

### Classified Senate Charge

The Classified Senate represents classified professionals, including classified supervisors and classified confidentials, in the formation of college and district policy on professional matters, and address all matters either directly or through participatory governance committees. The Classified Senate interfaces with the college administration in the implementation of college and district goals and objectives, and collects, evaluates, disseminates, and receives non-bargaining information for and from classified professionals as appropriate. Members of the Classified Senate Executive Board serve on the Accreditation Steering Advisory Group and contribute to the assessment of Accreditation Standard IV.

### Classified Senate Goals 2017-2018

1. Maintain or increase classified professional involvement in participatory governance through education designed to raise awareness and understanding of the processes.
2. Increase breadth of professional development opportunities for classified professionals to include training on VCCCD professional development resources and campus systems, processes, and documents.
3. Increase Classified Senate participation through education and monthly teambuilding opportunities.
4. Increase fund raising for classified employee activities through A Dollar A month campaign.
5. Create a list of common campus acronyms by June 2018 for use by classified professionals.

#### Classified 9 + 1

1. Standards or policies regarding student support and success
2. College governance structures, as related to classified roles
3. Classified roles and involvement in accreditation processes
4. Policies for classified professional development activities
5. Processes for program review
6. Processes for Institutional planning and budget development
7. Curriculum systems integrations and implementation
8. Degree and certificate requirements
9. Educational program development
  - Any other district and college policy, procedure, or related matters that will have a significant effect on Classified Staff



Date: January 11, 2018

Time: 10:30am to 12:00pm

Room: Campus Center Conference Room

1. Call to Order –
  2. Adoption of the Agenda –
  3. Public Comment
  4. Approval of Minutes –
    - a. November 2, 2017
  5. Classified Senate Reports
    - a. Treasure's Report –
  6. Committee and Group Reports
    - a. Board of Trustees –
    - b. District Committees –
    - c. Campus Committees –
  7. ACCJC Follow-Up Report, Second Reading, Action
  8. Classified Staffing Prioritization, Second Reading, Action
  9. VC Facilities Master Plan, Sue Royer, action 10 mins. (firm time 11:30)
  10. Form Candy Grams Subgroup, Action
  11. VC 2017-2020 Strategic Implementation Plan, First Reading, Discussion
  12. Guided Pathways presentation, 15 mins. (firm time 11:40)
  13. Professional Development Update –
    - a. Upcoming PD Opportunities –
- Adjournment



**Classified Senate**  
**2017-2018 Academic Year**

**Meeting Notes**  
**November 2, 2017 ~ 10:30 a.m. – 12:00 p.m.**

**Present:** Pamela Yeagley, Sara Murillo, Dana Boynton, Carol Smith, Sarah Ayala, Gabriela Wood, Sebastian Szczebiot. Online: Ali Olsen-Pacheco, Angelica Ramos Navarro, Chez Harper, Jason Robison, Felicia Torres, Cynthia Hulce, Cynthia Salas, Samantha Freitag, Sharon Oxford

