



# Self-Evaluation

2022-2023

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Dr. Jennifer Zellet  
Superintendent/President

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# YEAR IN REVIEW

## Summary

When I was invited to serve as Superintendent President at Antelope Valley Community College District, I was elated. To join a college with such a strong foundation and so much possibility was precisely what I wanted to do. This year has been filled with expected and unexpected challenges and victories, and I am so proud of AVC and all her employees. Despite the traumatic events of the pandemic and the workplace and life trauma brought into peoples' lives, AVC is rebounding. We are not just coming back to work; we are coming back to work with energy and compassion. People not only bought into but celebrated things like:

1. Serve Students. Be Kind. (Campaign)
2. You Got Caught Doing Something Good
3. 52 Things Project (Most of the campus accepted the challenge to do 1 random act of kindness a week...there are 52 weeks in a year. It has changed our campus for so many people to be doing so many good things.)

Our classified professionals came together to implement Caring Campus, which promotes a healthy working environment and the creation of shared norms. This became our second Quality Focus Essay project, and there has been incredible support.

The year hasn't been entirely free from conflict or difficulty, but all are emerging as a group of student-centered, service-minded people who share the same goals.

*If you want to go fast, Go Alone.  
If you want to go far, Go Together.  
- African Proverb*

## Looking Ahead

In this next year, we will take care to onboard all our new employees (regardless of job description) so they understand the mission, vision, and values of the college and as we move forward, we will do so in a unified manner with many of the conflicts and challenges of the past left behind us.

As you read through this document, you will find multiple exemplars of incredible work accomplished this year. I must remind the Board; I did not accomplish this work alone. There is an amazing team of skilled, talented, and creative people here at AVC, and all of us

together made many good things happen for students and the community. My job is to serve our valued employees, ensure plans are clear, provide the needed resources and permissions to do the work, and when all of that is done...Serve some more.

Thank you for the opportunity to share with you this year in review.

*Viviendo el Sueno!*

A handwritten signature in black ink, appearing to read "Zellet". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Dr. Jennifer Zellet**  
**Superintendent/President**  
**2022-2023 Annual Review**

# BOARD INITIATIVES 2019-2023

BOARD INITIATIVES 2019-2023	
Over-Arching Priorities	
<b>1. Marketing and Outreach</b>	
	Expand into e-newsletter, quarterly marketing magazine, expand social media presence
	Direct communication with all elected officials
	Expand legislative monitoring and communication
	STEM Mobile to K-12 e. Highlight faculty, staff, and student stories in local and social media
<b>2. Community Participation</b>	
	Executive Council members involvement in civic organizations
	College conduct/coordinate a community service project
<b>3. EMP Goal #1: Commitment to strengthen Institutional Effectiveness measures and practices.</b>	
	Enhanced data collection and analysis, data-driven decisions. More efficient reporting structures and program review
<b>2021-2022</b>	
<b>EMP Goal #1: Commitment to strengthen Institutional Effectiveness measures and practices.</b>	
	Guided Pathways Formation
	Align outcome goals to the Vision for Success plan for the California Community College system.
	Strategic Planning and systems thinking regarding closing FTES Gap, Enrollment Management and improving key outcomes
<b>EMP Goal #2: Increase efficient and effective use of all resources.</b>	
	Continue Measure AV build out
	Professional Development for all staff
	Effective scheduling and productivity: faculty and staff planning
<b>EMP Goal #4: Advance more students to college-level coursework.</b>	
	Curriculum alignment for completion efficiency across the institution and Guided Pathways development
	AB 705 scheduling, impact of non-completion
<b>2022-2023</b>	
	(Continue 2021-2022)
	Reinforce Marketing and Outreach Initiatives to recover enrollments post-pandemic

# PRESIDENT'S GOALS 2022-2023

My first-year goals were developed from the 2019-2023 Board Initiatives. The chart below shows the Board approved goals and the progress toward completion.

