Executive Summary: Planning and Program Review
Ventura College 2008-2010

During the 2008-2009 academic year, the college revised its vision and mission statements and worked with a consultant to complete an educational master plan.
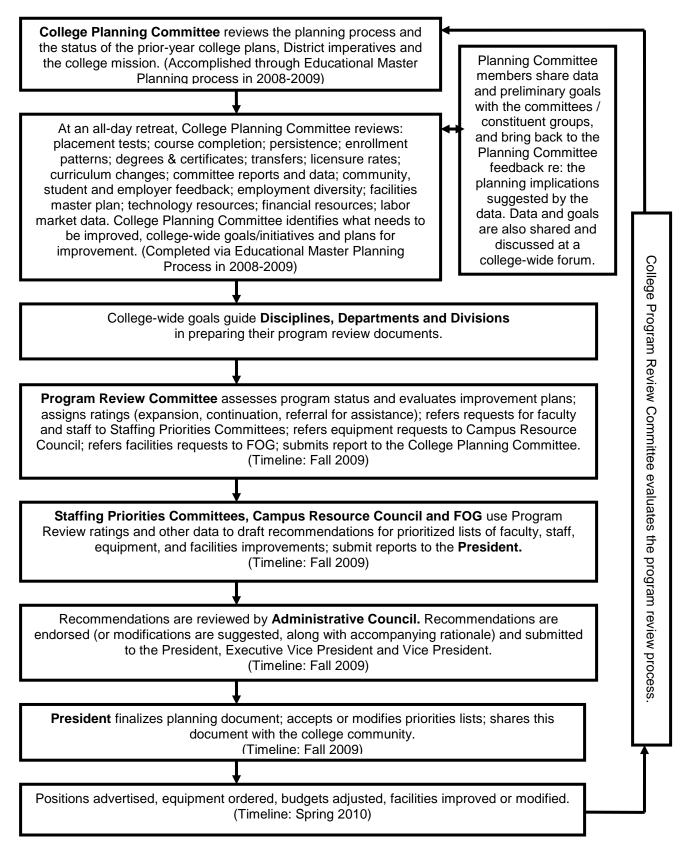
During the 2009-2010 academic year, all academic, student service, and business service programs underwent a program review process that resulted in evaluation ratings and recommendations for faculty positions, classified positions, equipment, and facilities improvements.

Taking the feedback from the Program Review Committee into consideration, the Faculty Staffing Priorities Committee, Campus Resource Council and Facilities Oversight Group (FOG) drafted recommendations that were submitted to the President.   Final lists of actions that will be taken on faculty positions, equipment and facilities improvements are incorporated into tables as part of this summary document, along with a consolidated list of classified staffing needs. The full text of the Program Review documents and the narrative comments of the evaluators and the administrators are available in the Office of the Executive Vice President.

Table of Contents

Ventura College Planning Cycle, 2008-2010

College Planning Committee reviews the planning process and the status of the prior-year college plans, District imperatives and the college mission. (Accomplished through Educational Master Planning process in 2008-2009)

Planning Committee members share data and preliminary goals with the committees / constituent groups, and bring back to the Planning Committee feedback re: the planning implications suggested by the data. Data and goals are also shared and discussed at a college-wide forum.

At an all-day retreat, College Planning Committee reviews: placement tests; course completion; persistence; enrollment patterns; degrees & certificates; transfers; licensure rates; curriculum changes; committee reports and data; community, student and employer feedback; employment diversity; facilities master plan; technology resources; financial resources; labor market data. College Planning Committee identifies what needs to be improved, college-wide goals/initiatives and plans for improvement. (Completed via Educational Master Planning Process in 2008-2009)

College-wide goals guide **Disciplines, Departments and Divisions** in preparing their program review documents.

