Student Equity Plan 25–28 Action Items

– As of Fall 2026 –

Access and Enrollment

Action Item	Level of Progress (Not Started, In Progress, Completed, Unknown)	Office(s)/Area(s) Responsible for Action Item	Brief Description of Work Completed
Strategies for DPI Groups			
Culturally Affirming Community Partnerships Build annual partnerships with Black- and Latino-serving organizations to provide application support, bilingual assistance, and trusted referrals.	Unknown	Outreach, A&R, Dean of East Campus, ESL Department	
Peer-Led Onboarding and First-Year Supports Expand ambassador and learning community programs that embed counseling, financial aid, tutoring, and mental health services for disproportionately impacted students and part-time learners.	Not Started		Action Item paused to determine priorities related to peer ambassadors and learning communities
Pirate Ambassador Peer Enrollment Support Deploy trained student ambassadors to deliver campus tours, application guidance, and personalized onboarding support for DI and part-time students.	In Progress	Welcome Center	Student Workers in the Welcome Center provide these services; additional programming and potential expansion to be explored.
Outreach to Adult & Working Learners Host evening and weekend onboarding events at community hubs and workplaces, streamlining steps and providing multilingual staff support.	In Progress	Outreach and Career Services; CTE 1 and 2; East Campus	Outreach and Career Services working with local community organizations through workforce development, for example working with the Navy for short term courses; ESL Outreach Info Sessions every month at East Campus; Evening workshops at East Campus and Ojai Adult School for application assistance and ID verification processes

Strengthen High-Impact Dual Enrollment & CCAP Pathways Strengthen existing and planned CCAP dual enrollment and high school-to-college pipelines in underserved areas to increase early access and on-time transition to VC through faculty leadership for sustainable models of expansion.	In Progress	Dual Enrollment; Faculty Leadership; East Campus	Faculty workgroup planned for Sp 27; Ongoing meetings with VCOE and VUSD to discuss needs, outreach opportunitiies on HS campuses; Will have our first partnership CCAP at Ventura for 27-28 schools year; 40 workshops in 26-27 with over 800 students; launched Dual Enroll platform to all feeder schools; CCC Start transition in progress; Relationships being developed with OUSD and Ojai School District; Filmore summit in planning for pathways (Med Term)
Reengagement Campaigns Conduct phone and text outreach to applicants who did not enroll and students dropped for nonpayment, connecting them to financial aid and registration support.	In Progress	Outreach; Welcome Center	Drop for nonpayment campaigns; students who have not yet activated their portals; started but didn't return text campaigns
Data-Informed Recruitment Campaigns Use disaggregated data to refine recruitment strategies for DI populations, including multilingual marketing and targeted digital campaigns.	In Progress	Outreach, Marketing	Direct mail postcards eng/span; social media posts include Span language
Strategies for General Population			
Streamline Application and Registration Simplify enrollment steps and offer real-time troubleshooting during peak periods to reduce barriers.	In Progress		CCC Start transition in Fall 26; Reimagining Onboarding Workshop began in 25-26 and continuing
Build the Enrollment Huddle (E-Huddle) Model Sustain a cross-functional team (Outreach, Welcome Center, Admissions & Records, Financial Aid, East Campus) that regularly reviews enrollment data and aligns student support practices.	Completed		CSALT and ESALT ; Also transitioned to Reimagining Onboarding workgroup
Develop Robust Orientation for All Students Design and implement comprehensive orientation programming that extends beyond FYE and EOPS. Ensure access for online, part-time, and working adult students as well as traditional first-year cohorts.	In Progress		Integrated FYE into Welcome Center; Staff member dedicated to benchmark research for other models of orientation esp in person orientation; Reimagine Onboarding workgroup also prioritizing efforts to launch in person orientation
Increase Evening & Weekend Services Expand counseling, registration, tutoring, basic needs, and event access during nontraditional hours with both physical and online hubs for after-hours support.	In Progress	Admissions and Records; CTE 2; ESL; East Campus; Welcome Center	Evening workshops at East Campus and Ojai Adult School for application assistance and ID verification processes

