BOARD PRIORITIES
2023-2024

Over-Arching Priorities	
1. Prioritizing Enrollment.	
	Create a robust online presence
	Increase enrollment – “11,400 by 2024”
2. Community Participation.	
	Reclaim Position within the community
	Make the college a center for action and a place for help
	Increase Community Education
3: Continue Efficient and Effective Use of All Resources.	
	Continue Measure AV Build Out
	Professional Development for all staff

PRESIDENT'S GOALS 2023-2024

Goals for Dr. Jennifer Zellet 2023-2024
1. Increase Enrollment and FTES, Support Programmatic Growth and Improvement (Strategic Priority 1)
1. Continue implementation of EduNav, eLumen, and other technology improvements 2. Support attainment and implementation of Bachelor of Science in Respiratory Care 3. Support implementation of strategic scheduling practices, fully utilizing the added class periods in the block schedule 4. Study student data that indicates attendance patterns, create thinktank sessions to solution seek and bring more students to 9+ units per term. 5. Facilitate the work in the Guided Pathways Plan, Student Equity and Achievement Plan, Educational Service Plan, ISER, and Achieving the Dream plan. 6. Continue lobbying for the funding of AVC's Student Housing Grant to ensure that students who are housing insecure have much needed resources to succeed.
2. Bring Current Board Policies and Procedures ensuring they reflect Mission, Vision, and Values of Antelope Valley College (Strategic Priority 2)
1. Work with Academic Senate to conduct holistic review of AVC governance structure (BP/AP2510) to determine appropriate structure for AVC. 2. Work with College Coordinating Council to streamline BP/AP review process to accomplish updates according to calendar. 3. Ensure all BP/APs requiring compliance updates are reviewed in a timely manner.
3. Community Interactions (Strategic Priority 3)
1. Continue Measure AV Buildout, strengthening relations with community partners. 2. Continue developing and strengthening ties with Business and Industry partners to ensure collaboration between employers and the college, ensuring our students emerge skilled and employable. 3. Continue memberships in community organizations, increasing participation as beneficial to the college.
4. Workforce Development (Strategic Priority 4)
1. Support the completion and implementation of strategic plan for Workforce Development, Noncredit, and adult education. 2. Maintain open communication with community and workforce partners to provide services for both students and the community. 3. Develop Horticulture area and Greenhouses including not only educational partners but community and workforce partners (e.g., small irrigation, agriculture, sustainable farming, crop development, etc.)
5. Personal and Professional Growth and Development
1. Attend and learn with the campus as we go through the courses of study on Growth Mindset and learn DEIA principles. 2. Seek out professional development to support leadership through change and to improve campus culture even further. 3. Continue participation in professional organizations (e.g., ACCCA, CCLC, Chief)

Recommendations from AVC's Draft Educational Services Plan 2023

Based on the evidence developed in this ESP the following recommendations are offered for the College to consider when developing action strategies and objectives to achieve the long-term goals.

The College is encouraged to continue its plans and act on the following ideas:

1. Hire an ethnic studies instructor and build a degree program in that discipline. Continue to develop course proposals for the new CSU general education area F, ethnic studies.
2. Establish an early college program at the Palmdale Center. Explore the possibility of a third early college experience on Tuesday afternoons at Rosamond, Palmdale, and the Lancaster main campus.
3. Pursue new programs of study cited in the vision statement documented in the Opportunities for the Future chapter of this Plan but critically evaluate them in terms of meeting labor market needs, facilitating transfer in established pathways to CSU or UC, and for economic sustainability.
4. Review the needs and opportunities identified by AVC Student Service units in the Opportunities for the Future chapter of this Plan and critically evaluate them to determine which should be implemented and in what order.
5. Pursue professional development topics such as
    a. Hourly and new full-time faculty orientation and mentoring
    b. Coaching on best practices in online pedagogy
    c. Assistance in course design for online instruction by creating an AVC Peer Online Course Review (POCR) and becoming a certified POCR campus.
    d. Equity and culturally relevant materials and teaching practices, perhaps with technical assistance from the Center for Urban Education at the University of Southern California.
6. Within the redesign of the College web pages provide for a prominent display of the areas of study with descriptions of career options, linkages to job openings projections and salaries, and graphic displays of the recommended course sequences akin to the Program Mapper software developed by Bakersfield College.
7. The Challenger Project is a wonderful opportunity for the College to make a difference in the lives of otherwise disadvantaged individuals. The College may want to consider developing some career development college preparation (CDCP) noncredit vocationally oriented programs of study for that location.
8. Expand the use of eight-week classes scheduled either online or in days and times when classrooms are most available.
9. Complete the implementation of major software projects such as EduNav.
10. With the passage of AB 927 consider exploring the possibilities of proposing a second baccalaureate degree, perhaps in Respiratory Therapy or Manufacturing Technology.
11. Explore offering additional low-unit programs for students who apply to the nursing program but are not accepted into either the VN or RN programs such as:

- certified nursing assistants
- phlebotomy (perhaps as a fee-based, not for credit class)
- home health care workers
- medical coding/medical records and health information technicians (there was a citation under health education to look at Santa Barbara CC for health information technician https://www.sbcc.edu/hit/

12. Fully staff and empower the Enrollment Management Committee to develop and implement an Enrollment Management Plan. Consider implementing successful outreach and re-enrollment activities that have been successful at other institutions.
13. Continue efforts to reduce the average number of units that students complete for an AA/AS from the current high 80's to 70 units or less.

The College may want to consider the following suggested recommendations and further explore the viability and utility of each one. These suggestions are prompted by data and insights documented in the chapters of this Plan.

1. Expand the ESL program at Palmdale and Rosamond where most English Language Learners live.
2. Consider establishing some programs of study at the Palmdale Center beyond the short-term CTE certificate currently taught there.
3. Advance the implementation of guided pathways by
    a. Forming student success/coaching teams to proactively contact students.
    b. Consider applying to participate in the Caring Campus program.
    c. Systematically collect, analyze, and use assessment of student learning outcomes data to affirm the achievement of desired student learning.
4. Expand the two-year schedule idea to cover all of the approved AD-T programs of study.
5. Systematically and consistently implement the smart schedule idea for those approved AD-T programs.
6. Wherever possible in career technical education programs, design the curriculum to support student access to industry recognized certifications or licenses. Publicize those linkages in the catalog and marketing materials to currently enrolled students and the community at large.
7. Develop marketing materials to appeal to working adults and particularly concentrate distribution of marketing materials in zip codes where large numbers of residents have been attending other colleges (Palmdale- 93550, 93551, 93552; Lancaster- 93536, 93535, 93534; Acton- 93510),
8. Other community colleges have found that a Program for Accelerated College Education (PACE) appeals to working adults. The College might explore the viability of such a program offered at the Palmdale Center.
9. The College may want to consider collaboration with the Adult Education Regional Consortium in the development of career development college preparation (CDCP) programs to reach new audiences of potential college students.

10. Further explore the possibility of expanded or new programs related to the occupations with the largest projected gap of future opportunities compared to the recent supply of graduates.
11. Explore the possibilities of applying to participate in additional federal TRiO programs such as Talent Search and Upward Bound.
12. Increase the numbers of sections offered in the evening hours.
13. Establish a limited number of programs that can be completed entirely online and market them as an online college.
14. Revisit the high school course articulation agreements and apply the regulations and guidelines pertaining to credit by examination.
15. Review the established high school career technical education pathways or academies to identify potential new pathway agreements including a pathway to the A.S. in Aircraft Fabrication and Assembly Technician or Aviation Airframe, and the B.S. in Airframe Manufacturing Technology.
16. Consider ways to exploit the MyPath software to increase engagement, before instruction starts, with students who have completed applications and offer assistance to students who have only partially completed an application.

The AVC SERVES Framework Developed by the Strategic Planning Committee Based on the Draft of the College's 2022-2023 Educational Service Plan

AVC SERVES through…

(Fold in Vision for Success, Achieving the Dream, Caring Campus, Guided Pathways, Student Equity & Achievement Program, Accreditation (e.g. Quality Focus Essays, Institution Set Standards)-Some of the strategies/mechanisms for addressing/achieving/measuring college goals)

