
PLANNING AGENDAS

As part of the College's evaluation and planning process, the themes of a quality organization were used in developing the Master Plan Goals. The accreditation planning agendas were then integrated into the Master Plan.

INSTITUTIONAL COMMITMENTS

Master Plan Goal 1 - Organizational Excellence –The College's governance roles and processes are structured to maximize institutional effectiveness.

Master Plan Goal 2 -Institutional Commitment to Student Learning and Student Success Through Educational Excellence - Student learning will be the central focus in the development, implementation, evaluation, and improvement for all courses, programs, and services.

Standard I: Institutional Mission and Effectiveness

- The College will implement strategies from the Student Equity Plan and the BFAP-SFAA Plan to increase the participation and success of Hispanic students (Student Equity Plan, Student Financial Aid Administration Plan).
- The Institutional Research Office will assess the organizational culture and the campus-wide knowledge of and understanding of Student Learning Outcomes.
- The Institutional Research Office will disseminate and analyze a student climate and staff satisfaction survey.
- The Institutional Research Office will develop a research advisory committee to prioritize research projects and increase the dialogue over qualitative and quantitative evidence for decision-making.
- The Administrative Services staff will conduct an open forum and workshops, regarding the budget process and linkages to planning and program review.
- The College will develop and implement an online planning, evaluation, research and resource allocation process.
- Through community involvement, the Institutional Research Office will further develop measures of institutional effectiveness to evaluate how the College is meeting the needs of the community.

Standard II: Student Learning Programs and Services

- The College will develop a program adoption and revision procedure to ensure the applicability of its present and future programs and courses.

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- Focused research will be conducted, interpreted, and applied in the future as the institution moves increasingly toward defining, identifying, and incorporating student learning outcomes within its programs and courses. Until those efforts are more fully realized, the institution will continue to research its student populations in order to assess as well as address students' educational needs.
 - The College will address the need to conduct systematic and regular evaluations of online course offerings.

Victor Valley College will:

- Focus its dialogue on how improvements to courses and program can ensure increased student success.
- Provide faculty and staff appropriate training so that they are better able to be actively engaged in utilizing student learning outcomes throughout the curriculum.
- The College has formulated a job description for an administrative position that will oversee a community education program. It is anticipated that the position will be hired once the state's and the college's budgetary situations are addressed successfully.
- The College will establish procedures to evaluate, and thereby ensure the continued high quality of its online course offerings.
- Curriculum Committee procedures will be amended to include a separate review of each course proposed to meet one or more general education requirements. This review will include a comparison of identified learning outcomes for the course with the identified learning outcomes for the general education requirement that the course is proposed to satisfy.
- The College will revise its class scheduling procedures, with the goal of planning a four-term schedule of classes. By coordinating the sequencing of offerings, students will have a more effective means of knowing which classes will be offered and in what order and timeframe. Similarly, staffing and facility issues can be more effectively addressed. This allows for increased efficiencies where budgetary and related matters are concerned and provides the opportunity to more effectively and efficiently utilize instructional funding to offer appropriate numbers and sequencing of instructional offerings. The faculty have been, and will continue to be, consulted and actively involved in revising the class scheduling methodologies.
- The College will expand its technology-based delivery modes and teaching methodologies by actively seeking outside resource funding.

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- The College will institute a program by which student learning outcomes can be effectively assessed, particularly as they are influenced by delivery modes and teaching methodologies.
 - The Research Office, through the evaluation and planning process will request the appropriate staff to assist each instructional department in the collection and analysis of student and faculty satisfaction data at least once during each academic year.
 - Students will be surveyed to assess whether the information in the catalog, its supplements, and in any other related publications is sufficient to understand the general education pattern and requirements for the Associate degree.
 - The Academic Senate, through the Curriculum Committee, will delineate a coherent policy for the courses to be selected for the general education pattern for the Associate degree.
 - Include Board Policy 4025 Philosophy and Criteria for Associate Degree and General Education in the catalog.
 - The Academic Senate, through the Curriculum Committee, will survey the courses currently in the general education pattern for the Associate's degree to ensure a relative and appropriate degree in rigor in the breadth of courses within each category.
 - The College will implement changes the Academic Senate approves for the general education pattern for the Associate's degree.
 - Victor Valley College will periodically review degree and certificate courses and programs to ensure their accuracy, currency, and relevancy
 - As its enrollment increases, Victor Valley College will continue to hire additional Counselors so that advisement, guidance, and counseling services would be more readily available to students.
 - Conduct a survey of graduates to determine if working in degree or certificate related field of study. Conduct employer satisfaction survey of graduates.
 - Establish a program of student portfolio accomplishments.
 - The College will ensure that clear and accurate information is provided to the Office of Instruction and the College webmaster in a timely manner and that such information is made available in its published and posted documents.

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- Department chairpersons and area deans will check with faculty for compliance with course outline objectives and assist with issues related to the requirement for a syllabus for each class.
 - The Office of Instruction and the Office of Student Services will work closely to ensure that evaluation of coursework is relevant and thorough, particularly in terms of student learning outcomes defined and implemented at Victor Valley College.
 - The offices of Instruction, Student Services, Information Technology, Management Information Systems, and Institutional Research will meet to ensure the quality and accuracy of published and posted materials.
 - The Office of Instruction will monitor and, as necessary, revise the procedures it uses to prepare the College catalog and schedules of classes with the goal of increasing efficiencies while ensuring accuracy of all related documents.
 - Various College offices and individuals will monitor and revise documents and postings to ensure their accuracy and relevance.
 - Victor Valley College will institute a one-year program review cycle in vocational education.
 - The College will distribute the new ethics statement.

Standard IIB: Student Support Services

- The Executive Vice President of Instruction will insure that the production of the catalog and class schedule will be done in a timely and efficient manner to better serve the community. The Office of Instruction will:
 - ensure that the catalog and class schedule will be available to all students over the internet prior to the Fall semester.
 - improve coordination with the Curriculum Committee, Articulation, and the Counseling Department to produce a timely catalog and class schedule by meeting on a regular basis.
 - meet with the Curriculum Committee and Counseling Department on a regular basis to review catalog updates and revisions.
 - schedule regular meeting four times a semester for the Catalog Committee.
 - monitor the efficiency of the new course numbering system to create a two-year calendar of class offerings, and assist with educational plan development and enrollment management.

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- increase the number of staff dedicated to the creation and development of the college catalog on an annual basis.
 - The Vice President, Student Services and the Dean, Student Services will make significant efforts to improve transfer activities and increase staffing dedicated to improve the number of transfer ready students at Victor Valley College. For example additional staff will be identified that are student oriented and knowledgeable about the world of transfer requirements to supplement activities. Mailings will go out to identified transfer students advertising the Transfer Center services and functions.
 - In addition, efforts will be undertaken to implement an electronic education plan to be utilized by counseling faculty for students, and monitored for enrollment management as related to scheduling of future class offerings.
 - The Vice President, Student Services and the Dean, Student Services will make significant efforts to improve the following areas:
 - Degree & Certificate Completion: The associate degree will be promoted to students who are “close” to obtaining a degree will be identified and provided with information on how they can apply for a degree. Students with more than 40 degree applicable units will be notified and encouraged to meet with an academic counselor to develop an education plan or update an old education plan.
 - ESL/Basic Skills Completion: The data to evaluate whether students move from the initial ESL courses to degree applicable ones will be reviewed and considered. More specifically, the institutional researcher will provide transition reports each semester for the ESL department to review and analyze. The Dean, Student Services will appoint one counselor as lead person to work with Basic Skills faculty and students to assist in the development of learning communities.
 - Transfers: Guaranteed Transfer Agreements will be expanded by Victor Valley College with four-year institutions, with a concentrated focus on the University of California, Riverside and California State University, San Bernardino. Field trips will be conducted by campus organizations such as PTK and the EOP&S Club to promote transfer to four-year institutions. Mailings will go out to identify transfer students advertising the Transfer Center services and functions. The Transfer Center activities will be publicized including: university visitations, application workshops, transfer workshops and the annual college fair.

EVALUATION, PLANNING, AND IMPROVEMENT

Master Plan Goal 5 - Technology – The College will integrate and utilize technology and provide quality technological training for the creation and delivery of instruction, support of programs and services, and the improvement of institutional effectiveness to enhance student learning.

Standard IIC: Library and Learning Support Services

- Request augmentation of book budget to \$100,000.
- Secure general fund budget for online database subscriptions if current categorical TTIP funding is reduced or eliminated.
- Upgrade the server, operating system and client software for Sirsi library automation system.
- Because the process for the acquisition of hardware is not clearly defined at present, there is a need for established guidelines regarding the replacement of equipment.
- Investigate new computer programs and seek new funding sources for updating software. Instructors will select the programs after careful review for value of content.
- Analyze data from the AccuTrack attendance program and student surveys to evaluate and suggest improvements for services to students.
- Work with Faculty Senate and the Student Learning Outcomes Steering Committee to propose and adopt a campus-wide definition of information competency. Identify a list of core competencies to assess how research assignments and the library's workbook meet student learning outcomes.
- In response to faculty requests, expand the English 101 workbook coverage of online information sources and develop an electronic format to meet the needs of distance learning students.
- Identify improved ways to advertise available tutoring services, including utilization of the web page.
- Work with the Student Learning Outcomes Steering Committee to establish measures of improved student performance as a result of interactions with tutors and SI leaders and post on the Institutional Research webpage.

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- The Language Lab will develop support services for three new ESL computer literacy courses specifically designed to teach basic computer operation to ESL students.
 - The instructional assistants will work with the ESL and foreign language departments to ensure that student learning outcomes presently being developed are incorporated into the Language Lab program and post on the Institutional Research webpage.
 - Faculty will review the need to create two new courses in English and math for advanced students who require a quick review of selected skills.
 - The faculty administrator will work with the English Department to ensure that instructional student learning outcomes currently being developed are incorporated into the Writing Center program.
 - Automate the remote authentication process for accessing online subscription databases.
 - Redesign library web site to ensure accessibility.
 - Survey users concerning the need for opening the Computer Lab on Saturdays.
 - Develop a plan to utilize the website more effectively and schedule a designated person to meet with the web master regularly with updates.
 - The instructional assistants will further develop and expand the lab web page to support both the ESL and foreign language departments.
 - Plan to expand the program and serve more working students. Promote outreach to the community.
 - Purchase new books for student check-out in the lab.
 - Increase the use of online tutoring assistance by actively promoting the service to students and faculty involved in distance learning classes.
 - Work with administration to develop a plan to eliminate classrooms on the lower floor so that the space can once again be utilized for IMS and library services.
 - Librarians are members of the newly formed campus-wide and faculty senate committees for student learning outcomes, and are working to establish SLOs for the library that can be assessed and used to improve our instructional program.

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- Survey students, faculty, and staff periodically to evaluate the library's collections and services and provide assessment sources for the upcoming 2007 program review.
 - With direction from the Dean, design and implement ways of collecting and reporting data that will be useful in assessing and improving support for student learning.
 - Complete a Program Review in 2005, including user surveys, to determine the effectiveness of the Computer Lab and Supplemental Instruction/Tutoring Program.
 - Participate in the ESL and foreign language departments' program review processes to evaluate and improve services to students.
 - Develop a standardized method of tracking the success of students as they progress through the program and on to further studies at the college; determine how many students are progressing to higher-level work and whether they are successfully completing coursework.
 - The instructional assistants will work with the institutional researcher, faculty administrator, and other faculty members to correlate student attendance in the Writing Center with final grades and outcomes in specific classes.

Standard IIIC: Technology Resources

- The College will improve data consolidation and dissemination to evaluate technology in terms of student learning and for grant proposal development. Ultimately, grant proposals expect measurable outcomes and the campus will be able to report gains in student learning as a direct result of technology acquisitions.
- The College will develop a Technology Plan Committee to review, update, and enforce the Technology Plan to support student learning. This committee will assist the administration in the development of technology related goals, prioritization of technology resource allocation, and evaluation of resource utilization. The committee will also oversee the development and maintenance of a website devoted to advertising and sustaining the use of technological services provided by the district.
- The Technology Plan will include an element regarding how technology acquisitions and improvements supports student learning.
- Through the Technology Plan Committee, the campus will develop a Network Use Policy that will outline appropriate behavior for staff and students use of campus technology.

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- The Technology Plan Committee will examine the Pedagogical and Technical training requirements for new online instructors and make recommendations for a sustainable training program.
 - The Technology Plan Committee will add standards for technology acquisition, maintenance, and replacement.

ORGANIZATION

Master Plan Goal 6 - Learning Centered Resource Management – Through utilization of prudent fiscal policies and the proactive entrepreneurial pursuit of increased revenue, the college will work diligently to secure solid financial resources to meet current and future enrollment growth, community learning needs and learning outcomes.

Standard IIIA: Human Resources

- In academic year 05/06, fully implement the Faculty Hiring Policy approved by the governing board in 2003. Expand recruiting techniques to make full use of current advertising media. Implement the recommendations of the classification and salary study beginning in Spring of 2005, as budget permits.
- Develop and implement an instrument to survey candidates to assess their level of satisfaction with the district's recruitment and selection procedures. In calendar year 2005, other community colleges will be surveyed to obtain examples of such instruments.
- Develop procedures to bi-annually assess employee opinions related to the services and support provided by the human resources and payroll staff.
- The College will strive to complete all evaluations in a timely manner.
- As funding becomes available, respond to the needs to fill vacant positions, as well as develop job descriptions and recruitments for new positions, such as Director of Institutional Planning & Research and Dean of Corporate & Community Education.
- The Director of Human Resources will develop procedures to implement newly-adopted board policies from the human resources area during 2005 calendar year.
- With input from the leadership team, revised update the management handbook.
- Establish procedures for addressing complaints not addressed through the Title V discrimination and sexual harassment procedures.

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- Improve the exit interview process for all employee groups, no later than Fall of 2006.
 - Substantially increase the filing and storage space to appropriately accommodate existing files and to allow for expansion as the college grows. Education Code requires the maintenance of employee files indefinitely, and for retention of payroll and recruitment files for extended periods of time.

In 2005, the Office of Human Resources will be revising the Faculty and Staff Diversity Plan to conform to new guidelines, which are to be provided by the Chancellors office in late 2004.

- Provide funding in the Human Resources budget to permit staff members to attend training sessions and workshops in the human resources, benefits, and payroll areas. In addition, provide funding in campus department budgets to permit staff to attend conferences and workshops.
- Arrange ongoing training sessions for staff in the areas of workplace harassment and discrimination, as well as teamwork and improvement of working relationships.
- Conduct survey regarding staff development activities.
- As the college grows, the Human Resources office must also demonstrate growth in order to respond to increasing needs. This growth would include more personnel in both human resources and payroll, additional training for staff, improved access to technology, implementation of new software, and ongoing assessment of services.

Standard IIIB: Physical Resources

The Director of Maintenance and Operations plans to work with the MIS department to create an annual survey, giving students, faculty, and staff an opportunity to voice their opinions on the areas of strengths and weaknesses of the Maintenance & Operations, Grounds, and Custodial departments of the College. Once these surveys are collected and the data is analyzed, the department will use this information to improve the institution by creating safer and more efficient physical resources, which will in turn foster improved student learning outcomes.

- To improve the institutions efforts to meet the legal requirements for holding regular college level safety meetings, the newly formed Safety Committee plans to implement the following nine Cal-OSHA mandated programs through its insurance carrier:

Ergonomics (Office) – T8 CCR 5110
Injuries and Illness Prevention Program – T8 CCR 3203

Chemical Hygiene Program – T8 CCR 5191
Bloodborne Pathogens Programs – T8 CCR 5193
Safe Work Practices – T8 CCR 1509
Lockout/Tagout – T8 CCR 3314
Hazard Communication Program – T8 CCR 5194
Confined Space Entry Program – T8 CCR 5157
Emergency Action Plan – T8 CCR 3220

Plan to request the hiring of more M&O staff to meet the growth needs and equipment needs. The Director of M&O plans to request a sufficient budget to meet the department's staffing and equipment needs.

Standard IIID: Financial Resources

- The College will continue to reach an FTES goal of 2-3% higher than the FTES-funded cap.
- The College will communicate to the campus on the budgeting process for the upcoming fiscal year.
- The College will remain alert to needed budget management controls and provide accurate and timely information for decision-making.
- The College will strive for accurate financial documents, and to adhere to public accounting standards.
- The College will be cognizant of the salary/benefit portion of the budget, and will ensure the ratio does not exceed 80%.
- The College will continue to adhere to district policies and act on legal review and advice for contracts and agreements.

INSTITUTIONAL INTEGRITY

Master Plan Goal 4 - Diverse Populations - The College will increase access opportunities by improving programs and services to better serve an increasingly diverse campus population.

Standard IVA: Decision-Making Roles and Processes

- The College will provide leadership training for administrators specific to utilizing contributions from empowerment and recognition of constituency groups.

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- The College will implement a Budget Advisory Committee and develop recommendations and procedures which do not interfere with collective bargaining issues and appropriate Academic Senate roles, for example, hiring processes for replacements of retired full time faculty and classified staff and the contributions, empowerment and recognition of constituency groups.
 - Provide campus-wide training in effective, productive, and ethical communication consistent with the Ethics Statement recently adopted by the College Assembly and submitted to the Board of Trustees in December 2004.
 - The College will conduct a campus climate survey for faculty and staff to gauge improvements in communication and knowledge throughout the College. This survey will be broadened to include additional components which reflect the diverse groups that make up the campus community. In addition conduct the faculty and staff satisfaction surveys and student surveys, determine if allocated resources are meeting goals by utilizing constituency recommendations.
 - Continue to include all constituent groups in all discussions and committees working on institutional policies, planning and budget allocations related to their area of expertise.
 - Adopting procedures and opportunities for consulting collegially, specifically utilization of recommendations provided by faculty, complete the revisions of the Governance Document Draft and implement the ideals of shared governance with the Academic Senate being relied upon primarily for collegial consultation per Board Policy 4035, Academic Collegial Consultation.
 - Continue to encourage participation in shared governance, adopting procedures and opportunities for consulting collegially specifically utilization of recommendations provided by constituent groups, revise the Governance Document with Academic Senate being relied upon primarily for academic and professional matters, and providing pertinent information necessary for updating committees utilizing technology, improving communication, trusts, and the priority of student learning and success.
 - Annually evaluate the roles of leadership and the institution's governance and decision making structures to ensure continued function, integrity, and effectiveness of the decision making processes.
 - conduct additional surveys on the evaluation of the Board of Trustees and of the Superintendent/President with development and implementation of evaluations by the Academic Senate and Classified Staff.

Standard IVB: Board and Administrative Organization

- Through its various constituencies, the Board of Trustees attempts to reflect the public interest and to communicate more effectively with the campus. The Superintendent/President will continue to work with the Board of Trustees to enhance understanding of this information throughout the campus.
- Improve communication across the campus.
- The institution and the Board will continue to publish and expand access to this information.
- The Board will communicate its self-evaluation process to the campus community.
- With the approval of the new code of ethics, the Board will work with the Superintendent/President to communicate and comply with this new policy.
- The College will provide budget workshops to all constituent groups.