



Program Contribution to the VVC Educational Master Plan

The following program goals are identified for achievement in the next 3 to 5 years.

| PROGRAM GOALS | KEY PRIORITY AREAS | DISTRICT GOALS |
|--|---|--|
| Restructure welding curriculum to increase student success including moving from an 8- to 16-week format and creating multiple stacked/latticed certificate programs aimed at specific industry/occupation specializations (e.g., pipefitter). | Strategic, Efficient Enrollment Growth Retention, Persistence, Completion, Post-completion Success | Student Experience and Success High Quality Practices/ Excellence |
| Establish online and digital/mobile elearning resources, open textbooks, courses, etc. to serve the multi-generational population of welding students, increase engagement and digital fluency utilizing technology platforms and tools. | Distance, Digital Learning Expansion and Enhancements | Student Experience and Success |
| Maintain American Welding Society (AWS) program standards through AWS-certified faculty (including ongoing professional development) and AWS-centered curriculum, thus increasing recognition of program and graduates' quality. | Retention, Persistence, Completion, Post-completion Success | High Quality Practices/ Excellence Institutional Learning |

ADMINISTRATIVE SERVICES

Given transformative changes happening in business/industry, technology, shifting demographics, and social-political dynamics, successful colleges of the future are ones that are nimble and focus on quality. The ability to adapt to changing conditions with flexible, just-in-time solutions; develop holistic financial and business models; leverage technologies; and provide exceptional experiences will be essential.

An aging population that will be seeking higher education and expanding numbers of non-traditional students are wanting more flexible services, at times that are convenient to working adults or, better yet, entirely online and via digital devices. Younger students, namely Generation Z students, are seeking more quality, personalized, and technology-mediated services.

For VVC, it will become increasingly important to be agile—including having the ability to streamline, simply, and change administrative policies, procedures, and processes. All with an eye on efficiency and service excellence.

Working “smarter” not harder will be key. An information technology infrastructure that allows for big data collection, data mining, and robust analytic tools and models is essential; along with learning and information management systems that do the same. Mobile phone technologies are accelerating the value of automated, self-service activities and are mechanisms for capturing student data making predictive analytics possible and enabling the redesign of administrative services to serve unique student segments. Student self-service tools, underpinned by “choice architectures”, are managing how options and recommendations are personalized and presented to students.

Technology-mediated solutions should be utilized to simplify processes and free-up staff from transaction processing to interfacing with students to offer more personalized and/or specialized services. This can be accomplished through accelerating the value of self-service mobile technologies. Video interfaces with explainer videos can also be utilized to handle routine questions or explain processes. The aim is for students to be able to handle routine transactions via



automated systems leaving face-to-face transactions for non-routine matters or more personalized attention. Administrative service units that process student transactions, such as the Student Account Services and the Bookstore should be among the first to utilize these solutions. For example, the Bookstore could enable students to order books/materials/supplies on their mobile phones or smart devices, process payment using online services such as PayPal, package orders and notify students when they are ready, and establish expedited pick-up areas in the Bookstore and/or at other convenient locations around campus. Technology-mediated services should also be applied to provide to more efficient and effective services to faculty and staff.

Attention must be paid to making facilities and physical spaces that draw people in—creating atmospheres where people want to stay, collaborate, and learn. The way campuses make people feel are becoming increasingly important to appeal to a new generation of students that place high value on experiences. They are also important for competing with online and alternative delivery providers that are growing but cannot provide the same in-person experiences. The continuum of facility quality ranges from cleanliness (which is essential) to smart facilities wired with state-of-the-art communication and interactive technologies. Flexible, adaptive spaces that can accommodate small working groups to large gatherings and lectures, are necessary to adapt to the varied mix of programs and services that will be offered in the future. Media services will have an expanded role and level of sophistication in such an environment.

VVC will soon be serving five to six generations of students including a much older population, likely beginning in 2025-2026. Anticipating services, physical facilities, and matters older students will need and desire should begin shortly. Posing questions such as “how will services and facilities need to adapt to an older population”, are a good place to begin.

