

# Victor Valley Community College District

## Victor Valley College

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### Educational Master Plan 1998-2005+

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## Chapter 3: The Mission, Goals, And Vision Of The District

### 1. The Role Of The District And Its Service Area

The Victor Valley Community College District recognizes its particularly important responsibilities to the citizens and economy of the High Desert. As the region's only local, public higher education institution, the College understands the tremendous responsibility of providing quality education, exemplary transfer academics, on-target workforce preparation and vocational programs, and a range of life-long learning opportunities. It has a special responsibility to well serve current community college students, working adults, and those students who are now in the K-12 pipeline.

To enable some of these responsibilities, Victor Valley College works in partnership with other educational institutions, business, industry, and community groups to enhance the quality of life and the economic well being of the communities it serves. The District, by design and preference, is in a leadership role among community agencies and resources for its responsiveness to the changing needs of the people and communities that comprise its High Desert service area. There is a long-term dedication by the college to provide high quality general education, transfer academics, occupational and technical education, remedial and developmental education, lifelong learning opportunities, community service programming, customized training curricula, economic development technical assistance, student academic support services, and other programming responsive to community needs.

The personnel of the District have come to assume additional and important roles in the service area. For example, the District serves as the source for some of the finest performing and cultural arts presentations in the region. It is one of the largest providers of athletic and recreational events and activities. More area businesses and employers turn to VVC for workforce development, skills building, and customized training than any other source in the High Desert. With regularity, faculty and staff of the District are called upon to assume leadership roles in area chambers of commerce, city task forces, community based organizations, and regional advancement initiatives.

From nurturing tomorrow's students through alliances with Tech Prep and area ROP programs to expanding the minds and vistas of our region's citizens, the District and all of those people and resources of which it is comprised, is one of the area's most treasured resources.

### 2. Mission Statement Of The District

The direction of the VVCCD is guided by a brief but dynamic mission statement. Approved by the Board of Trustees, the mission statement represents the perspectives by which our programs and protocols are fashioned. The statement reads as follows:

#### Victor Valley College Mission Statement

*"We at Victor Valley College are committed to excellence in educational programs and services that are accessible to a diverse student population. We will continue to be an educational leader by striving for instructional excellence, being responsive to the needs of the community, and providing a nurturing learning environment."*

Being an educational leader, focusing on excellence, committed to community service, and ever responsive to student needs...these are important challenges and responsibilities. The educational master plan contained on these pages is dedicated to these principles and describes a range of goals, objectives, and activities that advances the mission of the District.

### **3. Statements Of Institutional Vision and Beliefs**

The District is guided by a vision statement that focuses the range and depth of its programs and services. That statement is as follows:

#### **Victor Valley College Vision Statement**

*“Students are the only reason for the existence of Victor Valley College, and our institution will be known for their achievements. We will be on the cutting edge of technology and innovative instruction. Excellence in education will be our trademark. Student success will be ensured through the shared efforts of staff, students, and community. Our focus will be: Working Together For Student Success.”*

The District is resolute in its belief that exemplary service to students is at the core of the institution, its policies, programs, and services. Faculty, staff, and administration are committed to working together so that every student receives the very best and most adequate services to meet their educational objectives.

To operationalize the Mission Statement, the college has developed and committed to a set of Institutional Beliefs. These beliefs help guide the formulation of programs and perspectives. They are as follows:

#### **Victor Valley College Statement of Beliefs**

- Students are our top priority.
- Students learn better in a nurturing environment.
- Learning enhances the quality of life.
- Learning is life-long.
- A commitment to holistic academic excellence is essential.
- Respect, responsibility and integrity are the foundation of a quality educational environment.
- Quality education is essential to participation in a free society.
- Cultural and ethnic diversity enriches learning and educational development.
- The faculty, staff, administration and students are a synergistic educational team.
- Every individual is both a teacher and a learner.
- Everything we do impacts the quality of our institution.
- Effective communication is essential for a quality educational environment.
- Responsibilities go hand-in-hand with rights.
- The college and the community are interdependent, bringing unique contributions to the other.
- Individuals have the opportunity to pursue their educational goals without barriers or discrimination.
- The ability to change in response to the rapid advancements of our society is essential.

These beliefs are statements of the district’s fundamental and underlying core values. They reflect the moral character of the people who make up the district. The statement of beliefs provides the value system upon which the goals and objectives of the educational master plan have been derived and will be operationalized.

### **4. Strategic Goals Of The District**

To lend focus to its vision and programming, the District developed five strategic goals. These goals have served as the foundation for much of the planning, programming, expansion, and policies set into motion since their development.

