

Institutional Analysis of Standard I **Mission, Academic Quality and Institutional Effectiveness, and Integrity**

The institution demonstrates strong commitment to a mission that emphasizes student learning and student achievement. Using analysis of quantitative and qualitative data, the institution continuously and systematically evaluates, plans, implements, and improves the quality of its educational programs and services. The institution demonstrates integrity in all policies, actions, and communication. The administration, faculty, staff, and governing board members act honestly, ethically, and fairly in the performance of their duties.

Standard IA Mission

IA.1. The mission describes the institution’s broad educational purposes, its intended student population, the types of degrees and other credentials it offers, and its commitment to student learning and student achievement. (ER 6)

Description

The broad educational purposes of the College and its commitment to student learning and student achievement are defined in Board Policy 1200, District Vision, Values, Mission, and Goals, updated most recently by the Board of Trustees on 8/14/2012 [[IA.1-01](#)]. The mission of Victor Valley Community College 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 expanding communities the attainment of knowledge and skills necessary for success in the global economy.
- **Embrace** difference in the 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.

The intended student population is described in the College’s statement of Vision: Victor Valley Community College District uplifts the diverse communities The College teaches and serves by promoting educational excellence, enhancing local prosperity, and ensuring environmental leadership [[IA.1-01](#)].

Evaluation

The current statement of mission does not specify the types of degrees and other credentials offered.

Degrees and credentials offered by the College are not specified in its mission statement as detailed in Board Policy 1200 [[IA.1-01](#)]. This makes it difficult for prospective students and members of the general public to know what it is the College offers. The College should discuss this as it reconsiders the mission statement in its next review cycle, pursuant to Administrative Procedure 1200, Review of District Vision, Values, Mission and Goals. [[IA.1-02](#)].

Action Plan

A Mission Review Task Force executed its charge as of October 31, 2016 to review the current mission statement and provided recommendations to the College Council on December 7, 2016 [[IA.1-03](#)].

IA.1. Evidence

- IA.1-01 [Board Policy 1200](#)
- IA.1-02 [Administrative Procedure 1202](#)
- IA.1-03 [College Council Agenda, 12/7/2016](#)

IA.2. The institution uses data to determine how effectively it is accomplishing its mission, and whether the mission directs institutional priorities in meeting the educational needs of students.

Description

Board Policy 1202, Institutional Effectiveness [[IA.2-01](#)] and its accompanying Administrative Procedures 1202 [[IA.2-02](#)] is intended to set the policy context and shape the practice for how the College determines its effectiveness in accomplishing its mission and how it directs institutional priorities in meeting the educational needs of students. The use of data, analysis, and student learning outcomes assessment to inform planning and improvement is specified in policy.

In addition to setting forth the District vision, values, and mission, Board Policy 1200 [[IA.2-03](#)] also states the goals of the District, which are fiscal stability, student success, accreditation recommendations, and image. Progress on the mission and District goals guide the annual program review and planning processes for both instructional and non-instructional programs (known locally as PRAISE or Program Review, Allocations, and Institutional Strategies for Excellence): A component of all program reviews is indicating how progress on program mission and goals relate to the District mission and goals. As programs request budget augmentations for the coming year, this description of its progress on District mission and goals is evaluated and prioritized across the institution based on that evaluation to ensure the College continues to meet the needs of students. A more detailed description of the process is detailed under Standards IB.9 and III.D.

The District mission, goals, vision, and institutional learning outcomes are included on the instructional program review templates for both an annual update [IA.2-04] and a comprehensive review [IA.2-05]. These are used by chairs and faculty as they evaluate and plan for their respective program. On the comprehensive review (every 3 years), chairs and faculty are asked to describe how the program's mission serves to meet the overall mission and/or vision of Victor Valley College (page 4), [IA.2-05]. The purposes of the annual update are to indicate any changes from the prior year on all program review components.

Enrollment and student success data [IA.2-06] and student learning outcomes assessments are an integral part of all annual instructional program reviews, whether an annual update (starting on page 5), [IA.2-04] or comprehensive review (page 7), [IA.2-05]). In addition to describing how the program mission relates to the District mission, chairs and faculty must describe how analysis of SLO assessments and student enrollment data contribute to their annual goals.

Non-instructional program review's comprehensive [IA.2-07] annual update [IA.2-08] includes a program assessment section that includes reporting of service area outcomes assessments as well as progress on mission-critical plans and priorities for the program—to wit: program-related Commission recommendations, Educational Master Plan initiatives, external factors about its operating environment, service area outcomes related to customer service and program quality, use of resources and finally, program-specific and cross-program impacts. As with instructional program review, non-instructional programs also request budget augmentations for the coming year that must be justified by a description of its progress on District mission and goals to ensure the College continues to meet the needs of students. A more detailed description of the process is detailed under Standards IB.9 and III.D.

The College's overall progress on its mission pursuant to Administrative Procedure 1202 [IA.2-02] should be gauged through its Institutional Effectiveness Scorecard [IA.2-09]. This has been updated to incorporate the mandated, statewide Institutional Effectiveness Partnership Initiative (IEPI) framework of indicators adopted by the Board of Governors in 2015, and the institution set standards reported on the College's Annual Report to the Commission for 2016 [IA.2-10]. The IEPI framework was presented to the College Council for information and discussion on October 21, 2015. Approved by consensus was the motion that using established shared governance processes, College Council will be responsible for the setting of IEPI targets [IA.2-11]. On April 6, 2016, pursuant to statute the College Council adopted the 2016 IEPI framework of indicators. Furthermore, it was determined that the Executive Vice President will work with the Deans Council and Academic Senate to develop recommended targets and a status update on the College's institutional effectiveness. These recommendations and status update will be presented to the College Council at a subsequent meeting for discussion and action [IA.2-12].