The rise of consumerism, as technology and access to information is greatly increasing the sophistication of students as consumers, is making accountability and transparency more important. This is especially true of Generation Z students. Providing transparent, “consumable” information that appeals to students as sophisticated consumers is necessary. Information ranging from content on the college website, mobile wayfinding tools, wait time information during peak service demand times, and data on efficiency and effectiveness of services is just the beginning.

Students will also be demanding more personalized and customized services and experiences. Human-centric design and innovation capabilities will need to be developed and employed—beginning with engaging students in creating and re-designing services. This will require a design mindset and skills. It will also require employing data- and outcomes-driven management and accountability.

This rapid pace of change will require sufficient and expanding resources, especially as new technologies and solutions are needed. At the same time state funding models are changing and enrollment-generated revenues are declining. More holistic and diversified business and financial models, that go beyond the FTES generating revenue model, are imperative for long-term fiscal health. This will require a new level of financial sophistication including scenario planning; financial modeling; and understanding auxiliary and entrepreneurial enterprises, diverse revenue structures, and cost management models and methods.

Lastly, demand for alternative service arrangements that accommodate students’ schedules and increased demand for services, 24/7—will continue to grow.

Within this context, the following are descriptions and blueprints for each Administrative Services department for addressing the trends above and strategies, activities, and practices included elsewhere in this plan.



Auxiliary Services

VVC’s Auxiliary Services department provides many services in four, broad areas: (1) Bookstore, (2) Auxiliary Services Facilities and Accounting, (3) Managed Print Services, and (4) Performing Arts. More specifically here is a synopsis for the key activities and services in these areas.

▲ Bookstore

- All students , faculty, staff, and community members may utilize Rams Bookstore’s brick and mortar as well as online services to participate in learning and student life which include books, supplies, digital content, competitive course materials sourcing, apparel, gifts, commencement supplies, uniforms and special orders.
- Full- and part-time faculty have digital adoption services are available 24/7 with VerbaCollect adoption services.
- Rams Bookstore provides online and on-site support of off-campus District sites.

▲ Auxiliary Services – Facilities & Accounting Services

- Event scheduling and management with access to services, internally and externally
- Off-campus instructional facility usage
- Accounting services supporting Rams Bookstore, Auxiliary Services, Print Shop, Associated Student Body, campus clubs, and instructional departments
- Management of food, beverage and vending contracts and services

▲ Managed Print Services

▲ Campus Print Shop

- Extended operational hours
- Online print order site

▲ Performing Arts Center

- Internal support of campus instructional departments, student services departments, and campus-wide events
- External support of community partners and businesses in support of diversity and fine arts

Auxiliary Services Blueprint

NEAR HORIZON
1-2 YEARS

MEDIUM HORIZON
3-4 YEARS

FURTHER HORIZON
5+ YEARS

BOOKSTORE

- Automate the processing of voucher and accounts receivable student charges at www.vvcRams.com
- Scale an Inclusive Access program
- Fully automate adoptions process to increase efficiencies
- Obtain a fully integrated Inclusive Access program including majority of courses with the option for students and faculty use culminating in a



NEAR HORIZON 1-2 YEARS

- Automate course changes to include added and canceled sections and instruction additions and changes, including live registration data for making purchasing decisions to lessen stock shortages and increase financial outcomes
- Implement small pilot for Inclusive Access programming

MEDIUM HORIZON 3-4 YEARS

- Implement a communication strategy that integrates continuous faculty and student input, feedback, and improvements allowing for collaboration between those who utilize our services and those who provide those services

FURTHER HORIZON 5+ YEARS

robust program that allows first day digital access to course materials which is critical for student retention and ultimately success

AUXILIARY SERVICES FACILITIES AND ACCOUNTING

- Send RFP for upcoming contract negotiations for Campus Exclusivity beverage agreement
- Send RFP for upcoming contract negotiations for Campus Vending agreement
- Survey off-site campus locations to determine where food and vending needs are expressed
- Review, simplify, and implement Administrative Procedure changes including updates to Community Civic Center Act, facilities, AND planning for future facilities
- Implement new facility scheduling and conference software including the ability to manage conference registration services for the anticipated Stadium and Educational Event Center
- Implement a strategic marketing campaign outlining the services provided by Auxiliary Services conference and event services
- Centralize facilities usage management to streamline space management for non-academic space utilization
- Send RFP for upcoming contract negotiations for Campus Managed Print Services agreement
- Provide high quality event and conference management and support for District and community partners
- Automate accounts receivable and payable functions with availability for users of Auxiliary Services Accounting office services including internal and external users
- Capitalize on diversified opportunities to improve revenue streams

