Ventura College - Accreditation Compliance Review by Standards

III.B

Original Evaluation | Revised Evaluation | Revised Date

**Standard Description**
Physical resources, which include facilities, equipment, land, and other assets, support student learning programs and services and improve institutional effectiveness. Physical resource planning is integrated with institutional planning.

**Standard Questions**

**Required Evidence**
1. Evidence about how the institution evaluates the safety and sufficiency of its facilities
2. Evidence the institution provides adequate facilities for its programs and services
3. Evidence that off campus sites are adequate to support courses, programs and services provided at those sites
4. Evidence that equipment supports the needs of its programs and services
5. Evidence that equipment supports the needs of the distance modes of delivery the college offers
6. Evidence demonstrating that the institution plans and maintains its facilities
7. Evidence the institution has considered the total cost of ownership when making decisions about facilities and equipment
8. Evidence the institution’s bases its building plans on the needs of programs and services
9. Evidence the institution has replacement and maintenance plans for equipment
10. Evidence the institution uses its facilities and equipment effectively
11. Evidence demonstrating that the institution constructs and maintains its facilities at all locations
12. Evidence demonstrating that the institution evaluates its facilities
13. Evidence demonstrating that the institution evaluates the physical resources needs of its programs and services
14. Evidence demonstrating that the institution plans its facilities
15. Evidence demonstrating that the institution makes decisions about equipment purchases
16. Evidence that long range capital projects are based on institutional planning
17. Evidence the institution assesses the use of its physical resources
18. Evidence that institutional plans determine physical resource priorities
19. Evidence that physical resource decisions are based on the results of program review and evaluation of program and service needs and are integrated with institutional planning

**Challenges**

**Strengths**

**Findings**

**Actions**

2010 Descriptive Summary

2010 Self Evaluation

2010 Planning Agenda

2010 Visit Evaluation

With the passage of Measure S in 2002, the Ventura College has had an opportunity to update existing facilities and better serve students. The Bond, which provided $356 million districtwide, appropriated $117,220,000 for Ventura College improvements. With the Measure S providing the impetus, the college undertook a comprehensive educational master planning process with broad campus participation. In 2004, a Facilities Master Plan was developed in conjunction with the then completed Educational Master Plan. The campus Facilities Oversight Group (FOG) is largely responsible for ensuring implementation of the Facilities Master Plan and that the campus maintains a safe and appropriate environment for all constituents. While funds have been identified for updating furniture and equipment, the plan calls for waiting until new facilities are

1/23/2014
The Ventura College campus, located on its current site 55 years ago, is a relatively old campus with many of the facilities over 40 years old. In order to address the aging facilities and needed growth, the district placed a bond measure on the March 2002 ballot, which was subsequently approved. Measure S, in the total amount of $326 million, provides over $117 million for the Ventura College campus. These funds will allow the district to implement the recommendations of the 2004 Facilities Master plan and provide a healthy and safe learning environment for students. While funds have been secured for updating facilities, the campus needs to develop a funding plan for providing adequate staffing to operate the facilities. Additionally, the plan to update and replace furniture and equipment to meet programmatic and support needs in all facilities needs to be fulfilled. In many cases the furniture and equipment is outdated, in disrepair or in need of replacement. The district also must make a decision on the long term future of the East Campus outreach center.

The team found that Ventura College partially meets Standard III.B.
Ventura College - Accreditation Compliance Review by Standards

III.B.1 Original Evaluation Revised Evaluation Revised Date

Standard Description
The institution provides safe and sufficient physical resources that support and assure the integrity and quality of its programs and services, regardless of location or means of delivery.

Standard Questions
1. Against what criteria and by what processes does the institution evaluate the safety of its facilities?
2. What evidence and/or data does the institution use to determine the sufficiency of its classrooms, lecture halls, laboratories, and other facilities? What mechanisms does the college use to evaluate how effectively facilities meet the needs of programs?
3. How well does the institution meet its facilities needs? Does the institution use the same criteria and processes for determining safety and sufficiency of facilities at off-campus sites? To what extent are off-campus sites safe and sufficient?
4. How does the college use the results of facilities evaluations to improve them? Does the college use similar processes to assure the safety and sufficiency of its equipment?
5. How does the institution support the equipment needs of the distance delivery modes it offers? Are institutional needs for equipment met?

