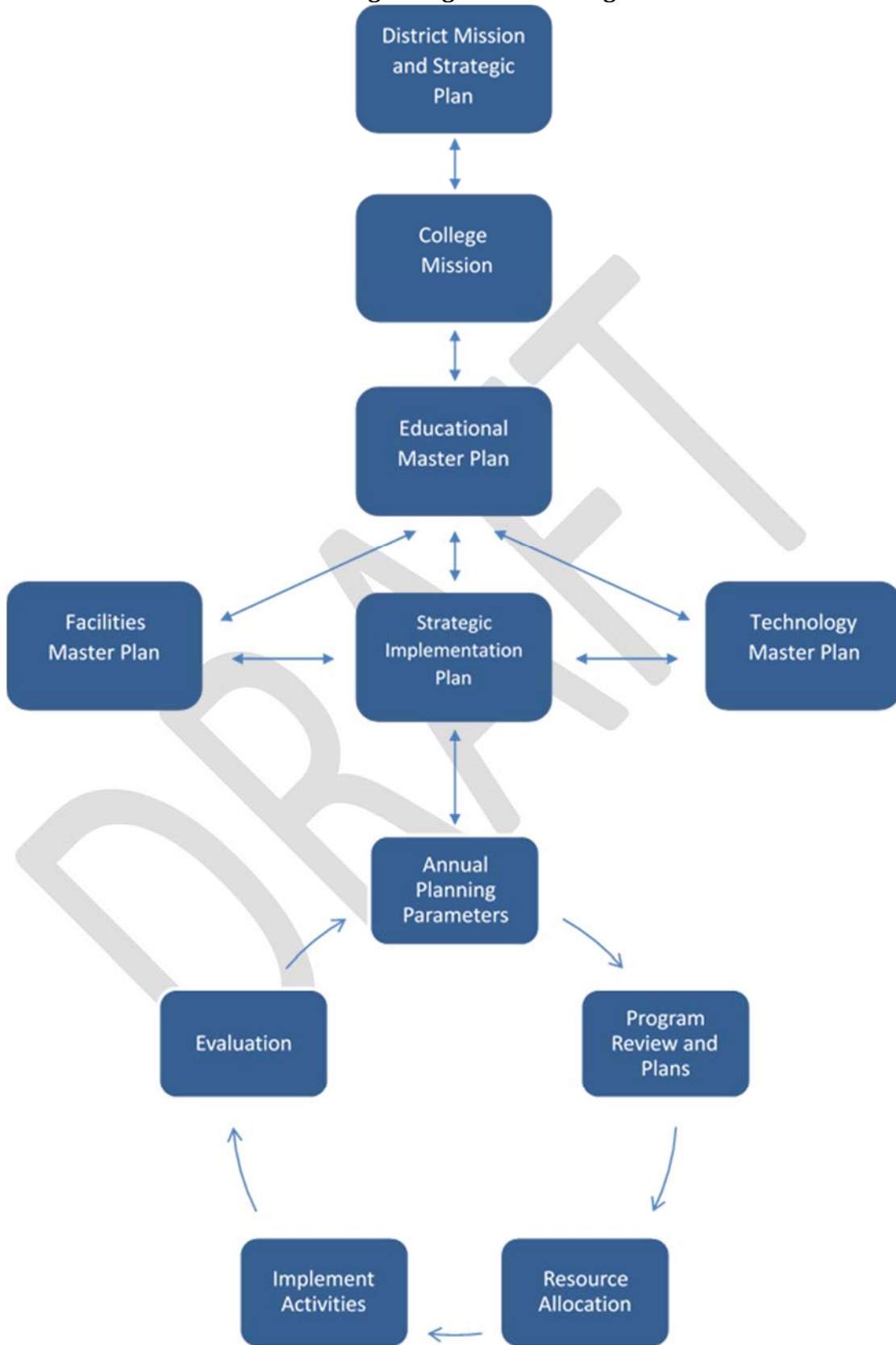


Cover Page

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Ventura College Integrated Planning Model



Ventura College Mission, Vision, Guiding Principles

Ventura College Mission

At Ventura College, we transform students' lives, develop human potential, create an informed citizenry, and serve as the educational and cultural heart of our community. Placing students at the center of their learning experience, we serve a highly diverse student body by providing innovative instruction and student support, focusing on associate degree and certificate completion, transfer, workforce preparation, and basic skills. We are committed to the sustainable continuous improvement of our college and its services.

Ventura College Vision

Ventura College will be a beacon of learning—a source of inspiration and guidance—for our students and community.

Ventura College Guiding Principles

At Ventura College we believe that students come first and all else follows. We strive to create a campus environment that fosters collaboration, communication, and mutual respect. We are committed to these Guiding Principles in all that we do:

- Embrace the strength of diversity.
- Listen with intensity and compassion.
- Communicate with integrity and patience.
- Design student-centered solutions.
- Spark self-confidence and a sense of discovery.
- Pursue our vision and goals with passion

College Goals and Objectives 2017-2022

Notes: 3-5 objectives max per goal – each will be measured/reported annually in annual planning report.