Goals for Dr. Jennifer Zellet 2023-2023	
<p><b>1. Community Involvement to Support Growth and Development of AVC Initiatives</b></p>	<ul style="list-style-type: none"> <li>✓ Developed relationships with civic entities and politicians.</li> <li>✓ Member of Lancaster West Rotary</li> <li>✓ Member of EAFB Civ-Mil Support Group</li> <li>✓ Regularly attend AVSBA meetings</li> <li>✓ Developed relationships with Industry Partners (large, small, public, private)</li> </ul>
<p><b>2. Commitment to strengthen Institutional Effectiveness measures and practices. (EMP Goal 1)</b></p>	<ul style="list-style-type: none"> <li>✓</li> </ul>
<ol style="list-style-type: none"> <li>1. Support completion of ISER and Quality Focus Essay</li> <li>2. Support rejuvenation and completion of Guided Pathways redesign, looking at comprehensive review of programs, courses, and services to remove barriers and decrease disproportionate impact for students.</li> <li>3. Support integrated planning using Assessment results, Program Review, and all strategic planning to inform allocation of all resources.</li> <li>4. Support development of comprehensive Service Plans, including Strategic Enrollment Management Plan, that aim to increase equitable access, close achievement gaps, and increase completions across all demographic groups.</li> </ol>	<ul style="list-style-type: none"> <li>✓ Successfully submitted.</li> <li>✓ This is a work in progress. I wrote an IEPI grant that was awarded to promote the implementation of Surround Support Teams for our Areas of Study. Great progress has been made.</li> <li>✓ We have continued data informed decision making at the college, and spring 23 RISC surveys will aid in scheduling reform.</li> <li>✓ Transformed from "Master Plans" to AVC SERVES (see p. ____) There will be a strategic planning meeting later in June to establish the 3-year work plan with measurable goals.</li> </ul>
<p><b>3. Increase efficient and effective use of all resources. (EMP Goal 2)</b></p>	<ul style="list-style-type: none"> <li>✓</li> </ul>
<ol style="list-style-type: none"> <li>1. Continue Measure AV build out, developing creative, innovative spaces</li> <li>2. Systems and process review to align responsibilities with positions, recreate to promote equity, and gain efficiencies.</li> <li>3. Fully staff executive team, further build management skills through professional development, and execute baseline training, AVC BASIC, for all</li> </ol>	<ul style="list-style-type: none"> <li>✓ Student Services Building Opened, Cedar Hall broken ground.</li> <li>✓ This is a work in progress. Systems review and alignment will gain momentum with the completion of the executive cabinet.</li> <li>✓ All executive positions are filled. AVC BASIC was successful, and we are determining how to further hone managerial skills.</li> </ul>

<p>administrators on DEIA, district processes and systems, and people-centered management.</p> <p>4. Support the implementation of professional development across campus that moves forward DEIA and student success initiatives</p>	<p>✓ Intentional development of campus skills and capacity regarding DEIA are detailed in the Student Equity and Achievement Plan, the Guided Pathways Plan, the Achieving the Dream Plan, and AVC SERVES. This is and will be an ongoing goal.</p>
<p><b>4. Advance more students to college-level coursework. (EMP Goal 4)</b></p>	<p>✓</p>
<p>1. Support the full implementation of IT products purchased to create efficient systems for curriculum alignment, reporting, assessment, and scheduling.</p> <p>2. Support creation of data-informed, equitable improvements across instruction, with the goal of increasing equitable access, retention, success, completion, and closing disproportionate impact gaps.</p> <p>3. Strengthen partnerships with local K-12 districts to increase Dual Enrollment opportunities with the aim of accelerating the path to a certificate or degree</p>	<p>✓ There were some delays in the full implementation of EduNav; however, we are back on track. Our Quality Focus Essay project 1 is to fully implement eLumen for Learning Outcomes Assessment to assist in Goal 2.</p> <p>✓ This year we trained cohort 1 of Data Coaches who will work with their departments and divisions to interpret data for student success and programmatic improvement. In addition, we made application and were accepted as 1 of 10 community colleges across the nation as part of Achieving the Dream's Achieving Equitable Outcomes 3-year cohort. Implemented the addition of two class periods into the block schedule to maximize teaching time, eliminate scheduling conflicts, and promote accessibility of courses throughout the day.</p> <p>✓ This year, 68 of 108 graduates of SOAR High School graduated with both an Associate degree and High School diploma. To grow Dual Enrollment beyond our campus, DE became a primary assignment of Dean Kathryn Mitchell, and we are hiring a DE Director, so the program gets constant and intensive attention. We have maintained and increased our participation with local school districts (e.g., Rosamond, Palmdale, AVUHSD), and 1 and 3 deans were honored with AVUHSD Bridge Awards for creating bridges between</p>

