

Ventura College 2013-2016 Strategic Implementation Plan – Updated Fall 2016

The strategic implementation plan provides a summary of the college objectives and implemented strategies to meet the five goals stated in the Ventura College 2009-2019 Educational Master Plan. Each of the college objectives and strategies are also linked to the three broad strategic District goals set by the Board of Trustees. The summary template of the Strategic Implementation Plan is updated at least once a semester.

The five Ventura College goals stated in the Educational Master Plan are:

1. Continuously improve educational programs and services to meet student, community, and workforce development needs.
2. Provide students with information and access to diverse and comprehensive support services that lead to their success.
3. Partner with local and regional organizations to achieve mutual goals and strengthen the college, the community, and the area's economic vitality.
4. Continuously enhance institutional operations and effectiveness.
5. Implement the Ventura College East Campus Educational Plan.

VCCCD Strategic Goals/Objectives and Ventura College Educational Master Plan Goals

VCCCD Strategic Goal 1:

Increase Access and Student Success

1.1. Enhance and support systems and training for faculty teaching and students taking online courses and promote the use of technology to enhance instruction and increase accessibility of course information for students. *Distance education support and quality.*

Ed Plan Goals: 1 and 4

1.2. Create and implement ADTs, establish intentional year-round sequences, and promote greater uniformity in course offerings across the District. *Curriculum, articulation, and scheduling.*

Ed Plan Goals: 1 and 4

1.3. Create opportunities for students to increase engagement. *Student life.*

Ed Plan Goals: 1 and 2

1.4. Evaluate and enhance the effectiveness of basic skill programs. *Program review and improvement.*

Ed Plan Goals: 1 and 2

1.5. Successfully implement the Student Success Act. *Student Success Act.*

Ed Plan Goals: 1, 2, and 4

VCCCD Strategic Goal 2:

Partner More Effectively to Meet Community Needs

2.1. Create clear pathways for students that lead from education to careers. *Curriculum, articulation, and scheduling.* **Ed Plan Goals: 1 and 4**

2.2. Develop a college-wide program of outreach and recruitment. *Marketing, matriculation, and retention.*

Ed Plan Goals: 2 and 3

2.3. Establish a college plan to address workforce and economic development.

Workforce and economic development.

Ed Plan Goals: 3 and 5

2.4. Develop and educational plan for the Santa Clara River Valley. *Curriculum, articulation, and scheduling.*

Ed Plan Goals: 1, 3, and 5

VCCCD Strategic Goal 3:

Promote Effective Use of Organizational Resources

3.1. Utilize program review to link resource allocation to meet programmatic needs, enhance student learning, address total cost of ownership, and improve college processes.

Program review and improvement.

Ed Plan Goals: 1, 2, and 4

3.2. Ensure program vitality and student access through effective data-driven management. *Strategic enrollment management.*

Ed Plan Goals: 1 and 4

3.3. Promote organizational vitality and a proactive, self-directed culture wherein innovation is nurtured. *Opportunities and support for innovation.*

Ed Plan Goal: 4

3.4. Create a continuum of strategic professional development opportunities.

Professional development for employees.

