Victor Valley Community College District

Annual Report of Institutional Effectiveness :: 2009

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A publication of the Victor Valley Community College District
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President's Message

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

Peter Drucker

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 analysis the college community strives to create new knowledge and, in turn, translate what we learn to action.

We are stellar, trustworthy, accessible, and relevant. We value students, teamwork, attitude, and results.

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

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Background

The Victor Valley Community College District (VVCCD) Annual Report of Institutional Effectiveness documents institutional performance in areas most critical to accomplishing the mission, goals, and priorities of the district. This Annual Report contributes to an annual cycle of evaluation, planning, and improvement by presenting performance data that help to identify organizational strengths and areas to improve.

The information compiled here is intended to generate informed reflection and dialogue across the institution at all levels. In turn, actions aimed at improving institutional effectiveness can be realized. In addition, the Annual Report is a public documentation of performance that demonstrates our accountability for effectiveness to the diverse communities served by VVCCD.

ef-fec-tive

[i-**FEK**-tiv]

adequate to accomplish a purpose; producing the intended or expected result.

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 managed 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)	Mark Clair
Donna Derryberry	Shirley Gonzalez
Jennifer Larriva	Marc Skuster
Quynh Tran	Paul Williams
Lisa Harvey	Virginia Moran (Advocate)

Conceptual Model

"Institutional Effectiveness" is assessed by determining whether and how well VVCCD fulfills its purposes (mission), embodies its values, and achieves its goals. Performance is measured on four key Institutional Effectiveness Outcomes, each of which is derived from the official goals and priorities adopted by the VVCCD Board of Trustees .

Like pieces of a puzzle, performance data for each Institutional Effectiveness Outcome are brought together in this report to create a picture of how well VVCCD is performing on its goals and priorities relative to its mission as a California community college.

As institutionalized practice, this Annual Report will assist the district in meeting the changing needs of the students and communities served.

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 productivity and the achievement of district standards of educational and organizational excellence (All District Goals and Priorities; a core organizational value).

Basic Facts

About Our Communities

Location - The district is located in the High Desert Region of southern California, 90 miles northeast of Los Angeles and 36 miles north of San Bernardino. The area covered is approximately 1,800 square miles, serving about 380,000 citizens.

Communities - The cities and communities served by VVCCD include Adelanto, Apple Valley, Helendale, Hesperia, Lucerne Valley, Oro Grande, Phelan, Piñon Hills, Victorville, and Wrightwood.

People - Approximately 380,000 citizens make the High Desert their home, with 65.2% identifying as White, and 34.5% of Hispanic origin. Population growth is expected to slow through 2014. However, areas along the south side of the Interstate 15 corridor are expected to grow up to 5.3%.

Socioeconomics - Median Household Income has increased from $40,025 in 2000 to $51,540 in 2009. The majority (54.3%) of all annual household incomes fall within the $35,000 to $99,999 range. The poverty rate among non-high school graduates is 22.1%.

Education - The 2007 college-going rate was 25.9%, compared to the County rate of 33.8% and the State rate of 48.3%. Approximately 18.0% of adults have earned a bachelor's degree or higher, a 3.3% improvement from 2007 rates. Among the twelve school districts in the service area, the majority of schools failed to meet their academic performance targets for 2009.

Legislative districts - 59th Assembly District (Anthony Adams); 17th State Senate District (George Runner); 41st Congressional District (Jerry Lewis).

Basic Facts

About the College

Accreditation - VVCCD was established in 1961 and is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools & Colleges.

Facilities - The physical plant of VVCCD is comprised of 41 principal structures with 710 total rooms and more than 430,000 square feet of building space (gross). Plans for expansion include the construction of two new off-campus centers over the next five or six years. (See website for more information).

Workforce - On average, VVCCD employs nearly 750 individuals each year. As of Fall 2008, there were 132 full-time faculty, 389 part-time faculty, 216 classified employees, and 12 managers or administrators.

Students - In the past five years, VVCCD enrollments have grown from 10,937 to 13,190 (unduplicated Fall headcount). For details on student characteristics, see quick facts on our website.

Program Development - Six training programs, funded by the American Recovery and Reinvestment Act (2009) and administered by the San Bernardino County Workforce Investment Board, are to be developed in Spring 2010 as a response to community need.

Fiscal Climate - State growth apportionment for the district has been reduced to 0. With property tax revenues reduced due to an 11% decline in property values within the district, future State funding to support enrollment growth will likely be nonexistent.