	AVUHSD and AVC. This is off to a robust start and will be ongoing.
<b>5. Align instructional programs to the skills identified by the labor market. (EMP Goal 5)</b>	✓
<p>1. Support growth and development of Contract Ed, noncredit, and CTE programs to increase direct entry into and advancement in the workforce</p> <p>2. Facilitate and support the growth of apprenticeship programs</p>	<p>✓ Contract Education, Noncredit Education, Adult Education, and Community Education programs at AVC were virtually nonexistent when I was hired. The Palmdale Center now has a Dean of Workforce Development and Community Engagement whose sole job is to grow these programs. As a new Dean, Mr. Van Rider is being coached by experts in these areas to create a strategic plan for developing Contract Education (not-for-credit) as well as Non-Credit Adult Education, and these programs will serve as onramps to for credit degrees and certificates. This is an ongoing project.</p> <p>✓ This is more in its infancy than other programs we are trying to develop; however, there are recent opportunities coming from the State Chancellor's Office which we are pursuing. This is an ongoing project.</p>



# BOARD STRATEGIC PRIORITIES 23/24 TO 25/26

At a study session in January 2023, the Board met to discuss the difference between priorities which the board sets and which operate at the policy level, and goals of the president and the college which require action. The Board created and accepted the following set of strategic priorities for the next three years.

1. Prioritize Enrollment and Growth
2. Currency of Board Policies and Procedures reflecting Mission/Vision/Values
3. Community Interactions
4. Workforce Development

The next page sets forth the President's Goals for the next academic year.

# 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.)

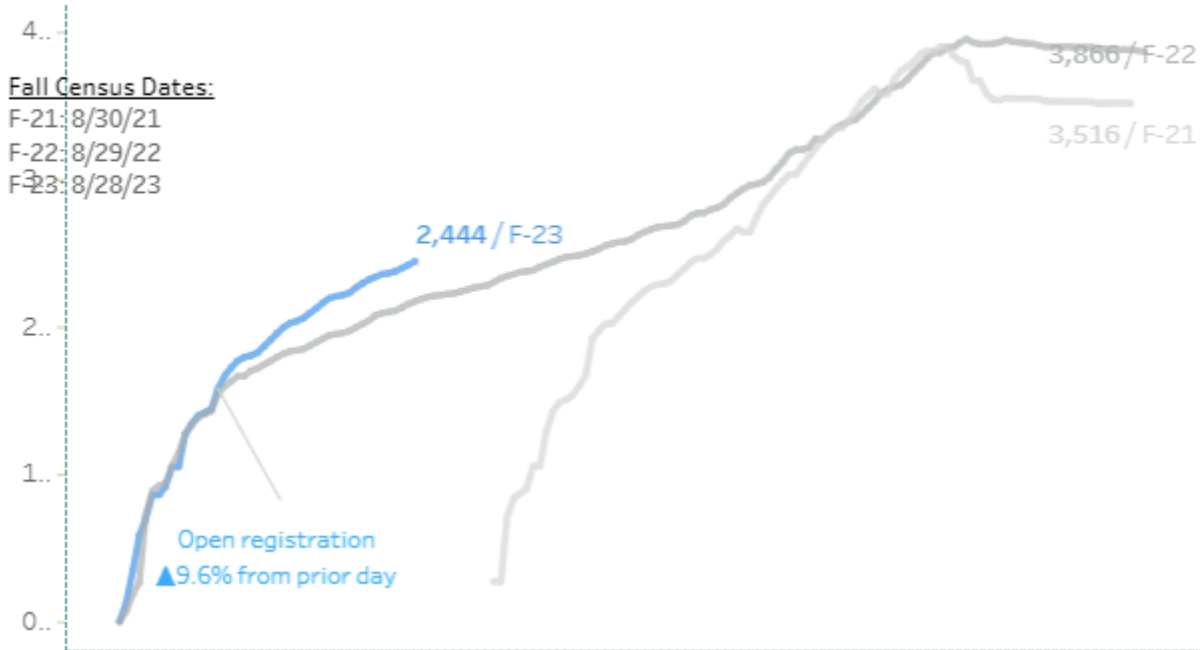
### 5. Personal and Professional Growth and Development

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)