Service	**Realign college policies, practices, and processes to become more effective, efficient, and responsive to students, employees, and AVC's service areas** ● Continuous Improvement ● Expanded Outreach - Increase access to dual enrollment and adult learners ● Expanded community partnerships to meet workforce demand ● Improved Communication ● Foster a sense of belonging
Equity	**Commitment to equity-Improve the college culture by becoming a more caring, welcoming, accessible, and inclusive campus** ● Recruiting and hiring for diversity ● Close equity gaps ● Expand Professional development for all constituent groups ● New student and employee onboarding ● Nurture a culture of inquiry and data-informed decision-making ● Growth mindset
Resources	**Increase student awareness about campus resources** ● Basic needs ● Improved student common spaces ● Increased access to counseling/advising
Vision	**Being more future-thinking, agile, innovative, and proactive** ● Empower students to formulate and achieve their goals ● Elevate student voices ● Become a more sustainable and cleaner campus
Education	**Expansion of offerings and effective course scheduling** ● Increase access to and awareness about learning support services ● Increase English and Math completion within their first year ● Within GP initiative, create effective ed plans to reduce the number of accumulated units while meeting ed goals
Success	**Students First-Design with students in mind** ● Increase the # of degrees and certificates awarded, transfers ● Strong workforce training to meet local workforce demand, power skills, field experience, work-based learning, internships/externships, licensure pass rates, job placement ● Opportunities for obtaining sustainable wages ● Improve success, retention, and persistence rates ● Increase awareness about and celebrate successes

DRAFT

President's TownHall Breakout Sessions

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ANTELOPE VALLEY COLLEGE

Meeta Goel <meeta.goel@avc.edu>

Notes from today's meeting

1 message

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To: Meeta Goel <meeta.goel@avc.edu>

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Townhall Meeting 7/5/23
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50/50 on being the hammer or nail. Several people thought it was dependent on the work they were doing at the time and/or the situation.

Those that chose the nail shared it is a mindset: nail many times takes the “hits”, like to get the work done quietly and behind the scenes – with supports in place, nails cannot operate on their own and are integral to the building.

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Key points: Grow stronger as a group, serving students = student success and purposeful work @ AVC.

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Shami Brar
Michelle Hernandez
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Jill Zimmerman

Member of the group talked about the following needs that would improv AVC:

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Campus Climate Survey Breakout Session
June 5, 2023

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Town Hall Group Meeting Notes – July 5, 2023

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GROUP NOTES FROM THE JULY 5, 2023 MEETING:

CAMPUS CULTURE SURVEY THINK TANK

Most Critical Actions for Improving AVC's Culture:

- Creating a space where students can hang out and interact with each other outside of the classroom (video games, pool table, foosball table, air hockey, etc.).
- Campus Morale: More social events throughout the whole campus (all employees, have fun!)
- More engagement is shared governance by all constituents.
- Improve HR processes and communication regarding recruitment and onboarding.
- More professional development opportunities to encourage the utilization of high-impact practices (undergrad research, etc.

Start to Build a Campus Culture:

- Improve communication
- Inclusivity & Diversity
- Fitness Programs
- Café or Social Hubs *Starbucks*
- Pro-Actie rollout of resources
- Celebrate student successes.
- Highlight employee milestones.
- Communicating outcomes positively while reporting the impact that different groups had on the success.
- Collaboration between departments and consideration of implications for other units

United Front

- Student services collaboration- communication among departments
- Stakeholder involvement-involve those that are doing the work.
- Top-down strategy
- Put the "community" back into community college.
- Opening day that involves all employees-ss workshops for faculty & staff.
- Employee's onboarding process-everyone receives the same information.
- Link to campus resources, i.e., canvas shell, syllabus
- Hiring processes (advancement, in-house)

All Work Centered on Student Success, Engagement, and Belonging

- Community of collaboration and common goals.
- Better infrastructure for the community
- Inclusivity and diversity
- Hiring and training
- Work-life balance and employee support
- Redefining leadership and management
- Employee needs and job satisfaction
- Employee engagement and interaction
- Campus culture and morale
- Stakeholder involvement

Humanity - DEIA

- Diversity in hiring at all levels.
- In-person training - connecting (or communicating)
- Trust
- Compassion in decision-making
- Community (coffee shop spaces for safe/fun “hang-out.”

AVC – Improvement/Culture

- Student Engagement - support, the culture of learning and enjoyment, improved social interaction, ex. movie night.
- Transition from high school to college -sit in on a class (fall/spring)
- Instructor – frustrated (experience within the classroom

Most Critical

- Hiring and training (including management and leadership
- Collaboration and common goals with communication
- Work-Life Balance – boundaries and employee support, workload imbalance
- Responsive leadership and management

Campus Culture on the Move!

