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PROGRESS VISIT REPORT

Victor Valley College
18422 Bear Valley Road
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A Confidential Report Prepared for the Accrediting Commission
for Community and Junior Colleges

This report represents the findings of the evaluation team that visited
Victor Valley College on April 10, 2006

Dr. Christopher C. O'Hearn, President, Mt. San Antonio College
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Ms. Christina L. Dyer, Commissioner, ACCJC

April 19, 2006

TO: Accrediting Commission for Community and Junior Colleges
FROM: Christopher C. O'Hearn, Ph.D., Team Chair
SUBJECT: Report of Progress Report,
Victor Valley College, April 10, 2006

Introduction:

A comprehensive visit was conducted at Victor Valley College on March 8-10, 2005. At its meeting of June 8-10, 2005, the Commission acted to require of Victor Valley College a Progress Report, to be followed by a visit. The Progress Report visiting team, Dr. Christopher C. O'Hearn and Dr. Jeffrey L. Bobbitt, conducted the required site visit to Victor Valley College on November 9, 2005. The purpose of the team visit was to validate the Progress Report prepared by the College and to determine if the College had responded appropriately to seven recommendations identified in the comprehensive visit as areas needing significant focus. At its meeting on January 11-13, 2006, the ACCJC/WASC took action to reject the report and required that the College submit another Progress Report by March 15, 2006, to be followed by a visit.

On April 10, 2006, a second Progress Report visit was conducted at Victor Valley College. The visiting team consisted of Dr. Christopher C. O'Hearn, Dr. Jeffrey L. Bobbitt, and Ms. Christina L. Dyer. During the visit the Team met with members of the college community including the President of the College and the President's Cabinet, representing instruction, student services, administrative services, human resources, and research. Likewise, the Team met with a student and several faculty members who were members of the Academic Senate.

The college was well prepared for the visit and displayed significant evidence verifying that progress had been made on each of the three recommendations identified by the Commission as needing attention.

The Commission requested that the Progress Report should be limited in its focus to addressing only the progress made on the recommendations listed 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)

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 conducts 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 evaluates and addresses 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)

College Responses to the Team Recommendations:

1. **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)**

The College has made good progress in integrating its planning processes. According to Human Resources, a search is currently underway to fill the position of Executive Dean, Institutional Effectiveness, whose responsibility it will be to manage all planning processes including program review, student learning outcomes, budget, and master planning. Likewise, the Executive Dean will become the Accreditation Liaison Officer. In addition, the College is hiring a Researcher who will report to the Executive Dean.

The Board of Trustees' minutes indicate that the College has contracted with the architectural firm of Carrier and Johnson to coordinate the identification of the College's instructional and facilities goals for the next ten years.

The College now has a process, approved in November 2005, by which resources are allocated, and the process includes justifying requests based on data and on their relevance to the College's Mission and Goals.

A representative Technology Planning Committee has been formed which will make recommendations to the President regarding technology direction for the College.

Conclusion:

The College has made substantial progress in addressing this recommendation.

2. **To meet the standards' focus on ensuring student success and the quality of programs and services, the team recommends the college conducts 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)**

The College appears to be taking seriously its need to implement student learning outcomes. At the President's direction, the College has formed an Institutional Effectiveness Task Force, whose responsibility it will be to develop measurable outcomes at the course, program, and institutional level; to assess the outcomes at all levels; and to determine how the results of assessment will lead to improving institutional effectiveness.

The College Curriculum Approval Process requires the identification of student learning outcomes. According to the Vice President of Student Services, the College is hosting a summit on student learning outcomes in May 2006, to which will be invited colleagues from colleges throughout the state who have successfully planned for and/or implemented student learning outcomes.

Conclusion:

The College has made substantial progress in addressing this recommendation.

3. **The team recommends that the college evaluates and addresses 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)

The College's organizational structure was evaluated at a President's Cabinet retreat in November 2005. As a result of this retreat, the College has centralized all campus-wide technology functions under the Vice President, Administrative Services as reflected in the revised organizational chart.

As mentioned in Recommendation 1, the College is in the search process for an Executive Dean, Institutional Effectiveness to provide the coordination of research, assessment, evaluation, and planning.

Human Resources indicates that numerous new positions have been filled to support the College's growing technology needs, and a consultant has been hired to coordinate the implementation of Datatel Colleague, the College's new administrative information system.

Likewise, several new positions in maintenance and operations have been filled, including a custodial supervisor position to provide more effective management, supervision, and coordination of custodial services.

The President stated that the College will regularly review its organizational structure and will assess staffing requests through the annual planning and budget augmentation process.

Conclusion:

The College has made substantial progress in addressing this recommendation.