Required Evidence

Challenges

Strengths

Findings

Actions

2010 Descriptive Summary
The passage of the Measure S bond in March 2002 enabled the college to make plans to rejuvenate and/or replace aging, inadequate buildings in order to provide sufficient space to meet the instructional and service needs of the campus for years to come. The Facilities Oversight Group (FOG), with its representation from a wide array of college constituencies, provided an excellent mechanism for broad campus participation in the planning process. The college began the process by refining its educational master plan and then adopting guiding principles that reflected the plan's mission and values for the entire group's planning decisions. The educational master plan, completed in April 2003, was again updated in March 2009 (General Document 1: Ventura College 2009-2019 Educational Master Plan).

During the formation of the facilities master plan, completed in March 2004, the college conducted an extremely thorough evaluation of college facilities (General Document 4: Facilities Master Plan). Faculty, staff, management, JCM (the construction administrators for the college), and the Leo A. Daly architectural firm, which produced the facilities master plan, all provided input into the master plans.

Ventura College's main campus has an assignable space inventory of 407,000 square feet: 56,065 square feet of lecture space, 117,793 square feet of lab space, 54,947 square feet of office space, 33,310 square feet of library space, and 6,628 square feet of media production space. In addition, the college has 140,997 square feet of non-standard space (including gymnasiums, food service areas, the bookstore, health services, child care, meeting rooms, data processing rooms, and other unspecified spaces). The college also leases an off-campus site in Santa Paula, California. The East Campus facilities in Santa Paula are located in two buildings, representing a combined total of 14,400 square feet of space.

2010 Self Evaluation
Bi-annually, the district's Risk Management Department, with assistance from inspectors provided by the district's insurance broker, conducts a safety and loss prevention inspection of all facilities owned and/or under the control of the district and its colleges (III.B.1: Statewide Association of Community Colleges Property and Liability Inspection Report). Deans and supervisors/managers receive notifications of any problems and take the appropriate corrective actions. The Vice President of Business Services tracks the completion of the corrective actions, and the Maintenance and Operations Director and the district's Risk Manager conduct follow-up inspections. During the subsequent year's audit, the items cited from the prior year are reviewed to assure they have been properly addressed.

The college's Safety Committee aids and advises both management and employees on matters of safety and health pertaining to college operations. Members discuss safety policies, review accidents, discover unsafe conditions and practices, and provide recommendations for correcting unsafe conditions (III.B.2: Sample Minutes, Safety Committee). Membership is drawn from various campus departments, including the Vice President of Business Services, the district Risk Manager, and representatives from the Student Health and Psychological Services Center,
The East Campus facilities in Santa Paula are located in two leased buildings, representing a combined total of 14,400 square feet of space. This space includes classroom space totaling 4,579 square feet, consisting of four lecture rooms, two computer labs, and one specialized occupational lab. There is also one large multipurpose room, totaling approximately 3,000 square feet, and eight offices for faculty and staff. The leased space in Santa Paula is not of the same level of quality as the facilities owned by the community college district, and there is inadequate parking to meet the needs of those enrolled in classes. College efforts to find a more suitable place to lease in Santa Paula the last time the lease expired were met with resistance from the faculty and staff who worked at the East Campus, who feared that the college would accept an offer from the City of Fillmore to lease newly-constructed space within the Fillmore city limits. In addition, direct appeals were made to the Board of Trustees by students enrolled in the program to keep the classes at the current location. As a result, the college renewed its lease for another three years. The lease will expire during the summer of 2011. The college administration is once again investigating other, more suitable locations to lease.