Ed Plan Goal: 4

Ventura College: Strategies and Actions through Fall 2016

Strategy

Lead

Results Achieved to Date

Plans for Fall 2016

1. Review and Revise Ventura College mission, vision, values. (3.1)	Greg Gillespie	<ul style="list-style-type: none"> Revised mission, vision, values finalized March 2014. 	<ul style="list-style-type: none"> Completed
2. Develop and implement the 2013 – 16 Ventura College Strategic Implementation Plan. (3.1)	Phillip Briggs and Greg Gillespie Support: Admin Council, CPC, Academic and Classified Senates	<ul style="list-style-type: none"> Strategic Implementation Plan has been updated each semester to reflect progress on implementation strategies. 	<ul style="list-style-type: none"> Evaluate plan and begin to develop 2017-2020 plan. Support communication and involvement through campus marketing.
3. Annually evaluate the program review process and implement suggested improvements focused on an efficient, relevant, and useful process. (3.1)	Phillip Briggs Support: Executive Team, CPC, Admin Council, Dept. Chairs, Academic and Classified Senates	<ul style="list-style-type: none"> Obtained annual process evaluation from CPC, Dept. Chairs, and Faculty Senate. 2015 – implemented improved process, based on annual process evaluation. Spring 2016 – IEPI PRT evaluated program review process and suggested additional improvements. Spring 2016 - CPC Taskforce evaluated program review, IEPI suggestions, and developed a streamlined process to be implemented in Fall 2016. 	<ul style="list-style-type: none"> Implement streamlined program review process. Solicit feedback from dept chairs and program coordinators on effectiveness of process.
4. Curriculum Committee operations, meeting of deadlines, and mandatory reporting of changes. (3.1)	Kim Hoffmans Support: Curriculum Committee	<ul style="list-style-type: none"> Up to date with ADT submissions through July 2016. Archived courses without SLO's Developed Microsoft Access database for all courses and programs. Held Roberts Rules of Order training to enhance committee operations 	<ul style="list-style-type: none"> Update/revise Curriculum Handbook. Hold curriculum committee training in new Program and Course Approval Handbook. Approve new programs, and ADT's (e.g. Agriculture, Police Science, Diesel Mechanics).
5. Development and Implementation of categorically funded SSSP mandated requirements including orientation, assessment, and educational plan and complete and implement the categorically funded Equity Plan. (1.5)	Damien Pena Support: Deans, Student Services, Student Success Committee, SSSP and Equity advisory groups	<ul style="list-style-type: none"> Completed SSSP and Equity Plans by the required deadlines and used funds in support of required objectives. Collaborated with other colleges in the District when appropriate. Met reporting requirements. 	<ul style="list-style-type: none"> Continue implementation of SSSP and Equity Plan activities. Evaluate implementation of SSSP and Equity Plan activities.
6. Title 5 Cooperative Grant implementation. (1.1, 3.4)	Gwendolyn Huddleston	<ul style="list-style-type: none"> Achieved or exceeded all grant goals. 	<ul style="list-style-type: none"> Implement active furniture project. Grant ends on Sep 30, 2016.
Strategy	Lead	Results Achieved to Date	Plans for Fall 2016
7. Title 5 Velocidad Grant implementation. (1.4, 3.2)	Bill Hart Support: Velocidad Grant Work Group	<ul style="list-style-type: none"> Success rate in transfer-barrier courses increased to 66.6% in year 3, which exceeded 5-year goal of 66.2%. 	<ul style="list-style-type: none"> Continuation of successful practices. Examine feasibility of continuing grant-related activities with general funds after grant ends.

		<ul style="list-style-type: none"> • Decreased success rate gap in transfer-barrier courses between Hispanic students and college average to 4.6% in year 3, which exceed 5-year goal of 5.6%. 	
8. Develop Accreditation Self-Study and prepare for fall 2016 site visit. (3.1)	Kim Hoffmans Support: Accreditation Steering Committee, Executive Team, Admin Council, CPC, Academic and Classified Senates	<ul style="list-style-type: none"> • Accreditation Steering Committee oversaw completion of Institutional Self-Evaluation Report (ISER). • Met college and district accreditation deadlines. • ISER was approved by BOT on July 13, 2016 • ISER submitted to ACCJC in summer 2016. 	<ul style="list-style-type: none"> • Prepare campus for Sep 26-29, 2016 ACCJC site visit.
9. Review, establishment, and tracking of institutional effectiveness measures, analysis, and annual report. (3.1, 3.2)	Phillip Briggs Support: IEE Office, Admin Council, CPC	<ul style="list-style-type: none"> • Finalized measures and prepared reports according to established deadlines. • Presented Annual Institutional Effectiveness Report to CPC each fall semester. 	<ul style="list-style-type: none"> • Evaluate IE measures to ensure they align with CCCCCO, IEPI, SSSP, and equity plan measures.
10. Refine data access and implement strategic enrollment management practices to support planning, scheduling, and meeting FTE targets within budget limitations. (1.2, 2.3, 2.4, 3.1, 3.2)	Kim Hoffmans Support: Deans, Department Chairs	<ul style="list-style-type: none"> • Developed FTES, FTEF, and productivity targets for each division. • Implemented Tableau software system to improve access to and interpretation of high-quality enrollment data. • Held enrollment mgmt training with deans and dept chairs. 	<ul style="list-style-type: none"> • Implement FTES, FTEF, and productivity targets. • Evaluate scheduling process. • Begin developing four semester (two year) schedule of offerings to improve planning. • Develop marketing to support enrollment/productivity goals.
11. Applied Science Center construction and leadership of curriculum design (Workplace Essentials) for career/employment certificate with K-12 and industry partnerships. (2.1, 2.3)	Karen Engelsen, Kim Hoffmans, and David Keebler Support: Faculty	<ul style="list-style-type: none"> • Applied Science Center building opened in fall 2015. Final construction items completed during spring 2016. • Technology for applied learning lab purchased and installed. • Completed development and approval of Workplace Essentials curriculum. 	<ul style="list-style-type: none"> • Develop and formalize K-12 and industry partnerships through the VC Innovates Grant activities to promote awareness of the Workplace Essentials curriculum. • Hire instructional lab tech/design. • Offer Workplace Essentials courses. • Develop Workplace Essentials certificates
Strategy	Lead	Results Achieved to Date	Plans for Fall 2016
12. Evaluate options for campus food service, transition bookstore to contract provider, and review child care auxiliary. (3.1)	David Keebler Support: Susan Royer	<ul style="list-style-type: none"> • Contracted with food trucks to provide food services on campus. Evaluated food truck use and offerings. • Contracted with Barnes and Noble to provide bookstore services. 	<ul style="list-style-type: none"> • Refine food truck offerings to best meet campus needs. • Continue to expand Child Development Center services.

