ANTELOPE VALLEY COLLEGE

2007-2008 CAMPUS GOALS/ACCOMPLISHMENTS
LED BY THE SUPERINTENDENT/PRESIDENT

I. Continue to implement 2004 accreditation team recommendations.

A. Complete Finance and Human Resources plans.

Progress Toward Goal

1. Educational Master Plan adopted by the Board of Trustees on August 13, 2007.
2. Computer and Information Technology Plan revised based on the Educational Master Plan and approved by the Board on January 14, 2008.
3. Enrollment Management Plan approved by the Board on December 10, 2007.
4. Human Resources Plan presented for the Board's information on May 12, 2008, and for approval on June 9, 2008.
5. Finance Plan submitted for Board review on June 9, 2008.

B. Promote the flow of information through established committees and forums, continue to encourage campus community to become involved and invested in decisions, support cross-training and teamwork within and across divisions and departments, and ensure that the public Web site is updated.

Progress Toward Goal

1. Campus committees improved coordination and communication:
   a. Strategic Planning and Budget Council (SPBC) Budget Subcommittee and Enrollment Management Committee collaborated to analyze growth and make budget recommendations including the decision to shift 400 FTES back to 2006-2007.
   b. Director of Public and Governmental Information joined Accreditation Steering Committee meetings to improve campus communication regarding the accreditation process.
   c. SPBC Communication subgroup provided updates to campus regarding budget and planning issues.
   d. Blueprint for Planning brochure describing the campus planning process prepared by SPBC for campuswide distribution.
   e. Enrollment Management Committee obtained funding through SPBC budget process to fund a survey requested by the Student Success and Equity Committee. The survey data was also used by the Basic Skills and Enrollment Management committees.
   f. Proposal for restructuring of Assessment Committee submitted to the College Coordinating Council.
   g. Student Success and Equity, Basic Skills, and Enrollment Management committees developed strong collaboration to improve campus decision making.
   h. Student Success and Equity Committee and Title V program collaborated to develop First Year Experience Taskforce.
   i. Child Development Center's Parent Advisory Council given presentations regarding accreditation, institutional learning outcomes, and program learning outcomes.
2. Annual campus Welcome Back meeting featured presentations regarding the accreditation midterm report, campus construction projects, and the 2007-2008 budget.
   a. PowerPoint files used in the presentations were posted to the all employees myAVC group to allow employees to access information presented throughout the year.
3. Dialogue with the President meetings held for students and staff during 2007-2008 included the

following topics: 2007 – 2008 budget (two meetings), construction projects, Palmdale campus, accreditation (three meetings), tolerance, campus goals, and campus accomplishments.
   a. Podcasts of the last two meetings of the spring 2008 semester made available online for those unable to attend.
4. Public Board meetings included 20 presentations regarding important campus issues.
5. Job Placement Center assisted faculty member with development of Work Readiness courses.
6. Counseling developed master list of classified staff work assignments that identifies primary, secondary, and tertiary personnel to be called upon when someone is absent.
7. Webmaster position approved through the campus budgeting process for funding in 2008-2009.
8. Job Placement Center forms posted to myAVC and the public Web site.
9. Campus construction web page upgraded to include updated information regarding construction projects, closures, and bidding.
10. New Content Management System purchased to create common look for web site and improve the college's ability to maintain current information on site.
11. Corporate and Community Services updated web page and established agreement for online registration.

C. Continue to develop student learning outcomes at the program and course level, define operational outcomes, assess and evaluate outcomes, and link to the budgeting process.

<u>Progress Toward Goal</u>

1. 87% of the college's courses have established student learning outcomes (SLOs), with 100% of Student Services and instructional support courses completed.
2. 33 of the college's 63 programs have completed program learning outcomes (PLOs).
3. 65% of courses have identified assessment tools.
4. Noninstructional areas have developed operational outcomes (OOs).
5. Student Services has established PLOs and is including assessment results in program reviews.
6. The Learning Center created a pilot program for collecting pre- and post-data for Supplemental Instruction SLOs.
7. STAR Program SLOs approved.
8. Counseling and Human Development course SLOs completed.
   a. Assessment survey and random sample of educational plans completed to measure counseling SLOs.
9. All departments within Student Development and Services developed and assessed SLOs.
   a. Budget requests made in consideration of SLOs, ILOs, and program effectiveness.
10. All Technical Education Division PLOs completed and 96% of SLOs completed.
11. Child Development Center PLOs developed.
12. Ten programs conducted self-studies in fall 2007-2008.
13. All program reviews current and a timeline for the next six-year cycle approved.
14. Program review procedure for non-instructional areas to ensure adequate administrative support for programs developed.
   a. Information Technology Services preparing a self-study in spring 2008.
15. Child Development Center program review (state) performed.

