



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

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

**Data/Outcome Analysis and Use**

**Please review and interpret data:**

#	Indicator	Comments and Trend Analysis
6.	Report program/area data showing the quantity of services provided over the past five years (e.g. number of transactions, acreage maintained, students served, sales figures, etc.)	<p>Comment on trends and how they affect your program:</p> <p>The mission of Corporate &amp; Community Services is to provide lifelong learning experiences to our community through a variety of courses and short-term, not-for-credit programs offering basic, technical, and/or professional skills or personal or professional development. These skills can lead to employment and/or professional certification or personal enrichment.</p> <p>Between 2012 and 2017, the C&amp;CS office was moved three times, greatly affecting the continuity of its business. The final move to the Palmdale should have a settling effect on the department and start to help C&amp;CS to begin to increase its available course offerings. There has also been a fluctuating number of personnel in the department over the last five years that has had an effect on the ability to phone market and administrate classes. The department currently operates with two classified staff and two student workers. The goal of C&amp;CS is to expand offerings, increase revenues to make a profit for the district, and meet community and industry need while not conflicting with the regular for-credit programs of the college.</p> <p>Community Education:</p> <p>2012-2013: 31 courses offered; 45 sections; 430 students served</p>

2013-2014: 33 courses offered; 55 sections; 589 students served  
2014-2015: 37 courses offered; 74 sections; 623 students served  
2015-2016: 42 courses offered; 80 sections; 750 students served  
2016-2017: 24 courses offered; 72 sections; 530 students served  
2017-2018: 14 courses offered; 48 sections; 528 students served

C&CS has a solid core of repeatable community education classes that it offers throughout the year. These offerings are reviewed each year for public interest and profitability and will vary from year to year. These course are mostly professional development in nature and offer participants short term skills training. Regular offerings include Notary Public training, grant writing, First Aid & CPR (American Heart,) Food Protection Manager Certification, Loan Signing Specialist, Retirement Planning, GRE Test Preparation and California Guard Card. Community Services also runs the Nursing Preceptorship Program for AVC nursing program students. In the past, C&CS has also been able to facilitate offering an LA County grant-funded Spring strings program for youth in collaboration with the Music department and Dr. David Newby as well as Football Conditioning program in the summer through the Athletics department and instructor Perry Jehlicka.

2017-2018 post-class survey results show a high level of participant satisfaction in course content and objectives being met as well as the competency of our instructors. (C&CS uses Survey Monkey to poll participants after class completions. Survey sample this year was 73 respondents.)

	ALWAYS	OFTEN	SOMETIMES	SELDOM	NEVER	DOES NOT APPLY	TOTAL
Was the course content consistent with the course description and objectives?	76.14% 67	18.18% 16	3.41% 3	2.27% 2	0.00% 0	0.00% 0	88
Did the Instructor have knowledge of the subject matter?	89.77% 79	10.23% 9	0.00% 0	0.00% 0	0.00% 0	0.00% 0	88
Was the location appropriate to the type of class you attended?	87.36% 76	5.75% 5	4.60% 4	1.15% 1	0.00% 0	1.15% 1	87
Was the information helpful, either personally or professionally?	82.95% 73	12.50% 11	2.27% 2	2.27% 2	0.00% 0	0.00% 0	88

**Corporate Education:**

According to the 2018 Economic Roundtable Report published by the Greater Antelope Valley Economic Alliance, the Antelope Valley continues to have enormous advantage for economic development and growth. With the lowest costs of facilities, most available room-to-grow acreage, lowest housing costs and cost of living in the state, Antelope Valley will continue to be an area of growth in both aerospace and manufacturing industries.

Having discussed the local training needs this year with BYD, Lance Campers, Northrop Grumman, and other aerospace companies, we know that that finding large numbers of needed workers with the right basic skillsets continues to be a challenge. The opportunity to develop pre-apprenticeship programs or other entry level skills

programs will be critical to meeting local industry needs. Corporate training at Antelope Valley College can provide tremendous help to employers looking to create immediate training programs and to create longer term talent pipelines leading to local employment.

Last year, C&CS offered a management training program called Frontline Leadership to 45 mid-level managers at BYD. The training was mostly paid for by state Employment Training Panel (ETP) dollars resulting in a very low cost to the employer. C&CS is exploring opportunities to bring more programs like this as well as more on-the-floor technical training to Antelope Valley's largest employers. Through cooperation with El Camino College and Kern Community College District, AVC's C&CS is able to tap into multi-employer ETP training contracts to access training funds for local companies.