**Guests:** Phil Briggs, Kim Hoffmans, Jaimee Hanna

**Recorder:** Sebastian Szczebiot

**Notes:**

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
<b>A. Call to Order</b>	10:33			
<b>B. Adoption of Agenda</b>		Sara moved to adopt, Dana Second – All in favor		
<b>C. Public Comments</b>	None			
<b>D. Approval of Minutes</b>		Ali moves, Gabi Seconds – All in favor		
<b>E. Scholarships update – Jaimee Hanna</b>	Students learn about Scholarships from Faculty and Staff most frequently!  Most OPEN now – generally closed by January 31st  Students need to write essays – need to focus on good grammar and answering the questions in the prompts.			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<p>Please share the info – Not all scholarships require great GPAs.</p> <p>CS Scholarship – This is an opportunity for us to give back.</p>			
<b>F. Classified Senate Reports</b> <ol style="list-style-type: none"> <li><b>Treasurer's Report</b></li> <li><b>Scholarship Sub - Committee</b></li> </ol>	<p>General Fund - \$2476.87</p> <p>Trust Agency - \$130.24</p> <p>Holiday Baskets – final draft of flyer will be done in the next week.</p> <p>Each division office will receive a folder with tax deduction forms and info, etc.</p>			
<b>G. Committee and Group Reports</b>				
<b>Board of Trustees</b>	<p><b>BOARD OF TRUSTEES</b></p> <ul style="list-style-type: none"> <li>Approved the reappointment of Personnel Commissioner James Lawrence King.</li> <li>Approved resolution in support of codifying DACA into federal law.</li> <li>Approved revised March 2017 DACA resolution – updated and clarified what district will do if asked for information from ICE.</li> </ul>			
<b>District Committees</b>	<p><b>DISTRICT COUNCIL ON ADMINISTRATIVE SERVICES</b></p> <ul style="list-style-type: none"> <li>DCAS is still discussing a different Districtwide Resource Budget Allocation Model.</li> </ul>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<p>CONSULTATION COUNCIL</p> <ul style="list-style-type: none"> <li>• Meeting this Friday</li> <li>• Compressed Calendar on agenda. For example, 14 weeks then finals. Could create an intersession during break.</li> </ul> <p>DISTRICT CLASSIFIED PROFESSIONAL DEVELOPMENT COMMITTEE</p> <ul style="list-style-type: none"> <li>• Evaluations on Training &amp; Tours last Friday are being collected.</li> <li>• Evaluations will probably close Friday.</li> </ul> <p>EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE</p> <ul style="list-style-type: none"> <li>• The district EEO Plan was updated.</li> <li>• Pamela will be asking to step down.</li> </ul>			
<p><b>Campus Committees</b></p>	<p>ADMIN COUNCIL</p> <ul style="list-style-type: none"> <li>• State wants 100% FAFSA completion by Foster Youth</li> <li>• Year-Round Pell grant is now available.</li> <li>• Curriculum Committee has a goal to delete courses not offered since 2010. There is a mechanism to “contest” deletion by submitting a plan to Curriculum Committee.</li> <li>• Remember to lock door, close windows, and turn off projectors when leaving meeting rooms, classrooms, and/or common rooms.</li> <li>• IT has started the Program Review tech refresh.</li> </ul>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<ul style="list-style-type: none"> <li>• DACA emergency funds were given to the district. There is no current plan to allocate the money to campuses.</li> <li>• I have been assigned to the Guided Pathways subcommittee. The Self-Assessment Survey is open. Please complete the survey. Please advise Pamela of any concerns, questions, or suggestions you have about Guided Pathways.</li> <li>• I am also on Transitional Budgeting subcommittee and DACA subcommittee.</li> <li>• Wear your butterfly buttons if you wish to be an advocate &amp; ally for Dreamers/undocumented students. FA and Health Center have some buttons if you need one.</li> </ul> <p><b>BUDGET RESOURCE COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• There is no new money in the budget and we cannot continue to operate on the promise that “they will cover it somehow.”</li> <li>• IT is piloting an accreditation storage system for documents/evidence.</li> <li>• Pirates Walk might break ground in February. ASVC has contributed \$1M toward the total cost of \$1.6M</li> <li>• Campus committees now have Program Review requests for prioritization.</li> </ul> <p><b>COLLEGE PLANNING COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• Voted to approve Integrated Equity, SSSP, BSI Plan (motion not stated in those words)</li> </ul>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<ul style="list-style-type: none"> <li>2017-2020 Strategic Implementation Plan will come to Classified Senate in January for a First Reading and in February for a Second Reading.</li> </ul> <p>STUDENT SUCCESS COMMITTEE</p> <ul style="list-style-type: none"> <li>Basic Skills Initiative – state will only be dispersing 75% of the funding at this point because state was unable to collect data on 4<sup>th</sup> metric. Last 25% of funding will be held back until this issue is resolved.</li> <li>Damien is taking over as Chair of the Equity subgroup.</li> <li>Starting November 1<sup>st</sup>, all administration and classified payroll will be moved from Equity funds to General Funds.</li> <li>3SP subgroup is discussing how early registration affects Pirate Fridays. Discussed Multiple Measures and a Plan B for students who cannot obtain their high school transcripts. Eric Martinson will meet with Assessment and Counseling to discuss Multiple Measures.</li> <li>SSC is discussing a proposal to be one of the committees who takes part in prioritization.</li> </ul> <p>ASAG</p> <ul style="list-style-type: none"> <li>No October meeting</li> </ul> <p>PROFESSIONAL DEVELOPMENT ADVISORY GROUP</p> <ul style="list-style-type: none"> <li>Contact Gigi Fiumerodo with suggestions/proposals for the Diversity in Culture Festival next spring.</li> <li>The proposed budget for Diversity in Culture Festival is approx. \$35,000.</li> <li>Contact Jennifer Garner with proposals for Pirate Talks</li> </ul>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<ul style="list-style-type: none"> <li>Group plan for the current year has not been completed for submission to administration.</li> </ul>			
<b>H. Resolution, Release Time for VCCS CSEB, Action - Pamela</b>	<p>District CS Presidents met with Michael Shanahan. He said a resolution would need to be drafted first to be taken to the Board along with a plan on how this release time would be allocated. Hope is that release time would help the CSEB increase CS participation.</p> <p>Dana: at DCHR, it was brought up to have more classified staff representation. Faculty are disgruntled because classified have 3 SEIU reps and faculty have one AFT rep...but they also have the Academic President. Why shouldn't we have both?</p>	<p>Sebastian moved to approve. Chez seconds.</p> <p>Approved unanimously (quorum of 13)</p>		
<b>I. VC 2017-2020 Strategic Implementation Plan</b>	<p>Phil Briggs – Dean of IEE</p> <p>VC has the Education Master plan which outlines our vision, but not “how” we will attain these goals. The Strategic Master Plan serves this purpose.</p> <p>Pg. 3 Describes how we got this far?</p> <p>Collated college wide initiatives and feedback written down at retreat was taken and incorporated.</p> <p>This is the first full draft that is ready for more feedback. Input on strategies or actions is more than welcome.</p> <p>Phil will send link to an online forum for feedback which will be incorporated early December and then redistributed as a second draft. Deadline is DEC 8 for feedback</p>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
J. ACCJC Follow Up	<p>Sept 2016 – Accreditation Visit.</p> <p>We received four commendations:            One on open dialogue in self-evaluation report.            Second was regarding use of technology.            Third regarded our beautiful campus.            Fourth – shared governance with classified!</p> <p>We also received one non-compliance, which was district wide. Recommendations – applied to all three colleges (Standard 3A6)</p> <p>There are currently a lot of changes at ACCJC since our visit. A lot of staff changes at the administrator level. A debate has started about switching to WASC senior even. Indeed, a lot of colleges had non-compliance concerns, especially regarding this standard. The standard and subsequent recommendations are very prescriptive – accreditation should be looking at outcomes instead. The real questions should be; do we use outcome metrics to make decision, etc. And we do!</p> <p>ACCJC will be addressing this standard at their board meeting where they may very well abolish it. However, in the event that they do not, we need to be ready! Hence why we need to draft a response.</p> <p>In VC's draft response, we highlight the holistic approach to improvement via outcome monitoring. We emphasize that we do not look at the individual, but rather the overall success.</p> <p>Please email Kim Hoffmans with any feedback. The draft response will be working through the relevant campus committees this month – There would then be a December and January reading at the Board.</p>			



Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
K. VC Facilities Master Plan – 11:30	<p>Sue Royer</p> <p>This is a draft – the bare bones. Five goals in total.</p> <p>1 – create and maintain spaces with a focus on guiding principle that students come first.</p> <p>2 – “improve and replace”</p> <p>3 – enrollment management as guide for use of facilities.</p> <p>4 – develop and increase access for off-campus programs.</p> <p>5 – update spaces to maintain role in community.</p> <p>Each goal has specific objectives. For example, part of goal one is creating a one stop student center.</p> <p>SCION did a student housing analysis. They think there is sufficient demand for student housing at Ventura College.</p> <p>SUSTAINABILITY <i>and</i> TOTAL cost of ownership is key.</p> <p>FUSION – a space utilization software</p> <p>Master plan recognizes the Santa Paula site and our desire to increase FTES to have it recognized as a center.</p> <p>WEC into community center!!</p> <p>We <i>need</i> a VC Visioning Committee!</p> <p>A lot of money spent by Facilities is “unseen” such as wiring or plumbing.</p>			
L. PD Update	<p>a. Instructional Productivity, FTES, FTEF, Gabi 15 mins - TABLED</p> <p>b. Upcoming PD Opportunities – Pamela, 5 mins.</p>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<p>i. <i>Open Hour with the Chancellor</i>, 11/09 from 1:30-2:30 at the Wright Event Center.</p> <p>ii. <i>Participatory Governance at VC Professional Development Session</i>, 11/07 from 2-3pm in MCW-312.</p> <p>Ali and Sharon are ready to provide another supported professional development session, perhaps on Nov 16</p> <p>MCE 342 12:30 to 1:30</p>			
<b>M. Adjournment</b>	11:59			
<b>Next Meeting Date:</b>	December 7, 2017			

