

Summary of Project Synergy

Victor Valley Community College Re-Organization, 2009

Synergy (n. pronounced sin-er-jee; origin Greek “sunergiā” meaning cooperation; and from “sunergos” meaning working together) The interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects; or Cooperative interaction among groups that creates an enhanced combined effect (American Heritage Dictionary).

Project Synergy is the term used to describe the organizational change efforts as Victor Valley College responds to the "Warning" status issued by the Accrediting Commission for Community and Junior Colleges in its letter dated June 29, 2007. Originally established by the College Council as the "reorganization committee," members of this group of representatives from across the campus were charged with addressing Recommendation 3 (see College's Progress Report of March 15, 2007). While developing recommendations for reorganizing the College are still a chief task for the group, members quickly realized that task requires more than simply addressing organizational structure and reporting lines.

The new name, "College Synergy Group," was adopted to more accurately reflect what the group identified as an opportunity to influence more than its charge--an opportunity to show how the College can work together to facilitate meaningful, long-lasting, sustainable improvements across the campus. This site will be used to disseminate to the College community the meeting summary notes and other documents used by the group to learn, plan, and execute its charge.

Reading List:

Web of Inclusion (Helgesen, 1995; This book is available for borrowing from the President's Office)
 Communities of Practice, An Introduction (Wenger, 2005)
 Aligning Actions and Values (Collins, 2000)
 The Practice of Innovation (Senge, 1998)
 Goodbye, Command and Control (Wheatley, 1997)

Members of Synergy:

Bruce Baron, Administration
 Ken Blaney, Management
 Marion Boenheim, Administration
 Mark Clair, Classified
 Cheryl Elsmore, Faculty
 Nord Embroden, Faculty
 Ron Fields, Faculty
 Sheri Nolan Foster, Management
 Bill Greulich, Management
 Victoria Hindes, Administration
 Jeffrey Holmes, Administration
 Scott Jones, Faculty
 Lori Kildal, Administration
 Kathy Mata, Classified
 Virginia Moran, Administration
 Jim Murray, Classified
 Nick Parisi, Administration
 Don Peavy, Faculty
 John Rude, Administration
 Robert Sewell, Management
 Bob Silverman, Administration
 Mike Smith, Faculty
 Marianne Tortorici, Administration
 Terry Truelove, Faculty
 Lael Willingham, Management

SOME "BIG IDEAS": The following design principles for the new organizational structure were identified at the original "re-org" meeting as those to be maintained throughout the dialogue:

- The structure must ENABLE OPEN COMMUNICATION.
- The structure must be FLEXIBLE AND RESPONSIVE to internal and external demands, with sufficient BREADTH AND DEPTH.
- Distinctions between and across work units, positions, constituency membership will be blurred to ENABLE FREE FLOW OF INFORMATION, IDEAS, AND DIALOGUE.
- The structure will support a REDISTRIBUTION OF POWER.

- CONSTANT REORGANIZATION will be enabled.
- TRIAL AND ERROR will be allowed and encouraged.

Key concepts in *Community of Practice*:

- Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly (Wenger, 2005). Some attributes:
 - Participants share a DOMAIN of interest.
 - Participants create a sense of COMMUNITY through dialogue, learning from one another, collaborating on purposeful activities.
 - Over time and with sustained interaction, participants develop a shared REPERTOIRE OF RESOURCES (“experiences, stories, tools, ways of addressing recurring problems—in short a shared practice”).

VVCC ORGANIZATIONAL CORE VALUES:

- Integrity
- Collaboration
- Innovation
- Accessibility
- Diversity
- Excellence

VVCC MISSION:

- CULTIVATE intellectual growth, social responsibility, environmental stewardship, cultural enrichment, and economic development.
- CREATE exceptional and accessible lifelong learning opportunities that afford students within our expanding communities the attainment of knowledge and skills necessary for success in the global economy.
- EMBRACE difference in our communities by integrating their wealth of multicultural knowledge and wisdom into a cohesive and resourceful learning environment for all.
- INSPIRE innovative teaching and service with imaginative uses of collaboration and technology, fostering vibrant programs that are measurably effective in addressing student learning and community needs.
- EMPOWER each student to learn by modeling academic integrity, democratic citizenship, and meaningful contribution to society.

VVCC GOALS:

- Create SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP for our colleagues, our students, and our community.
- Become an AGILE LEARNING ORGANIZATION consistent with the needs of students and the communities that the college serves.
- Offer educational programs that lead to meaningful and measurable STUDENT LEARNING AND SUCCESS THROUGH SEAMLESS TRANSFER opportunities to colleges, universities, and careers.
- Increase the number of students served through RECRUITMENT, PERSISTENCE, AND RETENTION STRATEGIES.
- Provide affordable and attractive options for members of the community seeking a post secondary education, which includes an environment in which DIVERSITY THRIVES.
- Develop and deliver enriching COURSES FOR COMMUNITY MEMBERS AND BUSINESSES seeking additional training and development.