Program Review Committee assesses program status and evaluates improvement plans; assigns ratings (expansion, continuation, referral for assistance); refers requests for faculty and staff to Staffing Priorities Committees; refers equipment requests to Campus Resource Council; refers facilities requests to FOG; submits report to the College Planning Committee. (Timeline: Fall 2009)

Staffing Priorities Committees, Campus Resource Council and FOG use Program Review ratings and other data to draft recommendations for prioritized lists of faculty, staff, equipment, and facilities improvements; submit reports to the **President.** (Timeline: Fall 2009)

Recommendations are reviewed by **Administrative Council.** Recommendations are endorsed (or modifications are suggested, along with accompanying rationale) and submitted to the President, Executive Vice President and Vice President. (Timeline: Fall 2009)

President finalizes planning document; accepts or modifies priorities lists; shares this document with the college community. (Timeline: Fall 2009)

Positions advertised, equipment ordered, budgets adjusted, facilities improved or modified. (Timeline: Spring 2010)

College Program Review Committee evaluates the program review process.

Vision Statement for Ventura College

Ventura College will be a model community college known for enhancing the lives and economic futures of its students and the community.

(Adopted March 2009)

Mission Statement for Ventura College

Ventura College, one of the oldest comprehensive community colleges in California, provides a positive and accessible learning environment that is responsive to the needs of a highly diverse student body through a varied selection of disciplines, learning approaches and teaching methods including traditional classroom instruction, distance education, experiential learning, and co-curricular activities. It offers courses in basic skills and English-language learning; programs for students seeking an Associate's Degree, certificate or license for job placement and advancement; curricula for students planning to transfer; and training programs to meet worker and employer needs. The College is a leader in providing instruction and support for students with disabilities.

With its commitment to workforce development in support of the State and region's economic viability, Ventura College takes pride in creating transfer, career technical and continuing education opportunities that promote success, develop students to their full potential, create lifelong learners, enhance personal growth and life enrichment and foster positive values for successful living and membership in a multicultural society. The College has a dedicated, caring faculty and staff who are committed to student success and to continual assessment of learning outcomes in order to maintain high quality courses and programs.

Originally landscaped to be an arboretum, the College has a beautiful, park-like campus that serves as a vital community resource.

(Adopted March 2009)

Core Commitments

Ventura College is dedicated to following a set of enduring Core Commitments that guide both planning and decision-making:

Student Success
Centering our efforts on meeting the needs of our students and helping them to succeed.

Respect
Recognizing the personal dignity and full potential of every individual and fostering positive values in all interactions.

Integrity
Maintaining an open, honest and ethical environment.

Quality
Achieving excellence in the broad range of academic programs and services provided to our students and the community.

Collegiality
Creating a professional and supportive environment where students, faculty and staff can achieve personal growth and fulfillment and where accomplishments are recognized and celebrated.

Access
Providing learning opportunities for all individuals.

Innovation
Embracing creative methods and approaches to assuring the best possible experience for all students and the community we serve.

Diversity
Embracing and responding to our increasingly diverse student body and the global environment in which the college operates.

Service
Enhancing the quality of life of the community and meeting its needs.

Collaboration
Working together as colleagues on College issues and decisions and actively seeking to form partnerships with our community and other organizations to address mutual goals.

Sustainability
Fostering responsibility and pride in our campus and serving as a model of environmental stewardship, being mindful of the impact we have on the environment as individuals and as a community.

Continuous Improvement
Recognizing that as an organization we are always in a state of evolution, we strive to be the best we can be through continual reflection, data-driven decision making and holding ourselves accountable for responsible use of public resources.

(Adopted March 2009)

College Planning Goals and Objectives

The following planning goals and objectives are contained in the Ventura College Educational Master Plan. Strategies for achieving the objectives are included in the full Educational Master Plan document.

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

Objectives

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.
2. Curriculum and Instructional Delivery: Continually refine course content and approaches to instructional delivery to meet student and regional needs.
3. Career Technical and Regional Education: Refine career, technical and regional education programs to meet constantly evolving needs.
4. Professional Development for Faculty: Increase opportunities for faculty growth and training to enhance the teaching-learning process.

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

Objectives

1. Increase in-course retention rate by 1% in 4 years; 3% in 7 years; and 5% in 10 years.
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.
3. Increase first-term persistence rate by 4% in 4 years; 7% in 7 years; and 10% in 10 years.
4. Maintain and gradually increase first-year persistence rate by 4% in 4 years; 7% in 7 years; and 10% in 10 years.
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.