- Campus-wide communication of goals and new incentives – improve marketing and recruitment strategies for committee involvement.
- Hiring and training for a more comprehensive introduction to AVC and professional development framework. (proper onboarding for new employees).
- Strengthen communication between faculty and students.
- Cultural celebrations for all cultures – Week long? Day? Events? Awareness?
- Staff and management communication/collaboration (more of it)

Meta Themes-Themes of Themes from the Nine Teams at the 7-5-2023 Campus Culture Survey Think Tank

1. **Improved Communication and Collaboration**: Emphasizes the need for better communication and collaboration among faculty, employees, and students to create a more cohesive and supportive campus community.
2. **Campus Culture and Morale**: Discusses the importance of a positive campus culture and how it can influence the morale of faculty and staff. Issues like equity, inclusivity, respect, and transparency are highlighted.
3. **Employee Needs and Job Satisfaction**: Emphasizes the importance of considering employees' needs, desires, and job satisfaction to create a happier and more productive work environment. It suggests conducting surveys and providing support and training for employees.
4. **Encouraging Student Engagement and Belonging**: Discusses the idea of encouraging students to stay on campus by providing facilities like a gymnasium, a better cafeteria, and a sense of belonging through campus activities and events.
5. **Collaboration and Common Goals**: Promotes better collaboration, cooperation, and shared objectives across different groups on campus to foster a more united and effective community.
6. **Leadership and Management**: Acknowledges the role of leadership in shaping campus culture and morale. It discusses the impact of leaders sharing information and promoting a supportive environment.
7. **Work-Life Balance and Employee Support**: Mentions the importance of work-life balance, flexibility, and providing more support for faculty and staff, including adjuncts.
8. **Inclusivity and Diversity**: Acknowledges the need for inclusivity, diversity, and understanding different students' needs and learning styles.
9. **Student Success and Engagement**: Highlights the common goal of student success and suggests ways to strengthen communication between faculty and students.
10. **Employee Engagement and Interaction**: Encourages employee engagement and interaction with students to create a more united front and a positive campus experience.
11. **Hiring and Training**: Suggests reviewing hiring processes, providing standardized training, and promoting ongoing education for campus employees.
12. **Stakeholder Involvement**: Calls for including stakeholders in decision-making processes to ensure a more inclusive and well-rounded approach.

Overall, the themes revolve around fostering a supportive, collaborative, and inclusive campus community, focusing on the needs and satisfaction of faculty, staff, and students, and promoting effective leadership and communication.

AVC SERVES SUMMIT TEAM NOTES – JULY 24, 2023

TEAM 1:

- Prioritize DEIA by reviewing systems that create barriers to students.
- Make AVC HUB for learning – a sense of belonging, increasing community engagement and collaboration (PR/ Marketing/outreach, dual-enrollment, child-care).
- HSI – define what AVC's campus culture (multicultural approach) is within HSI (inclusivity year-round representation).
- Expand/create certificates and programs to meet workforce needs.

TEAM 2:

- Enrollment and Retention
- Streamline registration – communication (texting, timely help, simplifying onboarding, outreach for applicants who give up, bringing parents in.
- Investment in faculty & staff – hiring process, update, streamline!!
- Customer service training – general script, campus update for staff, warm handoff, we are all ambassadors, proactive rollout of resources.
- Marketing and Social Media – need influencers (LAEP), hire students to promote programs and events for the marketing team, course credit.
- Professional development for faculty and staff – case management approach to student enrollment and retention.

TEAM 3:

- Creating conditions that matter to students and their success.
- Empowering and equipping faculty and staff to serve students.
- Improve AVC image, brand, and culture.

TEAM 4:

- Create systematic and regular ways for both students and the community to give input and feedback to the college (act on what we learn).
- Institution-wide adoption of culturally relevant responsive pedagogy/andragogy.
- Establish a mutual promise program open to all.
- Partnerships with high and middle schools for career (and current undecided students).
- Workshops during student success week.
- The hiring process needs streamlining.

Team 5:

- Outreach success team (student, classified, faculty, admin).
- Community connections (more/greater student input).
- AVC communication plan (SS & AA yearly plan), syllabi, webpage, text campaigns, awareness of services, employee newsletters, activities, and events in Lancaster & Palmdale community)
- Perception shift – AVC at the center
- Targeted support for Latina/o/x – look at courses that have large equity gaps and provide courses with tutors, counselors, and/or professional development for faculty to help increase retention in courses.