MANAGED PRINT SERVICES

- Include, for Managed Print Services, a student accessible customer service desk allowing students to access services provided by Print Shop staff
- Implement Managed Print Services including Print Care integration
- Provided community access to student kiosk print stations
- Fully implement a customer service counter in the Print Shop that may be utilized by students, faculty, staff, and community members with a robust online presence and updated Print Services online site
- Continue implementation of a formal Managed Print Services program to include budgeting of print materials by department
- Reduce overall cost of printer and copying services by fully implementing a Managed Print Services program
- Automate all billing functions of the Print Shop services to ensure accuracy, accountability, and efficiency

PERFORMING ARTS CENTER

- Update administrative procedures, as indicated in Auxiliary Services Near Horizon, which is critical as the structure for pricing, support, and staffing of these facilities requires flexibility as well as financial sustainability
- In collaboration with members of instruction, community, and students, develop a strategic master plan that outlines the phasing in of updated technology that supports all events held in facilities
- Implement leading-edge performance technologies for the Performing Arts Center, with priority as an instructional lab experience for students
- Commence implementation of the Performing Arts Center technology upgrade



Facilities and Operations Services

VVC's Facilities and Operations Services department strives for the following:

- ▲ Support the goals of Caring Campus by providing clean, safe, and well maintained facilities for instructional delivery.
- ▲ Complete all safety work orders within an 8-hour window and all work orders within 48 hours.
- ▲ Promote an aesthetically beautiful campus that enhances the learning environment.
- ▲ Support all educational programs in providing quality instruction.

Facilities and Operations Services Blueprint

NEAR HORIZON 1-2 YEARS

- Provide clean, safe, and well maintained facilities for instructional delivery
- Begin replacing aging infrastructure including:
 - Underground electrical distribution
 - Campus fiber backbone for main campus and distance education
- Plan, design, and construct facilities that support distance education, smart classrooms, and office technologies that support the streamlining of education delivery and office functions
- Establish, implement a cross-institutional team to begin re-imaging instructional activities and other activities that will take place in the Educational Events Center (to inform its planning and design)

MEDIUM HORIZON 3-4 YEARS

- Provide clean, safe, and well maintained facilities for instructional delivery
- Continue replacing aging infrastructure including:
 - Underground electrical distribution
 - Campus fiber backbone for main campus and distance education
- Plan, design, and construct the new Stadium/Educational Events Center
- Establish, implement cross-departmental teams to begin re-imaging instructional programs and other activities (especially considering "On the Horizon" trends of related program's plans contained herein) for the Engineering and Art building to inform its planning and design
- Establish, implement cross-institutional teams to conduct a thorough environmental scan and to begin re-imaging instructional programs and other activities for the Westside Center (to inform its planning and design)

FURTHER HORIZON 5+ YEARS

- Provide clean, safe, and well-maintained facilities for instructional delivery
- Plan, design, and construct a new 33,000 ASF Engineering and Art building – a new laboratory building for drafting, electronics, C.I.S and digital arts (Note: this project is in the final planning stages and in line for state funding when available)
- Plan and design the Westside Center– the first phase of a new west campus for VVC – located on the college-owned 160 acre Phelan property (Note: This project was identified in the recently completed 2015 Facility Master Plan Update. The property was purchased in the 1980's for this purpose. When complete, the Westside Center (Phase I) will become a separate campus following completion of a Needs Assessment and approval by the BOG)

Fiscal Services

Fiscal Services supports Victor Valley College by providing the following financial services:

- ▲ Budgeting
 - ▲ Accounting
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- ▲ Accounts Receivables
- ▲ Purchasing
- ▲ Accounts Payables
- ▲ Student Account Services (through the Bursar's Office)

A key area of focus for Fiscal Services, in support of this plan, is streamlining Board Policies and Administrative Procedures related to Fiscal Services. Doing so will help the department more efficiently provide financial services to the entire college community. Additionally, streamlining these processes will allow faculty and staff more time to focus on serving students rather than on cumbersome administrative processes. Additionally, making processes simpler and more efficient will help students enroll and persist.