Vision

Victor Valley Community College District 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 District is to...

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

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

Priorities

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 socio-cultural 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.

Organizational Structure

Superintendent/President

Vice President
Administrative Services

- Maintenance & Operations
- Facilities Construction
- Technology & Info Systems
- Fiscal Services
- Payroll & Benefits
- Auxiliary Services

Deputy Superintendent/
Executive Vice President
Instruction & Student Services

Instructional Division

- Humanities & Social Sciences
- Science, Technology, & Mathematics
- Health & Public Safety
- Tutoring & Academic Centers
- Community Education
- Special Projects

Student Services Division

- Counseling & Advisement
- Student Assessment
- Admissions & Records
- Financial Aid
- Disabled Students Program & Services
- Extended Opportunities Program & Services

Vice President
Human Resources

- Recruiting
- Hiring
- Collective Bargaining
- Grievances
- Personnel Evaluations
- Terminations
- Discipline
- Legal
- Risk Management

Victor Valley Community College District's courses, programs, and support services advance student success.

Highlighting Areas of Strength

VVCCD's overall retention was well above the state-wide rate for the past 3 Fall terms.

	2006 Fall	2007 Fall	2008 Fall
VVCCD	85.7%	86.2%	85.6%
Statewide	83.2%	82.4%	83.3%

Retention rates improved for both full-time and part-time students, with full-time student rates slightly higher.

	2006 Fall	2007 Fall	2008 Fall
Full-time	86.8%	87.3%	89.5%
Part-time	85.5%	86.1%	88.0%

Online course retention rates have steadily improved.

	2006 Fall	2007 Fall	2008 Fall
Online	82.1%	85.7%	88.0%

Course success rates for full-time students have steadily climbed over the past 3 Fall terms, and are consistently better than the overall rate.

	2006 Fall	2007 Fall	2008 Fall
Full-time	63.6%	65.1%	66.1%

Highlighting Areas of Strength

Fall-to-Spring persistence rates for full-time students have increased over the last 3 Fall terms.

	2006 Fall	2007 Fall	2008 Fall
Full-time	79.4%	81.5%	82.7%

At least 94% of students from fifteen different career technical education programs entered the workforce during the 2007-2008 academic year.

TOP6	TOP6 PROGRAM (SYSTEM OFFICE CATEGORIES)	% PLACEMENT IN WORKFORCE*
050900	MARKETING AND DISTRIBUTION	100.00
051420	MEDICAL OFFICE TECHNOLOGY	100.00
070100	INFORMATION TECHNOLOGY, GENERAL	100.00
070720	DATABASE DESIGN AND ADMINISTRATION	100.00
094600	ENVIRONMENTAL CONTROL TECHNOLOGY	100.00
094830	MOTORCYCLE, OUTBOARD AND SMALL ENGINE REPAIR	100.00
094900	AUTOMOTIVE COLLISION REPAIR	100.00
095220	ELECTRICAL	100.00
095650	WELDING TECHNOLOGY	100.00
125000	EMERGENCY MEDICAL SERVICES	100.00
213300	FIRE TECHNOLOGY	100.00
213350	FIRE ACADEMY	100.00
125100	PARAMEDIC	97.30
121000	RESPIRATORY CARE/THERAPY	95.24
123010	REGISTERED NURSING	94.34

1,588 hard-working VVCCD students earned degrees or certificates last year.

	2007-2008
Associate of Arts Degree	431
Associate of Science Degree	559
Certificates	598

Anticipating Future Challenges

- ★ VVCCD will assist large numbers of underprepared and unmotivated students to overcome deficiencies in fundamental learning skills.
- ★ Increasing marketplace demands for technology and information literacy of workers will necessitate a growing emphasis on this training campus-wide–not only for students but for our own workforce as well.
- ★ VVCCD will continue to facilitate successful vocational program completion and transition to effective employment, particularly in areas relevant to community economic development.

Victor Valley Community College District's programs and services are equitably available and accessible to all members of its diverse student body.

Highlighting Areas of Strength

VVCCD students fall across all age groups, with 77% of the student body aged 18 to 40 years of age.

	2006 Fall	2007 Fall	2008 Fall
Fewer than 18 years	8.8%	10.4%	9.1%
18 to 40 years	76.5%	76.0%	77.1%
Over 40 years	14.6%	13.6%	13.8%

Consistent with Student Equity goals, increases in African American and Hispanic students served can be seen in recent years.