# ENROLLMENT SUMMARY

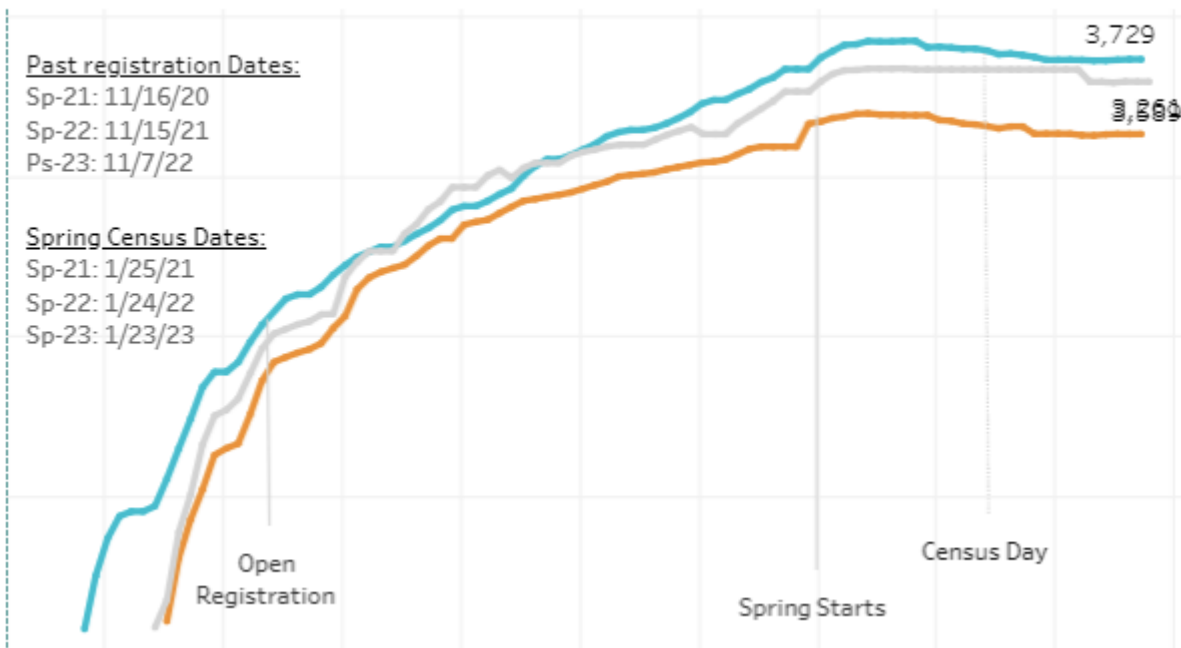
## FTES FALL OVER FALL COMPARISON

May 25, 2023 Fall FTES: 2021, 2022, 2023



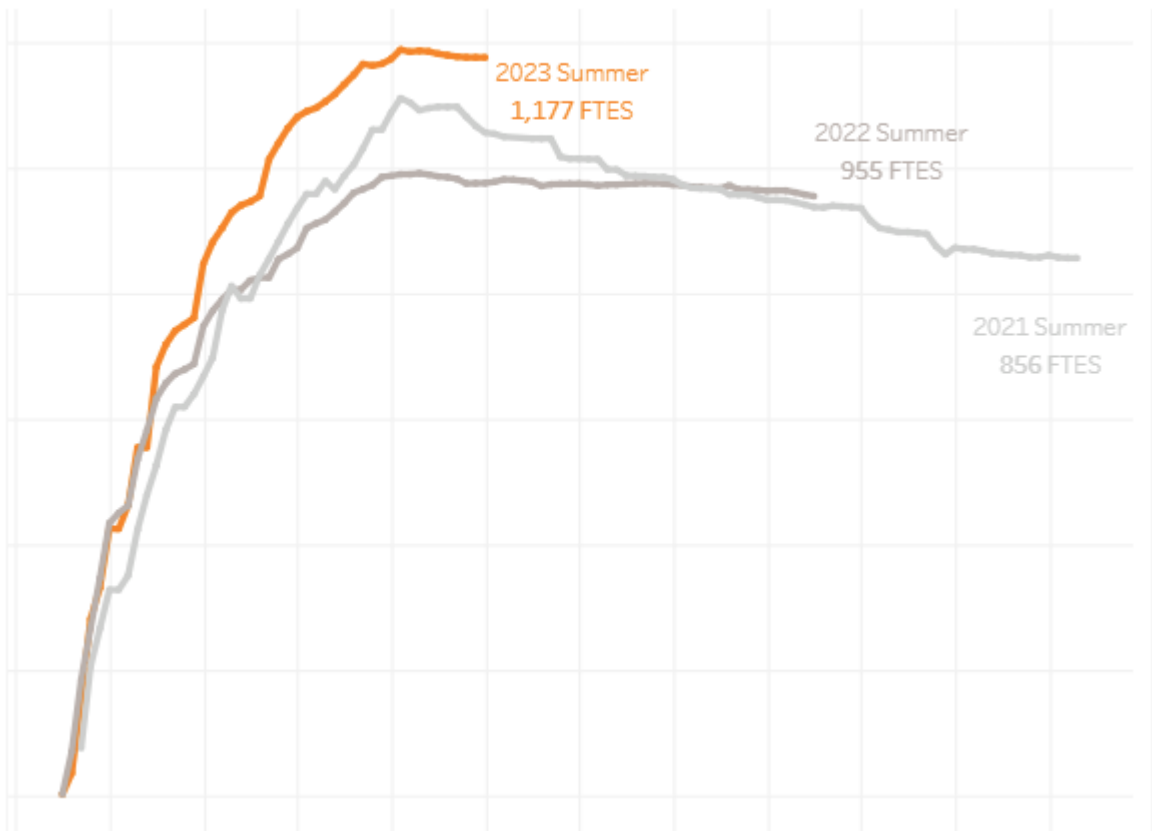
## FTES SPRING OVER SPRING COMPARISON

February 16, 2023 Spring FTES: 2021, 2022, 2023



## FTES SUMMER OVER SUMMER COMPARISON

FTES : Summer 2021, 2022 & 2023



### Points of Interest 2022-2023:

- Graduation awarded 3,220 degrees and certificates (including 16 Baccalaureate degrees).
- Enrollment continues to rebound Fall 23 up 13.2% over Fall 22, Headcount is up 16.7%

## Success and Retention

AVC Total Success and Retention Rates by Academic Year/Term

Year/Term Break by..	Success	Retention	Enrollment (Dupl.)	Number of Sections	Annual Headcount
2018-2019	72.1%	87.5%	90,809	3,927	19,219
2019-2020	73.3%	87.5%	85,583	3,707	19,275
2020-2021	74.8%	88.5%	72,390	3,094	15,948
2021-2022	72.4%	87.9%	65,178	3,091	15,090
2022-2023	72.6%	88.9%	71,262	3,240	15,883

# ACADEMIC PROGRAMMING

## Program Updates

Notable Accomplishments		
Metrology and NonDestructive Inspection Added	Fire Academies held first Graduation since COVID	EMT, LVN, and Radiation Technology expanded
Created Student Athlete Advisory Council and Student Athlete Retreat	Baccalaureate in Respiratory Care anticipated approval in Fall	ACE Program underway (8-week mini-sessions)
Zero Textbook Cost Courses	Teaching College for CVC-OEI	
Non-Credit Additions		
Vocational ESL	Business Logistics	Music
Parenting	Lactation Educator	Tutoring