Fiscal Services Blueprint

NEAR HORIZON 1-2 YEARS

- Review and revise Board Policies and Administrative Procedures, placing priority on those that impact students, with the aim of streamlining processes and making them less cumbersome (e.g., purchasing)
- Establish a cross-institutional team (including students) to rename the Student Account Services/Bursar's Office to be more self-explanatory to students (e.g. student-centered) and conduct a communications campaign to raise awareness and replace any references to prior name(s)
- Expand on lessons learned during the COVID-19 pandemic to shift to paperless processes both internally and with the County's District Financial Services Office
- Utilize Chatbot(s) for student account-related questions
- Convert all paper forms to electronic including travel authorizations, employee expense reports, credit card authorization forms, fee petitions lost receipt memos, budget transfer requests, journal entry requests, etc. with priority placed on converting student-related forms
- Collaborate with Student Services to finalize Drop for Non-Payment and Hold policies with the aim of increasing student retention and persistence

MEDIUM HORIZON 3-4 YEARS

- Revise purchasing and travel policies per changes in revised Board Policies and Administrative Procedures in years 1-2
- Train the campus on new policies
- Utilize text messaging for student communications and payment collection

FURTHER HORIZON 5+ YEARS

- Implement an automated payables system, such as Concur, for travel, reimbursements (including student reimbursements), and vendor payments



Information Technology

VVC's Information Technology department has been working diligently to vastly improve and expand instructional- and student support-related technology services including the implementation of the following:

- ▲ 24/7 Online Chatbot Services for IT, ACCESS, Counseling, Financial Aid, and Admissions and Records with videos
- ▲ Colleague Student Self-Service
- ▲ Classlink MyVVC Launchpad that provides Single Sign On applications and Self-Service Password Reset
- ▲ Wifi Self-Service including VVC-Guest network for all users, VVC-Student for students and VVC-Staff for staff and faculty
- ▲ Labster's Virtual Lab for STEM courses on Canvas
- ▲ Amazon Web Services AppStream Application Streaming Services for Photography, Construction Technology, and 3D-Animation

Information Technology Blueprint

NEAR HORIZON 1-2 YEARS

- Complete, student-centric website redesign project to support mobile-first and student-first initiatives
- Implement Virtual Digital Maps for campus navigation
- Enter the testing phase for Live Chat
- Migrate all Webadvisor services to Colleague Student Self-Service
- Provide IT infrastructure to support implementation of Hyflex Smart Classrooms
- Implement Consolidated Student Self-Service including:
 - Student Registration
 - Class Schedule
 - Course Catalog
 - Registration Status
 - Plan Ahead
 - Action Item Processing
- Implement Self Service Printer Kiosk
- Expand Wifi connectivity

MEDIUM HORIZON 3-4 YEARS

- Design and implement a Student Life platform with features such as highlights of student communities, extra-curricular activities, and discounts in the local area
- Implement Auto Attendance Tracking solution
- Implement Wellness and Digital Therapeutic APPS
- Provide IT infrastructure to support expansion of Hyflex Smart Classrooms
- Expand Wifi connectivity

FURTHER HORIZON 5+ YEARS

- Establish mutually beneficial partnerships with businesses that also supports the co-creation of IT solutions and services
- Implement location-based systems to find lost textbooks and other personal items; using a digital device to pay for meals at a self-service cafeteria; or finding the time, location, and cost of various student activities
- Install networked video cameras, digitalized LED lighting systems, digital identification card readers, geofencing, and other technologies that are being employed on many academic campuses
- Expand Wifi connectivity

Payroll

Payroll's organizational processes play a critical role in the college's ability to serve the greatest number of students efficiently and effectively. By implementing updated technology and processes, staff and faculty can optimize their attention to student teaching and services when administrative tasks are streamlined and unnecessary paperwork is eliminated. Redesigning key processes and procedures is a necessary step in helping VVC, and the Payroll department,



strengthen organizational efficiency and institutional effectiveness. Additionally, to facilitate consistent execution of existing processes there is a need to improve processes and the documentation of procedures. In summary, by automating processes and implementing self-service capabilities everyone one at VVC can focus on the college's core mission of helping students succeed through more personalized attention.