# Ventura College

## Follow-Up Report Institutional Report

*Submitted by:*

Ventura College

4667 Telegraph Road

Ventura, California 93003

To

Accrediting Commission for Community and Junior Colleges

Western Association of Schools and Colleges

Submitted March 2018



DRAFT



## Follow-Up Report

To: Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges

From: David Keebler, President  
Ventura College,  
4667 Telegraph Road, Ventura, California 93003

I certify there was broad participation/review by the campus community and believe this report accurately reflect the nature and substance of this institution.

Signatures:

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David Keebler, President, Ventura College (date)

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Bernardo Perez, Chairperson, Board of Trustees (date)

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Dr. Greg Gillespie, Chancellor, Ventura County Community College District (date)

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Lydia Morales, President, Academic Senate (date)

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Dr. Pamela Yeagley, President, Classified Senate (date)

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Leslie Herrera, President, Associated Students Ventura College (date)

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Dr. Kim Hoffmans, Accreditation Steering Advisory Group Co-Chair and Accreditation Liaison Officer, Ventura College (date)

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Eric Martinsen, Accreditation Steering Advisory Group Co-Chair and English Faculty, Ventura College (date)

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## I. Report Preparation

On February 3, 2017, Ventura College received the Commission's Action Letter ([Appendix A](#)) reaffirming its accreditation for 18 month with a required Follow-Up Report for the one noncompliance at the District level for Standard III.A.6.

Since the receipt of the Commission's report, Ventura College in conjunction with the District and other two colleges have collaborated to address the elements in Standard III.A.6. Simultaneously, ACCJC has also reviewed and expressed concerns regarding this standard as it focusses on individual's efforts rather than a college's collective learning outcome endeavors to improve teaching and learning. As such, ACCJC has proposed the removal of Standard III.A.6. Regardless, the College has move forward with its processes to address the noncompliance related to this Standard.

In March 2017, the Accreditation Steering Advisory Group (ASAG) discussed the Commission's Action Letter and External Evaluation Report ([ASAG March 2017 Minutes](#)). As a part of continuous quality improvement, the group developed a WASC (ACCJC) Seven-Year Cycle ([Appendix B](#)) which includes yearly cycle timelines and the details regarding the processes to be completed each year by ASAG; including the writing of this follow-up report.

As the compliance was a District issue, the Vice Chancellor of Education Services developed the initial written response and distributed to the Accreditation Liaison Officers (ALOs) for college. In September 2017, the ASAG of Ventura College established a taskforce of volunteers to begin writing the follow-up response based on the initial version distributed from the District ([ASAG September 2017 minutes](#)). A well-developed draft report was reviewed by ASAG at their October 4, 2017 (ASAG October 2017 minutes). In this working meeting, the group discussed the draft, line-by-line, and provided feedback. Following this process, the draft report was ready for campus-wide distribution, discussion, and feedback. Specific participatory governance committees were provided the draft in early October with formal presentations at their regular meetings as follows:

- Academic Senate- Nov. 16 & Dec. 7
- Classified Senate November 2 & December 7
- Associated Students Dec. 5th
- College Planning Council- Nov. 29

The ASAG Taskforce continued to incorporate suggestions from College constituency groups and individuals throughout October and November. The final draft of the complete Follow-Up Report was reviewed and then approved by Ventura County Community College Board of Trustees for first reading on December 12, 2017 and for a second reading at its meeting on January 16, 2017.