Retention and Persistence

Action Item	Level of Progress (Not Started, In Progress, Completed, Unknown)	Office(s)/Area(s) Responsible for Action Item	Brief Description of Work Completed
Strategies for DPI Groups			
Equity-Focused Early Alert System Implement an early alert process to identify students showing signs of disengagement. Faculty, counselors, and staff will coordinate follow-up tailored to departmental expertise and student needs.	In Progress		As of Fall 26, college workgroups are exploring the current level of literacy and usage with Starfish, with the hope of implementing Early Alert processes
Structured Mentoring and Culturally Affirming Spaces Establish or expand structured mentoring programs such as the Men of Color Initiative and develop culturally affirming spaces like the planned Transformation, Inclusion, Diversity, and Empowerment Center (TIDE) Center to provide students with mentoring, resource access, and community building.	In Progress	Dean of Student Life, ASVC, Dean of LEAP, Ethnic Studies Faculty	While progress on the TIDE Center is on hold as a college priority, several activities are contributing to this Action Item. Dean of Student Life launched "Chop it Up with Dr. J", a barber and conversation space through academic year 25-26; Dean of Student Life led a group of students on an HBCU tour in Fall 25; Dean of Student Life took group of students to the Men of Color conference in Spring 26; LEAP Division and ASVC partnered to expand Heritage Month Celebration Series; early exploration of partnering with the A2MEND organization is underway
Expanded Tutoring Support Services through the Athletics Department Establish satellite tutoring near the Athletics Department, staffed by IDS faculty and tutor support for designated study hall hours.	In Progress	Tutoring Center in Collab with Athletics Dean and Faculty	Implemented athlete survey for optimal times, locations, and modalities
Integrated First-Year Experience (FYE) Programming Build FYE programming that fosters belonging, introduces academic and career pathways, and engages students in communitybuilding activities.	Not Started	Welcome Center, Outreach, Career Services, Counseling	A college reorganization moved FYE into the Welcome Center to expand services beyond one specialized group to all students; planning is underway to redesign FYE-type programming
Affinity Groups and Broad Inclusion Initiatives Create faculty and staff affinity groups that provide visible support for students.	Not Started		

Support Inclusivity and Unity Explore programming and strategies to support broad inclusivity and connection, such as a Unity Center, to reduce potential siloing and promote pluralism.	Not Started		
Strategies for General Population			
Integrated Counseling in Key Courses Integrate academic and career counselors with high-enrollment and required courses to deliver in-class support on study skills, career planning, and campus resources.	In Progress	Counseling, Academic Divisions and	EMaST group moving this forward with embedded counseling visits to Gateway courses
Onboarding Boot Camps and Tech Literacy Workshops Expand Set Sail and similar programs with multilingual support to prepare new students for online systems, academic expectations, and college navigation.	In Progress	LEAP Division, East Campus, ESL, Basic Needs, Learning Center	Multiple: Tutoring Center launched Canvas and Zoom Tech Tips workshop; East Campus ESL course in Computer Basics; PACE program orientation 2-weeks to familiarize students with online and accelerated learning; Basic Needs tech distribution with step by step guide for using their PC, Monitor, Mouse, etc.; Launch of Student Tech Bar in Spring 26
Flexible Scheduling for Student Engagement Coordinate workshops, wellness activities, and events during common break periods and evenings, coupled with proactive outreach campaigns to maximize participation.	In Progress	Multiple: Student Health Center and Mental Health Services, Student Life	Student Wellness Lounge opening in Spring 2026 offers after hours and expanded operations to provide students with places to stay while waiting for buses and rides, as well as traditional academic day programming; ASVC and Faculty-led events for Heritage Month Celebration Series have taken place at both Ventura Campus and East Campus in the evenings
Expanded Testing Center Hours Extend Testing Center availability to six days a week, including Fridays and Saturdays, with future expansion to later evening hours to support working and part-time students.	In Progress	LEAP Division	Successfully expanded to six days a week in Spring 26, with hours on Friday and Sundays; resignation of a proctor will drop us back down to five days a week in Spring 27 until restaffing is complete
Student Research and Voice Expand student research initiatives, for example through student survey weeks, and cross-campus collaboration to ensure student feedback directly informs persistence initiatives.	In Progress	IE, ASVC, and LEAP Division collaboration for the VC Survey Week Series; Welcome Center, Fin Aid, IE	Surveys in person with LEAP Researchers and ASVC Student Workers during weekd 4, 8, and 11 of the Spring 26 semester; Call Campaign to students who left (not transferred) from Fall 24 cohort;
STEM Embedded Tutoring Sustain embedded tutoring for STEM students beyond LSAMP funding by institutionalizing support models.	In Progress	Division of Academic Affairs; LEAP Division, Tutoring Center, Science Division	Successfully integrated grant-funded embedded tutoring in the Sciences to other funding sources, including categorical and one-time funds in Fall 25