D. Continue to expand upon and enhance programs that promote tolerance and respect for individual differences, hire Human Resources Director, and reach diverse students through innovative means, such as distance learning.

<u>Progress Toward Goal</u>

1. Human Resources Director hired January 2008.
2. Basic Skills Committee offered forums regarding basic skills students and their instruction.
3. 14 diversity programs implemented through Student Development and College Activities.

4. Tolerance Week, Black History Month, Women's History Month, and Bridges Festival combined into a series of more than 25 events.
   a. Events ranged from public discussion of race to spoken word events to art lectures to community forums.
   b. Internationally renowned Haitian multimedia artist worked with faculty, staff, students, and community members to complete installation including student-made videos.
   c. "I am not my Hair" flex program and community panel offered.
   d. Panel on race videotaped for repeat broadcast on local television.
   e. Students provided opportunity to connect with editors and publishers.
5. 12 students and staff attended Museum of Tolerance program.
6. Administrators and staff participated in the Step into Africa program hosted by World Vision and campus raised funds to help fight AIDS.
7. 10th grade students attending SOAR High School participated in Museum of Tolerance and Step into Africa programs.
8. USHINDI program created to assist success and retention of African American students.
   a. Faculty mentors assigned.
   b. Guest speaker from University of California, Los Angeles invited to speak with students.
9. Child Development Center staff participated in staff development opportunities to improve on identifying special needs of children and curriculum development that is more inclusive of diverse needs of children served.
10. Financial Aid Office implemented Foster Youth Success Initiative.
11. Financial Aid TV online videos premiered.
12. Distance education offerings increased to 59 courses in fall 2007, 14 courses in intersession 2008, and 76 courses in spring 2008.
13. Online science courses added simulated labs.
14. Academic Policies and Procedures Committee instituted requirement that faculty address the needs of disabled students when seeking approval of distance education courses.
    a. Distance Education Committee developed accessibility recommendations for faculty designing and teaching online courses or incorporating an online presence in the classroom.
15. Distance Education Committee obtained a captioning grant for four distance education courses.
16. First generation Student Support Services Director hired.
17. Podcasts made available for seven courses and eleven subject areas with IMC making content available on audio CDs and MP3s for students without computers.
18. Student Services used podcasts for sample student interviews and outreach.
19. Online counseling for new and prospective students developed.
20. Online orientation for new students revised.
21. Two new online Human Development courses developed.
22. Job Placement Center and Tribal TANF presented "tele-broadcast" regarding college programs, Financial Aid, and job search resources.
23. Job Placement Center worked with ex-felons to find employment in collaboration with local parole officers and EDD programs.
24. Financial Aid Loan Exit Counseling offered online.
25. Ed Fund's e-sign process for students signing promissory notes implemented.

E. Continue to improve employee development opportunities and to develop campuswide research culture.

<u>Progress Toward Goal</u>

1. Staff Development Committee approved 102 projects during 2007-2008.
2. The Academic Senate and faculty union worked together to combine the Faculty Academy and

Flex programs to improve professional development opportunities.