## II. Response to the Commission Action Letter

This Follow Up Report focuses specifically on responding to the District recommendation for Standard III.A.6:

### District Recommendation 1 (Compliance)

In order to meet the Standard, the teams recommend the District include use of the results of assessment of learning outcomes to improve teaching and learning as a formal component of the evaluation processes for faculty, academic administrators and other personnel directly responsible for student learning. (III.A.6)

### **Evidence of Meeting the Standard:**

#### **District Recommendation 1 (Compliance)**

In order to meet the Standard, the teams recommend the District include use of the results of assessment of learning outcomes to improve teaching and learning as a formal component of the evaluation processes for faculty, academic administrators and other personnel directly responsible for student learning. (III.A.6)

College response:

The assessment of Student Learning Outcomes (SLO) and Service Unit Outcomes (SUO) is an ongoing process. SLO/SUOs are assessed at the course, program, service unit, and institutional level. Faculty members collaborate on the design and implementation of SLO assessment instruments and rubrics and assess student performance relative to SLOs for each course offered in their programs on a rotational basis, such that all courses are assessed within a five-year period. Service units collaborate on the development of their SUOs, perform assessments, and discuss findings on an annual basis. The assessment data are entered into TracDat, which is one of VCCCD's approved SLO repository and tracking software programs. Reports are generated, and the results are used to create initiatives to improve student success in the courses and programs. Once the initiatives are implemented, faculty and staff reassess the SLOs/SUOs to see if the initiatives improved student or service unit outcomes.

As part of the annual program review process at Ventura College, every instructional and student service program is required to assess and evaluate its SLOs/SUOs. Faculty, administrators, and other personnel directly responsible for student learning are expected to participate in course, program, and service unit SLO/SUO assessment as required by their department assessment cycle. The results of this assessment, along with changes made to improve their programs, are documented in TracDat.

Discussions of outcomes assessment (SLO/SUO) results are a part of department and division meetings. These discussions involve consideration of how the SLO/SUO assessments can be used to systematically improve student learning and achievement. Such discussions also create an opportunity to share best practices between faculty members as well as administrative and other personnel directly responsible for student learning. Furthermore, as part of the college's integrated planning and data-driven program review processes, departments document their analysis of outcome assessment and evaluation results and use them to request resources aimed to improve course or program effectiveness.

Student learning outcomes are linked to the course outlines of record in CurricUNET, as well as syllabi. Discipline faculty develop and revise SLOs and evaluation measures that are consistent with the course content and objectives. Through the Faculty Handbooks and routine reminders at



division and department meetings, faculty members have been advised of the requirement to list SLOs on their course syllabi and are asked to submit syllabi each semester to the division office. Within the faculty evaluation process, syllabi are reviewed by division deans to ensure that faculty members are consistently informing students of the SLOs.

### Faculty Evaluation

Within the District, faculty evaluation is a collective bargaining issue, and the process and criteria for evaluation are outlined in the *Agreement between the Ventura County Community College District (hereafter VCCCD) Moorpark, Oxnard, Ventura and Ventura County Federation of College Teachers AFT Local 1828, AFL-CIO (hereafter AFT) July 1, 2013 through June 30, 2016*.

The current VCCCD/AFT Agreement contains no mention of faculty participation in SLO assessment in the faculty evaluation forms (Appendix D, Form A2, A3, and A4). The only direct reference to SLOs is listed under the duties of department chairs who are charged with the “development and revision of program review and student learning outcomes assessment processes” (Article 13.1.I.). As a part of these processes, department chairs often initiate faculty discussions of SLO data to improve teaching and learning, a process described in Accreditation Standard II, Student Learning Programs and Support Services. The faculty evaluation form does ask whether or not a faculty member has submitted “required departmental reports and other necessary paperwork.” Further, probationary and contract tenured faculty are evaluated on their participation “in overall departmental program development, maintenance, evaluation, updating of course outlines, and/or expansion of programs” (Appendix D, Form A2 and A3). Deans, in consultation with department chairs, may address faculty participation in a wide variety of departmental duties on the Administrator and Peer Evaluation Forms (Appendix D, Form A2 and A3).

