	☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question.
	Comments:
	☐ *REVISION REQUIRED*

Part 2B.
Analyze the program review data

Part 2B: Analyze the program review data, including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.) to identify the program Strengths, Opportunities & Aspirations:
- **Strengths and Accomplishments:** Guiding Questions
  - What does your program/area do well, including capabilities and greatest accomplishments?
  - What are the practices that were implemented to increase student success/retention rates or completion rates, or other practices that support the college mission?
- **Opportunities and Challenges**: Guiding Questions
  - What does your program/area need to do better to support/improve student success?
  - What actions can be taken to help close equity gaps?
- **Aspirations**: Guiding Questions:
  - What does your program/area want to be known for?
  - What is a desired future?

[X] **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question regarding Strengths, Opportunities & Aspirations.

[ ] **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question regarding Strengths, Opportunities & Aspirations. The section could be strengthened with more data and analysis.

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Comments:

[ ] *REVISION REQUIRED*

2C.
Progress towards Outcomes Improvement Plans

Review and comment on progress toward past Outcomes Improvement Plans.
(List your past OIPs and progress towards those goals.)

[X] **Exemplary**: Outcomes Improvement Plans are clearly listed, along with brief commentary about progress and the current status of those plans.

[ ] **Adequate**: Information is provided about Outcomes Improvement Plans for the area, but Plans have not been clearly listed and/or progress is unclear.

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Comments:

[ ] *REVISION REQUIRED*

2D. Progress towards past program review goals	 [X] **Exemplary**: Past program review goals are clearly listed, along with brief commentary about progress and the current status of those goals. [ ] **Adequate**: Information is provided about past program review goals, but goals have not been clearly listed and/or progress is unclear. [ ] **Improvement Needed:** No response or response provided does not make evident what the past goals are nor if progress has been made. *Comments:* [ ] *REVISION REQUIRED*
3. Program Review Goals	**Based on Part 2 above, please list program/area goals for 2024-2025.** [X] **Exemplary**: Each goal is connected to an ILO/PLO/SLO/OO and ESP Goal. The goals are student-centered and are connected to the analysis in Part 2 above. Steps to be taken to achieve the goals are delineated, as well as the measure of success for each. [ ] **Adequate**: Goals are formed, and each is connected to an ILO/PLO/SLO/OO and ESP Goal, but not all goals are clearly connected to analysis in Part 2 and/or are not student-centered. Steps to be taken to achieve the goal and the measure of success are provided for each, but may be unclear or hard to understand. [ ] **Improvement Needed:** No response or goals listed are not connected to an ILO/PLO/SLO/OO and ESP Goal. Goals listed are actually resource requests, rather student-centered goals. Steps to be taken to achieve the goal and the measure of success are unclear or not provided. *Comments:* [ ] *REVISION REQUIRED*
4. Resource Requests that Support Program Needs	**Resource Requests that Support Program Needs (based on above analysis)** [X] **Exemplary**: Each resource request entered is clearly connected to and supports a goal from Part 3. Each resource request is entered on the Program Review document. [ ] **Adequate**: Resource requests have been entered, but not all are clearly connected to goals from Part 3. Each resource request is entered on the Program Review document. [ ] **Improvement Needed**: No response or resource requests do not relate to goals from Part 3. [ ] **N/A**: No response because additional resources are not needed at this time and/or funding for resources exists from another source. *Comments:* [ ] *REVISION REQUIRED*
5. Program Review Data	**Insert your Program Review Data here, as well as any other supporting data.** Required: • Supporting data/information [X] **Exemplary**: Program Review Data and other supporting data (if applicable) is inserted, and is understandable and relevant to the report.

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Additional Comments:

Program Review 2025 Peer Review Feedback (Non-Instructional)

On behalf of the Program Review Committee, we thank you for your time and effort in completing your Program Review report this year and for your ongoing efforts to continuously improve AVC's programs and services for our students. Your Program Review allows the rest of AVC to better understand your efforts and how they support the college overall.