Phlebotomy	Logistics (Warehouse)	College Readiness
Supply Chain Management	Computer and Workplace Fundamentals	Careers for a Cause
Personal Business Ownership		

## AVC Student Demographics

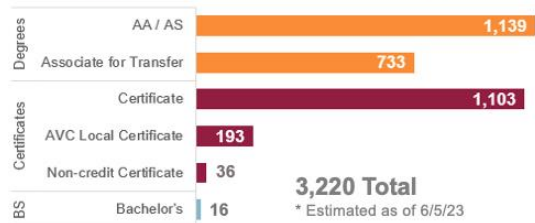
2022-2023:

**15,883** - Headcount (▲ **5.3%** from 2021-2022)

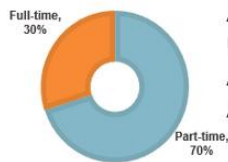
**3,240** - Number of Sections (▲ **4.8%** from 2021-2022)

**71,262** - Enrollment (▲ **9.3%** from 2021-2022)

### Program Awards 2022-2023\*



### Academic Load



### Averages:

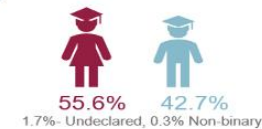
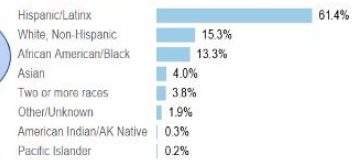
Age: **25**  
 Units Enrolled: **8.5**  
 AVC Earned Hours: **36.9**  
 Attempted vs. Completed Units: **77.5%**

Overall hourly wages increased by **\$11.8** after completing training at AVC (2022 CTEOS)

**95%** of AVC students said their education is worth what they paid or even more (2021 RISC)

**94%** would recommend AVC to a friend or family member (2022 CCSSE)

### Student Demographics



# INSTITUTIONAL CULTURE AND CARE

## HIRING 2022-2023

When I arrived, the campus had many vacancies in its workforce. In my year here, we have accomplished 117 hires (as of the compilation of this data). There are intentional goals to bring equity to our workforce, ensuring that students see themselves at all levels of the college. To that end, this chart below establishes baseline data for the beginning of my Presidency with regard to gender and ethnic demographics and employees.

