



**ACCREDITING  
COMMISSION  
for COMMUNITY and  
JUNIOR COLLEGES**

*Western Association  
of Schools and Colleges*

10 COMMERCIAL BOULEVARD  
SUITE 204  
NOVATO, CA 94949  
TELEPHONE: (415) 506-0234  
FAX: (415) 506-0238  
E-MAIL: [accjc@accjc.org](mailto:accjc@accjc.org)  
[www.accjc.org](http://www.accjc.org)

Chairperson  
SHERRILL L. AMADOR  
Public Member

Vice Chairperson  
STEVEN KINSELLA  
Administration

President  
BARBARA A. BENO

Vice President  
SUSAN B. CLIFFORD

Vice President  
KRISTA JOHNS

Vice President  
GARMAN JACK POND

Associate Vice President  
JOHN NIXON

Associate Vice President  
NORVAL WELLSFRY

February 7, 2014

Mr. Peter Allan, Interim Superintendent/President  
Victor Valley College  
18422 Bear Valley Road  
Victorville, CA 92395

Dear President Allan:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting January 8-10, 2014 reviewed the Follow-Up Report submitted by Victor Valley College, and the report of the evaluation team which visited November 4, 2013. The Commission took action to **remove Probation and reaffirm accreditation** with the requirement that the College submit a Follow-Up Report in conjunction with the College Midterm Report due **March 15, 2014**.<sup>1</sup> The Report will be followed by a visit by Commission representatives.

Reaffirmation with a Follow-Up Report is granted when an institution is found to substantially meet or exceed the Eligibility Requirements, Accreditation Standards, and Commission policies, but has recommendations on a small number of issues of some urgency which, if not addressed immediately, may threaten the ability of the institution to continue to meet the Eligibility Requirements, Accreditation Standards, and Commission policies. The Report should demonstrate, and the visiting team will verify, that the institution has sustained compliance with the Standards associated with Recommendations 2, 3, and 6 as noted below.

**Recommendation 2:** As noted in recommendations 1 and 6 of the 2005 Accreditation Evaluation Report, and in recommendations from the reports of 1993 and 1999, and in order to meet the Standards and the Eligibility Requirements, the College should establish and maintain an ongoing, collegial, self-reflective dialog about the continuous improvement of student learning and institutional processes. (I.B.1, ER19) This process should include:

- Goals to improve effectiveness that are stated in measurable terms so that the degree to which they are achieved can be determined and widely discussed. (I.B.2)
- An evaluation of all programs throughout the College so that it assesses progress toward those goals and ensures that participation is broad-based throughout the College. (I.B.3, I.B.4)
- Documented assessment results for all courses, programs, and the institution. (I.B.5, II.A.1.a, II.B.4)

Mr. Peter Allan, Interim Superintendent/President  
Victor Valley College  
February 7, 2014

- Formal processes to evaluate the effectiveness of its ongoing planning and resource allocation processes. (I.B.6, I.B.7)
- Integration of planning with decision-making and budgeting processes to ensure that decisions to allocate staff, equipment, resources, and facilities throughout the College are based on identified strategic priorities and to ensure a continuous cycle of evaluation and improvement based upon data. (I.B.2, I.B.3, I.B.6, III.C.2, IV.B.2.b)
- An integration of the total cost of facilities ownership in both the short and long term planning processes. (III.B.1.c) [NOTE: III.B.1.c does not exist; the team probably meant III.B.2.a, given context]
- An assessment of physical resource planning with the involvement of the campus community. (III.B.1.a, III.B.2.a, III.B.2.b)
- A systematic assessment of the effective use of financial resources, with particular regard to meeting the needs of Library materials and technological resources, and the use of the results of this assessment as the basis for improvement. (II.C.1, II.C.2, III.D.3)

**Recommendation 3:** As noted in recommendation 2 of the 2005 Accreditation Evaluation Report, and in order to meet the Standards and the Eligibility Requirements, the College should complete the development of student learning outcomes for all programs and ensure that student learning outcomes found on course syllabi are the same as the student learning outcomes found on the approved course outlines of record. The institution must accelerate its efforts to assess all student learning outcomes for every course, instructional and student support program, and incorporate analysis of student learning outcomes into course and program improvements. This effort must be accomplished by fall 2012 as a result of broad-based dialog with administrative, institutional and research support. Student learning outcomes need to become an integral part of the program review process, including incorporating detailed documented analysis from SLO assessments and data-based research. Additionally, faculty and others directly responsible for student progress toward achieving stated learning outcomes should have, as a component of their evaluation, effectiveness in producing those learning outcomes (I.B.1-7, II.A.1.c, II.A.2.a-b, II.A.2.e-f, II.B.4, II.C.2, III.A.1.c, Eligibility Requirement 10).

**Recommendation 6:** In order to meet the Standards, the College should develop long-term fiscal plans that support student learning programs and services that will not rely on using unrestricted reserves to cover deficits. Additionally, the College should provide timely, accurate and comprehensive financial data and budget projections for review and discussion throughout the institution. (III.D, III.D.1.a, III.D.1.c, III.D.2.b, III.D.2.c, Eligibility Requirement 17)

The Commission is satisfied that its concern about the use of the Apple Valley Center for enrollment has been resolved.