3. Confidential/management/supervisory employees were provided several opportunities to attend group leadership and teamwork training.
4. The Director of Institutional Research and Planning implemented mini-workshops on assessment methods as part of division meetings.
5. The Basic Skills Committee initiated a series of forums on topics such as personnel issues, theories and practices related to basic skills students and their instruction.
    a. Expert in transfer readiness, course completion behaviors, and community college success invited to give a one-day workshop, which was filmed and made available in the Instructional Multimedia Center.
    b. College team attended statewide Basic Skills Initiative training.
6. Student Learning Outcomes Committee held five workshops to train faculty on the development of SLOs, five workshops to identify assessment tools, four workshops to assist noninstructional areas in the development of operational outcomes, and committee co-chairs provided training with specific examples to each division under Academic Affairs.
7. Mentoring and job shadowing for committee chairs implemented by Academic Senate.
8. SLO Committee members attended six conferences and workshops concerning SLOs and assessment.
9. STAR staff trained on SARS Grid, SARS Trak, and SARS Plan.
10. Faculty Mentorship Program Taskforce formed.
11. Completed Student Equity report utilized data from last three years.
12. Enrollment Management Committee and SPBC relied heavily on data for decision making.
    a. Enrollment Management utilized annual performance indicators, Student Success and Equity report data, Basic Skills Committee, and external scan.
    b. SPBC used enrollment projections to estimate effects of moving 400 FTES to 2006-2007.
13. Child Development Center provided site for course projects of two staff members trying to complete bachelor's degrees in Child Development at California State University, Bakersfield.
14. Survey developed to assess student opinions on Institutional Learning Outcomes.
15. To improve future ceremonies, survey developed to assess reasons that some graduating students do not participate in Commencement.
16. A Student Engagement Survey was conducted providing data for plans and strategic targets for 2008-2009.
17. Palmdale students were surveyed to identify needs.
    a. Survey results used to add services, change class mix, and adjust schedules to increase room occupancy.
18. External scan of needs for Palmdale campus funded by Enrollment Management Committee.
19. Standardized data provided for program review for instructional programs.
20. Baseline data for Basic Skills Committee produced to enable college to track results of plan implementation.
21. Interactive instruction pads added to some Math, Science, and Engineering and Social and Behavioral Sciences classrooms to provide immediate feedback to faculty regarding student understanding of lecture material.
22. The Director of Institutional Research and Planning developed a Continuous Improvement Predictive Model to predict whether students are likely to persist from fall to spring.
    a. Findings are being used to develop and implement interventions to improve student outcomes.
23. Findings from a survey of employers led Job Placement Center to develop Job Fair 101 Workshop to prepare students and community for proper presentation before, during, and after a job fair.
24. Developed and administered program quality survey to Child Development Center staff.

F. Complete the revision of administrative procedures, including the hiring procedure and equal employment opportunity plan.

Progress Toward Goal

1. The faculty hiring procedure (AP 7120 Recruitment and Hiring) was presented to the Board on June 11, 2007. The procedure was revised to include the classified hiring procedure (October 8, 2007) and procedures for educational administrators and confidential/management/supervisory employees (April 14, 2008).
2. The Equal Employment Opportunity administrative procedure was presented to the Board on April 14, 2008.
3. Draft Equal Employment Opportunity Plan developed.
4. Two new board policies and 16 new administrative procedures approved during 2007-2008.
5. 82 policies and procedures revised during 2007-2008 to keep pace with changing regulations.

II. Successfully complete Accreditation Midterm Report.

Progress Toward Goal

1. After campuswide review, Accreditation Midterm Report approved by the Board of Trustees on October 8, 2007.
2. Accrediting Commission for Community and Junior Colleges accepted the Midterm Report at the January 2008 meeting with a requirement that the college submit a Follow Up Report by October 15, 2008, which will be followed by a visit.
3. Accreditation Steering Committee developed a timeline for preparation of the Follow Up Report, which was presented to the Board of Trustees on March 10, 2008.

III. Maximize funding by reaching or exceeding 5.56% enrollment growth target.

A. Analyze offerings and improve scheduling of classes to meet student demand.

1. Implement and evaluate Enrollment Management Plan

Progress Toward Goal

1. Enrollment Management Plan approved by the Board on December 10, 2007.
   a. Action plans solicited campuswide, evaluated and monitored, and submitted to SPBC Budget Subgroup with budget implications.
2. Palmdale students surveyed to determine needs and schedule adjusted to improve room occupancy.
3. District exceeded 14,000 enrollment headcount for spring 2008.
4. Revised and implemented process for district space and furniture standards.
5. Completed initial evaluation of instructional furnishings requirements.
6. Fill rates in Technical Education programs improved by analysis of schedule of classes based on fill rates and cancellation rates.
7. Strategic scheduling and reduction of multiple sections increased fill rates for Business, Computer Studies, and Economic Development courses.
8. Retention efforts included:
   a. STAR grants to 64 students.
   b. SARS modules implemented in Counseling.
   c. Validation studies completed for Reading 097 and 099.
   d. Content review for assessment instruments for math program completed.
   e. USHINDI program to promote success and retention of African American students.

f. Welcome Week activities.
g. Targeted recruitment of intermediate algebra students for Electronics Technology program resulted in 85% retention from fall to spring.
h. First Year Experience Task Force formed.