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

1. Research and Assessment: Create multiple avenues for monitoring regional needs.
2. Marketing and Public Relations: Elevate awareness of the vital role the College plays in the community.
3. Curriculum and Instructional Delivery: Continually review and orient the curriculum to take into account community and regional needs.

Goal 4: Continuously enhance institutional operations and effectiveness.

Objectives

1. Planning and Decision Making: Refine and communicate the College's approach to shared governance and decision making.
2. Professional Development for Staff: Increase opportunities for staff to grow and have training opportunities to enhance service to students.
3. Physical Environment: Enhance campus maintenance, safety and environmental stewardship.
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.
5. Resources: Develop plans to optimize college operations (instruction, student services, college services, etc.) to accommodate significant resource fluctuations (State revenues, facilities, etc.).

Goal 5: Implement the Ventura College East Campus Educational Plan.

Objectives

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.
2. Student Support: Provide a full complement of student support services to East Campus students.
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.
4. Resources: Develop a plan for creating a new full-time Director of Off-Campus Programs position.
5. Marketing and Public Relations: Develop a comprehensive plan that expands regional outreach and financial support for East Campus programs and services.
6. Facilities: Determine needs and explore opportunities for reconfiguring existing or acquiring new space to accommodate growth.

Program Review for 2009-2010

During the fall 2009 semester, all college disciplines, departments and divisions prepared program review documents. In these documents, they described the purpose of their program, presented and analyzed data, described the strengths of the program, identified improvements needed and/or issues that need to be addressed, described activities that have been developed in relationship to college-wide planning priorities, and submitted requests for contract faculty positions, classified positions, equipment and facilities improvements. The Program Review Committee reviewed and discussed the documents, assigned a rating for each program (expansion, continuation, caution, probation/suspension), referred requests for faculty to the Faculty Staffing Priorities Committee, referred requests for classified staff to the Classified Staffing Priorities Committee, referred equipment requests to Campus Resource Council, and referred facilities requests to FOG. The table below summarizes the final ratings from the Program Review Committee. All programs received "continuation" unless noted below.

Program	Expansion for Faculty	Expansion for Staff	Expansion for Equipment	Facilities Improvement	Other
Admissions & Records		X	X		
Agriculture					
Anthropology			X		
Architecture				X	IT to address equipment item #2
Art	X				
Astronomy					
Automotive Technology					
Biology			X	X	
Bookstore				X	
Business					
Business Info. Systems					
CalWORKS					
Certified Nursing Assistant (CNA)	X	X			
Chemistry			X	X	
Child Development (program)			X	X	
Child Development Center		X		X	
College Technology Services			X	X	
Communication Studies (formerly Speech)			X		
Computer Science					Caution
Construction Technology					
Counseling (General)	X	X	X	X	
Criminal Justice				X	
Dance	X				
Distance Education (DE)				X	

Program	Expansion for Faculty	Expansion for Staff	Expansion for Equipment	Facilities Improvement	Other
Drafting					IT to address equipment item #2
Economics					
Educational Assistance Center (EAC)	X	X		X	
Engineering			X	X	
English	X			X	
English as a Second Language (ESL)			X		
Extended Opportunity Program & Services (EOPS)		X			
Financial Aid					
Fiscal Services/SBO					
Food Services/Cafeteria			X	X	
Foreign Languages			X		
Geosciences					
Health Education			X	X	
History				X	
IDS-100					
International Students					
Learning Resource Center (LRC)		X	X		
Library		X	X		
Maintenance & Operations, Custodial, Grounds, Warehouse		X	X	X	
Manufacturing Technology					
Mathematics	X			X	
Matriculation					
Music	X		X		
Nursing			X		
Off Campus Programs					
Operator / Mail Services					
Paramedics			X		
Philosophy				X	
Physical Education / Athletics					
Physical Science					
Physics			X	X	

Program	Expansion for Faculty	Expansion for Staff	Expansion for Equipment	Facilities Improvement	Other
Political Science / International Studies					
Psychology					
Sociology				X	
Student Activities / Student Government				X	
Student Health and Psychological Services					
Theatre Arts					
Transfer & Career Center				X	
Tutoring Center		X			
Water Science					
Welding					