Mr. Peter Allan, Interim Superintendent/President  
Victor Valley College  
February 7, 2014

In August The Commission notified Victor Valley College that it was identified for additional financial review by the Financial Review Task Force. The report of the Financial Reviewer Panel is attached to this letter.

At its meeting of January 8-10, 2014, the Accrediting Commission for Community and Junior Colleges acted to direct that Victor Valley College provide a Special Report to the Commission by **March 15, 2014**<sup>1</sup>. The purpose of this Special Report is to provide more current information to the commission about the College's compliance with Accreditation Standards. The report must address the required elements of the Financial Reviewer Panel Report attached.

- 1) **Demonstrate that the college has developed a long range financial plan that addresses the projected financial deficits.** Standard III.D.1 requires the institution to plan for short and long term liabilities. The Commission notes that this requirement is the same as Recommendation 6 in the 2011 Comprehensive visit Evaluation Team Report.

The report should be sent electronically to ACCJC's office no later than March 15, 2014. The Special Report should include a narrative, evidentiary documents, and other supporting documentation relevant to the report. The ACCJC publication, Guidelines for Preparing Institutional Reports to the Commission, explains the presentation of reports to the Commission. The Commission values brevity and clarity in these reports.

The Commission will consider the College's Special Report at its meeting June 4-6, 2014. If the conditional warrant, the Commission may act on the accredited status of the College. Please do not hesitate to contact Associate Vice President Norv Wellsfry ([nwellsfry@accjc.org](mailto:nwellsfry@accjc.org)) if you have questions.

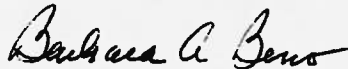
I have previously sent you a copy of the evaluation team's Follow-Up Visit Report. A **final** copy of the Follow-Up Visit Report is attached with a new cover page. Additional copies may now be duplicated. The Commission requires that the College give the institutional Follow-Up Report, the Follow-Up Visit Report, and this letter appropriate dissemination to College staff and to those who were signatories of the College Follow-Up Report. This group should include campus leadership and the Board of Trustees.

The Commission also requires that the College's Follow-Up Report, the report of the evaluation team, and this Commission action letter be made available to students and the public by placing a copy on the College website. *Please note that in response to public interest in disclosure, the Commission now requires institutions to post accreditation information on a page no farther than one click from the institution's home page*

Mr. Peter Allan, Interim Superintendent/President  
Victor Valley College  
February 7, 2014

On behalf of the Commission, I wish to express continuing interest in the institution's educational programs and services. Professional self-regulation is the most effective means of assuring integrity, effectiveness, and educational quality.

Sincerely,



Barbara A. Beno, Ph.D.  
President

BAB/mg

<sup>1</sup> Institutions preparing and submitting Midterm Reports, Follow-Up Reports, and Special Reports to the Commission should review Guidelines for the Preparation of Reports to the Commission. It contains the background, requirements, and format for each type of report and presents sample cover pages and certification pages. It is available on the ACCJC website under College Reports to ACCJC at: <http://www.accjc.org/college-reports-accjc>.

## Victor Valley College

### FINANCIAL REVIEWER PANEL REPORT

**FINANCIAL REVIEWER PANEL MEETING DATE:** September 12-13, 2013

The Financial Reviewer Panel recommendation to the Accrediting Commission for Community and Junior Colleges is:

- Continue under regular monitoring  
 Provide a Special Report to the Commission (purpose noted below)  
 Provide a Special Report to the Commission to be followed by a visit from Commission representatives (purpose noted below)

#### **Required Elements to be addressed in the Victor Valley College Special Report:**

- 1) Demonstrate that the college has developed a long range financial plan that addresses the projected financial deficits.** Standard III.D.1 requires the institution to plan for short and long term liabilities.

#### **Data Examined for this report:**

Annual Financial Report: 2011-12

Audited Financial Statements: 2011-12

Other Data Reviewed: 2013-14 Tentative Budget, Finance and Budget Planning Minutes, 2012-13 P2 Exhibit C

#### *Issues and elements identified related to the financial condition and challenges of this institution:*

The college has adequate financial reserves to provide for several years of budget deficits. Salaries and benefits at 85% of expenditures are within a statewide normal range. FTES, while above cap, are maintained at a level that allows the college to obtain more than \$1M in base funding due to being in a higher tier. However, the board has directed staff to prepare a long range financial plan that will bring the budget in balance by 2015-16. In order to do this, the college will need to alter the collective bargaining agreements to restore some flexibility in spending as well as to reduce the rate of increases of benefits and other personnel spending. In addition, the college needs to improve controls over the budget by adopting position control procedures and operational budgeting procedures that effectively both set realistic budgets and monitor and adjust them throughout the year. These activities will have to be part of the long range plan needed.

#### **SUPPLEMENTAL NOTES:**

Victor Valley

- 2011/12 audit looks much better than the 2010/11 audit and all but one of the prior year findings were resolved. There was only one new finding in 2011/12.
- FCMAT states salaries are an issue, but they are a constant 85% of total expenditures. Personnel reductions will have to be a large part (85%!) of overall reductions.

- VVCCD has \$25M invested in a GIC that generates almost \$2M annually. These are unrestricted funds.
- Interim president.
- FTES is over cap, but used to meet tier for funding (over 9236 FTES = +\$1M)
- College needs to develop a long range financial plan in accordance with board policy and accreditation standards.