Count of ntyp_code	Column Labels	ADM	CMSU	CLS	FAC	ADJ	INA	Grand Total
<input type="checkbox"/> 2 or more				1		4		5
F						2		2
M				1		2		3
<input type="checkbox"/> American Indian/Alaskan Native		1				1	1	3
F		1					1	2
M						1		1
<input type="checkbox"/> Asian				1	1	3		5
F				1				1
M					1	3		4
<input type="checkbox"/> Black or African American				8		1		9
F				6				6
M				2		1		3
<input type="checkbox"/> Hispanic/Latino		2	3	10	1	14	1	31
F		1	1	6	1	8		17
M		1	2	4		6	1	14
<input type="checkbox"/> Native Hawaiian or Other Pacific Islander				1		1		2
F				1				1
M						1		1
<input type="checkbox"/> Unknown				3	2	5		10
F				2	1	2		5
M				1	1	3		5
<input type="checkbox"/> White		3		4	7	38		52
F		1		4	3	13		21
M		2			4	25		31
<b>Grand Total</b>		<b>6</b>	<b>3</b>	<b>28</b>	<b>11</b>	<b>67</b>	<b>2</b>	<b>117</b>

## AVC SERVES

This unique approach to a Strategic Plan intends to turn planning upside down. Focusing on Service, the paradigm becomes how all that we do is aimed to serve students, the community, and each other. This grid will break down the work of each semester for the next three years allowing for monitoring and adjusting as we evaluate according to metrics established in plans (Guided Pathways, SEAP, ESP, Achieving the Dream, ISER, etc.). The Strategic Planning Committee is meeting late June to begin drafting out the 2023-2024 year to present at Opening Day.

Antelope Valley College's Living the Dream 2023-2026 Strategic Plan Overview										
Goal*	AVC SERVES (The how or the means by which goals are achieved at AVC.)	Year/Term								
		2023-2024			2024-2025			2025-2026		
		Fall 2023	Spring 2024	Summer 2024	Fall 2024	Spring 2025	Summer 2025	Fall 2025	Spring 2026	Summer 2026
#1. Close Opportunity Gaps. (Key Initiative: Achieving the Dream; Student Equity & Achievement)	Service Equity Resources Vision Education Success									
#2. Develop & implement the infrastructure for full non-traditional student services. (Key Initiative: Guided Pathways)	Service Equity Resources Vision Education Success	<i>Will develop this plan during the June Strategic Planning Committee Retreat and Executive Council's July retreat.</i>								
#3. Create "A Virtual Campus"-AVC at the college. (Key Initiative: Guided Pathways)	Service Equity Resources Vision Education Success									
#4. Promote the well-being of our people-healing the drama & trauma. (Key Initiatives: Caring Campus-Classified Staff Led & Bright Spots-Faculty Led; Quality Focus Essay 2 (QFE))	Service Equity Resources Vision Education Success									

\*Some Key Measures of Results on the Living the Dream Goals: Student Success Metrics; Institution Set Standards; QFE; Surveys/focus groups of students, employees, and the greater community, etc.

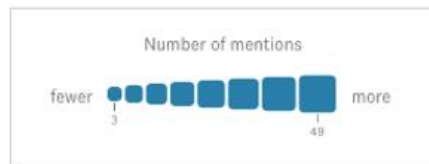
### Campus Culture Survey

In May 2023, Institutional Effectiveness administered a Campus Culture Survey. While the results are encouraging, we realize there is much more work to do to unite the campus and ensure that not only are we serving students, but also, we are serving our employees who do the great work of the college.

