Ventura College Academic Senate
Agenda
Thursday, November 5, 2020
3:30 - 5:00 pm
Meeting held via Zoom https://ccconfer.zoom.us/j/94303167532

1. Call to Order

1.01 Call to Order

2. Adoption of the agenda.

2.01 Adoption of the agenda

3. Acknowledgement of Guests

3.01 Acknowledgement of Guests

4. Public Comments

4.01 Public Comments are limited to two minutes. Please note that discussion following a public comment is not allowed.

5. Action Items

5.01 Approval of 10/15 meeting minutes.

5.02 2nd Reading of Black Lives Matter Resolution

5.03 1st Reading of 2020-20203 Strategic Plan Update

6. Committee Reports

Committee reports are limited to two minutes per report. Additional information may be submitted as a written report and posted to the Academic Senate website.

6.01 Curriculum Committee (Michael)

6.02 BRC (Andrea)

6.03 Guided Pathways

6.04 CTE liaison report (Deanna Hall)

6.05 Treasurer's Report (Andrea)

6.06 OER Report (Andrea)

6.07 DE (Colleen)

6.08 Faculty PD Committee (Colleen)

7. Academic Senate President's Report

7.01 Ventura College Meetings

7.02 District Meetings

7.03 Board of Trustees

7.04 ASCCC Updates

8. Informational Items

These items are intended to provide brief updates or reports of activities. If the Senate wishes to debate an item presented as information, they may request that it be placed on an agenda at future meeting as an action or discussion item.

8.01 Senate Elections (Linda Kennedy)

8.02 Faculty Hiring Prioritization Process

8.03 New Ethnic Studies department

8.04 Chancellor Request for Faculty Needs

8.05 Ventura College Career and Major Communities (Guided Pathways Meta-major groupings)

9. Discussion Items

These items are a chance for the Senate to discuss and debate issues. This may lead to action at a future meeting or provide the President with direction for discussions with the Administration, State Academic Senate, or other bodies.

9.01 Proposed Changes to the Academic Senate Constitution and Bylaws

9.02 Class Size and Waitlists

9.03 Strategic Plan Update

9.04 VC Equity, Race & Action Force (standing item)

9.05 Student Success Committee Charge

10. For the Good of the Order

10.01 AFT Update (Ty Gardner)

10.02 Upcoming ASCCC Events (https://asccc.org/calendar/list/events)

11. Requests for Future Agenda Items

11.01 Requests for Future Agenda Items

12. Adjournment

Academic Senate's primary function is to make recommendations with respect to academic and professional matters specifically the following policy development and implementation matters:

1. Curriculum, including establishing prerequisites
2. Degree & Certificate Requirements
3. Grading Policies
4. Educational Program Development
5. Standards & Policies regarding Student Preparation and Success
6. College governance structures, as related to faculty roles
7. Faculty roles and involvement in accreditation process
8. Policies for faculty professional development activities
9. Processes for program review
10. Processes for institutional planning and budget development

+ Other academic and professional matters as mutually agreed upon.

Ventura College Academic Senate
Minutes
Thursday, October 15, 2020
3:30 - 5:00 pm
Meeting held via Zoom https://cccconfer.zoom.us/j/94303167532

VENTURA COLLEGE ACADEMIC SENATE MEMBERS		
Constituency	**Representative**	**Attended**
President	Dan Clark	X
Vice President	Preston Pipal	X
Treasurer	Andrea Horigan	X
Secretary	Colleen Coffey	X
Curriculum	Michael Bowen	X
Career Education: Business, Child Development, Criminal Justice, Allied Health and Nursing (3 Faculty Reps)	Deanna Hall	X
	Stephanie Branca (Fall) Rachel Johnson (Spring)	X
	Lazaro Salinas	X
Career Education: Technology and Workplace Essentials (1 Faculty Rep)	Dorothy Farias	X
English, Math, and Communication (5 Faculty Reps)	Jaclyn Walker	X
	Chris Frederick	X
	Heather Ladwig-Aguailar	X
	Donna Beatty	X
	John Guelcher	X
Health, Kinesiology, Athletics, and Performing Arts (2 Faculty Reps)	Nathan Cole	X
	Mary McDonough	X
Library, Languages, Behavioral & Social Sciences, Visual Arts (4 Faculty Rep)	Ron Mules	X
	Michael Ward	X
	Bill Hendricks	
	Linda Kennedy	X
Sciences and Distance Education (3 Faculty Reps)	Kammy Algiers	X
	Erin Brocker	X
	Marta De Jesus	X
Self-Nominated Part-Time Faculty Member	Greg Cooper	X
Student Services (4 Faculty Reps)	Paula Munoz	X
	Gema Espinoza Sanchez	X
	Marian Carrasco Nungaray	X
	Marcelino De Cierdo	X