Expanded Peer Mentorship Grow peer mentoring programs to help students build self-efficacy, navigate campus resources, and strengthen academic identity and skills.	Not Started		
Faculty Lead Team in the Tutoring Center Expand subject-specific faculty facilitator roles to train tutors, provide content expertise, and ensure tutoring services adapt to emerging student needs.	In Progress	LEAP Division, Tutoring Center	The Center has established a secure and successful model of Faculy Leads in the Tutoring Center, with Faculty Leads for English, Communications, Math, Biology, Chemistry, and the EAC since Fall 2025.
Expanded College Success and Career Planning Courses Increase sections of College Success and Career/Life Planning courses; consider interdisciplinary faculty models to strengthen relevance and reach.	Not Started	Counseling	
Learning Communities Explore additional Learning Communities such as English and College Success, building on the experiences from Fall 24 and Spring 25; for example: Chicano Studies and English at East Campus in Fall 2024.	Not Started	Counseling, Division of Academic Affairs, Ethnic Studies, Gateway Division	
Student Employment with Professional Development Expand on-campus employment opportunities that include structured professional development and competency-building tied to NACE and employer-valued skills.	Not Started	College-wide; Career Services	
Alternative Scheduling Explore practices such as mini-mesters to provide greater flexibility and persistence support for part-time students.	Not Started	College-wide; Division of Academic Affairs, IE Office	
Enhanced FYE Programming Embed culturally responsive and identity-affirming activities into FYE cohorts, and consider extending the model into the second year with career and transfer-focused programming.	Not Started		Paused with re-org moving FYE to Welcome Center to expand services, programming, and access. Future programming may include this strategy.

Expanded Career Services Offer early career exploration workshops, culturally relevant panels, and embedded career planning modules in FYE and learning communities.	Unknown	Career Services, Welcome Center, Dean of Student Services	
Expanded Student Connection Spaces Increase opportunities for connection through more frequent events (e.g., Club Rush), improved communication about student activities, and expanded access to collaborative spaces on campus and online.	In Progress	ASVC, Division of Student Life, LEAP Division	SEAS Advisory Committee added ASVC Student Representation to raise these priorities, including exploring expansion of the Student Lounge; Expanded student activities and Heritage Month Celebration Series contributing to this Action Item

First-Year Transfer-Level English and Math

Action Item	Level of Progress (Not Started, In Progress, Completed, Unknown)	Office(s)/Area(s) Responsible for Action Item	Brief Description of Work Completed
Strategies for DPI Populations			
Supportive Reenrollment Pathways Launch proactive reenrollment initiatives to re-engage students who did not pass transfer-level English or Math on their first attempt. Efforts will include targeted outreach by Peer Ambassadors and Faculty Facilitators, messaging that normalizes persistence, and flexible options such as portfolio review or credit for prior attempts.	In Progress	EMaST English Wkgroup C1000 projecy	EMaST Eng. Wkgrp:
Embedded, Culturally Sustaining Academic Support Frame support around culturally sustaining pedagogy that affirms student identities, including multilingual identities, and builds relational connections that promote persistence and confidence.	In Progress		RISE Project: 10 faculty participants in Spring 26 (# from Eng and Math?); ESL Program offerings, multilingual support, flexibility in scheduling in response to policital climate.
Connecting Academic Supports with Faculty Leadership Continue to strengthen and refine embedded tutoring in transfer-level English and Math sections as well as Faculty Lead roles in the Tutoring Center.	In Progress	Dean of LEAP, Gateway Division, Tutoring Center	The Center has established a secure and successful model of Faculy Leads in the Tutoring Center, with both English and Math faculty leads on assignment each semester since Fall 2025.
Just-in-Time Corequisite Math Gateway Support Expand and promote multiple Math Just-in-Time courses to boost success in gateway classes. Counselors will proactively connect DI students to these supports, while embedded tutoring and strength-based messaging normalize early help-seeking.	In Progress		Launched J-Courses (F 25?)

