

**Ventura College Planning Council**  
**Summary of Focus Group Discussion of Organizational Structure**  
**December 3, 2010**

**STRENGTHS** Organizational Structure

- College decision-makers often accessible
- Care about students
- Quality of Employees
- Strength of the Institution
- Well regarded in community
- Spirit of the campus
- Doing more with less
- Adapting to the changes
- Accountable
- Budget is balanced
- Maintaining the physical plant facilities & implementing/renovations
- Excellent athletics program
- Excellent student services
- Great programs: Promise – Lending Library
- Nice people
- Camaraderie (you know what we mean...)
- Stimulating environment
- Nice Fitness Center
- Department Chairs
- Collegial environment
- Nice new buildings
- Responsive President
- Enthusiastic and positive ASVC
- Collegiality
- We're doing a great job even though we're overworked (all of us)
- People step up in a crisis
- Faculty work hard to make classrooms positive environment
- Excellent staff, faculty and administration
- Excellent physical location that draws student athletes
- Communications from administration. Everyone , staff, faculty and students involved in process
- Beautiful library
- Excellent tutoring resources

### **WEAKNESSES** Organizational Structure

- Culture of Us vs. Them
- SLO's – no home
- Grant writing – no centralized home (gets farmed out to individual departments, etc.)
- Lack of institutional support for Institutional Research
- Perception & reality of increased centralization
- Extraordinary bureaucratic system makes it difficult to get things done
- Communication (District-College; College-District)
- Feels as if the lack of planning increasingly leads to environment of constantly putting out fires
- Lack of Faculty-to-Faculty and Administration-to-Faculty all users email
- Follow through of commitments to changes previously agreed to
- Lack of integration of faculty/staff in organization structure with focus of serving students
- Lack of clear paperwork trail to follow
- Lack of accessibility of paperwork
- Negative outlook on campus
- Understaffing in EAC, IT, Administration, East Campus, Counseling, Distance Ed. EOPS, M&O
- Lack of personal responsibility for dialogue
- Failure to regard ourselves as a community college – cohesive and involvement in community
- Lack of communication with other colleges in district
- Structural deficits in budget
- Inability to implement Research & Development
- Scheduling of Courses
- SLO – don't want to do them
- Morale is down due to external factors
- Some processes inhibit action, too extensive, too complicated
- District control over our college life
- No home for ESL
- Lack of transparency at District level creates fear at local level
- Some people are quick to blame
- Lack of effective communication within our structures – doesn't apply to all
- No printed class schedule (students are willing to pay for it \$11)

### ***GAPS*** Organizational Structure

- Home for SLO's
- Home for "Basic Skills" (not just BSI)
- Home for ESL
- Home for Distance Education
- Data collection and analysis (campus-wide)
- Need for Institutional Effectiveness Office
  - Research campus-wide
  - CTE follow-up
  - Student services
- Campus centralized problem development
- Campus grant office
- Campus-wide job development and job placement (including on-campus, off campus, internships, work-experience, work-study)
- Campus centralized information on all advisory committees
- Committee leadership mandatory
- Broader participation
- District wide professional leadership development training (leadership development
- Gaps between campus communication
- Continuous feedback systems
- Training for Department Chairs
- Leadership Roundtable (anyone) Academic technical assistance
- Safe suggestion avenue
- Incentive/advancement
- Adequate funding
- Strategic Plan – data driven, integrated
- Data Collection – operations research
- Non participation in CalPass
- Educational/Career Pathways

### ***IDEAL*** Organizational Structure

- Every division should have at least one Assistant Dean and one Dean
- Director of all Grant Operations
- Institutional Research available to all
- Full-time Career/Placement/Internship Center
- Place for more functional integration of instructional and non-instructional programs (e.g. Crisis Intervention Team)
- *Less Centralized*
- Cost-effective – right sized
- Campus Human Resources
- Local Grant Approval (President)
- Printed Class Schedules
- President
- 3 VP Business Services/Instruction/Student Services
- ?? Deans – Instructional/Student Services
- 1 Dean – Institutional Effectiveness
- ?? Department Chairs
- ?? Coordinators/Facilitators
- ?? Directors
- More Full-time Faculty
- Need Agriculture and Journalism Departments
- Comprehensive Campus Grants and Resource Development Office
- Institutionalize supplemental instruction and increase funding for tutoring
- Need Learning Communities
- Need Learning Center Educational Support
- Need Service Learning Center
- Office of Innovation
- Center for Teaching & Learning for faculty (on-ground and virtual)
- College decision-making level is honored
- More clerical support for Department Chairs
- Comprehensive, well-funded Student Services program
- ESL Department Home!
- Comprehensive Distance Ed. Program/Department
- Increase college funding from District to Campus