Agenda Item	Discussion Notes	Action?
I. Call to Order a. Action to approve the agenda.	Motion by PP; 2nd by MDJ. 21 yes-0 no	
II. Public Comments (2 min. per comment)	Not recorded.	
III. Acknowledgement of Guests (1 min.)	Phil Briggs; Araceli Trujillo; Gabby Wood; Jenny Foss	

IV. Informational Items *(These are agenda items intended to provide the body with brief updates or reports of activities or actions from outside. If the Senate wishes to debate or discuss an item presented as information, they must request that it be placed on an agenda at future meeting as an action or discussion item.)*
    a. Faculty Hiring Prioritization Process
    b. SIDE of antiracism VC Exec plan (5 min Kim Hoffmans)
    c. Strategic Plan Draft (5 min Phil Briggs)
	a. PP updates the senators re: 10/13 meeting with JKG and PB re: this proposed document.
	b. Motion to postpone until KH arrives by PP; 2nd by KA. 19 yes-0 nos. 4:03pm Dr. Hoffmans arrives and gives this update to the senators.
	c. PB gives senators an update about the SP draft. Senators and/or constituents should send input to PB or to DC.	

V. Action Items (*These are agenda items that require a vote from the Senate*):
    a. Approval of 10/1 meeting minutes.
    b. Senate Goals 2020/2021
    c. Resolution in Support of Black Lives Matter (first reading)
    d. AFT reps to PD, BRC, Safety, and Curriculum Committees
	a. Motion to approve 10/1 minutes by PP; 2nd by AH. Vote 18 yes-0 no.
	b. Motion to approve goals 3, 4, and 5 by PP; 2nd by AH. Motion to amend to keep 3 & 5, and to adopt new language of 4 by PP; AH 2nds. Vote 20 yes-0 no-1 abstain.
	
	Goal 4 revised language: "Professional development will focus inward on campus cultural change through equity-centered professional development. Equity-focused coaching, workshops, institutes, and speaker series will be included as hands-on initiatives that will continually foster practitioner change."	

	c. Motion to approve as amended by AH; 2nd by KA. Senators briefly discuss. Vote to approve as to first reading: 23-yes-0-no-1 abstain d. Motion to approve PP; 2nd by PM. DC briefly reviews this with senators. Vote: 23 yes-0 no.	
VI. Discussion Items *(These agenda items are a chance for the body to discuss and debate any matter related to the business of the Senate, often leading to action at a future meeting or providing the President or Chair with direction for discussions with the Administration, State Academic Senate, or other bodies.)* a. Election and Elections Committee b. Proposed changes to the Bylaws and Constitution c. Class Size and Waitlists d. VC Equity, Race & Action Force (standing item)	a. DC gives a brief update. PP: This will be a fully write-in election inasmuch as there are no candidates to date. DC has contacted co. to run electronic election—will find out the cost. We need to choose election date at next senate meeting. Election committee will explore options for open source (free) software that might be used to run the election. b. PP reviews this with senators again. Discussion re: representation in senate, and representative from AFT/voting. c. PP reviews this with senators. Senators discuss. This will continue at next meeting.	
VII. President's Report		
VIII. Reports from Senate Subcommittees, Task Forces, and/or Work Groups—2 min. for each update. For any additional information, please submit a written report to be posted to the Academic Senate website. a. Curriculum Committee (Michael) b. BRC (Andrea) c. Guided Pathways d. CTE liaison report (Deanna Hall) e. Treasurer's Report (Andrea) f. OER Report (Andrea) g. DE (Colleen) h. Faculty PD Committee (Colleen)	a-g reports were delivered. h. DC updates senators that minors are now marked on rosters. May be mandatory reporter training coming.	

IX. Announcements for the Good of the Order 　　a. AFT Update (Ty Gardner) 　　b. Upcoming ASCCC Events: Details can be found 　　at https://asccc.org/calendar/list/events	a.　PM gives this update.	
X. Requests for Future Agenda Items		
XI. Adjournment	At 5:07pm	

Academic Senate's primary function is to make recommendations with respect to academic and professional matters specifically the following policy development and implementation matters:

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2. Degree & Certificate Requirements
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10. Processes for institutional planning and budget development

+ Other academic and professional matters as mutually agreed upon.