Facilities are evaluated for functionality on an ongoing basis. The Director of Maintenance and Operations walks the campus to observe potential issues. Campus administrators have the opportunity to raise emerging concerns during the weekly Administrative Council meeting (IIIB.4: Sample Administrative Council Minutes). All staff members are encouraged to fill out an online maintenance request form, and these requests are incorporated into a list of projects for the maintenance staff to complete (IIIB.5: Online Maintenance Request Form). FOG discusses major projects, such as signage, way-finding, and landscaping, using the established facilities master plan as a guide.

2010 Planning Agenda
The college administration will identify alternative locations to house the East Campus prior to the expiration of the current lease in 2011.

2010 Visit Evaluation
The campus construction administrators have taken measures to ensure new and remodeled facilities are compliant with safety regulations and meet the requirements of the Americans with Disabilities Act. The campus safety committee reviews accidents and conditions in an effort to be proactive and identify unsafe conditions. Bi-annually the District’s Risk Management Department conducts a safety inspection in conjunction with its insurance broker. While not identified in the self study, the campus has undertaken several other proactive initiatives to address emergency preparedness. An emergency mass notification system was implemented which allows the campus to contact students and other constituents regarding emergency situations. New surveillance cameras have been installed and are regularly monitored. The campus regularly conducts emergency trainings. Campus police also have hosted various workshops for campus groups to help address safety related concerns. Mandated safety statistics are disclosed appropriately and do not appear to identify any unusual trends. (III.B.1, III.B.2.b)

2010 Visit Finding
Standard Description
The institution plans, builds, maintains, and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.

Standard Questions
1. How does the institution consider the needs of programs and services when planning its buildings?
2. What processes ensure that program and service needs determine equipment replacement and maintenance?
3. How does the institution evaluate effectiveness of facilities and equipment in meeting the needs of programs and services?
4. How effectively does the institution use its physical resources?

Required Evidence

Challenges

Strengths

Findings

Actions

2010 Descriptive Summary
The college plans, builds, maintains, and upgrades or replaces its buildings in accordance with its facilities master plan. Facility utilization is evaluated through the college’s program review process (described in Standard I), through the facilities and space analysis portion of the educational master plan, and through the implementation of the facilities master plan.

2010 Self Evaluation
The amount of space needed based on enrollment projections has been addressed through the facilities and space analysis portion of the college's educational master plan. Representatives of the intended building occupants work with the selected architects in the space programming for each new or redesigned building. FOG looks at design issues for the campus as a whole.

The college has a deferred maintenance fund wherein major facilities (parking lots, new roofs, etc.) or pieces of equipment (air conditioning units, boilers, etc.) get repaired periodically (III.B.6: Deferred Maintenance Fund; III.B.7: Scheduled Maintenance and Special Repairs Program Priority List). Furniture and other minor pieces of equipment are not repaired or replaced on a systemic basis.

In order to evaluate the effectiveness of facilities and equipment in meeting the needs of programs and services, the college looks at utilization ratios, comparing assigned square feet to the number of weekly student contact hours to determine efficiency levels. In addition, the college’s program review process and the college’s Safety Committee allow programs and departments to identify any basic facilities improvements needed. These needs may also be addressed directly through FOG.

2010 Planning Agenda
Classroom furniture will be placed on a calendar for systematic replacement. Each year, a specified number of older classrooms will be upgraded with new desks, new whiteboards, and other needed repairs.

2010 Visit Evaluation
Ventura College is an aging campus with the majority of existing buildings over 40 years old. As a result many of the facilities are in need of renovation or replacement. Fortunately, in March 2002, the voters approved Measure S which provided the campus with approximately $117 million of the $356 million districtwide for facility improvements. Since the passage of Measure S, in 2004 the campus has developed a comprehensive facilities master plan in conjunction with the Educational Master Plan. The Bond Oversight Committee has provided the required level of oversight outlined in Proposition 39 and has communicated their activities to the community and college. (III.B.1.a, III.B.2.a, III.B.2.b)

The Ventura campus is adequately maintained and provides a safe environment for students. An electronic work order system is in place to allow constituents to communicate necessary repairs and facility related issues. The Facilities Oversight Group (FOG) is largely responsible for prioritizing the significant work orders and ensuring repairs are completed. (III.B.1.a)

2010 Visit Finding
Ventura College - Accreditation Compliance Review by Standards

III.B.1.b

<table>
<thead>
<tr>
<th>Original Evaluation</th>
<th>Revised Evaluation</th>
<th>Revised Date</th>
</tr>
</thead>
</table>

**Standard Description**
The institution assures that physical resources at all locations where it offers courses, programs, and services are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.