Faculty Positions

In November 2009, the recommendations for "expansion" for faculty were shared with the Faculty Staffing Priorities Committee, which required the "expansion" rating as the first-level screening criteria for their own deliberations. The President met with representatives of the Staffing Priorities Committee following Academic Senate confirmation of the Staffing Priorities Committee recommendations. The President also reviewed the documents prepared by the Program Review Committee, consulted with the Deans regarding the relative difficulty of finding qualified adjunct faculty to fill the classroom or service area needs, and discussed the issue of faculty staffing with the Executive Vice President and the Vice President before making her final decision.

The district is faced with the unusual challenge of maintaining the full-time faculty obligation mandated by the state while at the same time having to absorb the salary costs associated with programs that historically have been funded through now-drastically-reduced categorical dollars. As the district begins to absorb these categorical, non-instructional costs, the concurrent district requirement to designate at least 50% of its operating costs for instruction makes it necessary to focus new hiring efforts almost exclusively on instructional programs. Thus for the 2010-2011 academic year, any counselor retirements or resignations will create vacancies that will be filled by moving select categorical counselors into general counseling. The full-time faculty vacancy that will still remain by shifting existing counselors from one funding source to another will be used to fill growth (additional) faculty positions in instructional disciplines.   Any full-time classroom resignations or retirements will also be replaced, in most cases in the same subject discipline as the person who is retiring.

After assessing the District-wide full-time faculty obligation for the 2010-2011 academic year, the number of anticipated retirements, and the need to transition categorical counselors onto the general fund based on the sharp decline in state categorical funding, the growth positions to be advertised are:

- Sculpture/Ceramics
- Dance
- Certified Nursing Assistant
- Music
- Math
- English

Certified Nursing Assistant: The Certified Nursing Assistant program is a specialized sub-unit of the college's nursing program. Course offerings in this discipline are in high demand, as students wishing to enter the Ventura College nursing program must first complete the CNA program. The CNA program is run solely by hourly faculty, and finding qualified CNA faculty is more difficult to find that nursing faculty. Although new hourly faculty come with clinical expertise, they do not come with teaching experience and it is becoming more and more difficult to find faculty who are "job ready". There is significant turnover of part-time faculty because of the demands of their primary jobs and because of scheduling problems related to their other jobs. The program has had multiple part-time hiring initiatives over the last twelve months, with positions "open until filled," resulting in only two qualified applicants. A full-time faculty member to teach, coordinate the CNA program, including enrollment management, accreditation, faculty recruitment and development, and certification will be advertised, with the position filled pending funding.

Dance: The Dance program has dedicated and talented hourly faculty who have provided quality dance instruction for the past three decades. The program is well respected in the dance community and the dance performance concerts are well attended and appreciated by the community in general. While the hourly faculty members have been doing an outstanding job, the lack of a full-time faculty member in this program prevents leadership and advocacy, limits curriculum development, and leads to lack of consistent communication within the division structure. It is not appropriate for the college to continue to require hourly faculty to carry the heavy load associated with coordinating and promoting a dance program in addition to staging major projections. A Dance instructor position will be advertised, with the position filled pending funding.

Sculpture / Ceramics: There are currently two unfilled retirements in the Art Department, with no full-time faculty member teaching within the subject specialty of three-dimensional art (sculpture and ceramics). Approximately ten full-time equivalent teaching positions are covered on an hourly basis in the department. In spring 2009, the college went through an unsuccessful effort to fill the sculpture/ceramics vacancy. A Sculpture/Ceramics instructor position will be advertised again, with the position filled pending funding.

Music: Less than 14% of the sections taught in the Music Department are covered by full-time faculty, with eleven full-time equivalent positions carried on an hourly basis. Ventura College's Music program is held in high regard in the community, and the Staffing Priorities Committee has consistently rated a music position as a top priority for the last several years. A Music position will be advertised, with the position filled pending funding.

Math: Depending on where the district is relative to maintaining its full-time obligation, there is a small chance that the college will be able to continue to make progress toward reducing the number of sections in Math taught on an hourly basis. A Math position will be advertised, with the position filled pending funding and only after the first four positions above have been filled.