Just-in-Time Corequisite English Gateway Support Draw on prior pilots and faculty workgroup findings to define shared practices for a coherent, department-approved embedded-support model that prioritizes students with lower high school GPAs and advances equitable outcomes. Shared practices may include embedded tutoring, counselor visits, guided practice time, proactive academic support, and equitable assessment. Establish a whole-department review cycle to publish disaggregated outcomes each term and use results to adjust practices and reduce disproportionate impact.	Unknown		Launched J-Course for new ENG C1000 (F 25?)
Faculty Facilitator Leadership in the Tutoring Center Designate English and Math faculty as liaisons in the Tutoring Center through reassigned time. These faculty will collaborate with tutors and staff to design proactive, responsive academic supports tailored to student needs in gateway courses.	Completed	Dean of LEAP, Gateway Division, Tutoring Center	The Center has established a secure and successful model of Faculy Leads in the Tutoring Center, with both English and Math faculty leads on assignment each semester since Fall 2025.
Expanded Academic Support Increase tutoring availability through expanded evening and weekend hours, East Campus services, and coordinated scheduling with the Athletics Department to provide satellite tutoring at optimal times.	In Progress	Dean of LEAP, Tutoring Center, Dean of East Campus	Student Athlete Survey of Tutoring Services in February 26; Expanded the Embedded Tutoring Program to provide support for Spanish at Ventura Main Campus and ESL , and ENGM at VC East Campus. Expanded faculty collaboration by creating class-specific tutoring support, and creating Tutoring Center orientations. Expanded academic support through the Speech Studio, providing students with opportunities to practice, record, and receive feedback on presentations, not just for communications but also other courses that require recorded presentations. Provided academic success workshops covering time management, note-taking, test preparation, and other essential study skills at Ventura and East Campus.

Strengthened Support for EAC Students With leadership from EAC faculty, expand awareness of disability services, strengthen tutor and faculty professional development, and ensure differentiated learning needs are consistently met.	In Progress	Dean of LEAP, Tutoring Center, EAC	Established a Faculty Lead position for EAC Faculty in Spring 26; Ongoing liaison between tutoring Center and EAC; Collaborates with Faculty Leads in the tutoring center to expand tutor training; Math Tutor Training with EAC Faculty Member, Spring 26; Continued collaboration with EAC faculty to identify and address students' individual academic support needs. Created a streamlined process for EAC tutoring referrals. EAC best practices were incorporated in our tutor training, which was led by our EAC Faculty Lead. Increased awareness of our services for both students and EAC staff. Tutoring Center staff participated in EAC department meetings to provide information about available tutoring services and resources for students.
Strategies for General Populations			
Faculty Inquiry and Action Teams for AB 1705 Implementation Continue Faculty Inquiry and Action Teams (FIATs) in English and Math to support collaborative redesign, data-driven course innovation, and effective implementation of AB 1705.	In Progress		Redesign of Gateway Calculus course (SP 26); Beginning course redesign work for Gateway Stats (SP 26)
Expanded Tutoring Infrastructure Enhance the Writing Center and establish a new Speech Lab to provide extended tutoring and communication skills-building. These hubs will expand both drop-in and embedded supports for transfer-level coursework.	In Progress	Dean of LEAP, Gateway Division, Tutoring Center	Writing Center expansion is ongoing, with an increase in student usage over the last two years since adding an English Faculty Lead; Speech Studio launched in Fall 2025, Communication Faculty Lead integrated in Tutoring Center to oversee Speech Studio; Faculty workgroup for planning future Speech Studio developments in Spring 2026; Embedded tutoring has increased, now up to over 70 courses supported across Gateway and Science Division courses
High School and STEM Pathway Alignment Strengthen outreach to feeder high schools with targeted campaigns to clarify STEM math pathways, improve placement accuracy, and reduce misalignment between secondary and college-level coursework.	In Progress		English H/S Connection event

Curriculum Alignment with High Schools Collaborate with regional secondary partners to align high school and gateway course curriculum, ensuring smoother transitions and readiness for transfer-level success.	In Progress	Gateway Division, Counseling	In Fall 2026, English faculty met with High School instructors to discuss our shared skills and curriculum, and strengthen our shared understanding of composition and reading from high school across ENGL C1000, C1001, and C1003. The work was led by our English Navigator, Dr. Sumita Lall and supported by many English faculty in different ways.
Expanded Online Support Explore strategies to better reach and support students in online courses, such as through the PACE program, and returning adults in Gateway classes.	In Progress	Dean of East Campus; ITDs in Distance Ed	Collected student focus group feedback for online students in the PACE program in Fall of 2025; Student feedback informing redesign efforts for the PACE program