B. Grow in a fiscally responsible manner (maintain 5% reserve).

1. **Continue to seek grants and explore partnerships to supplement state funding.**
2. **Complete sale of district-owned property located at Avenue K and 30th St. West.**
3. **Reach agreement with classified and faculty unions regarding health benefits for retirees.**

Progress Toward Goal

1. Shifted 400 FTES to 2006-2007, resulting in additional $2.6 million in 2007-2008.
2. Adjusted growth plans and budget scenarios based on reduction of allowable funded growth rate to 3.097% for 2007-2008.
3. Successfully completed audit with no compliance findings.
4. Basic Skills Initiative provided $370,000 to Antelope Valley College.
5. Nursing capacity grant awarded to college.
6. Child Development Center applied for and received state funding and Boeing funding for playground renovation and repair to improve environment in areas of safety and ADA compliance.
7. Career Technical Education Community Collaborative grant of $369,000 received.
8. Antelope Valley Hospital and Lancaster Community Hospital each funded one half of Radiologic Technology program director position.
9. Agreements reached with the Antelope Valley College Federation of Teachers and Antelope Valley College Federation of Classified Employees regarding health and welfare benefits for current and retired employees (Board approved August 17, 2007).
10. Antelope Valley College Federation of Classified Employees Collective Bargaining Agreement ratified January 14, 2008.
11. Postal consultant hired to analyze costs for bulk mailings, resulting in reduced costs and credits to the college's account.

C. Continue to increase Palmdale site enrollment to meet requirements to establish a separate center (500 FTES within five years).

Progress Toward Goal

1. The 500 annual FTES goal will likely be reached this year (estimated FTES - 54 summer 2007, 230 fall 2007, 21 intersession 2008, 215 spring 2008).
2. Palmdale students formed the Palmdale Pride student club.
   a. Club members offered to provide translating services to parents wishing to enroll in English as a Second Language (ESL) classes.
3. Palmdale students surveyed to determine satisfaction and needs with 98% of respondents in fall 2007 indicating that they would recommend the site to others.
4. Librarians held workshops at the site in spring 2008.
5. Learning Center offered tutoring, assessments, and workshops starting fall 2007.
6. Computer lab hours were extended to Fridays.
7. Palmdale site welcome event held during the Palmdale Holiday Parade.
8. Mini job placement center added to the site.
9. Implemented facilities plan for expansion of classroom, office, and support space for Palmdale leased facility.
10. Online assessment services tested and planned for Palmdale students.
11. Enrollment Management Committee funded external scan and consultant to determine needs for Palmdale campus.

12. Administrative Council and Latino Advisory Committee meetings held at Palmdale site.

IV. In consultation with the campus community, continue to responsibly implement bond program.

A. Develop and implement a communication plan to ensure that employees, students, and the local community are kept informed of campus construction projects.

Progress Toward Goal

1. Community meetings held to inform neighbors north of campus of construction projects.
2. Annual Report of Citizens' Oversight Committee presented to Board of Trustees on November 13, 2007, distributed widely to community groups and leaders, and mailed to homes surrounding the college.
3. Weekly facilities planning and project coordination meetings held between Facilities Planning and Campus Development, Information Technology Services, Maintenance and Operations, SPBC Facilities subgroup, and campus users.
4. Launched new web page for campus facilities planning and construction activities.
5. Provided facilities planning and construction presentations at Dialogue with the President, Academic Senate, Citizens' Oversight Committee, division and department, Board of Trustees, and several community organization meetings.
6. Developed and submitted Five Year Construction Plan which supported the funding approval of the Theater Arts Facility and the Health and Science Building as well as state project approval for the Student Services Building project.
7. Division deans and faculty worked closely with architects on planning and design of Auto Body, Agriculture Labs, Theater Arts Facility, and Health and Science buildings.
8. Coordinated the programming, planning, design, bidding, construction and occupancy with management, staff, users, and consultants for all capital outlay projects, including:
    a. T300 Faculty Office Building (complete)
    b. Agriculture Labs (construction)
    c. Maintenance and Operations/Warehouse (construction)
    d. West Campus Expansion (construction)
    e. SOAR Buildings for 2007-2008 (complete)
    f. HVAC Cooling Tower Replacement (complete)
    g. Campus Infrastructure (design and construction)
    h. Central Plant Expansion (design)
    i. Theater Arts Facility (design)
    j. Auto Body Complex (design)
    k. Art & Music Expansion (programming)
    l. Gymnasium Renovation and Expansion (programming)
    m. High Technology Learning Center (programming)
    n. Language Arts and Social Sciences Building (programming)
    o. Electronic Lock and Door Replacement (design)
    p. SOAR Permanent Campus (design)
    q. SOAR Buildings for fall 2008 (design)
    r. Community Instructional Center (programming)
    s. T100 Student Services Building (design)

