

VICTOR VALLEY COMMUNITY COLLEGE DISTRICT  
ADMINISTRATIVE PROCEDURE

THE DISTRICT

CHAPTER 1

**IMPLEMENTING INSTITUTIONAL EFFECTIVENESS**

**AP 1202**

District processes for ensuring institutional effectiveness are grounded in sound review and planning efforts. The process begins with a community and campus discussion of the vision, values, mission, and goals of the college to ensure that meeting the needs of the community remain central. The Board of Trustees adopts these items and thereby sets the overall direction of the college. The Superintendent/President is empowered to work cooperatively with the campus community to determine the priorities and strategic action plans necessary to fully implement the direction set by the Board. The Superintendent/President is additionally responsible for ensuring that the college's progress is evaluated using performance indicators which are annually shared with the Board and the community at large. This process of *closing the loop* is critical to ensure that progress is systematically assessed on a regular basis, and that the opportunity for modification of all levels of planning and operations is facilitated. In this way, plans must be feasible, adequately supported with resources, and effectively implemented to achieve the intended results.

District planning processes are derived from the following core components of the college's organizational identity:

**Vision**

Victor Valley Community College uplifts the diverse communities we teach and serve by promoting educational excellence, enhancing local prosperity, and ensuring environmental leadership.

**Values**

As a student-centered learning organization, we will uphold the following core values:

**Excellence** – providing superior service and educational opportunities

**Integrity** – guiding the college's actions with an internally consistent framework of principles

**Accessibility** – facilitating access to the college's programs from other locations

**Diversity** – valuing different points of view and contributions of all

**Collaboration** – encouraging recursive interaction of knowledge experience and mutual learning of people who are working together toward a common creative goal

**Innovation**- providing creative approaches to problem solving and growth

**Mission**

The mission of Victor Valley Community College is to:

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Cultivate intellectual growth, social responsibility, environmental stewardship, cultural enrichment, and economic development.

Create exceptional and accessible lifelong learning opportunities that afford students within our expanding communities the attainment of knowledge and skills necessary for success in the global economy.

Embrace difference in our communities by integrating their wealth of multicultural knowledge and wisdom into a cohesive and resourceful learning environment for all.

Inspire innovative teaching and service with imaginative uses of collaboration and technology, fostering vibrant programs that are measurably effective in addressing student learning and community needs.

Empower each student to learn by modeling academic integrity, democratic citizenship, and meaningful contribution to society.

**Goals**

The goals of Victor Valley Community College are to:

- create sustainability and environmental stewardship for our colleagues, our students, and our community.
- become an agile learning organization consistent with the needs of students and the communities that the college serves.
- offer educational programs that lead to meaningful and measurable student learning and success through seamless transfer opportunities to colleges, universities, and careers.
- increase the number of students served through recruitment, persistence, and retention strategies.
- provide affordable and attractive options for members of the community seeking a post secondary education, which includes an environment in which diversity thrives.
- develop and deliver enriching courses for community members and businesses seeking additional training and development.

**Priorities**

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Based upon our goals, the following priorities have been established to ensure systematic appropriation of college resources that is integrated with and aligned to administrative planning, institution-wide evaluation, and our ongoing improvement as a comprehensive California community college:

1. Incorporate the principles and practices of sustainability in all its applications across programs and service areas of the college.
2. Reflect the sociocultural diversity of the communities served.
3. Enhance strategies for student recruitment, retention, persistence, and success towards educational goals.
4. Infuse the educational experience of all students with innovation, creativity, and effective integration of new instructional technologies.
5. Improve the basic skills of students, defined to include all the fundamental tools for learning—pre-collegiate through transfer.
6. Develop and deliver instructional programs that meet the needs of the communities served, including those relevant to the following career pathways: Allied Health/Emergency Services; Transportation/Distribution/Logistics; Aviation; Environmental Technology/Sustainability Studies; Teacher Preparation; and Manufacturing.

The priorities listed above guide all institutionalized processes of evaluation, planning, budget development, and decision making.

**Evaluation of Institutional Effectiveness**

Institutional effectiveness at Victor Valley Community College is evaluated through an annual cycle that includes unit and division program reviews, institutional-level data and analysis, and the assessment of student learning (see Diagram 1 below). The following four factors have been identified to define institutional effectiveness and guide its measurement and improvement:

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- Student Success
- Access to Programs and Services
- Responsible Resource Management
- Standards of Excellence

Institutional effectiveness outcomes for these four factors are shown in Appendix A. Information relating to the factors is gathered from a number of sources, including the District's annual program review and planning processes, which are governed by Board Policy 3250 and related administrative procedures.

The Annual Report is a comprehensive summary and analysis of institutional effectiveness data that incorporates unit and division program reviews, shared governance committee and Academic Senate recommendations, and institutional data on student success and access, resource management, and program and service improvement. The Office of Institutional Effectiveness compiles one Annual Report for public dissemination that highlights District accomplishments and areas of focus for the coming year. A second and more comprehensive and detailed Annual Report is prepared as a resource for internal planning and quality improvement purposes. Both reports are presented to the District Board and made available, respectively, to the community at large and to the District workforce at the start of each academic year.