Department/Area/Division Name: Administrative Services
Peer Reviewed By: Dr. Richie Neil Hao & Samuel Padilla

Part 1. Program Overview	**Program Overview: Briefly describe how the program contributes to the district mission.** ☒ **Exemplary**: A clear connection is described regarding how the program connects to and supports the district mission. ☐ **Adequate**: The work of the program described, but it is not obvious how it contributes to the district mission. ☐ **Improvement Needed**: No response or response does not connect the program to the district mission. *Comments:* ☐ *REVISION REQUIRED*
Part 2A. Analyze the program review data	**Part 2A: Analyze the program review data for your area including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.** **Guiding Questions:** • Who do you primarily serve and what services do you provide for each of the groups? • How is the work of your area measured or quantified? What is your measure of success? • How do the demographics served by your area's work compare to AVC's service area demographics? • Which race/ethnicity groups experience the largest equity gaps? • What are the success and retention rates (S&R) for your area (if applicable)? Did they decrease or increase in the last year? ☐ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question. ☒ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question. The section could be strengthened with more data and analysis. ☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question. *Comments:*

Part 2B.

Analyze the program review data

Part 2B: Analyze the program review data, including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.) to identify the program Strengths, Opportunities & Aspirations:

- **Strengths and Accomplishments:** Guiding Questions
  - What does your program/area do well, including capabilities and greatest accomplishments?
  - What are the practices that were implemented to increase student success/retention rates or completion rates, or other practices that support the college mission?
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Comments:

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2C.

Progress towards Outcomes Improvement Plans

Review and comment on progress toward past Outcomes Improvement Plans.
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Comments:

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2D. Progress towards past program review goals	**Review and comment on progress towards past program review goals.** (List your past program review goals and progress towards those goals.) ☒ **Exemplary**: Past program review goals are clearly listed, along with brief commentary about progress and the current status of those goals. ☐ **Adequate**: Information is provided about past program review goals, but goals have not been clearly listed and/or progress is unclear. ☐ **Improvement Needed:** No response or response provided does not make evident what the past goals are nor if progress has been made. *Comments:* ☐ *REVISION REQUIRED*
3. Program Review Goals	**Based on Part 2 above, please list program/area goals for 2024-2025.** ☒ **Exemplary**: Each goal is connected to an ILO/PLO/SLO/OO and ESP Goal. The goals are student-centered and are connected to the analysis in Part 2 above. Steps to be taken to achieve the goals are delineated, as well as the measure of success for each. ☐ **Adequate**: Goals are formed, and each is connected to an ILO/PLO/SLO/OO and ESP Goal, but not all goals are clearly connected to analysis in Part 2 and/or are not student-centered. Steps to be taken to achieve the goal and the measure of success are provided for each, but may be unclear or hard to understand. ☐ **Improvement Needed:** No response or goals listed are not connected to an ILO/PLO/SLO/OO and ESP Goal. Goals listed are actually resource requests, rather student-centered goals. Steps to be taken to achieve the goal and the measure of success are unclear or not provided. *Comments:* ☐ *REVISION REQUIRED*
4. Resource Requests that Support Program Needs	**Resource Requests that Support Program Needs (based on above analysis)** ☐ **Exemplary**: Each resource request entered is clearly connected to and supports a goal from Part 3. Each resource request is entered on the Program Review document. ☒ **Adequate**: Resource requests have been entered, but not all are clearly connected to goals from Part 3. Each resource request is entered on the Program Review document. ☐ **Improvement Needed**: No response or resource requests do not relate to goals from Part 3. ☐ **N/A**: No response because additional resources are not needed at this time and/or funding for resources exists from another source. *Comments: Could be more specific with amounts in some areas rather than reference to salary ranges.* ☐ *REVISION REQUIRED*
5. Program Review Data	**Insert your Program Review Data here, as well as any other supporting data.** Required: • Supporting data/information ☐ **Exemplary**: Program Review Data and other supporting data (if applicable) is inserted, and is understandable and relevant to the report.