**Standard Questions**
1. How does the institution assure access to its facilities?
2. How does the institution ensure it maintains sufficient control over off-site facilities to ensure their quality?

**Required Evidence**

**Challenges**

**Strengths**

**Findings**

**Actions**

**2010 Descriptive Summary**
The college complies with Americans with Disabilities Act (ADA) standards for access to buildings, both on the main campus and at the primary off-campus site in Santa Paula. In 2008, the college was inspected by a team from the state Chancellor’s Office as part of a routine civil rights compliance review. Findings related to physical access to buildings were minimal and were quickly addressed (III.B.8: Findings from On-Site Civil Rights Compliance Review).

**2010 Self Evaluation**
Working closely with the Educational Assistance Center (EAC) staff, the Maintenance and Operations Department has used state architectural barrier removal funds and other sources to ensure compliance with the ADA. Restrooms have been renovated, automatic doors have been installed, curbs have been redesigned, and ADA compliant signage has been installed. Evacuation chairs are available in multi-story buildings for the safe exit of wheel chair users in the event that elevators are inoperable. In addition, FOG adopted “universal design” as one of the guiding principles of the facilities master plan to ensure continued emphasis on accessibility.

The college maintains complete control over the off-campus facilities it leases in Santa Paula and maintains the same level of safety, security and access at that site as it does for the main campus. If the East Campus staff observe a problem with access or with the quality of the East Campus structure, the issue comes to FOG, to the Administrative Council, to the Safety Committee, or as a request for repair through the college’s Maintenance and Operations Department.

The college also uses a limited number of high school classrooms in Fillmore. Although the college maintains little control over this site, the high school classrooms possess a similar level of safety, security and access as the college because the state requires school districts to satisfactorily maintain these public education facilities.

**2010 Planning Agenda**
None.

**2010 Visit Evaluation**

**2010 Visit Finding**
### Ventura College - Accreditation Compliance Review by Standards

<table>
<thead>
<tr>
<th>III.B.2</th>
<th>Original Evaluation</th>
<th>Revised Evaluation</th>
<th>Revised Date</th>
</tr>
</thead>
</table>

**Standard Description**

To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.

**Standard Questions**

1. What process does the institution use to assess the use of its facilities? How often does the evaluation occur?
2. How does the college use the results of the evaluation to improve facilities or equipment?

**Required Evidence**

### Challenges

### Strengths

### Findings

### Actions

#### 2010 Descriptive Summary

The college has traditionally relied upon the state’s space standards to evaluate the effectiveness of its facilities utilization. The college reviews these data annually as it updates its Space Inventory and Five Year Capital Construction Plan for submission to the State Chancellor’s Office (III.B.9: Space Inventory and Five Year Capital Construction Plan). The college also uses its program review process to identify the need for smaller-scale facilities improvements and to identify programmatic needs for additional equipment. The college has a current educational master plan that includes a facilities and space analysis and that projects the need to expand facilities over a fifteen-year period.

#### 2010 Self Evaluation

The Space Inventory and Five Year Capital Construction Plan is updated on an annual basis. The college conducts a complete program review of all campus programs and departments every second year. As part of this process, the need to repair facilities is identified and a list of the equipment needed by each program is compiled. Taking these lists from the program review process, the Maintenance and Operations Department prepares a series of work orders and attempts to correct any significant problems (III.B.10: List of Facilities Improvements, Fall 2009 Program Review Process). One-time dollars available through the general fund, categorical dollars, and grant funds are used to purchase most of the equipment identified through the program review process.