English: Depending on where the district is relative to maintaining its full-time obligation, there is a small chance that the college will be able to continue to make progress toward reducing the number of sections in English taught on an hourly basis. An English position will be advertised, with the position filled pending funding and only after the first four positions above have been filled.

The programs with "expansion for faculty" ratings that will not have their needs addressed through a full-time hire at this time are:

- Counseling
- Learning Disabilities Specialist

Classified Positions

The following emerged as recommendations for "expansion" for classified positions. During a year of extreme budget crisis, with both classified and management positions being eliminated (in addition to a reduction in hourly sections), the likelihood of there being funds for additional classified staff is slim. In a limited number of cases, the identified need has been (or will be) met through categorical funds or through the consolidation of existing positions. Nonetheless, this process has identified a need for classified support in the event that the budget situation turns around dramatically in the near future.

The following table summarizes the specific classified positions recommended by the Program Review Committee:

Program	Position
Admissions and Records	Admissions & Registration Technician, Seasonal
Certified Nursing Assistant Program	Administrative Assistant I (to backfill grant funded position expiring June 2010)
Child Development Center	Child Development Associate
Counseling	Bilingual Clerical Assistant I
Educational Assistance Center	Instructional Assistant, Assistive Technology Center
Educational Opportunities Programs & Services	Bilingual Clerical Assistant I
Learning Center/Library/Tutoring	Instructional Lab Tech II, East Campus (increase existing employee to full-time)
Maintenance & Operations	Clerical Assistant I (increase existing employee to full-time)

Equipment and Technology Requests

The following equipment, as supported through Program Review "expansion" ratings, will be purchased through one-time funding, with grant funds, or over a period of time with VTEA funding:

Program	Equipment to be Purchased
Admissions & Records	Diplomas on Demand software and printer
Anthropology	Physical Anthropology laboratory materials
Biology	Anatomical models
Chemistry	Ductless fume hoods
Child Development program	Computer and printer
College Technology Services	Enhanced/expanded blade server capacity and redundant storage arrays
Communication Studies (Speech)	Internet access in Speech classrooms
Counseling	Upgrade computers
Engineering	Inverted metallurgical microscopes
English as a Second Language	Document presenters
Food Services	Cart; refrigeration next to grill area
Foreign Languages	Headphones with microphone capacity
Health Education	Supplies for Health and Holistic Studies classes
Learning Center	Furniture to expand computer stations
Library	One-time subscription to electronic book analysis system
Maintenance & Operations	Rotary mower and dump truck
Music	Grand pianos
Nursing	Equipment upgrades once grants run out
Paramedics	Cardiac monitor / defibrillator
Physics	laboratory interface boxes

Facilities Improvements

The following facilities improvements projects, as identified through the Program Review process and as supported by FOG, will be implemented. Some will be addressed through the Tertiary Effects Fund.

Program	Project
Art	Repair heating systems in SAB-1, SAB-2 and SAB-11
Biology	Upgrade wiring and breakers on third floor of Science building
Bookstore	Storage space
Chemistry	Repair vacuum system in SCi-216
Child Development Program	Paint exterior building trim; install bike rack
Child Development Center	Upgrade playground
College Technology Services	Air conditioning for office space; upgraded fiber structure for west campus; expansion of wireless capacity to provide 100% coverage of campus
Counseling	Install windows in office doors
Criminal Justice	Upgrade heating in CR-101 and CR-102
Distance Education	Establish space for training room
Educational Assistance Center	Detectable matting for visually impaired students
Engineering	Storage space for models
English	Clean and repair trailer classrooms
Food Services	Hardscape outside cafeteria entrance
Health Education	Sound insulation between AEC-102 and AEC-103
History	Upgrade smart classrooms used by the department
Maintenance & Operations	Renovate Maintenance shops
Math	Replace blinds
Philosophy	Improve maintenance of UV-2
Physics	Install suspended acoustic ceiling in SCI-114 and SCI-118
Sociology	Renovate K wing
Student Activities	Renovate ASVC office and Student Activities offices
Transfer & Career Center	Extend office walls to the ceiling