<b>Campus Culture Survey</b>		
<b>Compared to this time last year, how caring do think AVC's culture</b>		
<u>Answer Choices</u>	<u>Responses</u>	
More caring	21.74%	50
Somewhat more caring	33.04%	76
About the same	31.30%	72
Somewhat less caring	5.65%	13
Less caring	8.26%	19
	<b>Answered</b>	<b>230</b>
	<b>Skipped</b>	<b>2</b>

There have been many initiatives aimed at improving the campus culture, so the 32 respondents (13.91%) who have not been impacted positively will help inform us how to continue to improve.

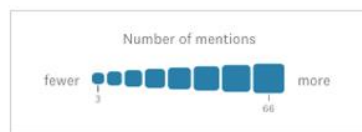
When asked what the best things about the college's culture are, these are the responses represented by a word cloud.



When asked what is needed for continuous improvement of the campus culture, here are the responses:

**Campus Culture Survey**

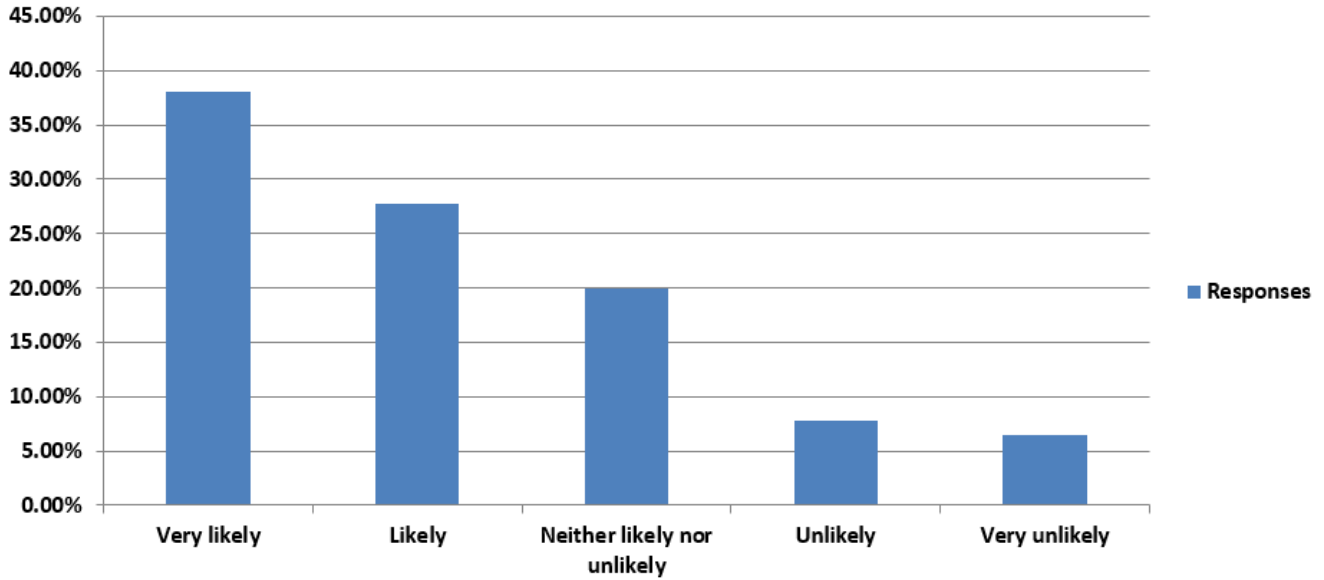
**Word Cloud for question 4-What is needed for continuous improvement of the campus culture?**





The final question is an important indicator of peoples' satisfaction. If employees are not happy in their workplace, they would not recommend it to others. See the chart below:

### How likely are you to recommend AVC to friends and family as a place to work or go to school?

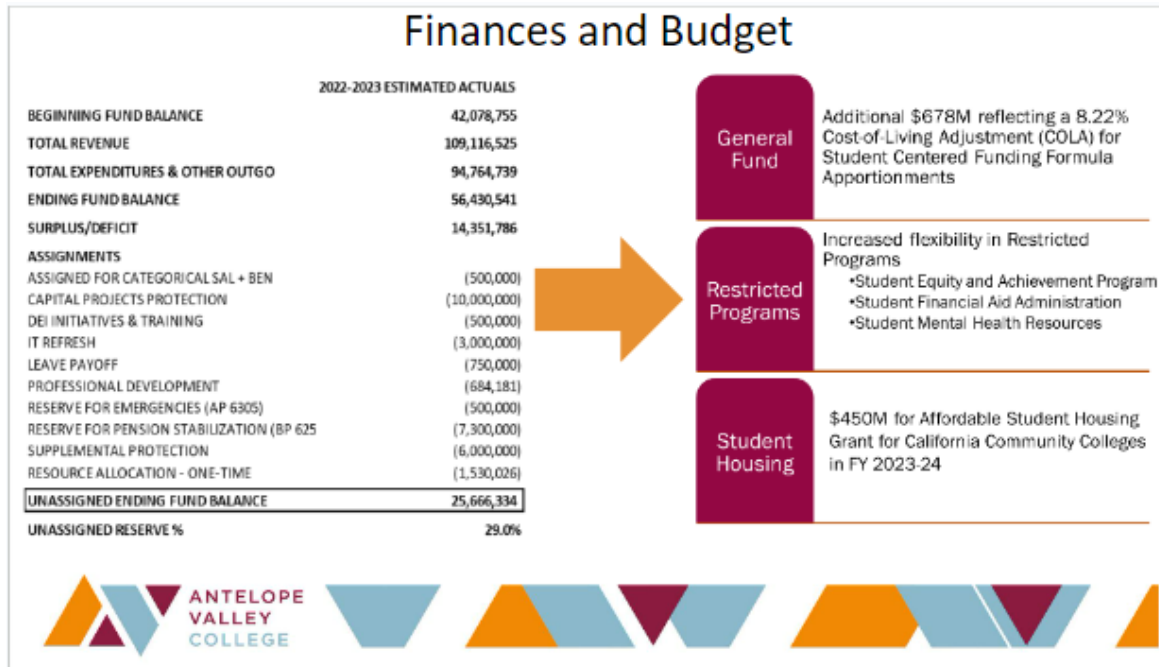


We will review this survey in an upcoming President’s Town Hall and discuss how we can continue to improve. The response rate for the questionnaire was higher than previously experienced by the college, and this is a breakdown of who responded:

<b>Campus Culture Survey</b>		
<b>You are:</b>		
Answer Choices	Responses	
Faculty	58.87%	136
Classified staff	33.77%	78
Administrator	7.36%	17
	<b>Answered</b>	<b>231</b>
	<b>Skipped</b>	<b>1</b>

I am pleased at the number of people who took time to respond, and I am committed to continuing the improvement of campus culture, and I will work with the entire body of AVC to glean ideas, identify pain points, and arrive at common solutions so that we can continue to Serve Students and Be Kind.

# FISCAL INFORMATION



The college continues to be in a healthy fiscal position, and plans are being made to ensure that the college continues strong. Planning is continuing in a fiscally conservative manner such that AVC is poised to weather any upcoming changes in the fiscal forecast.

# PRESENTATIONS AND RECOGNITIONS

As an active member of the Association for California Community College Administrators (ACCCA), I participate in both presentations and coordination of programs. See below:

## Presentations:

Spring 2023 ACCCA Annual Conference -- "AVC BASIC: Post-Isolation Leadership Training for a New World of Higher Education". Co-Present with Dr. Howard Davis

## Panel Presentations:

CCLC Aspiring CEO Program - President's Panel

College of the Canyons Leadership Academy (LEAP)

ACCCA Mentor Retreat, was CEO in Residence

ACCCA Great Deans Panel Presentation

North LA Defense Forum (June 28) - invited by Congressman Garcia

## Program Coordination:

ACCCA 001

ACCCA 002

ACCCA 201

ACCCA Mentor - Second round of mentoring aspiring CIO

## Recognitions:

CCCCIO Equity Champion Award (2022-2023)

AVUHSD Bridge Award

# CONCLUSION

It is difficult to believe that a year has passed. The goals and workplan I had upon arrival soon were modified and at times entirely erased by the urgent needs of the day. This campus embraced me when a few short months into my Presidency, my mother passed away. I was overwhelmed with the care shown by all...some of the first calls and texts were from union presidents, faculty leadership, and the outpouring from campus helped me navigate that personal loss while continuing to learn and lead.

My preconceptions about AVC have been confirmed: this is a college and a community filled with caring people who want to do the right thing and who want to do it with excellence. We have been given much by the community to create the best community college in the system, and I intend to take us there.

We have had a full year together, and I want to thank the Board of Trustees for continual support in the good and the very difficult times we have faced. Rest assured that I will continue to plan thoughtfully and creatively, discern carefully and compassionately, and lead with empathy and humility.

In Service,

A handwritten signature in black ink, appearing to read "JZ", with a stylized flourish extending from the bottom right.

JZ