



**ACCREDITING  
COMMISSION  
for COMMUNITY and  
JUNIOR COLLEGES**

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January 31, 2005

Dr. Jackie Fisher, Sr.  
Superintendent-President  
Antelope Valley College  
3041 West Avenue K  
Lancaster, CA 93536

Dear President Fisher:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 12-14, 2005, reviewed the institutional self study report and the report of the evaluation team which visited Antelope Valley College on Tuesday, October 19-Thursday, October 21, 2004. I am pleased to inform you that accreditation has been reaffirmed, with a requirement that the college complete a Progress Report. The report will be followed by a visit by Commission representatives.

The Commission asks that a Progress Report be submitted by **October 15, 2006**. The Progress Report should focus on the recommendations and concerns as noted below. The Commission wishes to note it expects progress, but not completion in addressing Recommendation #3 on student learning outcomes assessment.

**Recommendation #1: The college must develop a complete blueprint for planning that includes a review of the mission statement, and the research, planning, and evaluation processes and ensure clear communication of these processes to faculty, staff, and the community. (Standards I.A.3, I.B, I.B.3, I.B.4, I.B.6)**

**Recommendation # 2: The college must improve communication by engaging in dialogue that is inclusive, informed, and intentional about institutional quality and improvement. The dialogue should purposefully guide institutional change. This dialogue must include formal pathways for effective communication links so that information and recommendations are disseminated to all constituent groups. (Standards I.A.4, I.B.1, I.B.2, I.B.3, I.B.4, I.B.5, I.B.6, I.B.7)**

**Recommendation # 3: The college must develop and implement student learning outcomes for all of its courses, programs, services, and for the institution as a whole while linking the outcomes to planning and the budgeting process. Equally important, the college must develop mechanisms for measuring those outcomes and commit to**

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**using the findings to improve student learning for its diverse students. (Standards I.B, I.B.2, I.B.3, II.A.1c, II.A.2a, II.A.2b, II.A.2d, II.A.2e, II.A.2f, II.B.3, II.B.3c, II.B.4, II.C.2)**

**Recommendation #4: The college must provide and sustain an environment in which all persons in the college community can interact on a basis of accepting differences, respecting each individual, and valuing diversity. It is imperative to identify and implement the processes that actively promote diversity in the everyday environment and the academic programs of the college. (Standards II.A.1, II.A.1a, II.B.3d, III.A.4, III.A.4a, III.A.4b)**

**Recommendation #5: The college must provide the following organizational structures that are congruent with institutional effectiveness: (1) a fully functional human resource division, and (2) adequate research capacity to gather and analyze the college's data as the basis for dialogue and informed decision making. (Standards I.B.3, II.A.1a, II.A.1c, II.A.2b, II.A.2e, II.A.2f, II.B.3, II.B.3c, II.B.4, II.C.2, III.A.1b, III.A.3, III.A.4, III.A.4a, III.A.4b, IV.A. Preamble, IV.A.5, IV.B.1, IV.B.1b)**

**Recommendation #6: The Board must review and develop (1) personnel policies and procedures, including but not limited to recruitment, hiring, labor relations, classification, compensation, benefits, and staff development and training; (2) participatory governance policies (Board Policy 2051) with an eye to incorporate a directive to include data, both qualitative and quantitative, in participatory governance planning and decision making; and (3) program review (Board Policy 5041) to incorporate data-driven analysis. Furthermore, program review reports must be prepared on a regular cycle, and the report findings and recommendations must be disseminated campus-wide. Report recommendations must be actively incorporated into campus planning and decision making to enhance student learning. (Standards III.A.3; I.B.3, II.A.1a; IV.B.1, and IV.B.1b respectively)**

The college is to be commended for its financial stability, the level of student support services, the support services provided the college by the Information Technology division, and the quality of the Facilities Master Plan.

I have previously sent you a copy of the evaluation team report. Additional copies may now be duplicated. The Commission requires you to give the self study report, the team report and this letter appropriate dissemination to your college staff and to those who were signatories of your college self study. This group should include campus leadership and the Board of Trustees. The Commission also requires that the team report and the self study report be made available to the public.

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Placing copies in the College library can accomplish this. Should you want the report electronically to place on your web site or for some other purpose, please contact Commission staff.

The recommendations contained in the evaluation team report represent the observations of the evaluation team at the time of the visit. The Commission reminds you that while an institution may concur or disagree with any part of the team report, the college is expected to use the report to improve the educational programs and services of the institution.

All colleges are required to file a Midterm Report in the third year after each comprehensive evaluation. Antelope Valley College should submit the Midterm Report by **October 15, 2007**. Midterm Reports indicate progress toward meeting the evaluation team's recommendations and forecast where the college expects to be by the time of the next comprehensive evaluation. The college also includes a summary of progress on college-identified concerns as expressed in the self study.

The college conducted a comprehensive self study as part of its evaluation. The Commission suggests that the plans for improvement of the institution included in that document be taken into account in the continuing development of Antelope Valley College. The next comprehensive evaluation of the college will occur during **spring 2010**.

Finally, let me take this opportunity to remind you that federal legislation affecting accrediting agencies requires that accredited colleges conduct systematic assessment of educational outcomes. (See especially Standards One and Two.) A further requirement is that accrediting agencies pay close attention to student loan default rates.

On behalf of the Commission, I wish to express continuing interest in the institution's educational programs and services. Professional self-regulation is the most effective means of assuring integrity, effectiveness and quality.

Sincerely,



Barbara A. Beno  
Executive Director

BAB/tl

cc: Ms. Patricia Sandoval, Accreditation Liaison Officer  
Board President, Antelope Valley College  
Dr. Rose Marie Joyce, Team Chair  
Evaluation Team Members