

VICTOR VALLEY COMMUNITY COLLEGE DISTRICT

Annual Report of Institutional Effectiveness :: 2009



STELLAR | TRUSTWORTHY | ACCESSIBLE | RELEVANT

PRESIDENT'S MESSAGE

Victor Valley Community College District has traveled a long distance in short order in its quest to align its strengths and make irrelevant its weaknesses. We have smoothed the road as we traveled along, and established shared principals that are driving our transformation as an effective organization. Progress on our journey is demonstrated by many observable indicators—through research and

"The task of organizational leadership is to create an alignment of strengths in ways that make a system's weaknesses irrelevant."

Peter Drucker

analysis the college community strives to create new knowledge and, in turn, translate what we learn to action. But progress doesn't mean we are satisfied with current results. We must never accept the middle ground. We must move beyond it and exceed accepted standards. In the spirit of ongoing improvement, we submit this annual report to the community as an outline of the overall progress we have made towards fulfilling our goals for institutional effectiveness.

*Robert M. Silverman
Superintendent/President*

INTRODUCTION

The Annual Report of Institutional Effectiveness for the Victor Valley Community College District (VVCCD) documents institutional performance in the areas that are most central to the District's mission, goals, and priorities. This report is designed to support the annual cycle of institutional evaluation, planning, and improvement by presenting performance data, and identifying organizational strengths and areas that need additional study. The data and recommendations presented here are resources for institution-wide reflection and dialogue that lead to practical and data-informed plans to improve institutional effectiveness. Moreover, the Annual Report serves publicly to document institutional performance and thereby demonstrates district accountability for effectiveness to the diverse communities that it serves.

GOVERNING AUTHORITY

This report is authorized by and consistent with the following:

- ★ Board Policy 1202 (Institutional Effectiveness)
- ★ Administrative Procedure 1202 (Implementing Institutional Effectiveness)
- ★ Board Policy 4000 (Standards of Educational Excellence)
- ★ Administrative Procedure 4000 (Sustaining Standards of Educational Excellence)

Oversight for development of this report is charged to the Institutional Effectiveness Committee pursuant to Administrative Procedure 1201 (Shared Governance Structure and Responsibilities) with compilation and maintenance of the report by the Office of Institutional Effectiveness. Members of the Institutional Effectiveness Committee who actively participated in the development of this report are as follows:

Jessica Gibbs (Chair)
Donna Derryberry
Jennifer Larriva
Quynh Tran
Lisa Harvey

Mark Clair
Shirley Gonzalez
Marc Skuster
Paul Williams
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CONCEPTUAL MODEL

Institutional Effectiveness is assessed by determining whether and how well VVCCD fulfills its purposes (mission), embodies its values, and achieves its goals. This assessment involves the measurement of performance on four key Institutional Effectiveness Outcomes, each of which is derived from the formal goals and priorities of the district. These four outcomes and their correlated district goals and priorities are as follows:

- ★ **Institutional Effectiveness Outcome 1 - Student Success:** Victor Valley Community College District's courses, programs, and support services advance student success (*District Goals 3, 4, 6; Priorities 3, 5*).
- ★ **Institutional Effectiveness Outcome 2 - Access to Programs and Services:** Victor Valley Community College District's programs and

services are equitably available and accessible to all members of its diverse student body (*District Goals 2, 4-6; Priorities 2-6*).

★ **Institutional Effectiveness Outcome 3 - Responsible Resource**

Management: In the spirit of good stewardship, resources at Victor Valley Community College District are managed efficiently and effectively to support student educational success (*District Goals 1, 2; Priorities 1, 5, 6*).

★ **Institutional Effectiveness Outcome 4 - Standards of Excellence:**

Programs and services at Victor Valley Community College District demonstrate continuous improvement in quality and the achievement of district standards of educational and organizational excellence (All District Goals and Priorities; a core organizational value).

Performance data for each Institutional Effectiveness Outcome create a picture of how well VVCCD is performing on its goals and priorities relative to its mission as a California community college. As an institutionalized practice, this Annual Report will assist the District in meeting the changing needs of the students and communities served.