Fall 2020

Resolution Number: F20-01 (DRAFT)

Contact: Dan Clark

Academic Senate Resolution in Support of Black Lives Matter

Whereas, We have witnessed the violent assault and deaths of George Floyd, Breonna Taylor, Ahmaud Arbery, Eric Garner, Michael Brown, Sandra Bland, Botham Jean, Trayvon Martin, Tamir Rice, Jacob Blake, Feras Morad, and too many other victims of racial violence to name;

Whereas, Continued attacks on Black bodies are only the most recent examples of four hundred years of systemic racism and oppression against Black, Indigenous, and other people of color in the United States; that this legacy of white supremacy and terrorism continues to threaten the health and safety of our students;

Whereas, The Ventura College Guiding Principles statement pledges a commitment to "create a campus environment that fosters collaboration, communication, and mutual respect" and affirms that the College will "embrace the strength of diversity";

Whereas, As faculty we have a responsibility to uphold the values expressed in the Ventura College Guiding Principles statement; we have a responsibility to ensure our campus maintains these values and we must embody them in our interactions with all members of our community;

Resolved, That the Ventura College Academic Senate declare that Black lives matter and affirm that all people of color deserve to be treated with respect, dignity, and equality on this campus and in our community;

Resolved, That the Ventura College Academic Senate condemn any behavior or practice that denigrates Black, Indigenous, and other people of color and reject individual and institutional racism on campus and in our community; and

Resolved, That the Ventura College Academic Senate support behaviors and practices that promote anti-racism, freedom, equity, and justice on campus and in our community.

References:
Ventura College Mission, Vision, and Guiding Principles

2020-2023 Strategic Plan (Draft)

Table of Contents

Introduction

VC's 2017-2023 Educational Master Plan is the overarching planning document for the college. It describes VC's long-term goals and objectives. This document, the 2020-2023 Strategic Implementation Plan, describes the specific strategies and action steps that the college will undertake between 2020 and 2023 to meet the goals and objectives identified in the 2017-2023 Educational Master Plan.

As the college grows and evolves over the six years of the plan, the strategies and action steps needed to meet the Educational Master Plan goals are likely to change and evolve. To accommodate this evolution, VC has two 3-year Strategic Implementation Plans during the course of the six years of the Educational Master Plan. The 2017-2020 Strategic Plan describes the strategies and action steps for the first three years of the Educational Master Plan. This document, the 2020-2023 Strategic Plan describes the strategies and action steps that VC will undertake over the last three years of the Educational Master Plan. See the planning timeline on page 21 to view a graphical illustration of this process.

Each year, this plan will be updated to include progress that has been made towards each strategy and action step. Thus, the 2020-2023 Strategic Implementation Plan is a living document which will be continue to be updated and evaluated.

Process for Developing the Plan

VC's 2017-2023 Educational Master Plan took effect on July 1, 2017, and describes the long-term goals and objectives for the college. The college then developed a 2017-2020 Strategic Implementation plan to describe the strategies that VC undertook to meet these goals between 2017 and 2020. A CPC taskforce developed a first draft of the plan, which was shared across the campus to gather input and feedback. This feedback was incorporated, and the final plan was approved by the Academic Senate, Classified Senate, ASVC, and College President in spring 2018.

On October 23, 2019, a College Planning Committee taskforce was convened to evaluate progress made towards each strategy of the 2017-2020 Strategic Implementation Plan, and to develop a first draft of the 2020-2023 Strategic Implementation Plan. This taskforce included the following people:

- Jeanine Day – Fiscal Services Supervisor
- Heather Aguailar – English Faculty
- Jasmin Martin – Director of Student Organizations, Associated Students of VC
- Phillip Briggs – Dean of Institutional Effectiveness

To gain widespread feedback and input on the plan, a first draft was shared with the College Planning Committee on Date, the Academic Senate on Date, the Classified Senate on Date, and the Associated Students for Ventura College on Date. Feedback was incorporated… Additional dates of first readings, second readings, etc., will be added as they occur.

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2020-2023 Strategic Implementation Plan Certification

We certify that there was broad participation by the campus community in the development of the 2020-2023 Strategic Implementation Plan, and that the constituencies we represent support the goals and objectives contained within the plan.

Dr. Kimberly Hoffmans, President, Ventura College	Date

Dr. Daniel Clark, President, Academic Senate	Date

Sebastian Szcebiot, President, Classified Senate	Date

Carlo Plascencia, President, Associated Students of Ventura College	Date

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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

Goal 1 of 2017-2023 Educational Master Plan

Increase the success of our students while closing equity gaps.

Objective 1: Increase the six-year completion rate to be within the top five in the state.
- **Objective 1a:** Close equity gaps between ethnic groups.
- **Objective 1b:** Close equity gaps between gender groups.

Objective 2: Increase English and Math basic skills rates to be within the top five in the state.
- **Objective 2a:** Close equity gaps between ethnic groups.
- **Objective 2b:** Close equity gaps between gender groups.
- **Objective 2c:** Ensure that at least 90% of new students are prepared for transfer-level Math and English by the end of their first year [Sail to Success].