	☒ **Adequate**: Program Review Data and other supporting data (if applicable) is inserted, but is difficult to understand and/or may not be clearly relevant to the report. ☐ **Improvement Needed:** No data is provided, or data provided is unreadable or does not support the report. *Comments: If other data available outside of Purchasing & Contracts, that would be helpful and strengthen the report.* ☐ *REVISION REQUIRED*

Additional Comments:

Program Review 2025 Peer Review Feedback (Non-Instructional)

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Department/Area/Division Name: Equity & Student Achievement
Peer Reviewed By: Dr. Richie Neil Hao & Samuel Padilla

Part 1. Program Overview	**Program Overview: Briefly describe how the program contributes to the district mission.** [X] **Exemplary**: A clear connection is described regarding how the program connects to and supports the district mission. [ ] **Adequate**: The work of the program described, but it is not obvious how it contributes to the district mission. [ ] **Improvement Needed**: No response or response does not connect the program to the district mission. *Comments:* [ ] *REVISION REQUIRED*
Part 2A. Analyze the program review data	**Part 2A: Analyze the program review data for your area including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.** **Guiding Questions:** • Who do you primarily serve and what services do you provide for each of the groups? • How is the work of your area measured or quantified? What is your measure of success? • How do the demographics served by your area's work compare to AVC's service area demographics? • Which race/ethnicity groups experience the largest equity gaps? • What are the success and retention rates (S&R) for your area (if applicable)? Did they decrease or increase in the last year? [X] **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question. [ ] **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question. The section could be strengthened with more data and analysis. [ ] **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question. *Comments:*

Part 2B.
Analyze the program review data

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2C.
Progress towards Outcomes Improvement Plans

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4. Resource Requests that Support Program Needs	**Resource Requests that Support Program Needs (based on above analysis)** [X] **Exemplary**: Each resource request entered is clearly connected to and supports a goal from Part 3. Each resource request is entered on the Program Review document. [ ] **Adequate**: Resource requests have been entered, but not all are clearly connected to goals from Part 3. Each resource request is entered on the Program Review document. [ ] **Improvement Needed**: No response or resource requests do not relate to goals from Part 3. [ ] **N/A**: No response because additional resources are not needed at this time and/or funding for resources exists from another source. *Comments:* [ ] *REVISION REQUIRED*
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Additional Comments:

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Department/Area/Division Name: Foundation
          Peer Reviewed By: Dr. Richie Neil Hao & Samuel Padilla

Part 1. Program Overview	**Program Overview: Briefly describe how the program contributes to the district mission.** ☒ **Exemplary**: A clear connection is described regarding how the program connects to and supports the district mission. ☐ **Adequate**: The work of the program described, but it is not obvious how it contributes to the district mission. ☐ **Improvement Needed**: No response or response does not connect the program to the district mission. *Comments:* ☐ *REVISION REQUIRED*
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  - What is a desired future?

☐ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question regarding Strengths, Opportunities & Aspirations.

[X] **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question regarding Strengths, Opportunities & Aspirations. The section could be strengthened with more data and analysis.

☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question regarding Strengths, Opportunities & Aspirations.

Comments:

☐ *REVISION REQUIRED*

2C.

Progress towards Outcomes Improvement Plans

Review and comment on progress toward past Outcomes Improvement Plans.
(List your past OIPs and progress towards those goals.)

☐ **Exemplary**: Outcomes Improvement Plans are clearly listed, along with brief commentary about progress and the current status of those plans.

☐ **Adequate**: Information is provided about Outcomes Improvement Plans for the area, but Plans have not been clearly listed and/or progress is unclear.

[X] **Improvement Needed:** No response or response provided does not make evident that Outcomes Improvement Plans have been developed nor if progress has been made.

Comments: It looks like Operational Outcomes haven't been developed in your area yet. Therefore, it is necessary to develop them before the upcoming academic year to respond in this section of the report. Operational Outcomes are connected to goals, except responding to if goals have been achieved. If you have any questions on how to develop your Operational Outcomes, please contact Gary Heaton-Smith.