Payroll Blueprint

NEAR HORIZON 1-2 YEARS

- Implement automated processes, which will result in reducing confusion and inconsistency with how employees are reporting data to the Payroll department including:
 - Establishing workflows for all paper forms administered in Payroll
 - Automating payroll self-reporting, for example absence reporting (employee's report their absences on an online system)
 - Securing sensitive information by providing secure portal for employees to upload payroll documents and related items containing private information
 - Establishing electronic timesheets for faculty thus ensuring accurate and timely reporting
 - Implementing mobile-enabled payroll transactions

MEDIUM HORIZON 3-4 YEARS

- Implement self-service capabilities, such as:
 - Providing employees with the ability to update information on a secure site, which is integrated with the HRIS system (e.g., tax withholding changes, retirement elections, banking information, etc.)

FURTHER HORIZON 5+ YEARS

- Sustain and scale automated process and self-service capabilities

Police

VVC's Police department has identified three, strategic milestones for ensuring highest levels of safety at all VVC locations.

- ▲ Milestone I: Reimaging the police department
- ▲ Milestone II: Establish a Student, Staff, and Faculty Discussion Group
- ▲ Milestone III: Collaborate with the Information Technology department to implement an external camera system

The following is a blueprint related to these milestones.



Police Blueprint

NEAR HORIZON 1-2 YEARS

- Implement Milestone I strategies:
 - Assess the police department's current operations
 - Develop strategies for improvement/delivery of service based on department assessment
 - Retrain department personnel to address the assessment's findings
- Implement Milestone II strategies:
 - Establish the purpose and charge of the Student, Staff, and Faculty Discussion Group
 - Develop selection criteria for group members
 - Establish, implement meeting schedule
- Maintain and continue the department's community engagement efforts such as the campus community forums, coffee with the cops events and the use of the RAVE and emergency mass notification systems to communicate public safety information

MEDIUM HORIZON 3-4 YEARS

- Implement Milestone III strategies:
 - Conduct an assessment and analysis for determining the needs for external cameras on campus to improve public safety
 - Develop a liaison with the Information Technology department to select most feasible cameras
 - Establish criteria for determining the funding source for the project

FURTHER HORIZON 5+ YEARS

- Based on assessment findings of the police department's operations (Milestone I), identify long range projects and tasks needed to address the improvement of the police operation

HUMAN RESOURCES

The human resource function is increasingly critical to colleges' institutional missions and this is no exception at VVC. Human resource strategies need to align with VVC's goals to assure employees are aware the college's priorities and support the work needed to achieve VVC's vision, mission, values, and goals.

College human resource departments are now implementing new approaches and features that make a connection to the institution's larger strategic objectives, such as those included in this educational master plan. They are also making existing, new, and prospective employees feel more connected to the institution. For example, recognition and awards the college has received are being touted in job advertisements. Job descriptions are becoming more informal or conversational and employee testimonials are featured on colleges' webpages.

Human resources now must use every method possible to advertise positions (including social media and online ad technology), make landing pages where jobs are listed attractive and engaging with links to information about the best features of the college, and make the application process easy. Employee referrals are being utilized as an effective and efficient method of hiring along with the use of professional marketing networks such as LinkedIn. Additionally, cross-functional training is being conducted to help find employees who stand out as internal candidates.

In addition to changing recruiting practices to attract and find candidates, colleges are also developing better ways to retain them – from changing evaluation procedures to offering flex work schedules which also adds the benefit of expanding hours for some support services. Alternative, flexible work arrangements will be necessary for accommodating nontraditional students' schedules and as the increased demand for learning and services, 24/7—grows. This work extends