Objective 3: Increase the course success rate to be within the top five in the state.
- **Objective 3a:** Close equity gaps between ethnic groups.
- **Objective 3b:** Close equity gaps between gender groups.

Objective 4: Increase the fall-to spring persistence rate to 85%, and the fall-to-fall rate to 70%.
- **Objective 4a:** Close equity gaps between ethnic groups.
- **Objective 4b:** Close equity gaps between gender groups.

Objective 5: Ensure that at least 95% of first-time students receive Student Success and Support Program (SSSP) services.
- **Objective 5a:** Ensure that at least 95% of first-time students complete orientation in their first year.
- **Objective 5b:** Ensure that at least 95% of first-time students complete assessment in their first year.
- **Objective 5c:** Ensure that at least 95% of first-time students complete an abbreviated educational plan in their first year.
- **Objective 5d:** Ensure that at least 75% of first-time students complete a comprehensive educational plan in their first year.
- **Objective 5e:** Close equity gaps between ethnic groups.
- **Objective 5f:** Close equity gaps between gender groups.

Objective 6: Ensure that fewer than 10% of students are on academic probation.

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2020-2023 Strategies to Meet Goal 1

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Implement, evaluate, and refine AB 705 policies and procedures.	• Analyze data to identify success and equity gaps • Develop courses, pedagogical strategies, or other support to address identified gaps • Provide ongoing professional development so faculty may embed effective equity-focused teaching practices • Circulate student-centered messaging about completing English and Math requirements • Improve/streamline Placement or Onboarding processes • Share AB705 presentations and roundtables with the college community • Increase student engagement with integrated tutors in supported sections of English 1A • Collaborate with student services and tutoring to create programming to support students who are at risk for failure • Fund outreach to resident and international students • Develop better onboarding processes for ESL students (application, placement) • Create noncredit ESL courses to mirror lower-level credit ESL courses • Expand Integrated Tutoring in all Math V04 classes (and possibly other first-level transfer math courses)	• Dean of English, Math and Tutoring • English Dept Chair • Math Dept Chair • VP Student Affairs • Counseling Dept Chair	
Implement, evaluate, and refine Student Equity Plan (SEP).	• Implement approved Student Equity Plan to ensure that equity gaps are closed by engaging in activities through a social justice lens (i.e. professional development, curriculum development/modifications, and hiring practices). • Continue to increase effective student service resources. • Evaluate and revise Student Equity Plan.	• VP Academic Affairs	
Improve coordination and communication of academic and student support services.	• Evaluate and optimize support services. • Implement, evaluate, and refine early alert system to identify students in need of services and support. • Implement and coordinate referral process • Build faculty, staff, and student awareness of and encourage use of support services.	• VP Student Affairs	

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Implement, evaluate, and refine Guided Pathway Model.	**Simplify the Path** • Develop cross-functional support teams for Career and Major Pathways. • Convert All Program Map Templates to Student Program Maps that include Co-curricular activities and milestones. • Create a cross functional group to work with middle schools, high schools, county community colleges and universities. • Ensure maps/pathways are clearly articulated and widely disseminated on web, in Canvas, etc. **Access the Path** • Expand use of career exploration software. • Develop capacity for all new students to take career assessment and counseling course. **Implement Support** • Explore assigning students to counselors by major. • Work with discipline faculty in specific first semester major classes to develop an intentional counseling visit to the class with follow up comprehensive education plan development. • Ensure the accuracy of information in DegreeWorks. • Promote the use of DegreeWorks. • Work with departments for consistent design of rolling two-year course offerings plan. • Form a taskforce to address issues surrounding part-time/evening students to increase successful completion of student goals. • Create systematic process to notify students once they have utilized a designated percentage of Pell grant. **Learning** • Increase opportunities for underserved students to participate in program-relevant active and experiential learning opportunities, including internships (guided by data) • Identify capstone courses & analyze success data. • Expand opportunities for faculty and counselors to learn about and then employ equity-minded teaching and advising practices. • Develop systematic processes for faculty to receive training & support in using data to identify professional learning needs—develop PD activities accordingly.	• Faculty Guided Pathways Tri-Chair • Classified Guided Pathways Tri-Chair • Administrator Guided Pathways Tri-Chair	

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Goal 2 of 2017-2023 Educational Master Plan

Increase our community's access to transfer, workforce preparation, and basic skills education.

Objective 1: Exceed annual funded growth cap by 2%.

Objective 2: Increase the proportion of resident FTES received from:
- Distance education to 30%
- Off-site courses to 6%
- Non-credit courses to 5%
- Workforce preparation courses to 24%

Objective 3: Increase the percentage of eligible students who have completed the:
- FAFSA by the priority deadline to 75%.
- California Dream Act Application by the priority deadline to 75%.
- Board of Governors Fee Waiver Application by the priority deadline to 75%.