### Administrator Evaluation

All administrators and supervisors undergo an evaluation annually. Each administrator is evaluated against a set of standard criteria and then is asked to provide a set of specific management responsibilities, goals, objectives, or other specific job duties related to this position, which are agreed upon by their supervisor. Deans [at Ventura College](#) are asked to address how they support faculty in the development and assessment of outcomes. In their self-evaluation, deans discuss how they support faculty and staff in achieving SLOs/SUOs.

### Analysis and Evaluation:

Student learning is the result of shared practice and collective activity among a program’s faculty as opposed to representing the efforts of one individual faculty member. In the case of Ventura College, the assessment of outcomes is an ongoing process. SLOs/SUOs are assessed at the course, program, service unit, and institutional level. Faculty members within a department or program collaborate on the design and implementation of assessment instruments and rubrics and assess student performance relative to SLOs for each course offered in their programs.

While not a separate component of the current evaluation of Contract Tenured Faculty and other personnel directly responsible for student learning, faculty and classified staff are expected to participate in their course and program SLO/SUO assessment in accordance with the department

assessment cycle. The end result is that administrators, faculty members, and classified personnel recognize the value and importance of SLO/SUO assessment in improving teaching and learning and creating a culture of student success at Ventura College.

### **III. Appendices**

- A. ACCJC Commission's Action Letter
- B. WASC (ACCJC) Seven-Year Cycle

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2017-2018 Program Review Classified Requests, 11-22-2017

									Priority			
Area	Division	Program	Resource Request Title	Brief Desc of Resource Request	Type	Estimated Cost	Yrs Requested	Req in Prev Yrs	Prog	VP	Comm	ET
AA	CE I	Health Sciences	NS1702	The Clinical Skills Simulation Specialist is retiring in March 2018. A replacement is required to meet the Board of Registered Nursing recommendation received last week to provide faculty and staff to manage the skills and the simulation lab.	Staff	\$60,000	2011-2012	Yes	2	2	1	
SA	Stdnt Srv	VC Santa Paula	VCS1701 (Also OFF1701)	Restore on-site Director/Coordinator at VCSP who will be responsible for instructional, student services, and administrative oversight and operations of VCSP, the growing Dual Enrollment Program, and the college's additional off-campus initiatives.	Staff	\$75,000	2016-2017, 2015-2016, 2014-2015, 2013-2014	Yes	1	2	2	
BAS	BAS	FMO	FMO1706 Custodian	Despite the approval of another custodian position in the previous program review, FMO is still understaffed significantly in this department. The custodians handle both Ventura and Santa Paula campuses along with events, office moves, and other activities.	Staff	\$100,000	2016-2017	Yes	5	1	3	
BAS	BAS	FMO	FMO1703 Office Assistant from 40% to 100%	Convert existing Office Assistant position from 40% to 100%.	Staff	\$60,000	2016-2017, 2015-2016, 2014-2015	Yes	4	4	4	

2017-2018 Program Review Classified Requests, 11-22-2017

AA	Division	Off-Campus Programs	OFF1703 (also LIB1706 and VCS1702)	Establish a new, 10-month, classified position for VCSP. This new position would ideally be a bilingual position working a 100% VCSP shift on a 4-40 work schedule. Given the setting of the Library/Learning Center at VCSP, this new position would be a blend of the following current job classifications: 30% Library Assistant, 40% Tutorial Specialist, 30% ILT 1 -- Learning Resources. The ideal classification for this position would be at the 250 Classified Salary Schedule. While the job classification we are seeking is new, this position is a replacement for the one that has been vacant for the past few years when a split VC Main Campus / VCSP Library Assistant position control was re-allocated to the VC Main Campus BEACH area. This position will oversee the VCSP LRC drop-in lab which acts as VCSP's student connect and financial aid lab for admissions, online orientations, portal set-ups, financial aid, and other student services.	Staff	47,500	2016-2017	Yes	3	5	5	
BAS	BAS	FMO	FMO1704 Sprinkler Repair Technician	Additional grounds worker that would also specialize in installing and repair the irrigation systems at Ventura and Camarillo. This position would help save water usage, the appearance of the grounds and assist in filling an understaffed area of FMO.	Staff	\$95,000	2016-2017, 2015-2016, 2014-2015	Yes	8	2	6	
BAS	BAS	IT	IT1701	As our learning environments move toward cloud technologies and streaming content, the need for a fast, reliable and redundant network will be crucial. We should have a dedicated network engineer for our campus. Currently we rely on a shared, district wide network engineer. I believe that our campus should have a dedicated network engineer.	Staff	\$200,000	2016-2017, 2015-2016	Yes	1	5	7	
AA	Division	Health, Kinesiology, Athletics, Performing Arts, and Contract Education	HEA1701	Supervisor of Off Campus Programs	Staff	\$120,000	2016-2017, 2015-2016, 2014-2015, 2013-2014, 2012-2013	Yes	1	3	8	