Depending on the level of the issue (ranging from trip hazard to the need for a new facility), requests for facilities improvements are reviewed by the Administrative Council, the Safety Committee, or FOG. The Campus Resource Council and the Program Review Committee are involved to the degree that facilities or equipment requests require additional funding.

#### 2010 Planning Agenda

None.

#### 2010 Visit Evaluation

While the campus depends largely upon the state standards for space utilization, and they appear to fall within these guidelines, the Space Inventory and Five Year Construction Plan may not be adequate, by themselves, to ensure facilities effectively meet academic and programmatic needs. These two documents are primarily quantitative measurements of space utilization and not qualitative. The program review process is identified as a source to help address the need for facility improvements, but it should also be used to help determine the effectiveness of the facilities in meeting institutional programs and services. (III.B.2)

#### 2010 Visit Finding


Ventura College - Accreditation Compliance Review by Standards

III.B.2.a  Original Evaluation  Revised Evaluation  Revised Date

**Standard Description**
Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

**Standard Questions**
1. What process does the institution follow to develop capital plans? How are long-range capital projects linked to institutional planning?
2. What elements comprise the definition of "total cost of ownership" that the institution uses when making decisions about facilities and equipment?
3. How do planning processes ensure that capital projects support college goals? How effective is long-range capital planning in advancing the college improvement goals?

**Required Evidence**

**Challenges**

**Strengths**

**Findings**

**Actions**

**2010 Descriptive Summary**
Ventura College's long-range capital plans are driven by its educational master plan and corresponding facilities master plan. Shorter-term capital planning is also implemented through annual updates to the Space Inventory and Five Year Capital Construction Plan.

**2010 Self Evaluation**
Prior to the initiation of the facilities master planning process and the bond campaign, the college's capital planning was limited to funding sources it might qualify for from the state. Thus, the college carefully reviewed the state's capital funding criterion and annually submitted requests, typically for modernization funding, to improve its aging facilities, since contemporary space utilization standards limited the opportunity for funding new construction.

With initiation of the master planning process in spring 2000 and the subsequent successful bond campaign in spring 2002, the college's long-range facilities planning took on a new character. The integration of the educational master plan, with long-range facility planning and the possibility of securing resources from a local bond issue, stimulated a renewed focus on the rejuvenation of the campus. Realizing for the first time in years that the college had a real opportunity to be rebuilt, the college community began in earnest to evaluate its programs and services in light of population, enrollment and program projections, and the resultant facility requirements. The college conducted an extensive analysis to determine the current status of its facilities, equipment, and infrastructure and to correlate current conditions with projected needs resulting from the educational master plan and the project definition reports prepared by the departments that would benefit from the bond measure. Any recognized needs were thus incorporated into the facilities master plan, a plan that is well into its implementation phase. In light of the college's continuing growth, the educational master plan was updated and a corresponding analysis of facilities needs was completed in March 2009.

To date, the college has not implemented a "total cost of ownership" (TCO) model for decision making. The college, however, makes all facility and equipment decisions in a climate of serious consideration and caution to ensure that any additions do not jeopardize the college's capacity to receive maintenance and operations funding from the state. The college developed its facilities master plan with space utilization as a primary criterion. Furthermore, it placed much emphasis on the construction of low-maintenance, low-operating cost facilities and on the incorporation of sustainable design principles into the landscape plan through appropriate plant selection and irrigation techniques. Through the design principles referenced above, the facilities master plan attempted to address issues of declining maintenance and operations staff and technical staff deficiencies involved in maintaining the college's computer equipment.

**2010 Planning Agenda**
Working with the Vice Chancellor of Business and Administrative Services, the college's Vice President of Business Services and the Campus Resource Council will design and implement a total cost of ownership model to assist with decision making relative to equipment purchases and new facilities.