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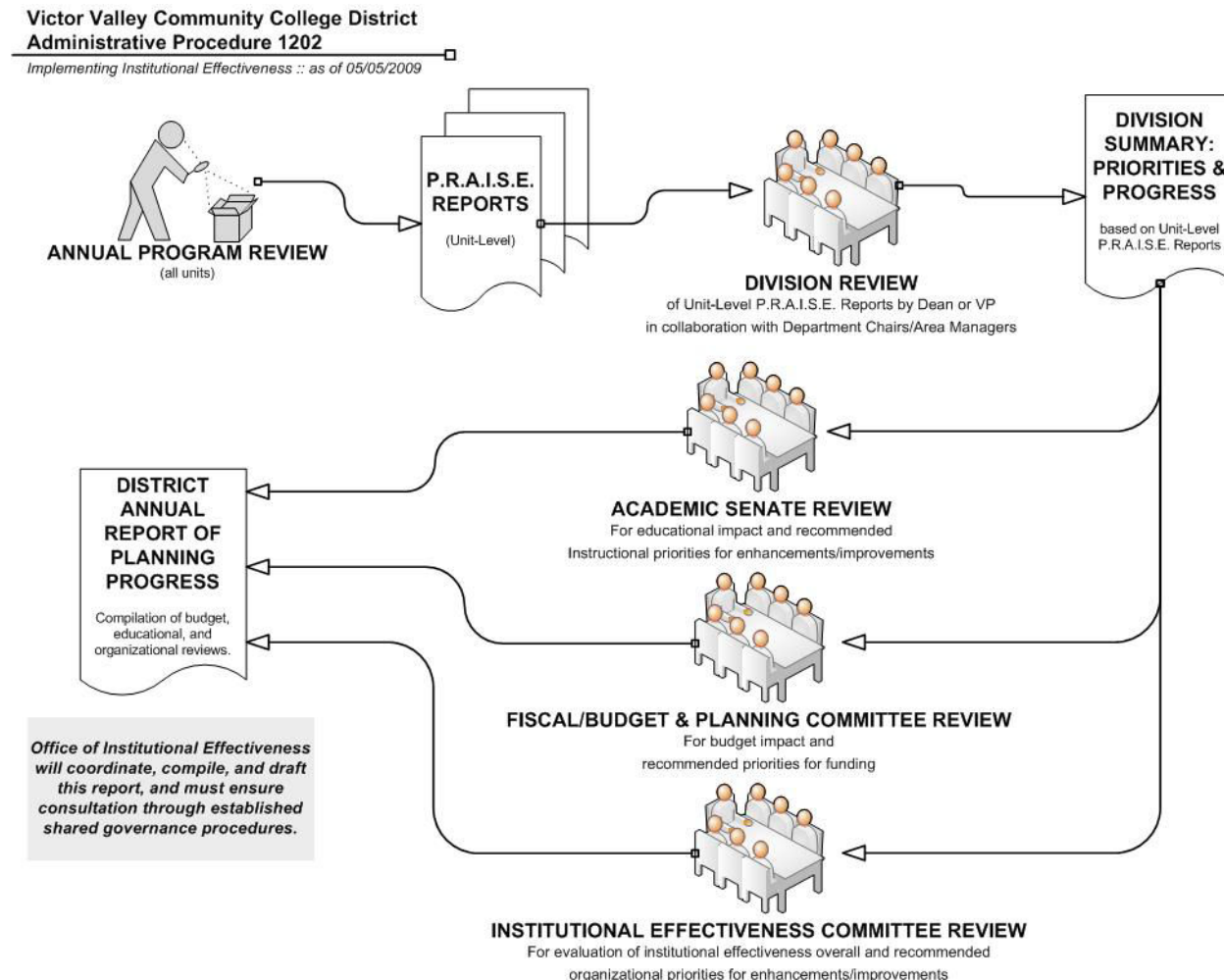
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**Diagram 1 – Annual Program Review and Institutional Strategies for Excellence (PRAISE) Process**



Drafted By College Council, 10/04/2007  
 Edited By Institutional Effectiveness Committee, 11/18/2008  
 Reviewed by President's Cabinet, 11/18/2008  
 Edited By Institutional Effectiveness Committee, 05/01/2009  
 First Reading By Faculty Senate, 05/14/2009  
 Edited By Faculty Senate, 05/22/2009  
 Edited By Institutional Effectiveness Committee, 06/02/2009  
 Reviewed By Fiscal/Budget & Planning Committee, 06/03/2009  
 Second Reading By Faculty Senate, 12/03/2009

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**Appendix A – Institutional Effectiveness Outcomes**

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**Conceptual Model of Effectiveness**

Monitoring progress on the achievement of institutional goals and priorities requires systematic measurement of the four key Institutional Effectiveness Outcomes described below. Each Outcome defines a standard by which to identify opportunities for improvement and track success in achieving improvement in institutional effectiveness over time.

Institutional Effectiveness Outcome 1 - Student Success: Victor Valley Community College'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'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 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 demonstrate continuous improvement in **productivity** **quality** and the achievement of district standards of educational and organizational excellence (All District Goals and Priorities; a core organizational value).