B. Secure a location for the Palmdale campus.

Progress Toward Goal

1. Completed study of various potential Palmdale sites.

2. Completed site feasibility and geotechnical studies for site on 25th Street East.
3. Board of Trustees approved a purchase agreement for 60 acres of land at December 10, 2007, meeting.
4. District closed escrow on Palmdale property on February 28, 2008.
5. After receiving input from campus and community groups, students and employees were surveyed to help determine a name for the new campus. The Board of Trustees chose "Antelope Valley College Palmdale" as the new campus name on April 14, 2008.
6. Celebration and naming ceremony held at the district's new property on April 29, 2008.
7. Chancellor's Office Facilities Specialist toured the new property and gave approval.
8. District representatives met with Antelope Valley Conservancy leaders to discuss mutually acceptable open space plans for Palmdale campus.

V. Ensure staffing is sufficient to meet current and future growth.

A. Assess effectiveness of organizational structure changes.
   1. Negotiate and implement tiered structure.
   2. Review and evaluate reassigned time.

Progress Toward Goal

1. Agreements reached with the Antelope Valley College Federation of Teachers regarding stipends and release time for faculty.
2. Offered Supplemental Employee Retirement Plan to college employees.
3. Negotiations held regarding faculty chairs.

B. Implement Human Resources Plan (see Goal I.A).
   1. Revise Equal Employment Opportunity Plan.
   2. Ensure the continued implementation of recommendations of the Chancellor's Office 2002 Technical Assistance Team.

Progress Toward Goal

1. Human Resources Plan presented to the Board as an information item on May 12, 2008, and for approval on June 9, 2008.
2. Draft Equal Employment Opportunity Plan completed.
3. Planned and implemented office rearrangements and remodels to support additional personnel campuswide.
4. Completed strategic planning for supporting district growth requirements including additional Student Services support and classroom space.
5. Counseling hired five classified employees and three counseling faculty, nearing 2001 staffing levels.
   a. Restructured two positions in Career/Transfer Center to improve services and address current needs of students.
6. Exceeded compliance with 50% law, which requires that 50 percent of the district's current expense of education be expended for payment of salaries of classroom instructors.

VI. Enhance and expand relationships and collaborative partnerships with the external community.

A. Create partnerships with school districts, universities, community organizations, and business.

Progress Toward Goal

1. Agreement reached for use of the Los Angeles County Fire Department North Training Facilities

for Firefighter I Academy.

2. Participated in the Golden Steps Youth & Families Foundation 2007 Youth Summit.
3. Developed AERO 101 course in cooperation with City of Palmdale to attract at-risk youth to employment opportunities in aerospace.
4. Worked with Antelope Valley Union High School District on articulation agreements for career pathways.
5. Antelope Valley College Band Director worked with the local high school district Honor Band and participated in a joint performance at Walt Disney Concert Hall with Palmdale High School Choral Union.
6. Holiday party with the theme "Tis the season to be giving" benefited local charities.
7. Cities of Lancaster and Palmdale and the Antelope Valley WorkSource Center provided input in the development of Customer Service Academy for local businesses.
8. Articulation agreement reached with Embry-Riddle Aeronautical University (ERAU) – Worldwide to allow students with an AS degree in Aeronautics full junior-level standing at ERAU.
9. Articulation agreements developed with area high schools for Fire Technology, Automotive, and Electronics Technology.
10. Approved agreement with Los Angeles County Sheriff's Department for Sheriff's Explorer Academy.
11. Counseling provided assessments for Sheriff's Academy, TEAS testing for nurses, and English and math assessment for juniors at Medical Career Academy at Palmdale High School.
12. Corporate and Community Services developed agreements with Boston Reed College, Northrop Grumman, and the California State Prison to offer training programs.
13. Dean of Health Sciences, Assessment Coordinator, and nursing faculty coordinated a Saturday testing and open house for 60 Palmdale High School Medical Careers Academy students.
14. Red Cross and Antelope Valley Hospital blood drives increased.
15. Worked with Antelope Valley Hospital and Lancaster Community Hospital to reach agreement to fund Radiologic Technology director's position.
16. Participated in City of Lancaster's Martin Luther King Day of Service.
17. 30 health related community agencies participated in Health and Wellness Fair.
18. Child Development Center offered practicum site for local high school and California State University, Bakersfield students.
19. Fourth highest sponsor for American Cancer Society's Daffodil Days in 2008.
20. American Cancer Society Relay for Life hosted for second year.
    a. Thousands drawn to campus for event.
    b. College employees and students staffed Registration and Accounting team and raised over $7,000.
21. Outreach expanded at community events and local schools
    a. I'm Going to College outreach at principals' meetings, PTA meetings, and GATE parent meetings.
    b. 550 4th and 5th grade students attended first I'm Going to College event sponsored with assistance of Lowe's Home Improvement.
22. Over 100 eyeglasses collected for Lions Recycle for Sight used eyeglasses donation program.
23. SOAR High School collaboration continued to strengthen relationship with Antelope Valley Union High School District.
    a. SOAR Advisory Board formed from diverse community representatives, including many from aerospace industry.
24. Job Placement Center partnerships:
    a. Toured California Portland Cement to enhance understanding of summer internship program.

