



**ACCREDITING  
COMMISSION  
for COMMUNITY and  
JUNIOR COLLEGES**

10 COMMERCIAL BOULEVARD  
SUITE 204  
NOVATO, CA 94949  
TELEPHONE: (415) 506-0234  
FAX: (415) 506-0238  
E-MAIL: accjc@accjc.org  
www.accjc.org

Chairperson  
E. JAN KEHOE  
CCLDIF

Vice Chairperson  
LURELEAN B. GAINES  
East Los Angeles College

President  
BARBARA A. BENO

Vice President  
DEBORAH G. BLUE

Vice President  
GARMAN JACK POND

Associate Vice President  
LILY OWYANG

Business Officer  
DEANNE WILBURN

ITAS  
TOM LANE

Administrative Assistant  
CLARE GOLDBERG

June 29, 2007

Dr. Louis Zellers  
Interim Superintendent-President  
Victor Valley College  
18422 Bear Valley Road  
Victorville, CA 92392

Dear President Zellers:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on June 6-8, 2007, reviewed the Progress Report submitted by Victor Valley College and the report of the evaluation team which visited on Thursday, May 3, 2007. The purpose of this review was to assure that the recommendations made by the evaluation team were addressed by the institution. The Commission took action to accept the report.

The Commission also acted to issue a **Warning** and to ask that Victor Valley College correct the deficiencies noted. The college is required to complete a Progress Report that demonstrates significant work to resolve the institution's deficiencies by **October 15, 2007**. The report will be followed by a visit by Commission representatives.

A warning is issued when the Commission finds that an institution has pursued a course of action which deviates from the Commission's eligibility criteria, standards of accreditation, or policy to an extent that raises a concern regarding the ability of the institution to meet accreditation standards. The accredited status of the institution continues during the warning period.

The Progress Report of October 15, 2007 should focus on the institution's resolution of the recommendations and concerns below:

**Recommendation 1: Improving Institutional Effectiveness.** The team recommends that the College provide evidence that it assesses progress toward achieving its goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and reevaluation. This continuing cycle should include long-term master planning; short-term strategic planning, including technology planning; and an effective, institutionalized program review process. When fully implemented, this cycle of planning, evaluation and program improvement should result in the creation of a culture of research and evidence that supports all of the college's decision-making processes. (Standard IB.3, IB.4, IB.5, IB.6, IB.7; Standard IIA.1, IIA.2, IIB.3, IIB.4, IIC.2; and Standard IIIA.6, IIIB.1, IIIB.2, IIIC.2, IIID.1, IIID.2g, IIID.3 and ER 10.)

Dr. Louis Zellers  
Victor Valley College  
June 29, 2007  
Page Two

**Recommendation 2: Student Learning Outcomes.** To meet the standards' focus on ensuring student success and the quality of programs and services, the team recommends the College conduct meaningful, timely and inclusive dialogue with all campus constituents to identify student learning outcomes at the course, program, and institutional levels. The College should also systematically assess these student learning outcomes and use the results of these assessments for the improvement of institutional effectiveness. (Standard IB.1, IB.4, IB.7; Standard IIA.1c, IIA.2a, IIA.2b, IIA.2e, IIA.2f, IIA.2g, IIA.2h, IIA.2i, IIA.3, IIA.6, IIA.6a, IIB.1, IIB.4, IIC.1a, IIC.2; Standard IIIA.1b, IIIA.1c; and Standard IVA.1, IVA.2b, IVB.1b)

**Recommendation 3: Organizational Structure and Staffing.** The team recommends that the College evaluate and address its organizational structure and staffing needs. The evaluation should include, but not be limited to, technology support, risk management, maintenance and operations, and human resources. The College should take appropriate actions to implement the results of the evaluation and must address the lack of sufficient staffing. (Standard IIIC.1d, IIIC.2, IIIA.2 and Standard IVB.2a)

**Commission Concern 1:** The Commission asks Victor Valley College to demonstrate that it is in compliance with the Standard that requires institutional leaders to “create an environment for empowerment, innovation, and institutional excellence.” Leaders should “encourage staff, faculty administrators, and students, no matter what their official titles, to take initiative in improving the practices, programs, and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic, participative processes are used to assure effective discussion, planning and implementation.” (Standard IV.A.1)

**Commission Concern 2:** The Commission asks that the college demonstrate that it is in compliance with the Standard that requires “through established governance structures, processes, and practices, the governing board, administrators, faculty, staff, and students work together for the good of the institution. These processes facilitate discussion of ideas and effective communication among the institution’s constituencies. (Standard IV.A.3)

I also wish to inform you that under U.S. Department of Education regulations, institutions on sanction are expected to correct deficiencies within a two-year period or the Commission must take action to terminate accreditation.

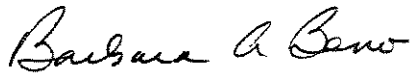
I have previously sent you a copy of the evaluation team report. Additional copies may now be duplicated. The Commission requires that you give the report and this letter appropriate dissemination to your college staff and to those who were signatories of your college report. This group should include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

Dr. Louis Zellers  
Victor Valley College  
June 29, 2007  
Page Three

The Commission also requires that all reports be made available to students and the public. Placing copies in the college library can accomplish this. The Progress Report will become part of the accreditation history of the college and should be used in preparing for the next comprehensive evaluation.

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, Ph.D.  
President

BAB/tl

cc: Ms. Virginia Moran, Accreditation Liaison Officer  
Board President, Victor Valley Community College District  
Evaluation Team Members  
Ms. Linda Henderson, U.S. DOE

Enclosure