Superintendent/President	Board Relations Community Relations Legal
Deputy Superintendent/Vice President **	Supervision of Deans, Faculty, and Classified Community Education Contract Education Distance Education Enrollment Management
	Executive Dean, Student Services ** Athletics Counseling/Advisement One-Stop Services (A & R, Financial Aid, Assessment Center, etc.) Special Grant-Funded/Categorical Programs (DSPS, EOPS/CARE, Cal-WORKs) Student Activities
	Executive Dean, Curriculum & Learning Resources Catalog Curriculum Educational Accountability Library Scheduling Teaching-Learning Center
Vice President, Administrative Services **	Auxiliary Services Budget Facilities Fiscal Services Mailroom/Receiving Maintenance & Operations Payroll & Benefits Purchasing Risk Management Workers Compensation
Executive Dean, Institutional Effectiveness **	Accountability Reporting Accreditation Liaison Officer Assessment/Evaluation Grant/Program Development Research
Executive Dean, Technology Services **	Instructional Media Services Management Information Systems Technology Services & Support Telecommunications
Director, Human Resources **	
Chief of Police	
Director, Marketing & Advertising **	Public Information Marketing Graphic Design Writer Lay-out Publications Webmaster
Foundation Director	<i>(communication line to Cabinet as needed)</i>

As communities of practice, VVC's interdisciplinary centers will serve as the hub for activities related to program development, planning, and improvement for new and existing programs and services. While the participation of faculty and administrators from across the disciplines is welcome and encouraged, each Center will be coordinated through and lead by an instructional area.

Interdisciplinary Centers (* Proposed)	Focus Area	Instructional Division Lead
Center for Sustainability *	<p>College Priority #1: Incorporate the principles and practices STEM of sustainability in all its applications across programs and service areas of the college.</p> <p>College Priority #2: Reflect the sociocultural diversity of the communities served.</p>	
Skills for Life *	<p>College Priority #3: Enhance strategies for student recruitment, retention, persistence, and success towards educational goals.</p> <p>College Priority #4: Infuse the educational experience of all students with innovation, creativity, and effective integration of new instructional technologies.</p> <p>College Priority #5: Improve the basic skills of students, defined to include all the fundamental tools for learning—pre-collegiate through transfer.</p>	Student & Workforce Development
Teaching-Learning Center	<p>College Priority #2: Reflect the sociocultural diversity of the communities served.</p> <p>College Priority #6: Develop and deliver instructional programs that meet the needs of the communities served, including those relevant to the following career pathways: Allied Health/Emergency Services; Transportation/Distribution/Logistics; Aviation; Environmental Technology/Sustainability Studies; Teacher Preparation; and Manufacturing.</p> <p>As the coordinating hub for continuing professional development of the college workforce, the TLC will facilitate our collective efforts to ensure programs and services maintain educational excellence.</p>	Executive Dean, Curriculum & Learning Resources

<u>Proposed Divisions</u>	<u>Proposed Departments</u>	<u>Disciplines</u>	<u>Proposed Add'l Areas</u> (* = New Interdisciplinary Centers)	<u>Program Leaders</u> (TBD)
ARTS & LETTERS	ENGLISH	ENGLISH JOURNALISM	PERFORMING ARTS CENTER WRITING CENTER LANGUAGE LAB INTERNATIONAL STUDIES	
	FINE & APPLIED ARTS	ART COMMUNICATION STUDIES MUSIC PHOTOGRAPHY THEATRE ARTS THEATRE ARTS-DANCE		
	FOREIGN LANGUAGE	ASL FRENCH GERMAN SPANISH		
	SOCIAL SCIENCES	ANTHROPOLOGY HISTORY PHILOSOPHY POLITICAL SCIENCE PSYCHOLOGY RELIGIOUS STUDIES SOCIOLOGY		
HEALTH SCIENCES & PUBLIC SAFETY	HEALTH SCIENCES	HEALTH SCIENCE NURSING RESPIRATORY THERAPY		
	PHYSICAL EDUCATION	PHYSICAL EDUCATION PHYSICAL EDUCATION-DANCE		
	PUBLIC SAFETY	ADMINISTRATION OF JUSTICE EMS FIRE TECHNOLOGY		
STEM (SCIENCE, TECHNOLOGY, ENGINEERING, MATHEMATICS)	LIFE SCIENCES	BIOLOGY ENVIRONMENTAL SCIENCE	CENTER FOR SUSTAINABILITY * MATH CENTER CHILD DEVELOPMENT CENTER FOSTER KINSHIP CARE PROGRAM INDEPENDENT LIVING PROGRAM	
	LOGISTICS/INFORMATION TECHNOLOGIES	LOGISTICS CIS CIDG/MERT ELECTRONICS GIS		
	MATH	MATH		
	PHYSICAL SCIENCES	ASTRONOMY CHEMISTRY GEOGRAPHY GEOLOGY OCEANOGRAPHY PHYSICAL SCIENCE PHYSICS		
STUDENT & WORKFORCE DEVELOPMENT	INDUSTRIAL TECHNOLOGIES	AGRICULTURE AUTOMOTIVE AVIATION CONSTRUCTION TECHNOLOGY CT-MAINTENANCE CT-MANUFACTURING CT-PUBLIC WORKS WELDING	CONTRACT EDUCATION COOPERATIVE EDUCATION NON-CREDIT PROGRAM GENERAL TUTORING PACE SKILLS FOR LIFE*	
	BUSINESS/MANAGEMENT	BUSINESS ADMINISTRATION BUSINESS ESCROW BUSINESS TECHNOLOGY COOPERATIVE EDUCATION ECONOMICS REAL ESTATE RESTAURANT MANAGEMENT		
	STUDENT DEVELOPMENT	BASIC SKILLS CHILD DEVELOPMENT EDUCATION ESL GUIDANCE		