Goal 1: Increase our community's access to transfer, vocational, basic skills education.

Comments/questions: Modify wording? Include "Higher Education"?

- Objective 1: Meet or exceed annual enrollment targets.
- Objective 2: Maintain or increase distance education section offerings
- Objective 3: Maintain or increase off-campus section offerings
- Objective 4: Extend VC Promise to two years.

Goal 2: Increase the success of our students while closing equity gaps.

Comments/questions: Should closing equity gaps be an objective, instead of as part of goal? Change wording to be consistent with IEPI (Student performance and outcomes)? Should this be goal 1?

- Objective 1: Increase course success rates [IEPI Metric].
 - Overall rate: Increase to 75% within six years.
 - Hispanic student rate: Increase to X% within six years.
 - Black student rate: Increase to X% within six years.
- Objective 2: Increase CCCCC Scorecard six-year completion rates [IEPI Metric].
 - Overall rate: Increase to X% within six years.
 - Unprepared student rate: Increase to 48% within six years.
 - Hispanic student rate: Increase to X% within six years.
 - Black student rate: Increase to X% within six years.
- Objective 3: Increase CCCCC scorecard Basic Skills rates [IEPI Metric].
 - English basic skills rate: Increase to 60% within six years.
 - Math basic skills rate: Increase to X% within six years.
- Objective 4: Increase % of new students who receive Student Success and Support Program (SSSP) services.
 - Orientation:
 - All new students: Increase to X% within six years.
 - New Hispanic students: Increase to X% within six years.
 - New Black students: Increase to X% within six years.
 - Assessment:
 - All new students: Increase to X% within six years.
 - New Hispanic students: Increase to X% within six years.
 - New Black students: Increase to X% within six years.
 - Comprehensive Educational Plan:
 - All new students: Increase to X% within six years.
 - New Hispanic students: Increase to X% within six years.
 - New Black students: Increase to X% within six years.
- Objective 6: Increase the percentage of new students who are prepared for transfer-level Math and English by the end of their first year to X% [Quality Focus Essay].
- Objective 7: Maintain or increase professional development opportunities for faculty and staff.

Goal 3: Increase local and regional partnerships.

- Objective 1: Maintain or increase dual and concurrent course offerings.
- Objective 2: Maintain or increase articulation agreements (or ADT's?) with 4-year universities.
- Objective 3: Maintain or increase partnerships with regional employers.
- Objective 4: Maintain or increase Contract Education agreements.

Goal 4: Enhance institutional effectiveness and accountability.

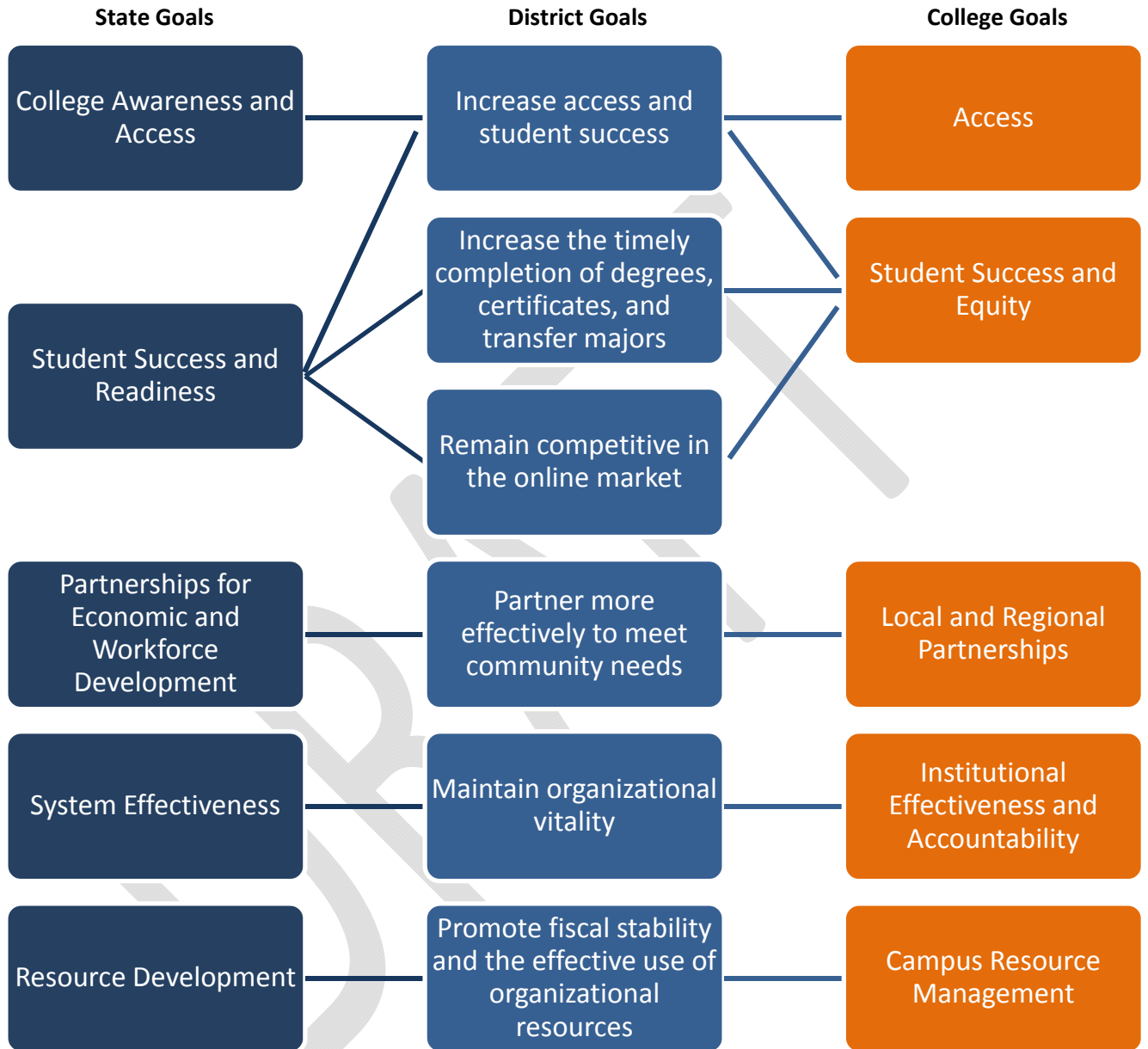
- Objective 1: Ensure that campus governance committees function effectively.
- Objective 2: Improve campus communications.
- Objective 3: Ensure that all programs complete annual program reviews.
- Objective 4: Improve access to and use of institutional data.
- Objective 5: Ensure that all courses and programs adhere to their SLO rotational plan.