b. Hosted Open House for Boeing.
c. Assisted with grant development with Technical Education, AERO Institute, City of Palmdale, and Goodwill for "Community Based Training Grant."
d. Worked with LAEDC to link new and relocating businesses with job seekers.
e. On site recruitments held for Countrywide Mortgage, Vector Marketing, AAA-Auto Club, Los Angeles County Sheriff's Department, California Highway Patrol, Rite Aid Southwest Warehouse, Burlington Coat Factory, Sherman Williams Paint, H&R Block, Vista, LAPD, Sprint, Apple Computer, Super Target.
f. Community job fairs included South Valley WorkSource Center, West Coast Baptist College, Youth Job Fair at Jackie Robinson Park, AeroTek, and Commuter Job Fair.

25. Administrators and other employees worked with community and other groups to build relationships:
    a. Superintendent/President served on the boards of the Antelope Valley Board of Trade, the Greater Antelope Valley Economic Alliance, Commission on Athletics, Advisory Committee on Legislation, American Cancer Society, Y.M.C.A., and United Way. Also served as chair of the Business Outlook Conference and participated as a member of the Lancaster West Rotary, Antelope Valley School Boards Association, California State University, Bakersfield Independent Doctoral Program Advisory Committee, and Antelope Valley Superintendents Association.
    b. Vice President of Academic Affairs appointed to Board of Directors of Girl Scouts Joshua Tree Council.
    c. STAR joined Inland Empire/Desert SSS TRIO Consortium.
    d. Assessment Coordinator planned, organized and conducted the Fall Conference for Southern California Community College Assessment Association.
    e. Child Development Center Director participated on the Careers with Children, ROP program Advisory Board.
    f. Honors Program Coordinator elected president of the statewide honors society Alpha Gamma Sigma.
    g. Superintendent/President and Business, Computer Studies, and Economic Development dean represented college on Channel 3 "Local Edition."

B. Increase recruitment efforts.

<u>Progress Toward Goal</u>

1. Student Services held Super Saturday event during summer 2007 to allow students to apply, register for classes, take assessment tests, and receive counseling.
2. Online assessment provided at Antelope Valley and Lancaster high schools.
3. Job Placement Center held Antelope Valley's largest job fair held October 2007 with over 100 vendors.
4. Challenger and Changing Lanes added to recruitment and outreach efforts.
5. Development of recruitment tracking module within Banner initiated.
6. Targeted recruitment of intermediate algebra students increased enrollment in Electronics Technology program.
7. Presentations given to new community organizations and at new events: High Desert Alliance of Black School Educators, SPA1, Cactus Intermediate School AVID/Gear up program, David & Margaret Youth and Family Services, Alpine Elementary Fall Festival, Linda Verde Elementary Hispanic Heritage Celebration, Desert Sands Charter School Career Fair, Frazier Mountain High School College Fair.
8. Antelope Valley College Band Director led the Antelope Valley Union High School District Honor Band in performances at several Southern California locations, including Lancaster

Performing Arts Center, Highland High School, and Disneyland's California Adventure.