Evaluation

Consistent with its policy [IA.2-01], the College uses data to direct its priorities through its annual evaluation and planning processes [IA.2-04; IA.2-05; IA.2-07; IA.2-08]. This enables alignment of institutional priorities with the educational and service needs of students.

Opportunities for improvement exist in the College's approach to determine how effectively it is accomplishing its mission. Through the state's mandated IEPI framework of indicators, the

College will use established shared governance processes to ensure discussion of its effectiveness in accomplishing its mission is broad-based, including members of all campus constituent groups. This is an improvement upon past practice wherein such ad hoc discussions occurred within various groups across campus. Although the Board of Trustees has received an annual report of the College's progress on student success measures since 2006 [[IA.2-13](#)], no process for systematic campus-wide dialogue has existed since the Institutional Effectiveness Committee was discharged in 2012 [[IA.2-14](#)]. The established administrative procedures for institutional effectiveness [[IA.2-02](#)] do not yet reflect current attempts to incorporate the IEPI framework. The College is leveraging this statewide initiative to improve upon its current approach, linking discussions about institutional effectiveness with existing shared governance processes and its annual planning cycle [[IA.2-11](#)]. Those changes will need to accurately be reflected in an update to Administrative Procedure 1202 [[IA.2-02](#)].

Action Plan

No Action Plan Required

IA.2. Evidence

- IA.2-01 [Board Policy 1202, Institutional Effectiveness](#)
- IA.2-02 [Administrative Procedure 1202, Implementing Institutional Effectiveness](#)
- IA.2-03 [Board Policy 1200, District Vision, Values, Mission and Goals](#)
- IA.2-04 [Instructional Program Review Template - Annual Update](#)
- IA.2-05 [Instructional Program Review Template - Comprehensive](#)
- IA.2-06 [Instructional Program Review Data - Sample](#)
- IA.2-07 [Non-Instructional Program Review - Comprehensive](#)
- IA.2-08 [Non- Instructional Program Review - Annual Update](#)
- IA.2-09 [VVC Institutional Effectiveness Scorecard Portal](#)
- IA.2-10 [Annual Reports to ACCJC](#)
- IA.2-11 [College Council Minutes, 10/21/2015](#)
- IA.2-12 [College Council Minutes, 4/6/2016](#)
- IA.2-13 [Trustees Scorecard Interactions, 2007-2015](#)
- IA.2-14 [College Council Minutes, 5/9/2012](#)

IA.3. The institution's programs and services are aligned with its mission. The mission guides institutional decision-making, planning, and resource allocation and informs institutional goals for student learning and achievement.

Description

Instructional program review templates include the District mission, goals, vision, and institutional learning outcomes for both the annual update [[IA.3-01](#)] and the comprehensive review conducted every 3 years, at which time chairs and faculty are prompted to describe how the program's mission serves to meet the overall mission and/or vision of Victor Valley College (page 4), [[IA.3-02](#)]. Non-instructional program reviews also include annually assessing progress on mission-critical plans and priorities. Both instructional and non-instructional program reviews

drive planning and decision-making about budget augmentations for the coming year that must be justified by a description of its progress on the District mission and goals.

Institutional goals for student learning and achievement have been reported to the Commission on the College's Annual Report since 2013 [[IA.3-03](#)] and to the state through the IEPI portal since 2015 [[IA.3-04](#)].

Evaluation

The College meets the standard. Annual processes for evaluation and planning enable the College to gauge alignment of the program mission with the District mission. It is not clear how the mission is used to inform the setting of institutional goals for student learning and achievement represented in the College's Annual Report to the Commission and in the IEPI portal.

Action Plan

No Action Plan Required

IA.3. Evidence

- IA.3-01 [Instructional Program Review Template - Annual Update](#)
- IA.3-02 [Instructional Program Review Template - Comprehensive](#)
- IA.3-03 [Annual Reports to ACCJC](#)
- IA.3-04 [CCCCO IEPI Reporting Portal](#)

IA.4. The institution articulates its mission in a widely published statement approved by the governing board. The mission statement is periodically reviewed and updated as necessary. (ER 6)

Description

The mission statement is formally adopted as policy by the Board of Trustees as evidenced by Board Policy 1200 [[IA.4-01](#)] and periodically reviewed per Administrative Procedure 1200 [[IA.4-02](#)]. The approved mission statement is widely published in the Catalog on page 10 [[IA.4-03](#)] and the College website.

Evaluation

The College meets the standard. The last update of the College's Board Policy 1200, District Vision, Values, Mission and Goals [[IA.4-01](#)] was on August 14, 2012. Since that time, several significant changes have occurred in the College's leadership and operating environment that merit a reconsideration of the mission. As the Board of Trustees embarked on its own self-evaluation in April 2016, it was anticipated that the mission statement would also be re-evaluated.

Action Plan

No Action Plan Required

IA.4. Evidence

- IA.4-01 [Board Policy 1200, District Vision, Values, Mission, and Goals](#)
- IA.4-02 [Administrative Procedure 1200, Review of District Vision](#)
- IA.4-03 [VVC Catalog, 2016-17](#)