	2006 Fall	2007 Fall	2008 Fall
White Non-Hispanic	48.2%	44.6%	42.0%
Hispanic	29.1%	30.7%	31.6%
African American	11.5%	11.5%	12.6%
Other Non-White	6.6%	6.7%	6.7%
Uncollected	4.6%	6.5%	7.2%

More than 2,000 students annually are served by the following categorically-funded support programs: EOPS, CARE, DSPS, and CalWORKS.

Highlighting Areas of Strength

Thirteen local High Desert communities are represented in the VVCCD student body.

	2006 Fall	2007 Fall	2008 Fall
Adelanto	5.6%	6.2%	7.0%
Apple Valley	23.2%	23.0%	22.3%
Barstow	0.9%	0.8%	0.7%
Big Bear	0.8%	0.7%	0.6%
Helendale	1.0%	0.8%	0.8%
Hesperia	25.6%	25.1%	25.6%
Lucerne Valley	1.8%	2.0%	1.4%
Oro Grande	0.2%	0.2%	0.2%
Phelan	3.3%	3.5%	3.6%
Pinon Hills	0.9%	0.8%	0.8%
Victorville	30.9%	31.4%	32.2%
Wrightwood	0.7%	0.7%	0.6%
Other Mountain Areas	0.2%	0.3%	0.2%
All Other Areas	5.0%	4.4%	4.0%

VVCCD has experienced strong enrollment growth during the past three years.

	2006	2007	2008
VVCCD Headcount	11,114	11,556	13,190
VVCCD FTES	8803	9211	9860

Anticipating Future Challenges

- ★ VVCCD will equitably and efficiently meet demands for appropriate enrollment growth.
- ★ VVCCD will effectively serve increasing numbers of Hispanic and/or immigrant students.
- ★ VVCCD will strive to be responsive to the needs of unemployed and underemployed community members seeking to upgrade their skills.

Outcome 3 - Stewardship

In the spirit of good stewardship, resources at Victor Valley Community College District are managed efficiently and effectively to support student educational success.

Highlighting Areas of Strength

VVCCD has consistently increased federal grant revenue received over the past 3 years through the development of effective programs aimed at student success.

	2004-2005	2005-2006	2006-2007	2006-2007
Federal Grant Dollars	$12,622,011	$14,394846	$15,669,210	$17,229,589
% Increase from Prior Year		12%	8%	9%

VVCCD has been earnest in its responsible management of resources during these financially challenging time. As a result, median program cost (excluding base operating costs) is lower than the State-apportioned rate.

Instructional Program Cost per Full-Time Equivalent Student	2008-2009
Cost of most expensive program	$27,425
Cost of least expensive program	$973
Median cost of instructional programs	$3,093
State Apportionment Rate (credit)	$4,565

VVCCD has achieved more scheduling efficiencies while additionally serving more students and maintaining high achievement rates. (See Appendix D)

Anticipating Future Challenges

★ VVCCD will endeavor to maintain high quality programs and services to students while prudently managing those services facing drastic funding reductions by the State.

★ VVCCD will continue to identify emerging needs in the region and respond quickly with educational and training programs or services designed to meet those needs.

★ VVCCD will actively pursue alternative sources of revenue to augment or offset costs incurred by providing programs and services to ensure student success.

Programs and services at Victor Valley Community College District demonstrate continuous improvement in productivity and the achievement of district standards of educational and organizational excellence .

Highlighting Areas of Strength

Since 1961 VVCCD has been accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges.

VVCCD follows a institution-wide cycle of program review, planning, and budget development for the purposes of quality improvement. Seventy-five percent of instructional units, representing all instructional divisions, have completed the program review cycle within the last three years

VVCCD makes systematic use of the Community College Survey of Student Engagement to study students' educational experiences. The most recent survey results reveal special strength in support for learners receiving career counseling.

Faculty of the VVCCD have made outstanding progress in curriculum development and revision. The most recent annual report to the accrediting commission indicates that student learning outcomes have been established for 100% of courses and 90% of instructional programs

Anticipating Future Challenges

★ VVCCD will experience increasing demands for high quality information about its effectiveness in meeting its mandated mission.

★ The upcoming accreditation self-study cycle will require the VVCCD community to work together to assess our overall progress on meeting standards.

What can be said of VVCCD's overall effectiveness as an institution of higher education?