Completion and Transfer

Action Item	Level of Progress (Not Started, In Progress, Completed, Unknown)	Office(s)/Area(s) Responsible for Action Item	Brief Description of Work Completed
Strategies for DPI Populations			
Expand Wraparound Services for Part-Time and DI Students Embed holistic academic and wellness support—including tutoring, mental health services, financial aid, and counseling—into gateway courses and evening/online modalities to serve part-time and disproportionately impacted students.			
Create Culturally Responsive Completion Communities Explore the development of cohort-based completion communities that connect students with culturally affirming faculty, peer mentors, and inclusive events. These communities will integrate degree planning, career services, transfer navigation, and financial literacy.	Not Started		
Improve Early Alert Tracking and Faculty Engagement Scale up progress dashboards and early alert systems to identify students at risk of stopping out. Strengthen cross-campus communication and processes to ensure referrals are followed up with timely interventions.	In Progress	Reimagining Onboarding, C-SALT, VP Student Affairs office	Teams are exploring Starfish usage and literacy across campus; early conversations about Early Alert process are underway in Fall of 26
Implement Milestone Tracking Campaigns Launch outreach campaigns at key unit thresholds (15, 30, 45+) prompting students to confirm majors, complete education plans, participate in career planning, and attend transfer workshops.	Unknown		

Increase Faculty Use of Dashboards and Data-Informed Practices Explore offering professional development for faculty utilization of disaggregated data dashboards and equity-minded pedagogical practices, enabling proactive engagement with students at momentum points.	Unknown		
Incentivize Completion through Career and Certificate Pathways Map degree and certificate programs to clearly defined academic and career milestones and build stackable, zero-cost pathways with flexibility for part-time and working students. Conduct targeted outreach to highlight completion benefits and timelines.	Unknown		
Build Capacity for Disability-Inclusive Practices Strengthen completion outcomes for DSPS students by embedding Universal Design for Learning (UDL) and proactive accommodations into courses and programs. A cross-campus accessibility workgroup, supporting the Accessibility and Capability Maturity Model, will audit policies and services to reduce institutional barriers.	In Progress	Ventura College Accessibility Taskforce; Distance Education ITDs; EAC	Taskforce was formed in 25-26; meets every other week. Launched the Institutional Accessibility Support Center formally in Fall 26. District Office is providing ongoing professional development for accessibility. ASVC and EAC held event in Fall 26 called "EmpowerAbilities" with panelists. Several accessibility themed sessions have been incorporated into FLEX Day professional development planning for both faculty and classified staff.
Strategies for General Populations			
Strengthen Degree Audits and Proactive Advising Expand use of degree audits and personalized outreach to students who are nearing completion, ensuring timely petitions for certificates and degrees.	Unknown	Counseling, Outreach Marketing	
Embed Discipline-Specific Counselors Increase visibility and integration of Career and Major Community counselors in high-impact courses, learning communities, and student spaces to provide specialized guidance.	Unknown	Counseling, Vice President of Academic Affairs	

Align Course Scheduling with Completion Pathways Coordinate scheduling across departments to ensure students can enroll in required course sequences without conflicts, supporting timely degree completion.	In Progress	Division of Academic Affairs; Vice President of Academic Affairs; Institutional Effectiveness	College is engaging in a long-term Enrollment Management project, beginning in Fall 2026 with an Enrollment Management Academy for Deans and Department Chairs; the goal is to develop more literacy, awareness, and integration Enrollment Management strategies across the college;
Expand ZTC Degree and Certificate Pathways Develop and promote zero-cost pathways in high-enrollment programs, embedding culturally responsive OER materials and marketing ZTC options to students that use clear language.	In Progress	Dean of LEAP; ZTC Brain Trust; Academic Senate; Curriculum Committee; Marketing	Ventura College established the ZTC Brain Trust in the Summer of 2025; faculty leaders in this group have advanced key initiatives related to Z-Degree development, including passing affirmations through Academic Senate; the college has already identified over ten Zero Cost degree or certificate programs; next steps are to finalize those currently in progress and to begin working with marketing to get the message out to current and prospective students, along with working with counselors and other faculty members to create strong awareness and support
Improve Visibility of Educational Planning Tools Refine DegreeWorks, Program Mapper, and Ed Plan workshops to help students track progress and understand requirements with clarity.	In Progress	Counseling	
Embed Completion Messaging in Onboarding and FYE Introduce completion-focused language and goal orientation from the start of students' journeys, reinforcing the value of certificates and degrees.	Not Started		
Strengthen PACE Program Outcomes Convene faculty to assess and improve curricular design for accelerated online PACE courses, ensuring alignment with student success and completion.	In Progress	Dean of East Campus; Vice President of Academic Affairs; Faculty leaders;	Ongoing work to develop and improve PACE program outcomes is underway; a retreat was held in Fall 26 for faculty and administrative leads; Additional Faculty Led Workgroups are planned for Spring 27