☐ *REVISION REQUIRED*

2D. Progress towards past program review goals	**Review and comment on progress towards past program review goals.** (List your past program review goals and progress towards those goals.) ☒ **Exemplary**: Past program review goals are clearly listed, along with brief commentary about progress and the current status of those goals. ☐ **Adequate**: Information is provided about past program review goals, but goals have not been clearly listed and/or progress is unclear. ☐ **Improvement Needed:** No response or response provided does not make evident what the past goals are nor if progress has been made. *Comments:* ☐ *REVISION REQUIRED*
3. Program Review Goals	**Based on Part 2 above, please list program/area goals for 2024-2025.** ☒ **Exemplary**: Each goal is connected to an ILO/PLO/SLO/OO and ESP Goal. The goals are student-centered and are connected to the analysis in Part 2 above. Steps to be taken to achieve the goals are delineated, as well as the measure of success for each. ☐ **Adequate**: Goals are formed, and each is connected to an ILO/PLO/SLO/OO and ESP Goal, but not all goals are clearly connected to analysis in Part 2 and/or are not student-centered. Steps to be taken to achieve the goal and the measure of success are provided for each, but may be unclear or hard to understand. ☐ **Improvement Needed:** No response or goals listed are not connected to an ILO/PLO/SLO/OO and ESP Goal. Goals listed are actually resource requests, rather student-centered goals. Steps to be taken to achieve the goal and the measure of success are unclear or not provided. *Comments:* ☐ *REVISION REQUIRED*
4. Resource Requests that Support Program Needs	**Resource Requests that Support Program Needs (based on above analysis)** ☐ **Exemplary**: Each resource request entered is clearly connected to and supports a goal from Part 3. Each resource request is entered on the Program Review document. ☐ **Adequate**: Resource requests have been entered, but not all are clearly connected to goals from Part 3. Each resource request is entered on the Program Review document. ☐ **Improvement Needed**: No response or resource requests do not relate to goals from Part 3. ☒ **N/A**: No response because additional resources are not needed at this time and/or funding for resources exists from another source. *Comments:* ☐ *REVISION REQUIRED*
5. Program Review Data	**Insert your Program Review Data here, as well as any other supporting data.** Required: • Supporting data/information ☒ **Exemplary**: Program Review Data and other supporting data (if applicable) is inserted, and is understandable and relevant to the report.

	☐ **Adequate**: Program Review Data and other supporting data (if applicable) is inserted, but is difficult to understand and/or may not be clearly relevant to the report. ☐ **Improvement Needed:** No data is provided, or data provided is unreadable or does not support the report. *Comments:* ☐ *REVISION REQUIRED*

Additional Comments:

Program Review 2025 Peer Review Feedback (Non-Instructional)

On behalf of the Program Review Committee, we thank you for your time and effort in completing your Program Review report this year and for your ongoing efforts to continuously improve AVC's programs and services for our students. Your Program Review allows the rest of AVC to better understand your efforts and how they support the college overall.

Department/Area/Division Name: Office of People, Culture, and Talent

Peer Reviewed By: Dr. Richie Neil Hao & Samuel Padilla

Part 1. Program Overview	**Program Overview: Briefly describe how the program contributes to the district mission.** ☒ **Exemplary**: A clear connection is described regarding how the program connects to and supports the district mission. ☐ **Adequate**: The work of the program described, but it is not obvious how it contributes to the district mission. ☐ **Improvement Needed**: No response or response does not connect the program to the district mission. *Comments:* ☐ *REVISION REQUIRED*
Part 2A. Analyze the program review data	**Part 2A: Analyze the program review data for your area including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.** **Guiding Questions:** • Who do you primarily serve and what services do you provide for each of the groups? • How is the work of your area measured or quantified? What is your measure of success? • How do the demographics served by your area's work compare to AVC's service area demographics? • Which race/ethnicity groups experience the largest equity gaps? • What are the success and retention rates (S&R) for your area (if applicable)? Did they decrease or increase in the last year? ☒ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question. ☐ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question. The section could be strengthened with more data and analysis. ☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question. *Comments:*

Part 2B.
 	
