



Victor Valley College Educational Master Plan

A Blueprint for Success

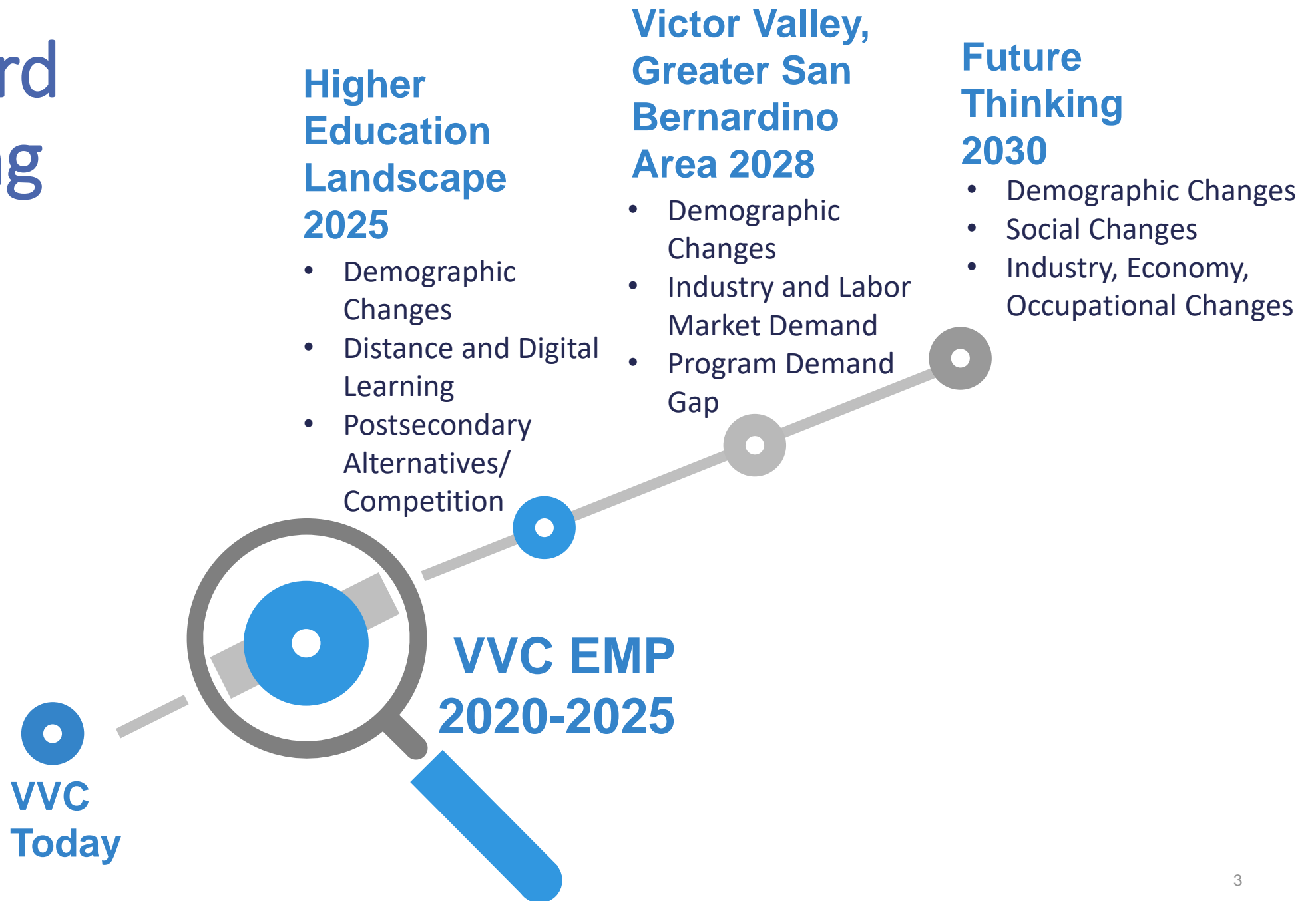
October 2020

Blueprint for Success



- Five-year Road Map
- Position VVC as a Preeminent College
 - High Desert Region
 - San Bernardino County
 - California
 - U.S.

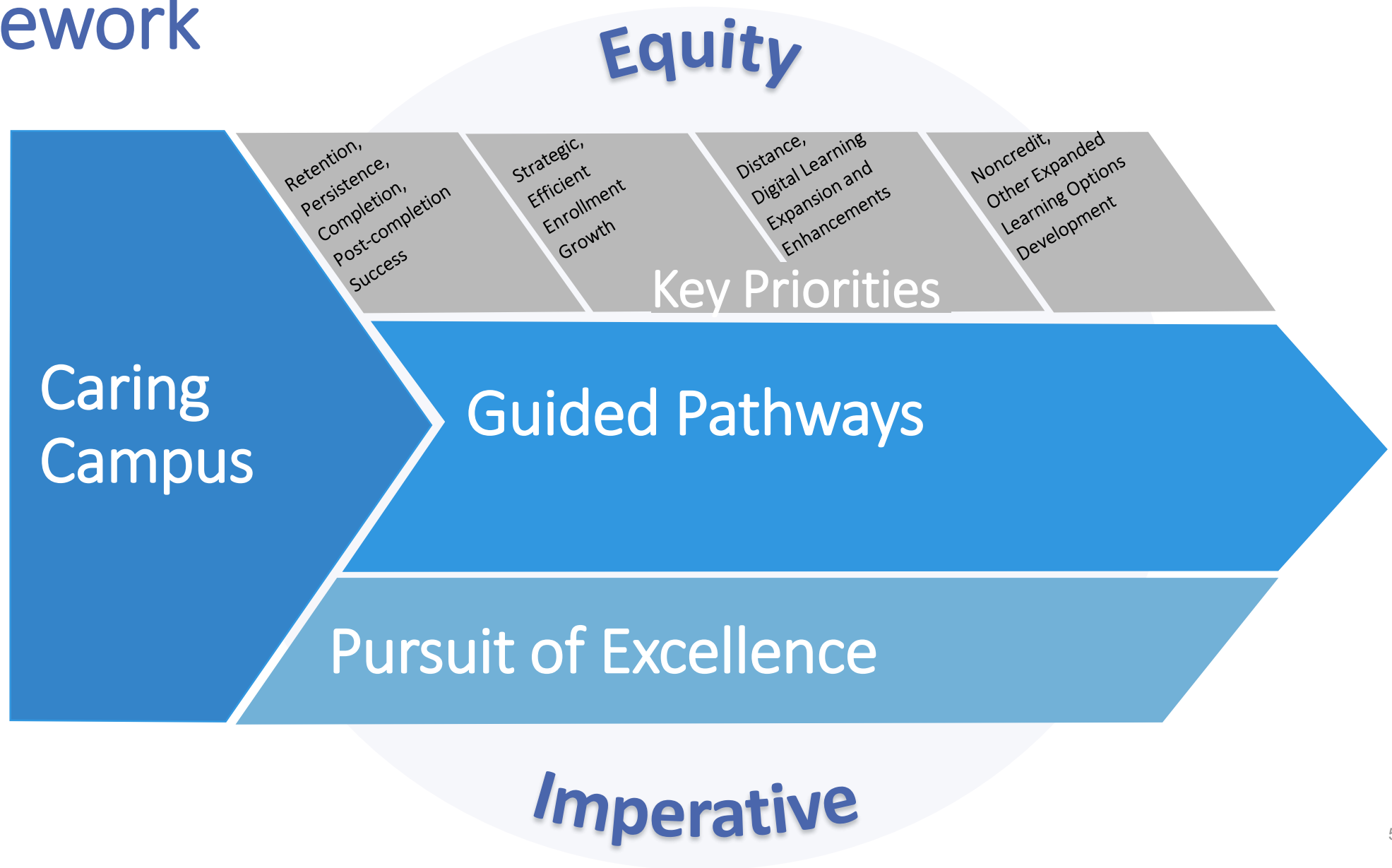
Forward Looking



Plan Features

- **Strategic** - Mutually Reinforcing Components (Strategic Framework)
- **Aligned** with District Goals and California Community Colleges Vision for Success
- Academic Program Plans Drove **Key Priorities** and Components
- Administrative Services, Human Resources, Student Services **Supportive Plans**
- **Inter-related** Blueprints, Challenges, Progress Indicators
- **3 Implementation Horizons** and Foci
 - Near Horizon (Years 1 – 2): Enrollment, Retention Focus
 - Medium Horizon (Years 3 – 4): Persistence, Completion Focus
 - Further Horizon (5+): Post-Completion Success Focus

Strategic Framework



Equity-Mindedness Guiding Paradigm



- Focus on racial equality
- Seek out existence of inhibiting practices
- Position equity as a comprehensive strategy with broad impact
- Uncover and eradicate institutional and systemic barriers that limit access, progress, and success
- Recognize growing enrollment of “historically” underserved students

Pursuit of Excellence

VVC Excellence Aspiration

At VVC:

*we are proud of what we do
because we are driven to be the best at what we do
and are recognized for it.*

At VVC:

*I am proud of what I do
because I am driven to be the best at what I do
and I am recognized for it.*

VVC Excellence - a continuous pursuit of operational and institutional excellence that:

- empowers and holds all stakeholders accountable for purposeful, quality improvement;
- creates new ways of doing business that are student-centric and innovative, and;
- achieves optimal and equitable impact on student experiences and success.



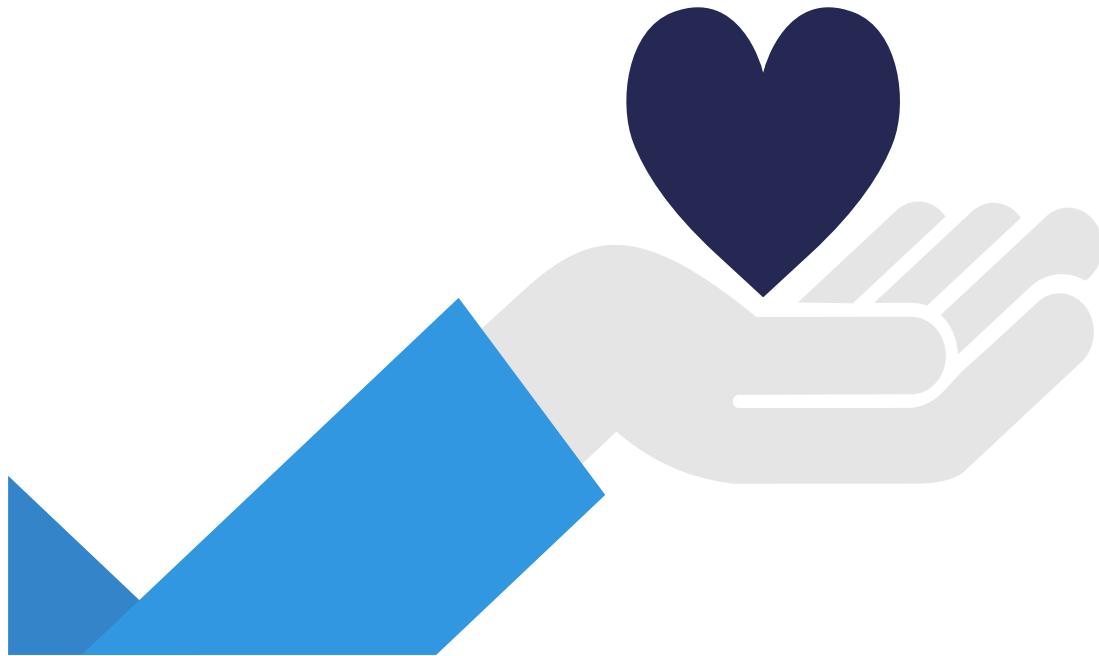
*Most of the plan focuses on “what” VVC should do while...
Pursuit of Excellence focuses on “how” VVC does things to obtain greater results*

Excellence Domains and Building Blocks



Caring Campus

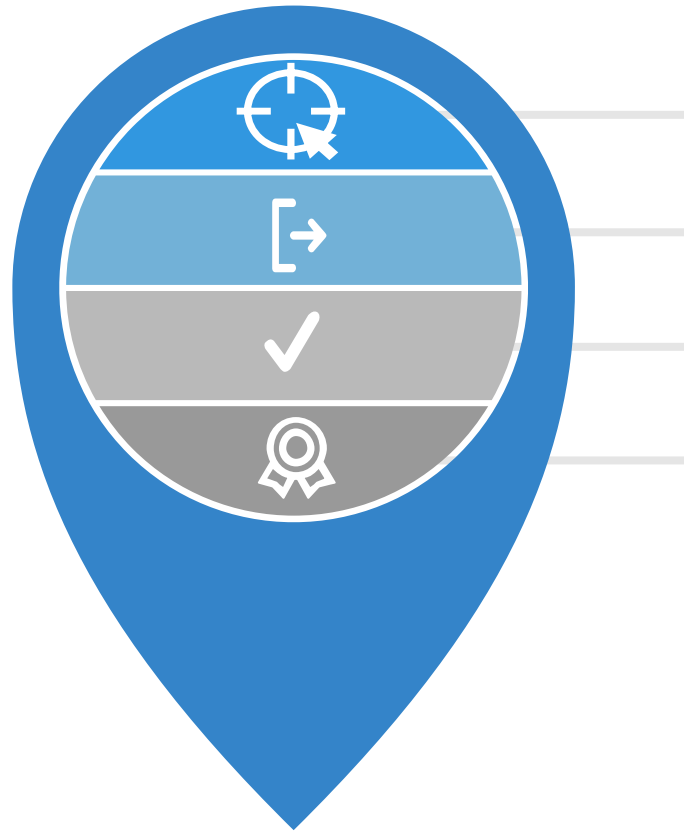
Students come where they feel welcome...stay where they feel cared about



Caring Campus Behavioral Commitments

Behavioral commitments are made by faculty and staff to ensure students' sense of connectedness

Guided Pathways (RAM Paths)



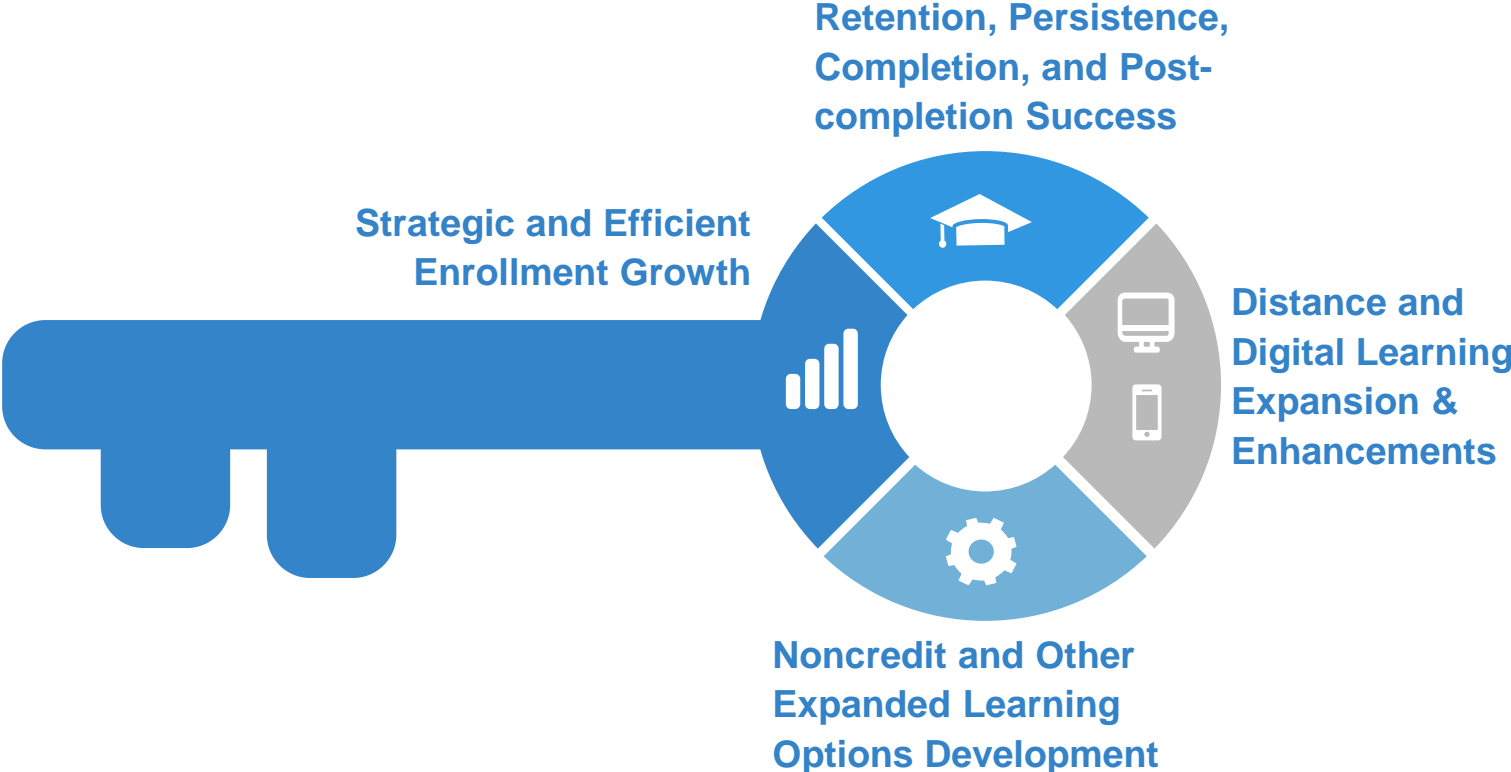
CLARIFY THE PATH: Students have access to program plans that clearly define pathways to employment skills, certificates, degrees, and/or transfer

GET ON THE PATH: Outreach and matriculation processes inform and prepare new students to enter a pathway

PROCEED ALONG PATHWAYS: Success strategies in place to support all students along their educational and career pathways

QUALITY TEACHING AND LEARNING: Learning experiences intentionally connect, engage, value, nurture, direct, and focus students

Four Key Priority Areas



Retention, Persistence, Completion, and Post-Completion Success

STRATEGIC OBJECTIVES



Increasing and achieving proportional equity in students who are retained from their initial interest in VVC, to enrollment, to completion



Ensuring students succeed in transferring to four-year universities and employment after graduation



Decreasing time it takes for students to achieve these milestones and goals

4 PLANNING CATEGORIES

- (1) Strategic Enrollment Management
- (2) Student-Centered Scheduling
- (3) Student Communication, Engagement, and Support
- (4) Supportive Data and Information Infrastructure

Strategic and Efficient Enrollment Growth

STRATEGIC OBJECTIVES



Growing Enrollment



Maximizing Resources to Achieve Goals and
Performance on Student Success
Goals/Funding Formula

3 PLANNING CATEGORIES

- (1) Strategic Enrollment Management
- (2) Strategic Scheduling
- (3) Strategic Communications

Distance and Digital Learning Expansion and Enhancements

STRATEGIC OBJECTIVES



Serving Diverse Learners and Learning Preferences



Increasing Digital Literacy



Capitalizing on Delivery Modalities for Increasing Retention, Persistence, Success



Keeping Pace with Other Colleges, Universities, and Postsecondary Providers

4 PLANNING CATEGORIES

- (1) Distance and Digital Learning Infrastructure
- (2) Distance and Digital Learning Strategic Portfolio
- (3) Capacity Development and Support
- (4) Data Analytics and Evaluation

Noncredit, Other Expanded Learning Options Development

STRATEGIC OBJECTIVES



Serving Changing Learner Demographics



Meeting Industry and Labor Market Needs



Responding to Rapid Pace of Change and Policies



Competing with Alternative Providers



Recognizing a Greater Demand for Perpetual,
Continuous Learning



Expanding VVC Revenue Options

4 PLANNING CATEGORIES

- (1) Supportive Infrastructure
- (2) Strategic Portfolio

Academic Plans

Program Description

On the Horizon

**Goals
2020-2025**

**Key
Priorities**

**District
Goals**



Academic Plan Example

Automotive Technology

Program Description

It is the mission of the Automotive department of Victor Valley Community College to provide quality automotive instruction to a diverse community of students; the array of courses offered serve the educational needs of the beginning student as well as the employed professional. Through industry input the department strives to create and maintain the most up-to-date-curriculum based on current industry trends. The department acquires and maintains the appropriate equipment that augments the current course curriculum. Each year the Bureau of Labor Statistics lists the need for Automotive Technicians as one of the nation's highest. Victor Valley College's automotive program is designed to give the student a thorough and complete knowledge of the basics of the modern automobile. The program is capable of training the student to entry-level performance on the latest industry-approved equipment.

On the Horizon

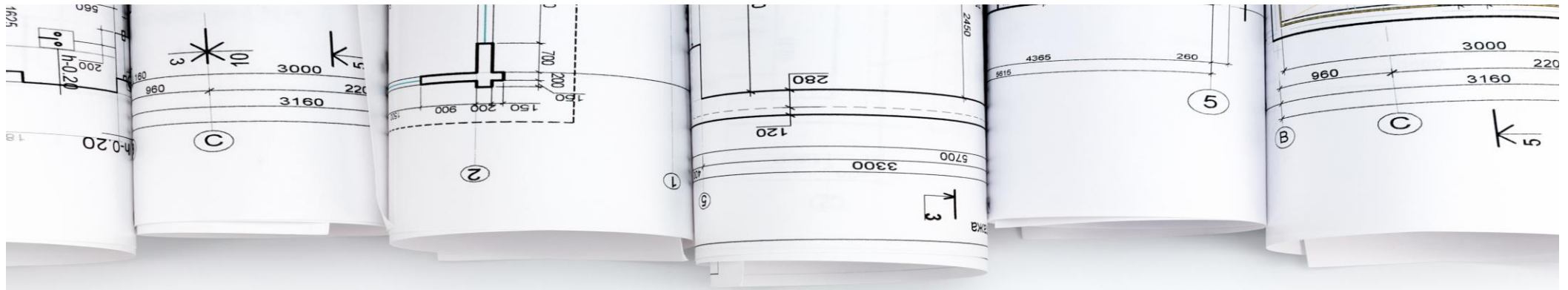
An analysis of current and projected industry changes, labor market demand, shifting demographics, and other trends (refer to Environmental Scan in Supporting Documents) reveals several opportunities for programmatic changes, growth, and new delivery modalities as follows.

- ▲ The next 5 years could bring more change to the auto industry than the past 50 including the rapid expansion of new technologies, the shift to internet in aftermarket auto repair, the “electrification” of transportation, and autonomous vehicles.
- ▲ There is a serious lack of automotive technicians who can work on advanced technologies in vehicles today, and that shortage is likely to continue.
- ▲ Several transportation industries are highly competitive in San Bernardino County including Truck Transportation and Rail Transportation.
- ▲ Job growth for automotive-related positions will remain strong and above the national average.
- ▲ Education programs in the Greater San Bernardino, Riverside, and Ontario area are not keeping pace with employment demand.
- ▲ There are ample opportunities to develop short-term programs (including noncredit) for in-demand occupations and skills that have the purpose of preparing students for occupations requiring only short-term training and for incumbent workers who want to upskill and keep pace with industry demand.

PROGRAM GOALS	KEY PRIORITY AREAS	DISTRICT GOALS
Increase Certificate of Achievement and Associate of Science degree completions by implementing multiple strategies including modularizing/chunking courses; stacking/laticing courses, certificates, and degree(s); increasing online offerings; and shorter-term and other flexible scheduling options.	Retention, Persistence, Completion, Post-completion Success	Student Experience and Success
Increase program visibility to high school programs, industry partners, and general public.	Strategic, Efficient Enrollment Growth	High Quality Practice/Excellence
Increase graduates’ employment attainment outcomes by rapidly updating curriculum to stay current with industry changes and instruct and counsel students on industry requirements.	Retention, Persistence, Completion, Post-completion Success	Student Experience and Success
Develop heavy-duty diesel program to meet transit/bus and rail industry mechanic demand and provide more living-wage employment opportunities for graduates.	Strategic, Efficient Enrollment Growth	Student Experience and Success
Develop new, noncredit programs including noncredit versions of existing credit courses/certificates such as the smog inspector program.	Noncredit, Other Expanded Learning Options Development	Student Experience and Success

Administrative Services, Human Resources, Student Services

On the Horizon



Blueprints

STUDENT SERVICES

Environmental scanning results reveal demographic trends that will significantly change the make-up of the college student population, their needs, and the service modalities they desire. An aging population will be seeking higher education and expanding the numbers of non-traditional students who want more flexible services at times that are convenient to working adults. Younger students, namely Generation Z students, are seeking more quality, personalized, and technology-mediated services. It will become increasingly important to adapt to serve the diverse needs of these expanding populations.

Greater emphasis must be placed on delivering quality and exceptional student services. The way VVC makes students feel is becoming increasingly important to appeal to a new generation of students that place high value on experiences. Quality services 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 service quality ranges from timeliness and accuracy (which is essential) to personalized services utilizing state-of-the-art technologies.

The expansion in both numbers and types of distance and digital learning programs will require a full-range of student services to be offered online, digitally, and via mobile applications. Ensuring these services accommodate students with disabilities will be necessary, as will attention to the language needs of ESL and bi-lingual students.

New technologies and approaches are improving opportunities to scale student services and engagement. Technology-mediated solutions can be utilized to simplify processes and free-up staff to offer more personalized services. Mobile phone technologies, for example, may be utilized for automated, student-self-service and are mechanisms for capturing student data. Systems that manage this data make predictive analytics possible and enable the redesign of 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.

Video interfaces with explanatory videos can also be utilized to handle routine questions or explain processes. The aim is for students to be able to handle routine matters via automated systems leaving face-to-face interactions for non-routine matters or more personalized attention.

VVC will soon be serving five to six generations of students including a much older population, likely beginning in 2024-2025. Anticipating services and other matters older students will need and desire should begin shortly. Posing questions such as “how will services 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 will be necessary. Information ranging from content on the college website, the status of in-process student activities (e.g., financial aid processing), and data on efficiency and effectiveness of services and programs is imperative and just the beginning.

Because 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. Student Services is already moving in this direction with its Student Voices project. Through this project, a “solution summit” process has been effectively used to ensure student consideration and input on important issues, with the goal of training Rambassadors and student leaders to facilitate the process.

Student Services Blueprint

The following is a Student Services blueprint for addressing the trends above and strategies, activities, and practices included elsewhere in this plan.

NEAR HORIZON 1-2 YEARS	MEDIUM HORIZON 3-4 YEARS	FURTHER HORIZON 5+ YEARS
SUPPORTING STUDENT SUCCESS		
Retention, Persistence, Completion, and Post-completion Success		
<ul style="list-style-type: none"> Integrate student supports (planning and advising, career services, financial aid and literacy, student life, counseling, wellness, teaching, and support services) to serve the whole student Utilize full capacity of EAB Navigate as a student tool for journey mapping to increase student preparedness, identifying potential issues and developing/implementing retention strategies Pilot integrated early and other alert systems/processes to monitor and intervene when students get off-track Utilize data infrastructure to analyze and identify issues for enrollment, retention, and persistence (including by program and student cohort) and develop strategies for providing student supports Implement targeted student engagement and communication strategies for increasing retention and persistence 	<ul style="list-style-type: none"> Regularly assess and improve support services and programs using 6 factors of student engagement Implement strategies and activities whereby EAB Navigate is used by most new students who also highly rate the tool's ease of use and quality of assistance Fully implement early alert and other alert strategies with documentation that interventions are successful, likewise early alert implementation and strategies continue to be developed and enhanced to increase student success Regularly review and analyze data to support planning, decision making, and resource allocation 	<ul style="list-style-type: none"> Achieve high ratings of student support services and programs for their ease of access and quality of service EAB Navigate is used by nearly all new students who also highly rate the tool's ease of use and quality of assistance Analyze early alert impact on student retention and persistence, continue to develop and enhance early alert implementation and strategies to increase rates
Strategic and Efficient Enrollment Growth		
<ul style="list-style-type: none"> Develop a comprehensive Student Communication Plan and Enrollment Communication Plan Integrate K-12 and VVC career exploration processes with informed meta major and education planning (e.g., “Guided Choices” decision making) Create First Year Experience (FYE) that provides a strong start and preparation for successful learning 	<ul style="list-style-type: none"> The Student Communication Plan and Enrollment Communication Plan is regularly reviewed with student feedback to enhance social media, website, outreach/in-reach materials, etc. Fully integrate career exploration in FYE and education planning Using student and faculty feedback, continually review and update FYE to 	<ul style="list-style-type: none"> Annual Career Fairs are regularly scheduled throughout the year Assess the retention, persistence, and completion rates of students who fully participated in FYE; make necessary adjustments to improve rates Student Communication Plan and Enrollment Communication Plan stays current, effective, and relevant