C. Raise awareness of college programs and services.

Progress Toward Goal

1. College participated in local parades, receiving second place trophy in Palmdale Holiday Parade.
2. Job Placement Center presentations given during monthly GED orientations.
3. New ACG federal grant program of financial aid students implemented.
4. Financial Aid increased new outside scholarships and initiated e-mail campaign to notify students of scholarship opportunities.
5. Northrop Grumman recognized Aircraft Fabrication program as sufficiently rigorous to be equivalent to their corporate new hire structures mechanic training.
6. Corporate and Community Education offerings sent to 750 local businesses with invitation to advisory committee meeting.
7. Antelope Valley College Foundation newsletter featuring stories regarding Foundation accomplishments, campus activities, bond projects, and faculty distributed to nearly 5,000 community leaders, donors, businesses, and friends of the college.
8. Newsletter targeting 20,000 high school students distributed.
9. Series of postcards and posters promoting vocational and technical programs distributed to high school students.
10. Child Development Center gave presentations to ROP classes and local city library groups.
11. Antelope Valley College Foundation and the college's nursing program featured in Lancaster Community Hospital's newsletter.
12. Presentations regarding new Customer Service Academy given at Lancaster Mayor's Roundtable, Greater Antelope Valley Economic Alliance, and Mojave Airport Board meetings.
13. Counseling made available Program Sheets in the Student Services Building lobby to provide easily accessible and up-to-date information to students on all current certificate and associate degree programs.
14. Employees received recognition:
    a. Distinguished Services Award from Wildlife Disease Association (Dr. Les Uhazy).
    b. National Council for Marketing & Public Relations District 6 Medallion Awards for postcard and class schedule (Steve Standerfer, Elizabeth Diachun, Vicki Mathias).
    c. Gold Medal 2007 Paragon Awards of the National Council for Marketing and Public Relations (Vicki Mathias).
    d. California Community Colleges Men's Basketball Hall of Fame (Newton Chelette).
    e. Foothill Conference Coach of the Year and George Sekul Community College Coach Award (Perry Jehlicka).
    f. Workforce Innovation in Regional Economic Development (WIRED) grant consultant recognized at SpaceTEC conference (Page Chen).
    g. Scoop Hudgins Outstanding Sports Information Director Award (Glenn Haller).
    h. Man of the Year for California-Arizona-Nevada and Hawaii Refrigeration Service Engineers Society (Joseph Owens).
    i. Academic Senate for Community Colleges Counseling Advisory Committee (Audrey Moore).
15. Faculty members gave presentations:
    a. Los Angeles Times Festival of Books (Charles Hood).
    b. Association of Colleges for Tutoring and Learning Assistance (Dr. Magdalena Caproiu and Diane Flores-Kagan)
    c. Conference of the International Psychohistory Association (Dr. Darrell Davisson).
16. Faculty members published:
    a. *Wikker* (Novel by John Rose)

b. *Art after the Bomb: Iconographies of Trauma in Late Modern Art* (Book by Dr. Darrell Davisson).
c. *Mona Caterina: Reexamining the Mona Lisa 100 Years after Freud. A Psycho-Neurobiological Approach* (Paper by Dr. Darrell Davisson).
d. *Western Postmodernism: A Reflection on Democracy* (Book by Xinmin Zhu).
e. *Bombing Ploesti* (Book by Charles Hood).
f. *Rio de Dios* (Book by Charles Hood).

17. Students achieved success:
    a. Airframe and Powerplant student featured in Dateline Edwards News Brief video regarding the college's Propulsion Flight Co-op Program.
    b. Two Honors Program students awarded scholarships at Alpha Gamma Sigma spring convention, two won awards for the most artistic representation in the badge category, and the editor of the local Alpha Iota newsletter was awarded two certificates for the publication.
    c. Federal Aviation Administration hired seven Electronics Technology students in cooperative work experience program.
    d. Model United Nations students received multiple awards at the CALMUN conference and University of California, Berkeley MUN conference.
    e. Antelope Valley College student one of two continuing students chosen by statewide Academic Senate to receive Jonnah Laroche Memorial Scholarship.
    f. 27th Marauder named to Pepsi Scholar Athlete Honor Roll.
    g. Marauders football team awarded 2007 Conference Champions trophy.
    h. Marauders football player named member of the second team All America and received honorable mention Academic All-American team.
    i. Marauders softball team won fourth straight undefeated Foothill Conference championship and advanced to regional finals.
    j. Marauders men's basketball team won Foothill Conference and advanced to regional finals.
    k. Marauders women's basketball team advanced to the regional finals.
    l. Marauders men's cross country finished second in conference, fourth in Southern California, and tenth in the state.
    m. Member of the Marauders women's cross country team was conference champion.
    n. Member of the Marauders men's track team finished fifth in the state in the 400 meter run.
    o. Member of the women's track team named athlete of the year and finished seventh in the state in the 100 meter run.
    p. Antelope Valley Concert Band under direction of Dr. Berkeley Price performed at Walt Disney Concert Hall to an audience of upwards of a thousand patrons.

VII. Continue to develop programs, courses, and technical services that meet the changing needs of students, business, industry, and the community.