Analyze the program review data
	Part 2B: Analyze the program review data, including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.) to identify the program Strengths, Opportunities & Aspirations:
	• **Strengths and Accomplishments:** Guiding Questions
	    ○ What does your program/area do well, including capabilities and greatest accomplishments?
	    ○ What are the practices that were implemented to increase student success/retention rates or completion rates, or other practices that support the college mission?
	• **Opportunities and Challenges**: Guiding Questions
	    ○ What does your program/area need to do better to support/improve student success?
	    ○ What actions can be taken to help close equity gaps?
	• **Aspirations**: Guiding Questions:
	    ○ What does your program/area want to be known for?
	    ○ What is a desired future?
	
	☒ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question regarding Strengths, Opportunities & Aspirations.
	☐ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question regarding Strengths, Opportunities & Aspirations. The section could be strengthened with more data and analysis.
	☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question regarding Strengths, Opportunities & Aspirations.
	
	Comments:
	
	☐ *REVISION REQUIRED*

2C. Progress towards Outcomes Improvement Plans	**Review and comment on progress toward past Outcomes Improvement Plans.** (List your past OIPs and progress towards those goals.) ☐ **Exemplary**: Outcomes Improvement Plans are clearly listed, along with brief commentary about progress and the current status of those plans. ☐ **Adequate**: Information is provided about Outcomes Improvement Plans for the area, but Plans have not been clearly listed and/or progress is unclear. ☒ **Improvement Needed:** No response or response provided does not make evident that Outcomes Improvement Plans have been developed nor if progress has been made. *Comments: Thanks for working on your area's Operational Outcomes, so hopefully next year's report will contain this information. If you have any questions on how to develop the Operational Outcomes, please contact Gary Heaton-Smith.* ☐ *REVISION REQUIRED*

2D. Progress towards past program review goals	**Review and comment on progress towards past program review goals.** (List your past program review goals and progress towards those goals.) [X] **Exemplary**: Past program review goals are clearly listed, along with brief commentary about progress and the current status of those goals. [ ] **Adequate**: Information is provided about past program review goals, but goals have not been clearly listed and/or progress is unclear. [ ] **Improvement Needed:** No response or response provided does not make evident what the past goals are nor if progress has been made. *Comments:* [ ] *REVISION REQUIRED*
3. Program Review Goals	**Based on Part 2 above, please list program/area goals for 2024-2025.** [ ] **Exemplary**: Each goal is connected to an ILO/PLO/SLO/OO and ESP Goal. The goals are student-centered and are connected to the analysis in Part 2 above. Steps to be taken to achieve the goals are delineated, as well as the measure of success for each. [ ] **Adequate**: Goals are formed, and each is connected to an ILO/PLO/SLO/OO and ESP Goal, but not all goals are clearly connected to analysis in Part 2 and/or are not student-centered. Steps to be taken to achieve the goal and the measure of success are provided for each, but may be unclear or hard to understand. [X] **Improvement Needed:** No response or goals listed are not connected to an ILO/PLO/SLO/OO and ESP Goal. Goals listed are actually resource requests, rather student-centered goals. Steps to be taken to achieve the goal and the measure of success are unclear or not provided. *Comments: ILOs must at least be selected for EACH goals listed.* [X] *REVISION REQUIRED*
4. Resource Requests that Support Program Needs	**Resource Requests that Support Program Needs (based on above analysis)** [X] **Exemplary**: Each resource request entered is clearly connected to and supports a goal from Part 3. Each resource request is entered on the Program Review document. [ ] **Adequate**: Resource requests have been entered, but not all are clearly connected to goals from Part 3. Each resource request is entered on the Program Review document. [ ] **Improvement Needed**: No response or resource requests do not relate to goals from Part 3. [ ] **N/A**: No response because additional resources are not needed at this time and/or funding for resources exists from another source. *Comments:* [ ] *REVISION REQUIRED*
5. Program Review Data	**Insert your Program Review Data here, as well as any other supporting data.** Required: • Supporting data/information [ ] **Exemplary**: Program Review Data and other supporting data (if applicable) is inserted, and is understandable and relevant to the report.

