



# Forward

The Victor Valley College Educational Master Plan: A Blueprint for Success is a five-year road map to position the college as a preeminent provider of postsecondary education in the High Desert region, San Bernardino County, state of California, and nation. An extensive planning process, involving numerous college stakeholders in every Victor Valley College (VVC) department, was undertaken to develop this plan. The process began in 2019 with the completion of a comprehensive Environmental Scan and meetings conducted with every academic department. These activities culminated with the development of initial goals. At the beginning of 2020, additional environmental scanning was conducted on the future of higher education and future trends in each industry pertaining to programs offered at VVC. Subsequently, meetings were conducted with each academic department to consider these future findings and program goals were adjusted, if necessary. Themes that emerged from all planning efforts to that point, along with major priorities and endeavors currently underway at VVC, were synthesized into a strategic framework that provides the glue for this educational master plan. A team was established to consider and develop plans for increasing excellence at VVC. Finally, Administrative Services, Human Resources, and Student Services administrators and staff reviewed environmental scanning findings, specific elements of the strategic framework, initial planning goals, and subsequently developed integrated and supportive plans.

## CONTENTS

Forward	2
College History and Institutional Identity	7
History of Victor Valley College, 1961 – 2020	7
Vision	7
Mission	7
Values	7
Victor Valley College Service Area Demographics - High Desert Communities	8
Victor Valley College Enrollment and Student Demographics	10
Victor Valley College Environmental Scan	11
Victor Valley College Economic Value	11
Poised for Excellence	12
Alignment with District Goals and California Community College’s Vision for Success	12
District Goal 1 - Student Experience and Success	12
District Goal 2 - High Quality Practice/Excellence	13
District Goal 3 - Institutional Learning	13
Unprecedented Times, Unlimited Possibilities	13



<b>Strategic Framework</b>	<b>14</b>
Inter-connected, Mutually Reinforcing Components	14
Three Implementation Time Horizons	14
<b>Equity Imperative</b>	<b>15</b>
A Long-Standing Equity Priority	15
Equity-Mindedness Guiding Paradigm	16
Equity Leadership	16
<b>In Pursuit of Excellence</b>	<b>17</b>
VVC Excellence Aspiration Statements	17
VVC Excellence Aspiration	17
VVC Excellence	18
VVC Excellence Definition	18
Pursuit of Excellence Framework	18
Excellence Equity Imperative	19
VVC Excellence Essential Practices	19
Blueprint for Success	20
Potential Challenges	21
Progress Indicators	21
Blueprint for Success	23
Potential Challenges	23
Progress Indicators	24
Guided Pathways Blueprint for Success	25
Potential Challenges	27
Progress Indicators	28
<b>Key Priority Areas</b>	<b>30</b>
Retention, Persistence, Completion, and Post-completion Success	30
Blueprint for Success	30
Potential Challenges	34
Progress Indicators	35
Strategic and Efficient Enrollment Growth	36
Blueprint for Success	36

---



Potential Challenges	39
Progress Indicators	40
Distance and Digital Learning Expansion and Enhancements	40
Blueprint for Success	41
Potential Challenges	44
Progress Indicators	45
Noncredit and Other Expanded Learning Options Development	47
Blueprint for Success	48
Potential Challenges	50
Progress Indicators	51
<b>ACADEMIC AFFAIRS AND ACADEMIC PROGRAM PLANS</b>	<b>52</b>
3D-Animation	54
Agriculture/Natural Resources	55
Anthropology	57
Architecture Drafting and Design	58
Art, Photo, and Commercial Art	59
Automotive Technology	60
Aviation	61
Basic Skills	62
Biology	63
Business Administration/Economics	64
Business Educational Technology	65
Business Real Estate and Escrow	67
Chemistry	68
Child Development, Education	69
Communication Studies	71
Computer Information Systems	72
Construction Technology	73
Contract and Community Education	74
Cooperative Education	76
Counseling and Guidance	77
Criminal Justice	77
Electronic Technology	79

---



Emergency Medical Services	80
Engineering Drafting and Design	81
English	82
ESL	83
ESL-Noncredit	84
Fire Technology	85
Foreign Language	86
Geography	87
Geology	88
History	89
Kinesiology	90
Library	91
Mathematics	93
Music	94
Nursing	95
Oceanography	96
Paralegal	97
Philosophy and Religious Studies	98
Physics	99
Political Science	100
Psychology	102
Respiratory Therapy	103
Restaurant Management	105
Sociology	106
Theater Arts	107
Welding	108
<b>ADMINISTRATIVE SERVICES</b>	<b>109</b>
Auxiliary Services	111
Auxiliary Services Blueprint	111
Facilities and Operations Services	113
Facilities and Operations Services Blueprint	113
Fiscal Services	113
Fiscal Services Blueprint	114

---



Information Technology	115
Information Technology Blueprint	115
Payroll	115
Payroll Blueprint	116
Police	116
Police Blueprint	117
<b>HUMAN RESOURCES</b>	<b>117</b>
Human Resources Blueprint	118
<b>STUDENT SERVICES</b>	<b>120</b>
Student Services Blueprint	121

---