2020-2023 Strategies to Meet Goal 2

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Improve college marketing.	• Develop, implement, and evaluate marketing plan. • Communicate marketing plan across the college community. • Consider marketing needs in the development of new college initiatives. • Highlight student success stories.	• College Services Supervisor	
Continue to provide outreach to local high schools.	• Implement and refine 3-Year Outreach Plan. • Develop systematic plan for College and Career Pathway (CCAP) dual enrollment course offerings at high schools. • Continue to hold outreach events at local high schools. • Continue to assist high school students in completing the college application and FAFSA. • Continue to offer campus events for high school students (e.g. Pirate Nights, Pirate Fridays).	• VP Student Affairs	
Continue to expand offerings at the East Campus.	• Evaluate program demand in Santa Clara River Valley. • Strategically expand course offerings in Santa Clara River Valley. • Strategically expand student service support at the East Campus. • Examine state and accreditation requirements for developing an Educational Center.	• VP Student Affairs • VP Academic Affairs • Asst Dean of Off-Campus Programs	
Expand noncredit and community education.	• House all non-credit programs/courses under a single administrator, and provide an FTEF allocation. • Evaluate existing non-credit Applied Technology Education (ATE) classes to ensure they meet the needs of our community, and provide a pathway to credit education or employment. • Develop non-credit English, Math, and ESL courses to support AB 705 efforts. • Develop non-credit certificates to receive enhanced non-credit funding.	• VP Academic Affairs • Dean of English, Math, and Tutoring • English Dept Chair • Math Dept Chair • Career Education Deans	

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Continue to expand online course offerings.	• Continue to implement Online Education Initiative. • Increase number of faculty who are trained to teach online. • Increase number of faculty who are using the Learning Management System. • Increase number of programs that are offered fully online. • Increase DE student support services. • Evaluate and optimize DE infrastructure and resources (e.g. technology upgrades, funding, etc.)	• Dean responsible for Distance Education	
Expand access to career education programs.	• Continue to implement Strong Workforce Program. • Develop skill-building courses for career advancement. • Market career education to community. • Continue to develop career pathways. • Expand use of career exploration software. • Develop capacity for all new students to take career assessment and counseling course. • Implement Support • Explore assigning students to counselors by major.	• Career Education Deans	
Reduce financial barriers to student access.	• Expand financial aid computer lab. • Evaluate paperless options and/or software packages to reduce manual financial aid processing. • Provide financial literacy, workshops, and events (e.g. Cash for College). • Protect student privacy and safety of FA staff. • Explore new opportunities if fees are guaranteed for more new students. • Implement AB 19. • Implement Open Educational Resources/Zero Cost Textbook Program. • Coordinate with VC Foundation. • Increase resources available through Basic Needs Office	• VP Student Affairs	
Implement and refine enrollment management plan.	• Evaluate and refine model for developing department FTES, FTEF, and productivity targets • Improve enrollment management communication. • Develop framework for a 2-year schedule.	• VP Academic Affairs • Dean of Institutional Effectiveness	

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Goal 3 of 2017-2023 Educational Master Plan

Strengthen local/regional partnerships and community engagement.

Objective 1: Strengthen formal agreements and partnerships with K-12 schools, universities, and regional employers.

Objective 2: Establish a comprehensive career center and begin to quantify student internships and job connections.

Objective 3: Enhance campus and community engagement by providing a venue for artistic, athletic, civic, cultural, scientific, and social events.

2020-2023 Strategies to Meet Goal 3

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Strengthen partnerships with local K-12 schools	• Develop systematic plan for College and Career Pathway (CCAP) dual enrollment course offerings at high schools. • Implement and refine 3-Year Outreach Plan. • Continue to hold outreach events at local high schools. • Continue to assist high school students in completing the college application and FAFSA • Collaborate with local K-12 districts. • Improve alignment with feeder high schools through regular events (e.g. counselor exchange, high school connection dinners, Project Promesas, etc.).	• VP Student Affairs • Assistant Dean of Off-Campus Programs	
Strengthen partnerships with 4-year universities.	• Coordinate university visits, university talks, and college fair. • Increase outreach to 4-year universities. • Provide workshops and guidance for transfer success. • Continue to develop and refine articulation agreements with 4-year universities. • Establish financial aid consortium agreements with 4-year universities. • Increase Transfer Admissions Agreements.	• VP Student Affairs	
Strengthen partnerships with regional employers and the local community.	• Expand Career Development Center to prepare students for interviews, internships, and job placement. • Expand Career Development Center to support employer recruitment efforts, provide resources to facilitate hiring, and promote internship opportunities to campus constituents. • Partner with regional employers to develop strategies to expand internships and experiential learning opportunities. • Develop methods to better quantify job placement of VC students.	• VP Student Affairs • Career Education Deans	