		<ul style="list-style-type: none"> • Child Development Ctr is self-supporting. 	<ul style="list-style-type: none"> • Evaluate possibility of permanent campus food services.
13. Review Ventura College committee structure. (3.3)	Damien Pena Support: Admin Council, CPC, Faculty and Classified Senates	<ul style="list-style-type: none"> • Work group developed to review and revise the Making Decisions at Ventura College document. • Making Recommendations document approved fall 2015. 	<ul style="list-style-type: none"> • Implement and Evaluate Making Recommendations Document. • Establish committee membership and representation. • Hold committee chair training.
14. Reopen international student admissions and program on campus. (1.3, 3.1)	Damien Pena Support: Executive Team	<ul style="list-style-type: none"> • Participated in District work group. • Hired International Student Program Specialist. • Developed Intl Student Orientation. 	<ul style="list-style-type: none"> • Develop and implement a four-year plan to increase international student enrollment, following Chancellor Cabinet approval • Implement Intl Student Orientation
15. Develop educational recommendations and implementation plans for Santa Paula and the Santa Clara River Valley. (2.4)	Tim Harrison and Greg Gillespie Support: Work Group and Executive Team	<ul style="list-style-type: none"> • Work group began collecting data and developing recommendations. • Informational updates provided to the Board of Trustees. • Collected educational programming data. 	<ul style="list-style-type: none"> • Continue discussion of potential site development plans. • Hire full-time counselor for VC Santa Paula Site.
16. Participate as a member in the AB86 Adult Education Regional Consortium Planning Grant. (1.4, 2.3, 3.2)	Tim Harrison, Lynn Wright Support: AB86 Regional Work Group, Basic Skills Committee	<ul style="list-style-type: none"> • Coordinated District-wide efforts to facilitate consortium plan. • Participated in consortium activities and efforts to meet grant goals. 	<ul style="list-style-type: none"> • Continue District-wide coordination and efforts to meet grant goals.
17. Develop strong and effective relationships with K-12, higher education partners, business/industry, city, and other government agencies. (3.1, 3.2, 3.3)	Greg Gillespie Support: Executive Team and college community.	<ul style="list-style-type: none"> • CTE faculty participate in Ventura County Workforce Development Board. • VC Innovates has created formal pathways with nine school districts and 15 high schools. • ALAS Grant - VC faculty collaborate with CSUCI faculty to increase transfer success. • Partnered with VC Foundation to enhance existing and develop new relationships with community. 	<ul style="list-style-type: none"> • Regionalize CTE advisory boards to prevent duplication of efforts. • Expand CTE open houses to county-wide high school students (to expand efforts beyond feeder schools). • Develop regional and college strong workforce initiatives • Partner with VC Foundation to enhance existing and develop new relationships with community.
Strategy	Lead	Results Achieved to Date	Plans for Fall 2016
18. Coordination of Student Learning Outcomes assessment activities and summaries. (3.2, 3.3)	Kim Hoffmans Support: SLO Committee	<ul style="list-style-type: none"> • Courses without SLO's were removed from catalog and archived at state level. • Developed "No SLO, No Dough" criteria for program review. • Held annual SLO forums and trainings. 	<ul style="list-style-type: none"> • Implement "No SLO, No Dough" criteria for program review. • Ongoing assessment, and closing of the loop. • Assess ISLO 5. • Follow 5-year ISLO rotational plan