	☐ **Adequate**: Program Review Data and other supporting data (if applicable) is inserted, but is difficult to understand and/or may not be clearly relevant to the report.
	☒ **Improvement Needed:** No data is provided, or data provided is unreadable or does not support the report.
	Comments: Need to include specific statistics or data that can be shared as charts, graphs, etc. While the committee does not require you to provide everything you listed, include a few that could be included in the Part 5 of the report.
	☒ *REVISION REQUIRED*

Additional Comments:

Program Review 2025 Peer Review Feedback (Non-Instructional)

On behalf of the Program Review Committee, we thank you for your time and effort in completing your Program Review report this year and for your ongoing efforts to continuously improve AVC's programs and services for our students. Your Program Review allows the rest of AVC to better understand your efforts and how they support the college overall.

Department/Area/Division Name: Marketing and Public Information

Peer Reviewed By: Dr. Richie Neil Hao & Samuel Padilla

Part 1. Program Overview	**Program Overview: Briefly describe how the program contributes to the district mission.** ☒ **Exemplary**: A clear connection is described regarding how the program connects to and supports the district mission. ☐ **Adequate**: The work of the program described, but it is not obvious how it contributes to the district mission. ☐ **Improvement Needed**: No response or response does not connect the program to the district mission. *Comments:* ☐ *REVISION REQUIRED*
Part 2A. Analyze the program review data	**Part 2A: Analyze the program review data for your area including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.** **Guiding Questions:** • Who do you primarily serve and what services do you provide for each of the groups? • How is the work of your area measured or quantified? What is your measure of success? • How do the demographics served by your area's work compare to AVC's service area demographics? • Which race/ethnicity groups experience the largest equity gaps? • What are the success and retention rates (S&R) for your area (if applicable)? Did they decrease or increase in the last year? ☐ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question. ☒ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question. The section could be strengthened with more data and analysis. ☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question. *Comments:*

Part 2B.
Analyze the program review data

Part 2B: Analyze the program review data, including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.) to identify the program Strengths, Opportunities & Aspirations:
- **Strengths and Accomplishments:** Guiding Questions
  - What does your program/area do well, including capabilities and greatest accomplishments?
  - What are the practices that were implemented to increase student success/retention rates or completion rates, or other practices that support the college mission?
- **Opportunities and Challenges**: Guiding Questions
  - What does your program/area need to do better to support/improve student success?
  - What actions can be taken to help close equity gaps?
- **Aspirations**: Guiding Questions:
  - What does your program/area want to be known for?
  - What is a desired future?

☐ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question regarding Strengths, Opportunities & Aspirations.

☒ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question regarding Strengths, Opportunities & Aspirations. The section could be strengthened with more data and analysis.

☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question regarding Strengths, Opportunities & Aspirations.

Comments:

2C.
Progress towards Outcomes Improvement Plans

Review and comment on progress toward past Outcomes Improvement Plans.
(List your past OIPs and progress towards those goals.)

☒ **Exemplary**: Outcomes Improvement Plans are clearly listed, along with brief commentary about progress and the current status of those plans.

☐ **Adequate**: Information is provided about Outcomes Improvement Plans for the area, but Plans have not been clearly listed and/or progress is unclear.

☐ **Improvement Needed:** No response or response provided does not make evident that Outcomes Improvement Plans have been developed nor if progress has been made.

Comments:

2D.
Progress towards past program review goals

Review and comment on progress towards past program review goals.
(List your past program review goals and progress towards those goals.)

- [X] **Exemplary**: Past program review goals are clearly listed, along with brief commentary about progress and the current status of those goals.
- [ ] **Adequate**: Information is provided about past program review goals, but goals have not been clearly listed and/or progress is unclear.
- [ ] **Improvement Needed:** No response or response provided does not make evident what the past goals are nor if progress has been made.

Comments:

- [ ] *REVISION REQUIRED*

3.
Program Review Goals

Based on Part 2 above, please list program/area goals for 2024-2025.

- [X] **Exemplary**: Each goal is connected to an ILO/PLO/SLO/OO and ESP Goal. The goals are student-centered and are connected to the analysis in Part 2 above. Steps to be taken to achieve the goals are delineated, as well as the measure of success for each.
- [ ] **Adequate**: Goals are formed, and each is connected to an ILO/PLO/SLO/OO and ESP Goal, but not all goals are clearly connected to analysis in Part 2 and/or are not student-centered. Steps to be taken to achieve the goal and the measure of success are provided for each, but may be unclear or hard to understand.
- [ ] **Improvement Needed:** No response or goals listed are not connected to an ILO/PLO/SLO/OO and ESP Goal. Goals listed are actually resource requests, rather student-centered goals. Steps to be taken to achieve the goal and the measure of success are unclear or not provided.