Progress Toward Goal

1. First respiratory therapy/care class graduated (18 students).
2. Vocational nursing program piloted 12-month program to conclude August 2008 (29 students).
3. Record number of Associate Degree Nursing Program students graduated (158 students).
4. Radiologic Technology Program approved by the California Community Colleges System Office and approval of Department of Health Services Radiologic Health Branch is pending.
5. Customer Service Academy developed at the request of the City of Lancaster to benefit local businesses.
6. Job seeking skills and resume writing workshops presented in Keyboarding, Medical Front Office,

Electrical, Electronics, and Airframe and Powerplant classes.

7. Double 8 AA degree plan for welfare workers developed.
8. Developed ELTE 105 Introduction to Robotics to take advantage of local high school interest in robotics competitions and to attract students to Electronics Technology program.
9. First municipal Firefighter I Academy class graduated (13 students).
10. Worked with Northrop Grumman to develop eight-week "fast track" schedule of Blueprint Reading, Aircraft Structures and Composites.
11. Developed Corporate and Community Services Pharmacy Technician Training offered through Boston Reed College.
12. Job Placement Center collaborated with EDD outreach-Job Club for Professional Plus Network.
13. Job Placement Center worked with FPL Energies to develop a collaborative with Bakersfield, Cerro Coso, and Barstow colleges for the placement of students in alternative energy positions.
14. Participated in the planning and presentation of Governor's "Hire a Hero, Hire a Vet" job fair in Burbank.
15. Through VTEA grant, Job Placement developed Mock Interview Room to assist students for interviews with specific industries.
16. STAR Math and English tutors hired.
17. STAR Career workshops implemented.
18. Online counseling developed, online orientation revised, and counseling appointment process modified to better serve students.
19. Associated Student Organization Constitution and Bylaws revised and approved by Board of Trustees on August 13, 2007.
20. Associated Student Organization and student trustee elections held online through myAVC increased participation with 265 students voting.
21. Created Welcome Week program for fall and spring semesters.
22. Highest number of active student clubs (24) registered.
23. Snack Shack opened to meet the needs of students, particularly those who attend in the afternoon and evening.
24. Financial Aid moved toward becoming a paperless office by scanning and not retaining hard copies of student documents, improving security of confidential student information.

VIII. Continue to improve communication between the Superintendent/President and Board of Trustees.

Progress Toward Goal

1. Board meetings in 2007-2008 included presentations regarding Students on the Academic Rise (SOAR) High School, proposed development of district property located on the southwest corner of 30th Street West and Avenue K, construction projects (two meetings), Antelope Valley College Foundation, sabbatical leaves (two meetings), Propulsion Flight Co-op program, CalWORKs Program success rates, marching band program, Antelope Valley Children's Choir, Model United Nations Program, Palmdale enrollment, intersession and spring 2008 enrollment, campus security, establishment of a police department (two meetings), student learning outcomes, and accountability reporting for California Community Colleges.
2. Presented 229 items for approval (compared to 166 in 2006-2007) and 27 information items at Board meetings held during the 2007-2008 academic year.
3. Provided monthly reports to the Board regarding the Palmdale campus, progress in resolving audit findings, and the contract with Public Private Ventures.
4. Provided calendars of meetings and events on a routine basis.

5. Invited board members to represent the college at important community events.
6. Remained available to trustees by phone, e-mail, and in person on a scheduled or drop-in basis.
7. Held monthly meetings with the Board President to review meeting agendas and discuss campus issues.
8. Routinely provided board with campus news, events, and concerns through e-mail notices and telephone calls.
9. Provided copies of correspondence regarding important advocacy efforts and campus issues.
10. Routinely provided information about statewide community college issues through e-mail reports from consultants and advocates.
11. Provided access to state and local leaders.

IX. Develop and implement a strategy to improve revenues/reduce expenditures at the Cafeteria and Bookstore. Evaluate and report on alternatives with outside vendors.

Progress Toward Goal

1. Student worker costs reduced by Job Placement Center analysis of CalWORKs and Federal Work Study awards.

X. Strengthen collaboration with the Antelope Valley College Foundation to increase financial support for the district's mission through private gifts and community partnerships.

Progress Toward Goal

1. $106,980 in scholarships provided to 180 students.
2. Largest gift in AVC history ($222,000) received from anonymous donor to fund Title V match, scholarship endowment, scholarships for 2007-2008, and bench purchase.
3. Proceeds from Job Placement Center job fair directed toward four $250 scholarships.
4. Child Development Center applied for and received state funding and Boeing funding for playground renovation and repair to improve environment in areas of safety and ADA compliance.
5. Leadership award of $10,000 received from Banco Popular.
6. New endowments established for the McCutcheon Era Scholarship and Ron Emard "Cherish the Child" Scholarship.