

Evaluation of 2009-2019 Educational Master Plan Goals and Objectives

Overview of Educational Master Plan Goal Attainment: Economic fluctuations, Bond, etc.

Goal 1: Continuously improve educational programs and services to meet student, community, and workforce development needs.

Objectives	Status/Outcome
1. Planning, Research and Assessment: Regularly gather and analyze data related to student interests and regional workforce needs and make necessary adjustments to programs and services.	Objective has been partially met. New division was created (IEE Division) to oversee research and data. All new CTE programs that are created conduct a labor-market analysis to ensure that they meet regional workforce needs. Transfer Degrees have been created in state-identified disciplines. Student surveys are regularly conducted. Student achievement data and SLO/SUO data are analyzed annually through the program review process.
2. Curriculum and Instructional Delivery: Continually refine course content and approaches to instructional delivery to meet student and regional needs.	Objective has been partially met. Curriculum and articulation process has experienced major challenges over the last 3-4 years (e.g. curriculum turnaround time has increased due to lack of personnel resources, decrease in updating articulation agreements due to shift in focus towards program development). Continuous improvement in instructional delivery has occurred as a result of improvements in the SLO process through enhanced personnel commitment in SLO facilitation.
3. Career Technical and Regional Education: Refine career, technical and regional education programs to meet constantly evolving needs.	Objective has been partially met. The curriculum review process requires that CTE programs analyze offerings to meet current industry needs. The College partnered with VC Innovates Grant, AB 104 Adult Education Block Grant. College implemented career center.
4. Professional Development for Faculty: Increase opportunities for faculty growth and training to enhance the teaching-learning process.	Objective has been met. Dramatic increase in faculty professional development offerings and participation due to increase in college commitment to professional development (i.e. Dean-level oversight of professional development, faculty release to oversee professional development, expanded FLEX offerings, S.I.T.E., faculty academy, distance education trainings).

General Comments: Objectives don't completely encompass all aspects of the Goal. For example, the goal identifies community needs, but there was no specific objective related to this.

Goal 2: Provide students with information and access to diverse and comprehensive support services that lead to their success.

Objectives	Status/Outcome
1. Increase in-course retention rate by 1% in 4 years; 3% in 7 years; and 5% in 10 years.	Objective has been met. Increase in in-course retention after 4 years was 2.3 percentage points, which exceeded the 4-year objective of 1 percentage point. Data for 7- and 10-year rates are not applicable due to the ending of the plan in year 6.
2. Increase the overall student success rate (students earning an A, B, C, or CR notation) by 6% in 4 years; 8% in 7 years; and 10% in 10 years.	Objective not met. Increase in overall student success rate was 3.8 percentage points over the baseline, which did not meet the objective of 6 percentage points. However, there was a steady increase each year since the baseline.
3. Increase first-term persistence rate by 4% in 4 years; 7% in 7 years; and 10% in 10 years.	Objective has been met. First-term (fall-to-spring) persistence was 72% in Fall 2008 and increased to 84% in Fall 2014. This is a 12 percentage point increase.
4. Maintain and gradually increase first-year persistence rate by 4% in 4 years; 7% in 7 years; and 10% in 10 years.	Objective has been met. First-year (fall-to-fall) persistence was 57% in Fall 2008 and increased to 64% in Fall 2014. This is a 7 percentage point increase.
5. Establish a baseline number of students who currently complete a Student Educational Plan (SEP) during their first year and increase that number by 10% in 4 years; 20% in 7 years; and 30% in 10 years.	Objective has not been met. A baseline was not established. However, the SSSP requirements will mandate that all new non-exempt students complete an educational plan.

Goal 3: Partner with local and regional organizations to achieve mutual goals and strengthen the College, the community, and the area's economic vitality.

Objectives	Status/Outcome
1. Research and Assessment: Create multiple avenues for monitoring regional needs.	Objective has been met. A variety of campus and county entities have analyzed regional educational and workforce needs. The district recently implemented the Economic Modeling Specialists International software system, which allows the college to examine industry needs and projections. Each CTE program has an advisory committee with industry leaders from each applicable sector. College administration regularly attends the College Area Community Council to report out activities and receive input from the community. The campus holds regular job fairs with employers, faculty, and counselors to discuss career trends. The college also has recently put focus on implementing a vibrant career center to match students with regional employment. College faculty and staff are represented on key community and business governing boards.
2. Marketing and Public Relations: Elevate awareness of the vital role the College plays in	Objective has been partially met. In the early years of the educational master plan, the campus

the community.	lost key dedicated marketing and public relations staff, due to fiscal constraints. Recently, the college dedicated resources to hire a marketing firm to coordinate marketing and public relations efforts. In addition, the college has invested in our civic center department, which has resulted in a sizable increase in the community's use of college facilities for community events.
3. Curriculum and Instructional Delivery: Continually review and orient the curriculum to take into account community and regional needs.	Objective has been met. See response to Goal 3, Objective 1, above.