### Victor Valley College Strategic Goals

A. Core of Knowledge:

Improve student retention and success by strengthening certificate, degree, and transfer programs and by establishing new programs and course sequences that lead students to opportunities for transfer education and career preparation.

B. Distance Education:

Tailor programs and services to meet the needs of the students and communities served by the district through the provision of curricula and program services off-site, in the community, and via distribution and packaging methods that maximize access and opportunity.

C. Diversity:

Increase the district's college-going rate by reaching out to underrepresented and underserved populations and designing programs, services, and approaches relevant to the diverse segments of the community.

D. Technology:

Utilize advances in information technologies to improve the effectiveness of instruction, services, and administration.

E. Community and Student Support:

Tailor programs and services to meet the needs of the students and communities served by the district.

These strategic goals have shaped how District resources and personnel are aligned. Further, they served as the foundation by which faculty, deans, chairs, and others at the College were to develop and describe both the short term and long term goals, objectives, resource requirements, and activities that comprise this educational master plan.

## 5. Major Themes And Initiatives Of The 1998-2005+ Educational Master Plan

Several key themes and major initiatives are woven throughout this educational master plan. These include:

### ***Addressing the needs of our diverse populations***

The residents that comprise the service area of Victor Valley College are undergoing demographic changes. The college must stand ready to respond to the educational needs of those diverse individuals. In some instances, our programs, approaches, methodologies, policies, and perspectives must be refined and redesigned in order to more fully meet the needs and expectations of our students and community.

#### **1. *Providing programs to meet unique community needs***

Changing population characteristics and economic trends will impact the range and depth of the college's programs. The college must be prepared to respond to new academic needs, new vocational programming, new pressures on academic and student support services, and new constituent relationships. The goals and aspirations of today's and tomorrow's students will surely be different from those who have come before. The changes in our economy will certainly create the need for new skills and competencies and occupations. Victor Valley College must be prepared to assume or continue leadership roles in this regard.

#### **2. *Using emerging technologies where and as appropriate***

Technology is changing the way people live, business is conducted, information is accessed, and society is structured. Certainly, technology is and must influence the way in which individuals learn and are educated. Victor Valley College must be ready to meet the challenges and opportunities created by the new technology that surrounds and engages every facet of contemporary society. To be prepared to access and utilize that new technology is a key goal of

the institution. In preparation, the campus has envisioned a new technology infrastructure, new computer linkages, new communications systems, and new methods to interact with and take advantage of technology. The campus must stay at the forefront of technological changes and applications.

### **3. *Exploring alternative and collaborative teaching techniques***

Even without technological changes, societies and people change over time. Victor Valley College must be committed to continually examining the information and instructional needs of its service area citizens. It must identify the very best ways in which individuals can be educated and ways in which information can be exchanged. We must constantly strive to refine what we teach and how we teach it. The college family must look at how academic courses are structured, where they are delivered, and how they are delivered. We will continually evaluate the way in which faculty and students interact, communicate, and provide feedback to one another. In so doing, we will push the frontiers of academic excellence.

## **6. 1998-2005+ Victor Valley College Goals and Objectives**

Guided by the mission of the institution, its set of core values, overall strategic goals, and specific operational themes, the College has articulated a number of overarching goals and objectives that will drive much of its decision-making for the coming years. These include the following:

### **VVC Goal #1: Integrating Technology**

**The College will become a model institution in the integration and utilization of technology in the creation and delivery of academic instruction and vocational education, distance learning, academic and student support services, administrative and organizational affairs, and other operational aspects.**

#### *Objectives/Activities:*

- Wire and rewire the entire campus in order to electronically connect all classrooms, labs, offices, study areas, administrative centers, etc., to each other and to a central server.
- Improve connectivity and accessibility of various databases and records systems so they can be more efficiently utilized for communication, instruction, support services, tracking and follow up, and planning purposes.
- Commit to the acquisition of current technology that supports academic instruction, vocational education, workforce preparation, delivery of support services, academic research and study, extension of instruction to off-campus sites and across campus locales, and communication between faculty, students, staff, and community stakeholders.

### **VVC Goal #2: Linking Curricula to Needs**

**The College will promote and support revisions and refinements in the curricula, programs, and majors of the institution -- and their delivery -- in order to better serve the changing skills, employment, and traditional knowledge needs of students, area citizens and society.**

#### *Objectives/Activities:*

- Provide motivation, incentives, and resources for the orderly updating of curricula, review of current programs and majors, and assessments of the needs of area students/residents/employers.
- Revisit program advisory committees, campus advisory councils, etc., in order to expand access to the views, needs, and recommendations of area educators, civic leaders, industry representatives, and employers.