Goal 5: Enhance campus resource management.

Note. Model around ACCJC Standard 3

- Objective 1: Develop and diversify college revenue sources.
- Objective 2: Increase external funding resources through the VC Foundation.
- Objective 3: Ensure that the college progresses towards the goals of the Facilities Master Plan.
- Objective 4: Ensure that college meets annual instructional productivity targets.
- Objective 5: Sustain progress towards 75/25 full-time to part-time faculty ratio.

Alignment of State, District, and College Goals



Process for Developing the 2017-2022 Educational Master Plan

In fall 2015, the College President requested an analysis of the 2009-2019 Educational Master Plan. The results of that analysis (contained in full in the 2015 Educational Master Plan Addendum) indicated that the college would benefit from ending the 2009 plan early, and developing a new master plan. To that end, the following steps were taken.

College Planning Committee Taskforce

A taskforce of the College Planning Committee was formed on January 27, 2016. The following people participated in the taskforce:

- Alexander Kolesnik – Academic Senate President
- Andrea Horigan – Sociology Faculty, SLO Facilitator
- Corey Wendt – Counseling Department Chair
- Olivia Long – Senior Administrative Assistant, SEIU Representative
- Peder Nielsen – Classified Senate President
- Phillip Briggs – Dean of Institutional Equity and Effectiveness
- Tim Harrison – Interim Vice President of Business and Administrative Services

During spring and summer 2016, this taskforce completed an evaluation of the 2009-2019 Educational Master Plan, developed draft goals for the 2017 Educational Master Plan, and incorporated feedback from the spring 2016 planning retreat into the draft plan.

Institutional Effectiveness Partnership Initiative – Partnership Resource Team Visits

As part of the State Chancellor's Office Institutional Effectiveness Partnership Initiative, the college volunteered to undergo a visit from a Partnership Resource Team in September, 2015. A visiting team composed of faculty, staff, and administrators from other California community colleges met with college faculty and staff to gain input on the college's current integrated planning process. After this visit, they provided the college a targeted menu of options that described best practices for improving planning processes. They returned for a second visit in February, 2016 to describe the menu of options and to work with college faculty and staff to discuss implementation strategies.

College Retreat Series

Spring 2016

One of the best practices encouraged by the Partnership Resource Team was to hold a series of college-wide planning retreats. On April 29, 2016, the college held a retreat at the Ventura Crowne Plaza Hotel. Nearly 100 attendees from across the college attended this event. The day included presentations on the Workforce Innovation and Opportunity Act, Ventura County labor market projections, and the Six Factors of Student Success. A breakout session was also held, in which attendees evaluated the draft goals developed by the College Planning Committee Taskforce, and provided input on methods for assessing goal attainment, as well as strategies to undertake to ensure the college meets its goals.

Fall 2016

On Oct 28, 2016, a second college-wide planning retreat was held at Location. ### attendees from across the college attended this event. Summary of day – including evaluation of draft 2017 Educational Master Plan.

College Vetting and Approval

A first draft of the Educational Master Plan was presented to the College Planning Committee on August 24, 2016. It was also presented to the Academic Senate on Date, and the Classified Senate on Date. Feedback from each of these groups was incorporated into the plan...The final version of the plan was approved by the College Planning Committee on Date, the Academic Senate on Date, the Classified Senate on Date, the College President on Date, and the VCCCD Board of Trustees on Date.

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