Institutional Outcome 1

Student Success

High rates of student retention, program completion and placement across programs, as well as improvement in successful class completion and student persistence for critical student groups demonstrate Victor Valley Community College District's effectiveness in advancing student learning *(District Goal 3, District Priority 5)* and meeting student and community educational needs *(District Goal 2, District Priority 3)*.

Institutional Outcome 2

Access to Programs & Services

Strong participation rates in student support services and strong enrollment growth across programs at Victor Valley Community College District demonstrate remarkable effectiveness in expanding the range of communities and number of students served *(District Goal 4)* while nurturing a vibrant campus culture that is internally diverse and increasingly reflective of the wider district population *(District Goal 5, District Priority 2)* .

Institutional Outcome 3

Responsible Resource Management

Victor Valley Community College District has managed resources responsibly through consistently meeting the mandated general fund reserve, distributing financial aid to a large percentage of students, and exceeding the required allocation of general fund resources to direct instructional expenses across a variety of basic skills, career technical, and transfer and degree programs *(District Goals 1,2; Priorities 1, 5, 6)*.

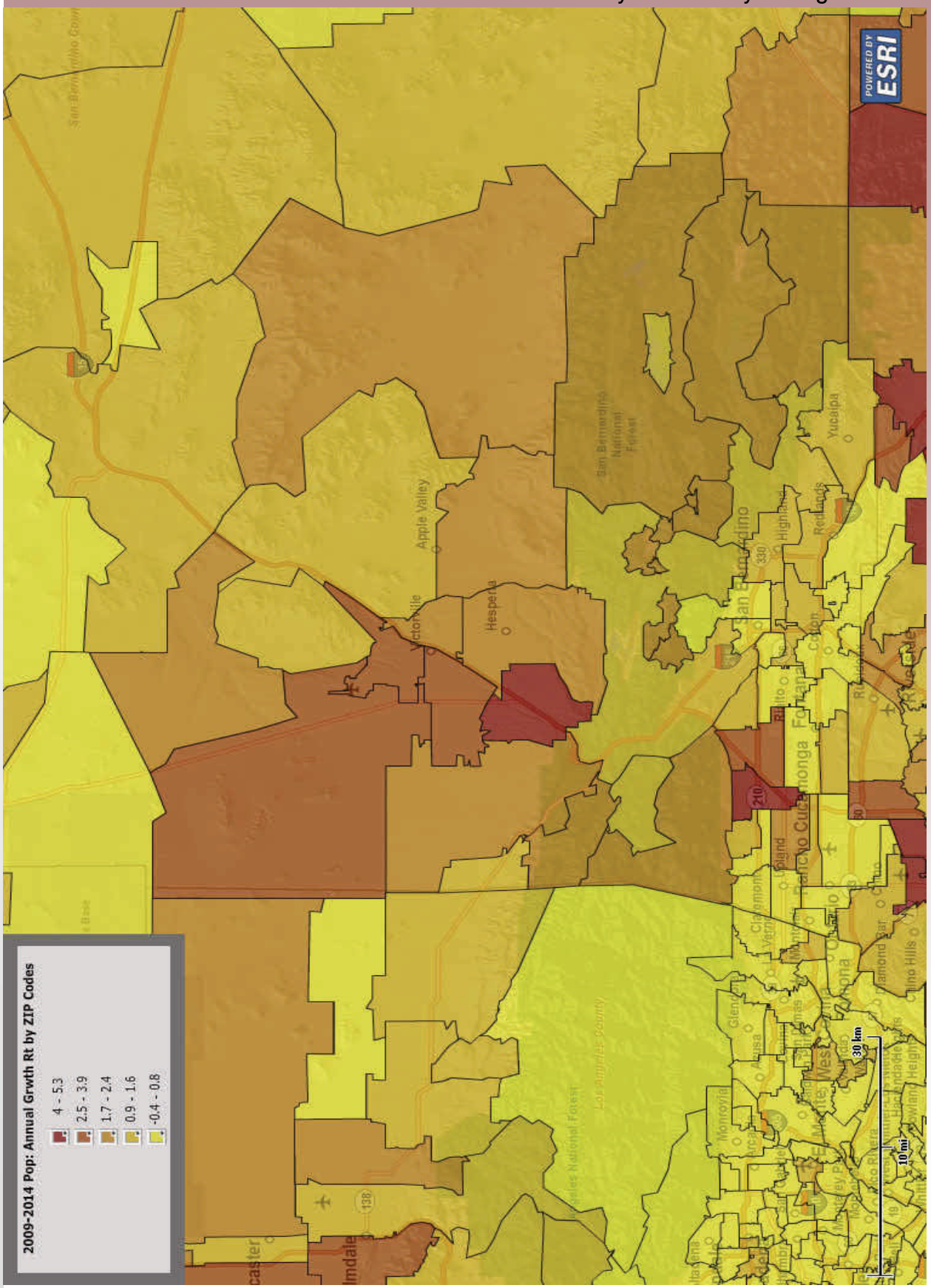
Institutional Outcome 4

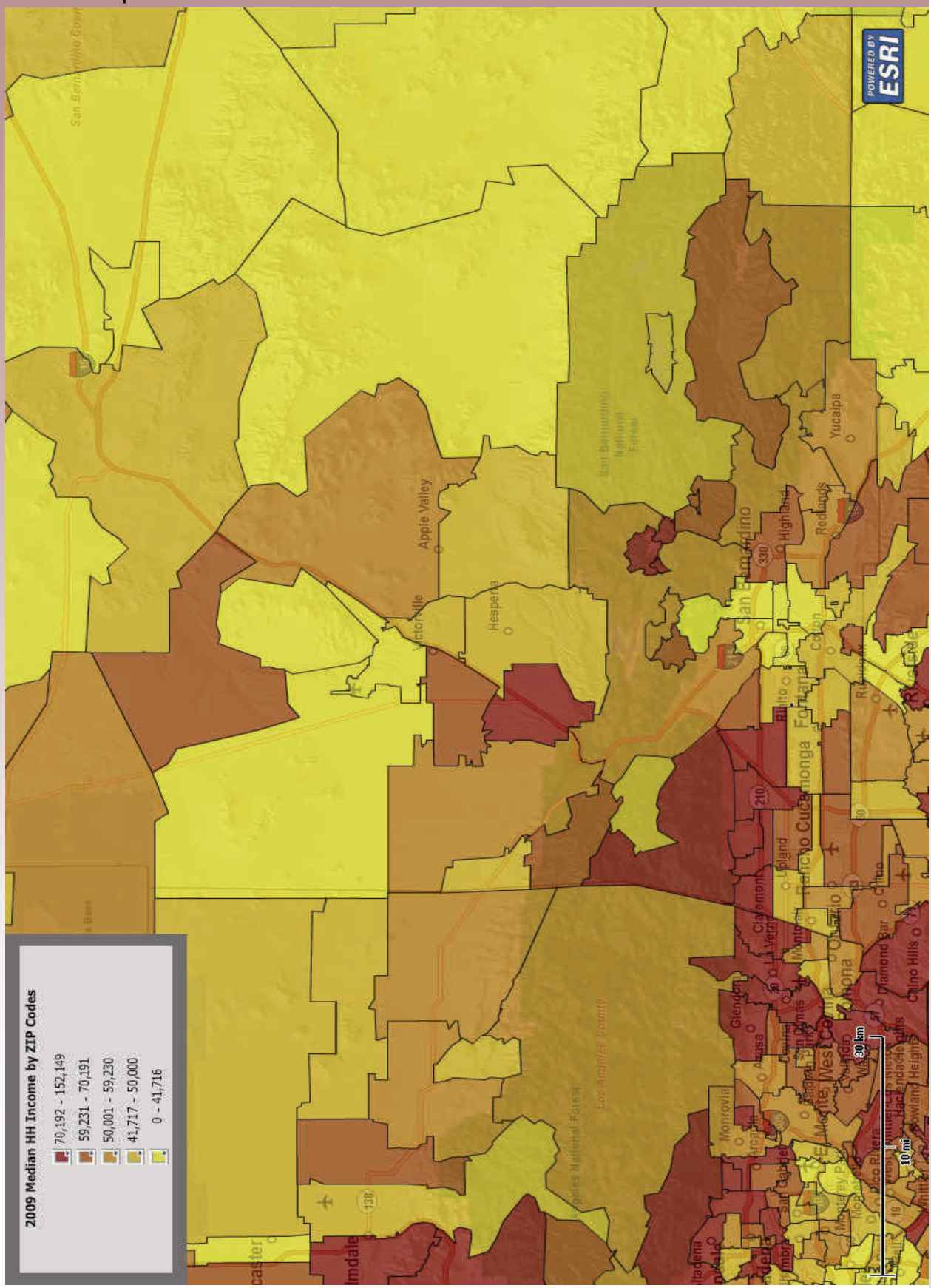
Standards of Excellence

Victor Valley Community College District's effectiveness in maintaining and improving educational excellence is demonstrated by the comprehensive currency of curricula, the recent completion of thoroughgoing program evaluations by its major instructional programs, and strong student satisfaction with the quality of support for learners *(District Goals 3, 5, 6; Priorities 4, 6).*