**2010 Visit Evaluation**

1/23/2014  Accreditation Compliance Review by Standards  Page 8 of 10
Ventura College - Accreditation Compliance Review by Standards

Ventura College is an aging campus with the majority of existing buildings over 40 years old. As a result, many of the facilities are in need of renovation or replacement. Fortunately, in March 2002, the voters approved Measure S which provided the campus with approximately $117 million of the $356 million districtwide for facility improvements. Since the passage of Measure S, in 2004 the campus has developed a comprehensive facilities master plan in conjunction with the Educational Master Plan. The Bond Oversight Committee has provided the required level of oversight outlined in Proposition 39 and has communicated their activities to the community and college. (III.B.1.a, III.B.2.a, III.B.2.b)

Measure S has allowed the campus to upgrade existing and add new facilities. While the campus facilities master plan was developed to be within the state standards for space utilization, it also recognizes there is a cost of operating these facilities. As such, buildings were designed to be relatively low maintenance and efficient by incorporating sustainable features, thereby lowering operating costs. It is recognized that all facilities and equipment have a useful life and therefore must be adequately maintained and planned for replacement. The campus recognizes this fact, but has not yet developed a plan for funding the Total Cost of Ownership. As a result, no plan exists to fund the necessary staffing to operate the new facilities. Unfortunately, until all new or modernization projects are completed, a significant disparity exists between the new and existing facilities, as well as accompanying furniture and equipment. (III.B.2.a)

2010 Visit Finding

As noted in 2004, in order to fully meet this Standard the team recommends that the college must develop a funding plan for new and modernized facilities based upon the concept of Total Cost of Ownership. The plan must address the necessary staffing and other support costs to operate these facilities. (III.B.2.a)
Ventura College - Accreditation Compliance Review by Standards

III.B.2.b  

**Original Evaluation**  

**Revised Evaluation**  

**Revised Date**  

---

**Standard Description**

Physical resource planning is integrated with institutional planning. The institution systematically assesses the effective use of physical resources and uses the results of the evaluation as the basis for improvement.

**Standard Questions**

1. How does the institution ensure that facilities decisions are developed from program review results, institutional needs, and plans for improvement?

2. What evidence is there that the institution bases its physical resource decisions on the results of evaluation of program and service needs? How does the institution prioritize needs when making decisions about equipment purchases?

3. How does the institution determine that physical resource needs in program and service areas are met effectively? How effectively are those needs met?

**Required Evidence**

---

**Challenges**

---

**Strengths**

---

**Findings**

---

**Actions**

---

**2010 Descriptive Summary**

As indicated previously, the college ensures that facilities decisions emanate from institutional needs through the educational master plan, the facilities master plan, and the program review process. Immediate needs are addressed on a weekly basis through reports made to the Administrative Council and through work requests made to the Maintenance and Operations Department.

**2010 Self Evaluation**

The college’s program review process results in a list of equipment needs generated by departments or programs that have received a rating of “expansion for equipment” (III.B.11: List of Equipment and Technology Requests, Fall 2009 Program Review Process). For the past several program review cycles, it has not been necessary to prioritize this list of equipment as there have been sufficient one-time general fund, categorical or grant dollars to complete virtually all of the equipment needs identified on the list. Vocational programs also rely on community and industry donations to supplement some of their needed equipment and supplies. In the area of technology, ongoing funds have been budgeted to refresh student computer labs and office computers on a rotational basis (III.B.12: Technology Refresh Account, Fund 445).

**2010 Planning Agenda**

None.

**2010 Visit Evaluation**

Ventura College is an aging campus with the majority of existing buildings over 40 years old. As a result many of the facilities are in need of renovation or replacement. Fortunately, in March 2002, the voters approved Measure S, which provided the campus with approximately $117 million of the $356 million districtwide for facility improvements. Since the passage of Measure S, in 2004 the campus has developed a comprehensive facilities master plan in conjunction with the Educational Master Plan. The Bond Oversight Committee has provided the required level of oversight outlined in Proposition 39 and has communicated their activities to the community and college. (III.B.1.a, III.B.2.a, III.B.2.b)

The college recognizes the importance of maximizing its physical resources and monitors this through space inventory reports. The program review process is used to help identify facility and equipment needs. There have also been successful efforts to develop and fund a computer "refresh" program, to keep technology current. (III.B.2.b)

---

1/23/2014  

Accreditation Compliance Review by Standards  

Page 10 of 10