**Pre-Apprenticeship Program:**

The need for union building and construction trades workers is high in Los Angeles and Kern counties with new infrastructure and building projects on the books well into the next decade. To meet this need for thousands of new apprentices to fill the slots retiring workers, C&CS staff is fully engaged in running a California Apprenticeship Initiative grant-funded Pre-Apprenticeship Program for the Building and Construction Trades. The \$500,000 grant awarded to the College in 2016 is intended to put 200 students through the Multi-Craft Core Curriculum (MC3) of the National Association of Building Trades Unions in order to offer them greater access and acceptance into the building trades apprenticeship programs locally. The LA/Orange County Building and Construction Trades Council is a partner as is AVC and the City of Lancaster, both having recently signed community trade agreements with the unions guaranteeing local union jobs on upcoming construction projects. C&CS is scheduling cohorts at Palmdale Center as well as Rosamond High School and Fenner Canyon Conservation Camp in Valyermo, a minimum security prison/fire camp through January 2019. Students completing the eight-week training will be given preference to enter union apprenticeship programs.

**Online community education:**

C&CS generates operating revenue by acting as a "storefront" for-profit online training programs. Course offerings that AVC's C&CS markets first go through the AP&P approval process to insure there are no conflicts with the College's regular for-credit curriculum. Examples of current offerings include courses such as Spanish for Law Enforcement to Medical Transcription Editor to Certificate in Stress Management. C&CS generates over \$2,000 annually for marketing these courses. These funds offset some of the salaries and operating expenses of the department.

Continuing to develop a breadth of offerings that are of interest to the local community but not competitive with the for-credit programs of the College builds community awareness and support of AVC across a broader cross-section of the community college district's served population. C&CS currently serves between 500-600 students annually through community education courses.

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

ILO/PLO/OO	Action Plan	Current Status	Impact of Action
Communication	Increase GAIN/GROW/WIOA funded program offerings	Ongoing	Customer Service/ Hospitality program for 13 LACOE GROW/GAIN students helped them with communication, interview and phone skills in restaurant, hotel, and front-facing office jobs. Cooperative Work experience offered them on opportunity to put learned skills into practice.
Career and specialized knowledge	Develop grant-funded pre-apprenticeship program for building & construction trades	Ongoing	Pre-apprenticeship program launched at three locations: Palmdale Center, Rosamond High School, and Fenner Canyon Conservation Camp (CDCR prison.) To-date, 78 students have participated in the program including 21 soon-to-be-released incarcerated students, who hailed the program as “life-changing.” Twelve students have landed apprenticeship jobs immediately with local unions. More students expected to be offered apprenticeships in the coming months.
		Choose an item.	
		Choose an item.	

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

Goals/Objectives	Current Status	Describe any relevant measures/data used to evaluate the impact
Increase corporate offerings	Ongoing	Number of contracts and demonstrable increases in revenues
Increase I-Train (Workforce Investment & Opportunity Act-fundable) offerings	Ongoing	Number of relevant offerings listed on California I-Train ( Intra-state Training Resources and Information Network)
Further develop and increase contract education and grant-funded programs	Ongoing	Seek out state grants, continued opportunities to partner with LACOE; develop and strengthen relationships and develop contracts with local industry and local governments; continue to grow revenue in order to demonstrate profitability and fund additional administrative and/or coordinator position along with possible registration and tracking software.

Briefly discuss your progress in achieving those goals:

Corporate & Community Services has been in transition this year under the leadership of the dean of Palmdale Center and Extended Learning. This year has been focused on: streamlining financial processes with Business Services; controlling costs and expenditures; closing out and collecting on a large ETP contract;

launching a Customer Service/Hospitality training program for LACOE GROW/GAIN participants; and execution of a California Apprenticeship Initiative grant to launch a Pre-Apprenticeship Program for the building & construction trades in collaboration with the LA/Orange Counties Building & Construction Trades Council. These buckets of work have consumed the staff of two full-time clerical staff plus two student workers. In addition to executing work on the corporate training side of the department, the staff also maintains a steady flow of community course offerings that require executing instructor contracts, taking student registrations, collection of student fees, and coordination of room scheduling, etc.