Appendix A

★ Victor Valley Community College District

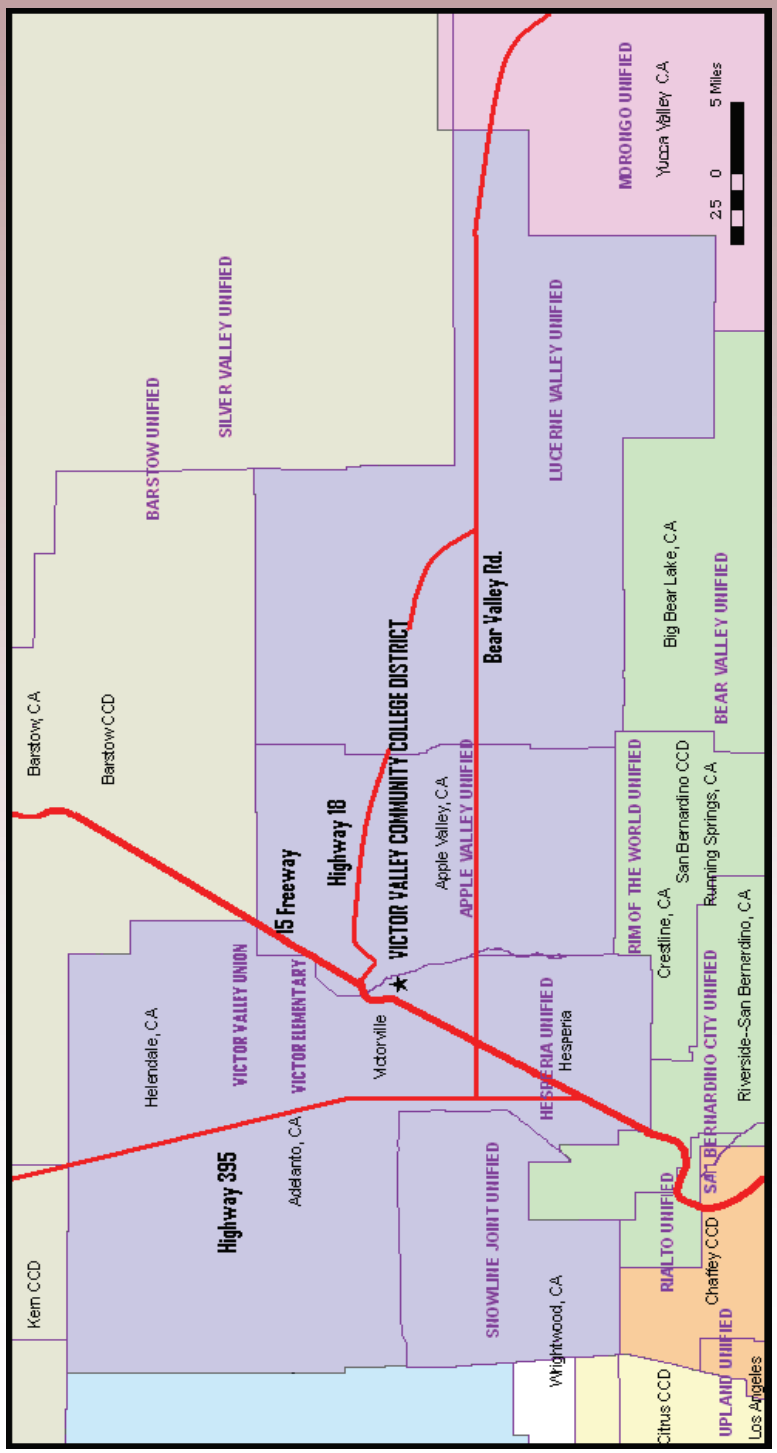
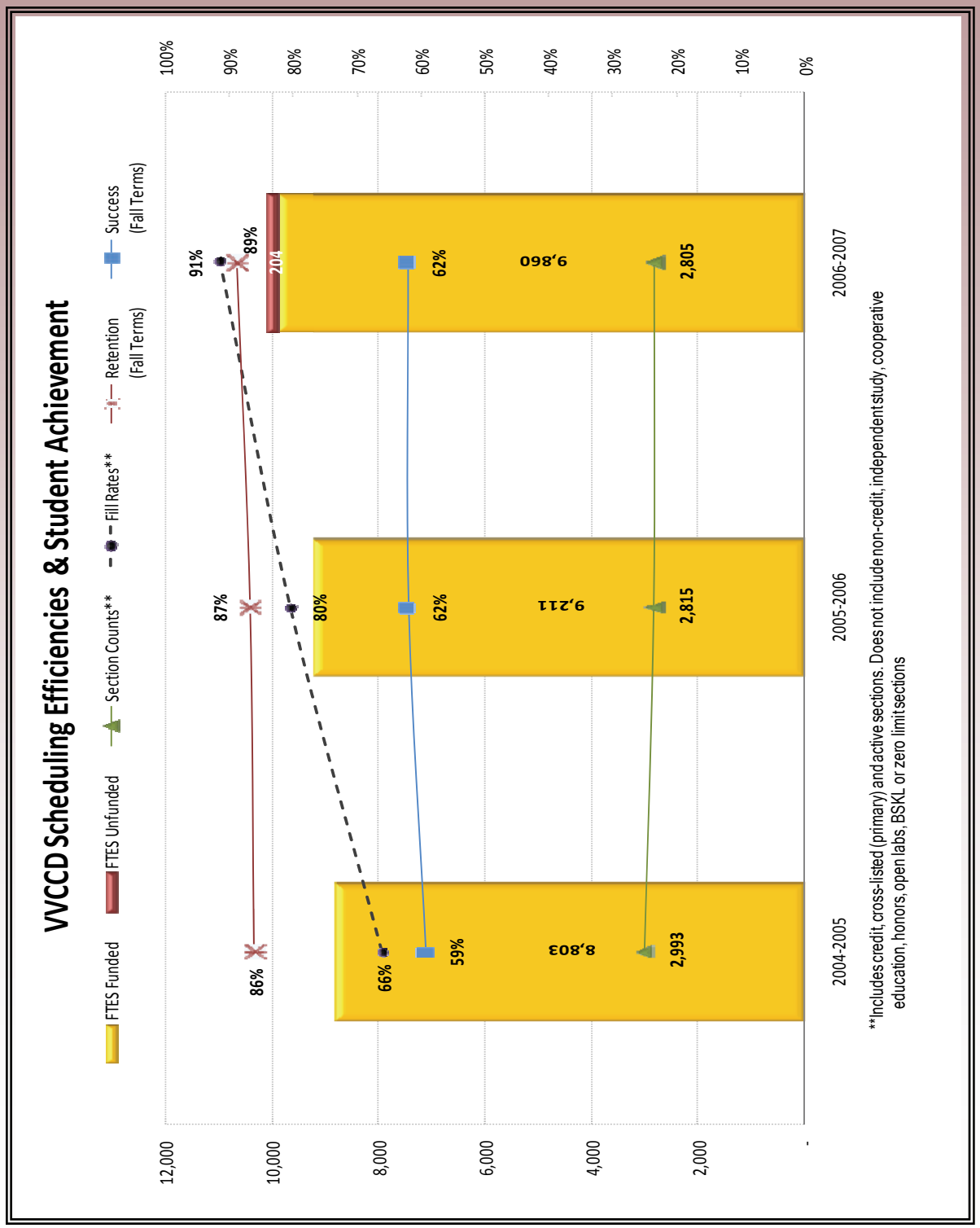



2009 Median HH Income by ZIP Codes
70,192 - 152,149
59,231 - 70,191
50,001 - 59,230
41,717 - 50,000
0 - 41,716
Apple Valley
Hesperia
Yucaipa
Redlands
Highland
Rialto
Fontana
Cucamonga
Ontario
Chino
Chino Hills
Diamond Bar
Pomona
Claremont
Upland
Glendora
Monrovia
Arcadia
Azusa
Montclair
Los Angeles National Forest
San Bernardino National Forest
30 km
10 mi
POWERED BY ESRI

★ Victor Valley Community College District

District Map

(Full legal description available at CCCGIS Collaborative)



Scheduling Efficiencies & Student Achievement