- Accelerate the review of campus programs and services to identify how they are serving their publics and what refinements and resources are required to ensure that the changing needs of changing constituencies are addressed in creative and nurturing ways.
- Promote the introduction of new or additional programs and courses that address some of the more contemporary occupational and commerce needs, such as GIS, digital mapping, advanced computer applications, and the like.

### **VVC Goal #3: Exploring Delivery of Instruction**

**Victor Valley College will promote and support experimentation in and the adoption of some of the new and emerging ways in which instruction is offered and delivered, both at the instructor and program level.**

*Objectives/Activities:*

- Provide motivation, incentives, and resources for faculty to embrace and adopt some of the emerging alternative and collaborative instructional modalities.
- Encourage academic program reviews in the context of identifying opportunities to update and strengthen courses, programs, and instructional modules to reflect some of the recent advances in the delivery of education and instruction.
- Appoint ad hoc committees and panels to examine key programs, to whom they are targeted, and how they are delivered, in order to identify more successful design and delivery strategies to fully serve the instructional and support needs of area residents.

### **VVC Goal #4: Upgrading and Renovating for Quality**

**Victor Valley College will pursue an aggressive program of equipment updating, facility renovation, and construction -- as resources permit -- in order to provide a solid foundation for the delivery of quality academics and services.**

*Objectives/Activities:*

- Systematically update the computer and technology of campus programs, departments, majors, and support services.
- Identify and pursue funding for additional computer labs, technology-rich learning labs, and more contemporary audio-video equipment so that all faculty and students have access to the technology they need for effective learning.
- Find resources to accelerate the scheduled remodeling of campus facilities so they are on-line as soon as possible to better serve instruction and service delivery.

### **VVC Goal #5: Responding to Diverse Populations**

**Victor Valley College will refine current programs and create new services to better serve an increasingly diverse student and general population.**

*Objectives/Activities:*

- Undertake a comprehensive examination of the contemporary needs of the communities located within the service area of the college in order to identify the programs and resources required by the institution to better respond to community constituencies.

- Systematically assess the service, advancement, and retention data of various campus programs and services to identify how increasingly diverse students are served and how to better serve them.
- Reach out to other campuses and programs that have effectively responded to the challenge and opportunities of diversity by creating effective and innovative new programs and then examine those program strategies for their applicability to Victor Valley College.
- Challenge faculty, staff, and students to identify societal and community trends relating to diversity and how to best prepare the college to better serve the new students of today and tomorrow.

### **VVC Goal #6: Promoting Area Economic Development**

**Victor Valley College will play an increasingly prominent leadership role in the economic growth and advancement of the region comprising its service area.**

#### *Objectives/Activities:*

- Ensure strong linkages between the college and its area communities through representation on various chambers, civic organizations, professional societies, regional boards, and the like.
- Periodically examine the technical assistance and workforce needs of area employers and then operationalize appropriate contract education, on-site instruction, campus courses, and technical assistance services to best meet those identified needs.
- Through program evaluations and other methods, ensure that campus educational programs are meeting the contemporary needs of citizens and industry and that instruction is state-of-the-art.

### **VVC Goal #7: Acquiring Dependable Resources**

**Victor Valley College will work diligently to ensure solid financial resources through prudent fiscal policies, the identification of new and appropriate income streams, more aggressive resource development and fund raising strategies, support for increased faculty pursuit of research/teaching/service contracts and grants, and constant support for legislative and other efforts to increase base support and funding formulae for California community colleges.**

#### *Objectives/Activities:*

- The institution will continually track its budget in order to ensure there is no unplanned deficit spending or other conditions that violate the objective of maintaining a strong financial footing.
- The college will increase its fund raising efforts in order to stimulate external support for some of the programmatic and infrastructure resource requirements of the institution. Recent external support for athletic facilities, instructional labs, and additional technology are examples of strategies and outcomes that will be promoted.
- The college will encourage -- where appropriate -- its senior administration, board, community colleagues, area legislators, and COCCC representatives to endorse and push for increased base support to community colleges within the General State Budget.

Beyond these highlighted above, this educational master plan features many proposed and underway initiatives and themes. Those that achieve fruition will clearly help to magnify the successes and impacts of the District. They will have several things in common. They will hold to the vision of the college, to its values and set of beliefs. And, most importantly, they will serve to operationalize the key themes and goals identified above. To the extent that the faculty, staff, administration, and executive leadership of Victor Valley College can remain true to these values, principles, beliefs, goals, and vision, the college will continue to be a most remarkable and functional educational and community resource to the residents and economy of the High Desert.