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Continue to offer and participate in artistic, athletic, civic, cultural, scientific, and social events in our community	• Market events to the community through social media, website banners, and the digital sign in front of campus. • Develop community events based on community needs and interests. • Ensure that a college representative attends College Area Community Council meetings. • Evaluate community involvement in events.	• College Services Supervisor	

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Goal 4 of 2017-2023 Educational Master Plan

Enhance institutional effectiveness and accountability to improve innovation and student outcomes.

Objective 1: Improve campus-wide communications and collegiality through the implementation of the "Six Success Factors" [Beacons of Success].

- Six Success Factors: Connected, Directed, Focused, Engaged, Nurtured, Valued.

Objective 2: Ensure that campus governance committees function effectively.

Objective 3: Ensure that all programs complete an annual review of institutional data and a program plan.

Objective 4: Ensure that all courses and programs adhere to their SLO/SUO rotational plan.

Objective 5: Increase student-success-, equity-focused-, and distance-education-related professional development opportunities for, and participation by, faculty and staff.

2020-2023 Strategies to Meet Goal 4

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Improve campus trust and transparency.	• Expand awareness of the Six Success Factors among faculty and staff. • Hold annual campus-wide retreat. • Provide opportunities for transparency in decision-making processes and discussions (e.g. Open Executive Team meetings, Captain's Chats, campus-wide discussions, etc.) • Provide opportunities to celebrate employee successes (i.e. years of service, retirements, Pirate's Treasure recognition, etc.). • Post important informational materials on college website (e.g. budget documents, relevant meeting recordings, etc.).	• VC Executive Team	
Continue to improve campus communication	• Foster campus culture to prioritize inclusive and equity-informed campus communications. • Re-design VC website, keep it up-to-date, and ensure it meets accessibility requirements. • Analyze marketing and social media efforts, and keep VC social media accounts current. • Coordinate information about college events and make it widely available through social media, VC website, as well as on the master and events calendars. • Provide regular and sustained communication to campus (e.g. monthly newsletter, Open Executive Team Meetings, campus-wide discussions).	• VC Executive Team	
Annually evaluate campus committees	• Each campus committee sets goals for the coming year in their first annual meeting. • Post committee agendas and minutes online in a timely manner. • At the end of the year, each committee member completes a committee evaluation. • Evaluate and Review the Making Recommendations Document.	• Dean of Institutional Effectiveness	

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Refine and improve three-year comprehensive program review cycle	• Implement staggered 3-year program review cycle which includes a comprehensive review, and annual updates. • Evaluate and refine program review process.	• Dean of Institutional Effectiveness	
Review and refine SLO/SUO process	• Implement streamlined process for collecting and entering SLO/SUO assessment data. • Finalize Program SLO mapping to reduce the number of assessments, while maintaining their quality. • Evaluate and refine update SLO/SUO processes.	• SLO Facilitators • Dean of Institutional Effectiveness	
Continue to provide professional development events for faculty and staff	• Increase faculty and staff awareness of professional development events. • Determine faculty and staff professional development needs. • Align professional development events with college initiatives. • Offer culturally responsive training events. • Evaluate participation and effectiveness of professional development events. • Develop a college hour for professional development and student activities.	• Dean responsible for Professional Development • Professional Development Coordination Council	

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Goal 5 of 2017-2023 Educational Master Plan

Effectively manage campus resources to meet student and community needs.

Objective 1: Develop and diversify college revenue sources.

Objective 2: Increase external funding resources through the VC Foundation.

Objective 3: Ensure that college expenditures remain within the available budget.

Objective 4: Ensure that the college progresses towards the goals of the Facilities Master Plan.

Objective 5: Ensure that the college progresses towards the goals of the Technology Master Plan.

Objective 6: Make progress towards the 75/25 full-time to part-time faculty ratio while increasing faculty diversity.