The Dean of Palmdale Center & Extended Learning has devoted time this year to discussions with the City of Lancaster, BYD, and Lance Campers to discuss ongoing recruitment and training needs. The goal of growing corporate education will require greater amount of time being devoted to strategic and professional outreach to local companies and the community to “get the word out” that the College can help with meeting short term training needs through C&CS.

C&CS is sending two contract instructors to a new “train-the-trainer” workshop this summer to develop a possible new leadership training program being offered by other corporate education departments in other community colleges called Emerging leaders Institute. C&CS has the opportunity to launch this program with the City of Lancaster and other local companies in the coming year.

Please describe how resources provided in support of previous program review contributed to program improvements:

No new additional resources were added. However, Business Services offered part-time support of one accounting professional to begin to log C&CS financials in a QuickBooks program for easier tracking of programs and to be able to run profit and loss reports at some point.

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

Goal #	Discipline/area goal and objectives	Relationship to Strategic Goals* in Educational Master Plan (EMP) and/or other	Expected Impact on Program Outcomes/Student Learning	Action plan(s) or steps needed to achieve the goal**	Resources needed (Y/N)?
1	Expand both community and corporate education offerings	*3. Focus on utilizing proven instructional strategies that will foster transferable intellectual skills 5.Align instructional programs to the skills identified by the labor market Choose an item. Choose an item.	Increase volume of business and revenues to achieve a break-even or profit status by year end.	Look for opportunities to build ETP funded training programs; continue outreach to local industry and community; continue to develop courses of interest to the community	Yes
2	Maintain interface with AVC Job Placement Office.	1. Commitment to strengthen Institutional Effectiveness measures and 5.Align instructional programs to the	Utilize the network and strengths of the Job Placement Office to expand collaboration with the	Continue to look for opportunities to increase I-Train/WIOA- and GAIN/GROW-funded program offerings.	No

		skills identified by the labor market Choose an item. Choose an item.	business community and local governments.		
3	Increase customized corporate training offerings.	1. Commitment to strengthen Institutional Effectiveness measures and 5.Align instructional programs to the skills identified by the labor market Choose an item. Choose an item.	Expand AVC reputation for being a partner with the local business community to help them achieve their short-term training needs.	Continue relationship with El Camino College and Kern Community College District to tap into ETP multi-employer contracts. Develop Emerging Leaders Institute program as a corporate training offering.	Yes
4	Continue to streamline business and financial processes and implement cost-controls	1. Commitment to strengthen Institutional Effectiveness measures and *2. Increase efficient and effective use of all resources: Technology, Facilities, Human Resources, Business Services Choose an item. Choose an item.	Cost-savings and better use of budget to execute program mission	Continue to look for areas of cost-savings and non-essential expenditures; continue ongoing communication with Business Services to improve transparency of all C&CS transactions; continued dialogue with BS to improve and streamline processes	No
5	Develop relationship with BYD to explore becoming lead training provider for union apprenticeship program	*3. Focus on utilizing proven instructional strategies that will foster transferable intellectual skills 5.Align instructional programs to the skills identified by the labor market Choose an item. Choose an item.	Development of a an apprenticeship program either through corporate training or a regular for-credit institutional program	Work with City of Lancaster, BYD, and union leadership to explore needs and opportunities in the coming year	No

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

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

Indicate which Discipline/area Goal(s) guide this need	Type of Request (Personnel <sup>1</sup> , Technology <sup>2</sup> , Physical <sup>3</sup> , Professional development <sup>4</sup> , Other <sup>5</sup> )	New or Repeat Request?	Briefly describe your request here	Amount, \$	One-time or Recurring Cost, \$?	Contact's name
1, 3	Personnel	New	PT Coordinator	\$50,000	Recurring	Dean Hart
1, 3, 4	Technology	New	Online registration/ data tracking software	\$25,000	One-time	Dean Hart
		Choose an item.			Choose an item.	
	Choose an item.	Choose an item.			Choose an item.	
	Choose an item.	Choose an item.			Choose an item.	
	Choose an item.	Choose an item.			Choose an item.	

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

<sup>2</sup>List needed technology resources in priority order.

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

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

<sup>5</sup>List any other needed resources in priority order.