Comments:

- [ ] *REVISION REQUIRED*

4.
Resource Requests that Support Program Needs

Resource Requests that Support Program Needs (based on above analysis)

- [ ] **Exemplary**: Each resource request entered is clearly connected to and supports a goal from Part 3. Each resource request is entered on the Program Review document.
- [ ] **Adequate**: Resource requests have been entered, but not all are clearly connected to goals from Part 3. Each resource request is entered on the Program Review document.
- [ ] **Improvement Needed**: No response or resource requests do not relate to goals from Part 3.
- [X] **N/A**: No response because additional resources are not needed at this time and/or funding for resources exists from another source.

Comments:

- [ ] *REVISION REQUIRED*

5.
Program Review Data

Insert your Program Review Data here, as well as any other supporting data.
Required:
- Supporting data/information

- [ ] **Exemplary**: Program Review Data and other supporting data (if applicable) is inserted, and is understandable and relevant to the report.

	☐ **Adequate**: Program Review Data and other supporting data (if applicable) is inserted, but is difficult to understand and/or may not be clearly relevant to the report. ☒ **Improvement Needed:** No data is provided, or data provided is unreadable or does not support the report. *Comments: No data provided. Unfortunately, Alejandro Guzman already left AVC immediately after the report was submitted to the President's Office. Otherwise, a revision would have been required.* ☒ *REVISION REQUIRED*

Additional Comments:

Program Review 2025 Peer Review Feedback (Non-Instructional)

On behalf of the Program Review Committee, we thank you for your time and effort in completing your Program Review report this year and for your ongoing efforts to continuously improve AVC's programs and services for our students. Your Program Review allows the rest of AVC to better understand your efforts and how they support the college overall.

Department/Area/Division Name: Student Services
> **Peer Reviewed By: Dr. Richie Neil Hao & Samuel Padilla**

Part 1. Program Overview	**Program Overview: Briefly describe how the program contributes to the district mission.** ☒ **Exemplary**: A clear connection is described regarding how the program connects to and supports the district mission. ☐ **Adequate**: The work of the program described, but it is not obvious how it contributes to the district mission. ☐ **Improvement Needed**: No response or response does not connect the program to the district mission. *Comments:* ☐ *REVISION REQUIRED*
Part 2A. Analyze the program review data	**Part 2A: Analyze the program review data for your area including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.** **Guiding Questions:** • Who do you primarily serve and what services do you provide for each of the groups? • How is the work of your area measured or quantified? What is your measure of success? • How do the demographics served by your area's work compare to AVC's service area demographics? • Which race/ethnicity groups experience the largest equity gaps? • What are the success and retention rates (S&R) for your area (if applicable)? Did they decrease or increase in the last year? ☒ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question. ☐ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question. The section could be strengthened with more data and analysis. ☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question. *Comments:*

Part 2B.

Analyze the program review data

Part 2B: Analyze the program review data, including equity data and any internal/external environmental scan information (e.g., surveys, interviews, focus groups, advisory groups, etc.) to identify the program Strengths, Opportunities & Aspirations:

- **Strengths and Accomplishments:** Guiding Questions
  - What does your program/area do well, including capabilities and greatest accomplishments?
  - What are the practices that were implemented to increase student success/retention rates or completion rates, or other practices that support the college mission?
- **Opportunities and Challenges**: Guiding Questions
  - What does your program/area need to do better to support/improve student success?
  - What actions can be taken to help close equity gaps?
- **Aspirations**: Guiding Questions:
  - What does your program/area want to be known for?
  - What is a desired future?

☒ **Exemplary:** Thoughtful analysis of program review data and any internal/external environmental scan information is included, with a thorough answer to each guiding question regarding Strengths, Opportunities & Aspirations.