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2020-2023 Strategies to Meet Goal 5

Strategy	Action Steps	Lead(s)	Results Achieved to Date
Maximize funding through the State of California's new Student Centered Funding Formula (SCFF)	• Coordinate and implement strategic enrollment management processes across instruction and support services. • Develop degrees and certificates supporting student completion, including enhanced non-credit opportunities. • Monitor implementation of student success strategies (Goal 1) and financial aid (Goal 2) to maximize SCFF funding. • Develop mechanisms to streamline and improve degree/certificate awarding process.	• VC Executive Team	
Coordinate with VC Foundation to strategically support key initiatives	• Provide VC Foundation with prioritized campus needs and requests. • Support employee giving program. • Evaluate effectiveness of VC Foundation initiatives.	• VC Executive Team	
Review expenditures by functional area to optimize resource use.	• Evaluate expenditures by functional area. • Optimize balance of expenditures across functional areas.	• VP Business and Administrative Services	
Develop and implement new Facilities Master Plan	• Evaluate prior Facilities Master Plan. • Identify major Facilities goals and objectives. • Develop draft plan and vet it throughout campus community. • Approve final version of plan. • Implement plan.	• VP Business and Administrative Services	
Implement and refine new Technology Master Plan	• Evaluate prior Technology Master Plan. • Identify major Technology goals and objectives. • Develop draft plan and vet it throughout campus community. • Approve final version of plan. • Implement plan.	• VP Business and Administrative Services	
Ensure faculty, staff, and administrative hiring decisions reflect the needs and diversity of our student population	• Hire culturally proficient faculty, staff, and administrators that reflect the diversity of our college's student population. • Advertise open faculty, staff, and administrator positions in diverse variety of publications	• VC Executive Team	

	• Expand hiring of bilingual faculty, staff, and administrators.	
Expand resources offered at East Campus (i.e. student services, campus safety, etc.).	• Expand campus safety resources at East Campus • Expand student services at East Campus	• Assistant Dean of Off-Campus Programs • VP of Student Affairs
Expand and improve campus safety.	• Implement comprehensive Emergency Notification System across the campus. • Retrofit classroom doors with locks that can be activated from the inside. • Increase the store of emergency supplies. • Continue to provide regular and ongoing emergency training and tabletop exercises to faculty, staff, and students.	• VC Executive Team

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Master Planning Timeline

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring / Fall	Spring
Educational Master Plan	2017 - 2023 Educational Master Plan						2023 - 2029 Educational Master Plan						
Strategic Implementation Plan	2017-2020 Strategic Impl Plan		2020-2023 Strategic Impl Plan			2023-2026 Strategic Impl Plan			2026-2029 Strategic Impl Plan				
Facilities Master Plan	2017 - 2023 Facilities Master Plan						2023 - 2029 Facilities Master Plan						
Tech Master Plan	2017-2020 Tech Master Plan		2020-2023 Tech Master Plan			2023-2026 Tech Master Plan			2026-2029 Tech Master Plan				

Glossary of Terms

BSSOT – Basic Skills Student Outcomes and Transformation Program – State-awarded program in which 64 colleges were awarded $89M to improve the progression rate of students needing basic skills instruction into college-level instruction by implementing or expanding innovations and redesign in the areas of assessment, student services, and instruction.

College and Career Pathway (CCAP) – dual enrollment courses offered at high schools which are designed to accelerate student success at the community college level. High school students are able to enroll in up to 15 units of college coursework without paying any fees for the classes.

DE – Distance Education.

Faculty Obligation Number (FON) – state-calculated number of full-time faculty that colleges are required to hire each year. This number is based on annual FTES growth.

FTEF – Full-Time Equivalent Faculty – instructor load.

FTES - Full-Time Equivalent Students – enrollment calculation that determines the amount of funding that colleges receive from the state.

Productivity – WSCH/FTEF – ratio of FTES to FTEF. This ratio is a measure of instructional efficiency.

Six Success Factors – factors related to student success that were developed out of research by the California Research and Planning Group. The six factors are Connected, Directed, Focused, Engaged, Nurtured, and Valued.

Where are we in the process?

- Senate Exec met with representatives from Library, Counseling, Athletics on 10/22 to discuss the proposed prioritization process and rubrics

- Because each area is unique, crafting rubrics is difficult. Here are some examples:

  - Athletics typically does not hire full-time coaches. Instead, most coaches teach as part-time faculty in kinesiology to make load.

  - Counseling teaches courses and has release time / reassignment for other areas (FYE, Veteran's Center, EOPS)

  - How do you compare a request for a librarian to a request for a counselor or coach? Metrics that work for one (e.g. contact / FTEF) may not work for the other.

- Probably won't have the new process finished and approved in time for this year's ranking. Senate Exec recommends using the current rubric for this year's ranking.

Feedback

- Admin will not consider replacement hires to be automatic. Replacements must be ranked.

- CPC is proposing a new out-of-cycle request process. This will come to Senate Council on 11/19. Might make it part of the "special hires" part of the prioritization process.

- Rankings from Senate are recommendations only. Admin does not have to follow the Senate rankings and can pick different positions (see 2019-2020 hiring)

Current Thoughts

- Might be better to divide prioritization into three hiring pools (replacements, instructional growth, non-instructional growth).