		<ul style="list-style-type: none"> Implemented updated version of TracDat SLO software. 	
19. Evaluate need for and develop recommendation leading to establishment of Veteran's Center on campus. (1.3)	Damien Pena Support: Student Services and faculty	<ul style="list-style-type: none"> Veteran's Resource Center opened in September 2014. Veteran focus groups conducted in spring 2016. 	<ul style="list-style-type: none"> Receive recognition by GI Jobs as a military-friendly campus.
20. Develop plan for establishment and implementation of a sustainable community education and contract training program both with not for credit and credit options. (1.4, 2.1, 2.3, 2.4)	Tim Harrison and Kim Hoffmans Support: Executive Team, Deans, and Dept. Chairs	<ul style="list-style-type: none"> Submitted two noncredit ESL courses to state for approval. Increased Contract Education offerings through Fillmore Unified School District. Increased Contract Education offerings through Superior Court of VC. 	<ul style="list-style-type: none"> Review and recommend potential offerings/programs to pilot. Hire Director/Coordinator and/or professional expert.
21. Consider bachelor's degree in pilot options per developments in state legislature. (2.1, 2.3)	Greg Gillespie Support: Executive Team, Deans, and Department Chairs	<ul style="list-style-type: none"> Legislation passed for a pilot for a limited number of community colleges to implement applied Bachelor degrees. Developed and submitted an application that was not selected. 	<ul style="list-style-type: none"> Discontinued
22. Implement 2+2+3 Pathway to Law School Program. (2.1)	Gwendolyn Huddleston Support: Faculty	<ul style="list-style-type: none"> Selected as participating college. Courses developed and scheduled as needed to support pathway requirements. Participation in required partner meetings and trainings. 	<ul style="list-style-type: none"> Continue to work with local law enforcement agencies to place students in internships. Continue building program enrollment.
23. Establishment of Civil Rights Clinic on campus in collaboration with the Department of Fair and Equitable Housing. (2.1, 2.3, 3.1)	Greg Gillespie and Gwendolyn Huddleston	<ul style="list-style-type: none"> Submitted paperwork to DFEH. Staff turnover at DFEH resulted in a discontinuation of this strategy. 	<ul style="list-style-type: none"> Discontinued
24. Update of Facilities Master Plan through contracted architect services. (3.1, 3.2)	Jay Moore, David Keebler	<ul style="list-style-type: none"> Plan for campus and community input forums. 	<ul style="list-style-type: none"> Develop revised Facilities Master Plan to take effect January 1, 2017.

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25. Participate and support attainment of goals and outcomes for the Ventura County Innovates (career pathways) grant and the CSUCI transfer pathways grant. (1.1, 2.1, 2.3, 3.2)	Greg Gillespie, Celine Park Support: Deans and faculty	<ul style="list-style-type: none"> Developed county-wide articulation agreements with high schools that align with dual and concurrent enrollment. Implemented work-based learning experiences (field trips, guest speakers, internships, job shadowing, career fairs). 	<ul style="list-style-type: none"> Develop articulation agreements with high schools, adult education centers, and four-year institutions. Continue implementing work-based learning experiences. Hold county-wide counselor conference.

		<ul style="list-style-type: none"> • Developed and strengthened partnerships with regional high schools, employers, and the community. 	<ul style="list-style-type: none"> • Enhance marketing/outreach to high schools with a focus on Diesel Mechanics, Agriculture, and Pathway to Law Programs.
26. Participate as a full launch pilot college in the statewide Online Education Initiative designed to create a statewide online system for students to access courses. (1.1)	Gwendolyn Huddleston Support: Distance Education Committee, Deans, and faculty	<ul style="list-style-type: none"> • Led district in adopting high-impact practices for online learning. • Led district in change of LMS and online student service systems. 	<ul style="list-style-type: none"> • Pilot online student service systems. • Convert LMS from Desire to Learn to Canvas • Conduct faculty training for Canvas and online pedagogy.
27. Review opportunities to provide relevant agriculture education programs to support the agriculture sector of Ventura County.	Greg Gillespie Support: Kathleen Schrader, Dan Kumpf and faculty work team.	<ul style="list-style-type: none"> • Three agriculture forums were held on campus with agriculture industry and college representatives. • Faculty team has developed curriculum for five courses in Agribusiness and one course in Agricultural Science. 	<ul style="list-style-type: none"> • Hold fall 2016 agriculture summit. • Offer not-for-credit Agriculture Science courses (pesticide control and management). • Submit ADT's for Agribusiness and Agricultural Science
28. Establish Foster Youth Center, Pirate's Cove, and Student Advocacy Center.	Damien Pena Support: Student Success Committee	<ul style="list-style-type: none"> • Foster Youth Center facilities have been renovated. • Initial plans developed for Pirate's Cove and Student Advocacy Center 	<ul style="list-style-type: none"> • Begin operations at Foster Youth Center, Pirate's Cove, and Student Advocacy Center.