☐ **Adequate:** Narrative information is provided regarding program review data and any internal/external environmental scan information, but is lacking analysis of data and/or does not fully address each guiding question regarding Strengths, Opportunities & Aspirations. The section could be strengthened with more data and analysis.

☐ **Improvement Needed**: No response or response provided does not analyze program review data and any internal/external environmental scan information and/or does not address each guiding question regarding Strengths, Opportunities & Aspirations.

Comments: Duplicates of listing challenges in the table and right above it, so something to consider in the future.

☐ *REVISION REQUIRED*

2C.

Progress towards Outcomes Improvement Plans

Review and comment on progress toward past Outcomes Improvement Plans.
(List your past OIPs and progress towards those goals.)

☐ **Exemplary**: Outcomes Improvement Plans are clearly listed, along with brief commentary about progress and the current status of those plans.

☐ **Adequate**: Information is provided about Outcomes Improvement Plans for the area, but Plans have not been clearly listed and/or progress is unclear.

☒ **Improvement Needed:** No response or response provided does not make evident that Outcomes Improvement Plans have been developed nor if progress has been made.

Comments: Make sure to develop your area's Operational Outcomes before the next academic year, so this section of the report can be filled out. If you have any questions on how to do this, please contact Gary Heaton-Smith. Thanks.

☐ *REVISION REQUIRED*

2D. Progress towards past program review goals	**Review and comment on progress towards past program review goals.** (List your past program review goals and progress towards those goals.) ☐ **Exemplary**: Past program review goals are clearly listed, along with brief commentary about progress and the current status of those goals. ☒ **Adequate**: Information is provided about past program review goals, but goals have not been clearly listed and/or progress is unclear. ☐ **Improvement Needed:** No response or response provided does not make evident what the past goals are nor if progress has been made. *Comments: Past program goals could be more specific.* ☐ *REVISION REQUIRED*
3. Program Review Goals	**Based on Part 2 above, please list program/area goals for 2024-2025.** ☒ **Exemplary**: Each goal is connected to an ILO/PLO/SLO/OO and ESP Goal. The goals are student-centered and are connected to the analysis in Part 2 above. Steps to be taken to achieve the goals are delineated, as well as the measure of success for each. ☐ **Adequate**: Goals are formed, and each is connected to an ILO/PLO/SLO/OO and ESP Goal, but not all goals are clearly connected to analysis in Part 2 and/or are not student-centered. Steps to be taken to achieve the goal and the measure of success are provided for each, but may be unclear or hard to understand. ☐ **Improvement Needed:** No response or goals listed are not connected to an ILO/PLO/SLO/OO and ESP Goal. Goals listed are actually resource requests, rather student-centered goals. Steps to be taken to achieve the goal and the measure of success are unclear or not provided. *Comments:* ☐ *REVISION REQUIRED*
4. Resource Requests that Support Program Needs	**Resource Requests that Support Program Needs (based on above analysis)** ☐ **Exemplary**: Each resource request entered is clearly connected to and supports a goal from Part 3. Each resource request is entered on the Program Review document. ☒ **Adequate**: Resource requests have been entered, but not all are clearly connected to goals from Part 3. Each resource request is entered on the Program Review document. ☐ **Improvement Needed**: No response or resource requests do not relate to goals from Part 3. ☐ **N/A**: No response because additional resources are not needed at this time and/or funding for resources exists from another source. *Comments: No cost estimate provided for Student Ambassadors as resource request. Perhaps "amount not provided" could be replaced with "TBD."* ☐ *REVISION REQUIRED*
5. Program Review Data	**Insert your Program Review Data here, as well as any other supporting data.** Required: • Supporting data/information ☒ **Exemplary**: Program Review Data and other supporting data (if applicable) is inserted, and is understandable and relevant to the report.

	☐ **Adequate**: Program Review Data and other supporting data (if applicable) is inserted, but is difficult to understand and/or may not be clearly relevant to the report. ☐ **Improvement Needed:** No data is provided, or data provided is unreadable or does not support the report. *Comments:* ☐ *REVISION REQUIRED*

Additional Comments: