



Equity Imperative

An overarching Equity Imperative serves as a beacon for VVC. To truly support students who traditionally have faced greater obstacles to accessing and completing college, VVC's explicit focus on equity also informs all efforts related to this plan. The Equity Imperative also reflects VVC's recognition of the need to identify and eliminate disparities in educational outcomes of students of color and underserved, underrepresented populations.

A Long-Standing Equity Priority

Equity has been a long-standing priority for the VVC Community College District. To begin, VVC established two equity-focused positions: Associate Dean of Equity and Success and Student Equity and Achievement Counselor. VVC also has a Student Equity and Achievement Committee designated to coordinate student equity plan developments and implementations, driving many equity-related programs, services, and college activities. VVC's equity commitment serves as a pathway for underserved students to advance enrollment, persistence, and completion rates for multi-cultural learners within the community.

The Student Equity and Achievement (SEA) Committee, a standing participatory governance sub-committee of VVC's College Council, has the following charge:

- ▲ Regularly reviews data on achievement gaps to identify and propose recommendations.
- ▲ Creates plans to continually improve student success opportunities for VVC students.
- ▲ Determines directions for the improvement of student success and equity.
- ▲ Recommends strategies for successful student transition, outreach, and recruitment.
- ▲ Functions as the advisory group to the Integrated Plan (Student Equity and Achievement).
- ▲ Recommends procedures for student recognition and discipline.

The SEA Committee is comprised of members that represent the following groups: a minimum of 1 Student representative by ASB Council, a minimum of 1 Faculty representative by Academic Senate, a minimum of 1 Classified Staff representative by CSEA, and a minimum of 1 Manager/Administrator representative by Management Team.

Moreover, recently (on June 9, 2020) the Victor Valley Community College District Board of Trustees adopted the following resolution in *"support and solidarity against civil rights violations"*:

WHEREAS , the Governing Board of Victor Valley Community College District supports essential human rights and the importance of equality and fair treatment of all people; and

WHEREAS , the abhorrent treatment of fellow human beings and systematic racial injustices continues to escalate, causing people of all nations to rise up in protest; and

WHEREAS , Victor Valley Community College District believes that the impact and breadth of the challenge to address civil rights violations calls for leadership at all levels of government, especially at local and state levels; and

WHEREAS , the California Community College system has taken action to address structural racism and



ensure our communities and students have access to an equal educational opportunity; and

WHEREAS, Victor Valley College abhors blatant racist abuse of power and condemns discrimination of any kind; therefore be it

RESOLVED, that Victor Valley Community College District will communicate that the message is not white vs. black, it is all of us vs. racism, and further, it will collaborate with its students, faculty, staff, and community to advance local equality and justice activities; and therefore be it further

RESOLVED, that Victor Valley Community College District will continue to affirm and commit to support the guaranteed right of equal social opportunities, equal protection under the law, and will vehemently promote healthy and safe learning environments for its students.

Furthermore, the Trustees adopted a goal for the 2020-21 academic year to: “Nurture a Culture of Diversity, Equity and Inclusion in Accordance with California Community Colleges Chancellor’s Office 2020 Report: Vision for Success Diversity, Equity and Inclusion Task Force Report”.

Equity-Mindedness Guiding Paradigm

Equity-mindedness, according to the Center for Urban Education (CUE) in the Rossier School of Education at the University of Southern California frames the success of underserved and underrepresented students as an institutional responsibility. CUE—a leading organization for postsecondary equity—points out that one of the vital qualities of equity-mindedness includes being color-conscious in a critical sense, which entails understanding inequalities experienced by racial, ethnic, and indigenous communities in the context of a history of exclusion, discrimination, and segregation.



VVC’s Equity Imperative also begins with equity-mindedness as a guiding paradigm comprised of five elements (adopted and adapted from CUE’s work⁹) which is depicted in the diagram in the box above. These five elements are reflected throughout this plan. Additionally, all equity-minded elements and equity-focused practices that are included, herein, are depicted using this Equity Imperative symbol:



Equity Leadership

Additionally, VVC is developing a leadership academy that focuses on equity. The objectives of the academy are to:

⁹ Center for Urban Education. (January 2017) Protocol for Assessing Equity-Mindedness in State Policy. USC Rossier School of Education.



- ▲ explore community college specific literature and examine equitable practices and policies within VVC administration, governance, programming, and pedagogy
- ▲ create actionable planning around enacting educational equity
- ▲ reconstruct theory and practices to align with educational equity and justice
- ▲ compare and contrast both the successes and struggles in developing institutionalized practices that positively impact disproportionately-impacted students
- ▲ complete impact evaluation and review policies and practices through an equity lens

In Pursuit of Excellence

Today's financial, political, and higher education environment poses unprecedented challenges. Public financial support and trust in quality, productivity, and value is eroding. Changing student demographics necessitate different models and solutions that new, burgeoning investments in learning technologies and alternative providers are delivering. The regulatory and fiscal environment is becoming increasingly complex. Burdensome college processes are barriers to progress and goal obtainment. And the current era of "digitalization" and the "connected enterprise" is fundamentally changing what and how we learn and work.

The ability to adapt to changing conditions with flexible, just-in-time solutions; develop holistic business models; operate as an ecosystem working collaboratively to solve problems and capitalize on opportunities; and provide exceptional and caring experiences with equitable results will make the difference between colleges that thrive or decline...with students that succeed or do not.

It is becoming necessary for colleges, including VVC, to be strategic and agile including having the ability to streamline, simply, and change policies, procedures, and processes. Working "smarter" not harder will be key—enabled by data collection, robust analytical tools, and sustained institutional learning practices.

VVC will heed this call to action, with a pursuit of operational and institutional excellence.

VVC Excellence Aspiration Statements

In the pursuit of excellence VVC has established both collective (institutional) and individual aspirational statements, as part of this plan, to ignite personal purpose so everyone feels encouraged, motivated, and gratified for contributing to excellence endeavors (refer to VVC Excellence Aspiration box to the right).

VVC Excellence Aspiration

At VVC:

*we are proud of what we do
because we are driven to be the best at what we do
and are recognized for it.*

At VVC:

*I am proud of what I do
because I am driven to be the best at what I do
and I am recognized for it.*