Goal 4: Continuously enhance institutional operations and effectiveness.

Objectives	Status/Outcome
1. Planning and Decision Making: Refine and communicate the College's approach to shared governance and decision making.	Objective has been met. The college spent considerable time assessing and evaluating its shared governance structure and decision-making process. The result was the 2016 Making Recommendations document, which formalizes our participatory governance process. This document was the first in the state to formalize classified staff participation with a 9 + 1, which is analogous to the Academic Senate's 10 + 1 topic areas.
2. Professional Development for Staff: Increase opportunities for staff to grow and have training opportunities to enhance service to students.	Objective has been met. The college's classified staff professional development program is among the best in the state. There is now a classified staff member who serves as co-chair of the professional development committee. There are regular professional development opportunities for classified staff throughout the year. A new classified staff orientation was implemented in 2015 for the first time in the college's history.
3. Physical Environment: Enhance campus maintenance, safety and environmental stewardship.	Objective has been partially met. Older structures have been replaced with new facilities. The campus has developed and implemented policies that support environmental concerns (i.e. recycling program, water conservation, energy-efficient lighting, etc.). There have been additional funds recently provided by the state for scheduled and deferred maintenance. High-priority efforts are underway to improve campus safety and emergency preparedness. Due to budget constraints, there has been a reduction in maintenance and operations staff.
4. Marketing and Public Relations: Develop and implement a comprehensive public relations and outreach plan to highlight the College's image and its contributions to the community.	Objective has been partially met. See response to Goal 3, Objective 2. In addition, efforts are underway to revitalize the college website.
5. Resources: Develop plans to optimize college operations (instruction, student services, college services, etc.) to accommodate significant	Objective has been met. The college has a strong relationship with the Ventura College Foundation. Through this relationship, the

<p>resource fluctuations (State revenues, facilities, etc.).</p>	<p>Ventura Promise program has been expanded. In addition, the Foundation has provided annual funds to support program review initiatives. The college has received many state and federal grants to support funding of programs. The college has been increasing online and hybrid offerings, which have high levels of productivity. The college recently joined the Online Education Initiative as a pilot college, which will optimize college instructional offerings.</p>
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Goal 5: Implement the Ventura College East Campus Educational Plan.

Objectives	Status/Outcome
<p>1. Curriculum and Instructional Delivery: Reconfigure the existing East Campus curriculum so that approximately 3/5 of the course offerings at the East Campus will be occupational in focus; approximately 1/5 of the course offerings will fulfill general education requirements; and approximately 1/5 of the course offerings will be dedicated to English language acquisition courses.</p>	<p>Objective has been partially met. Course offerings have approximately mirrored these proportions. However, there has been a lack of consistency in course offerings at the Santa Paula site from semester to semester.</p>
<p>2. Student Support: Provide a full complement of student support services to East Campus students.</p>	<p>Objective has been partially met. All student support services are provided to VC Santa Paula site. However, most support staff members are not full time on site. There are plans to hire a full-time counselor in 2016.</p>
<p>3. Research and Assessment: Regularly gather and analyze data related to student interests and needs, emerging regional needs and employment opportunities, and make necessary adjustments.</p>	<p>Objective has been met. Two taskforces have been formed to analyze regional needs for the Santa Clara River Valley. Extensive survey and regional workforce data has been collected and analyzed to determine future programming for the Santa Paula site.</p>
<p>4. Resources: Develop a plan for creating a new full-time Director of Off-Campus Programs position.</p>	<p>Objective has been partially met. A dean has been assigned the task of overseeing off-campus programs. The college actively exploring providing additional administrative support to execute programming and services.</p>
<p>5. Marketing and Public Relations: Develop a comprehensive plan that expands regional outreach and financial support for East Campus programs and services.</p>	<p>Objective has been partially met. VC Santa Paula site has been included in college marketing and public relations efforts. However, the college lost key dedicated marketing and public relations staff, which in turn impacted efforts in the Santa Clara River Valley.</p>
<p>6. Facilities: Determine needs and explore opportunities for reconfiguring existing or acquiring new space to accommodate growth.</p>	<p>Objective has been met. VC Santa Paula site was re-located to a new 10,000 square foot facility in fall 2011. A task force is examining the possibility of creating a larger site that could transform into a state-recognized center.</p>

General Comments: A separate full educational master plan for a site is a past practice, which conflicts with the college's current philosophy of inclusion.