- Use rubrics and rankings that make sense for each pool. It also gets around the issue of comparing across dissimilar areas.

Questions for Senate Council

1. Should we elect senate officers by simple majority or plurality?

Scenario #1	
Candidate	Votes
A	14
B	4
C	2

Scenario #2	
Candidate	Votes
A	7
B	5
C	5
D	3

Scenario #3	
Candidate	Votes
A	10
B	6
C	2
Blank / Ineligible	2

A simple majority requires a candidate to win more than 50% of the votes cast. A plurality requires a candidate to win the most votes. Simple majority is the default choice in Robert's Rules.

In scenario #1, Candidate A wins a plurality and a simple majority (14/20).

In scenario #2, Candidate A wins a plurality but not a simple majority (7/20). A special election would be held between A, B, and C.

In scenario #3, Candidate A wins a plurality but not a simple majority (10/20). Under Robert's Rules of Order, blank or ineligible ballots are still counted in the total.

2. Membership by Division or Departments?

By Division (1 rep per 9 FT faculty)
Senate Officers (4)
Curriculum faculty co-chair (1)
Business, Child Development, Criminal Justice, Allied Health and Nursing (3 reps)
Technology and Workplace Essentials (1 rep)
English, Math, and Communication (5 reps)
Health, Kinesiology, Athletics, and Performing Arts (2 reps)
Library, Languages, Behavioral & Social Sciences, Visual Arts (4 rep)
Sciences and Distance Education (3 reps)
Self-Nominated Part-Time Faculty Member (1 rep)
Student Services (4 reps)
Senate Council = 28 members

By Department (1 rep per 9 FT faculty) + AFT rep	
Senate Officers (4)	Geosciences (1 rep)
Curriculum faculty co-chair (1)	Chemistry (1 rep)
AFT rep (1)	Biology, Anthropology (1 rep)
Career Ed: Tech and Workplace (1 rep)	Physical Sciences (1 rep)
Child Development (1 rep)	History, Poli Sci, Econ (1 rep)
Nursing, EMT, Paramedic (2 rep)	Library (1 rep)
Business, Accounting (1 rep)	Psy, Socio, Phil, Lang (2 reps)
Criminal Justice (1 rep)	Comm Studies (1 rep)
Athletics, Kinesiology, ICA, and Health (2 rep)	English, ESL (2 reps)
Dance, Music, Theater (1 rep)	Math, Computer Sci (3 reps)
DSPS (1 rep)	Self-Nominated PT Faculty (1 rep)
EOPS (1 rep)	
Counseling / Transfer Center / Calworks (3 reps)	
Senate Council = 35 members	

Note: this is based on the model used at Oxnard

1 rep per Department + AFT rep	
Senate Officers (4)	Geosciences (1 rep)
Curriculum faculty co-chair (1)	Chemistry (1 rep)
AFT rep (1)	Biology, Anthropology (1 rep)
Career Ed: Tech and Workplace (1 rep)	Physical Sciences (1 rep)
Child Development (1 rep)	History, Poli Sci, Econ (1 rep)
Nursing, EMT, Paramedic (1 rep)	Library (1 rep)
Business, Accounting (1 rep)	Psy, Socio, Phil, Lang (1 rep)
Criminal Justice (1 rep)	Comm Studies (1 rep)
Athletics, Kinesiology, ICA, and Health (1 rep)	English, ESL (1 rep)
Dance, Music, Theater (1 rep)	Math, Computer Sci (1 rep)
DSPS (1 rep)	Self-Nominated PT Faculty (1 rep)
EOPS (1 rep)	
Counseling / Transfer Center / Calworks (1 rep)	
Senate Council = 27 members	

Note: this is based on the model used by Moorpark

3. Do we want to include an AFT rep on Senate? Voting or non-voting?

How does Senate Council want to address waitlists and class sizes?

Resources that address enrollment management, class sizes, and waitlists

2009 ASCCC paper on Enrollment Management

Fall 2018 ASCCC Resolution on Guided Pathways, Enrollment Management, and Program Planning

Examples of ways to promote shared governance in enrollment management

Class Size/Waitlist Task Force at Santa Rosa Junior College. This Task Force is a subcommittee of Academic Senate.

Enrollment Management Committee at Santiago Canyon College. This is a shared governance committee that includes administration, faculty, and staff.

Enrollment Management Committee at Bakersfield College. This is a shared governance committee that includes administration, faculty, and staff.

Strategic Enrollment Management Committee at Santa Barbara City College. Membership includes both resource (non-voting) and constituent (Academic Senate, Associated Student Government, Classified Consultation Group, and District administrator) representation.

Enrollment Management Committee at Berkeley City College. Mostly administration but does include academic Senate president.