2017-2018 Program Review Classified Requests, 11-22-2017

SA	Stdnt Srv	CalWORKS	CAL1701	Full time Administrative Assistant to assist with data reporting, case management/compliance, communication with the County of Ventura, budget and day to day office operation. Resource request additionally aligns with Objectives #1, 3, 4 & 5.	Staff	\$ 48,660 (Salary Schedule, level 230, assuming step 3 \$4,055)\$ 39,578 (Benefits)Total = \$ 88,238		No	1	5	9	
BAS	BAS	FMO	FMO1705 Maintenance Worker 2 - Carpenter	Currently our plumber also serves as our carpenter. The need for a dedicated carpenter is essential.	Staff	\$120,000	2016-2017, 2015-2016	Yes	7	3		
AA	Division	Learning Resource and Testing Center	LRC1706	Add one Instructional Learning Technician I - Learning Resources (12 month, 40%) to act as a floater between VCSP, Tutoring Center and the BEACH. This request was approved during the 2016-17 review cycle, but never funded. We are short of staff at all three locations, especially in the evening. This addition will help alleviate the dependence on provisional staff in these locations.	Staff	\$17,400	2016-2017, 2015-2016	Yes	6			
SA	Stdnt Srv	Admission and Records	ADM1701	Seeking a new position for Admissions Evaluators (2) be created within VCCCD. Their objectives would be to determine transferable courses from outside institutions and update Degree Works (student audit system) with those courses and applicable units. The Admissions Evaluators would support the graduation application process and facilitate efforts of other areas within student services to support student success. Additionally, the Admissions Evaluators would be able to meet the prescribed standards for keeping the academic record while maintaining the college's goals for student degree/certificate completion and transfer.	Staff	\$4275/mo/position + health costs		No	1	3		

2017-2018 Program Review Classified Requests, 11-22-2017

SA	Stdnt Srv	EOPS	EOPS1701	For part time seasonal provisional bilingual culturally proficient outreach specialists, support activities such as a student male support retreat, an Underground Scholars program for those transitioning from prison/incarceration to college and a student leadership development program.	Staff	\$25,000	2016-2017, 2015-2016, 2014-2015	Yes	1	4		
AA	Division	English, Math, and Learning Resources	EML1701	LRC Supervisor (Position Restoration): Growth of academic support services/usage is dependent on close collaboration with faculty (especially math and English) to design ways to integrate academic supporting within discipline course content and requirements It is essential that we have a supervisor-level person to outreach, coordinate, and oversee our learning resources area and thereby dramatically increase FTES generation (IDS N100 and other new noncredit courses that may be developed to supplement learning through academic support services).	Staff	\$94,500 (\$67,000 mid-range salary level + ~\$27,000 benefits)		No	1	1		
SA	Stdnt Srv	Counseling	COU1702	Part time Student Services Assistant to provide coverage to answer phones, make appointments, pull files for counseling appointments and assist the full time Student Services Assistant in maintaining schedules.	Staff	\$30,000	2016-2017, 2015-2016	Yes	1	6		
AA	Division	English, Math, and Learning Resources	EML1702	LRC Office Assistant: Provide support and assistance to the LRC Supervisor to carry out the day-to-day basic operations of the multiple Learning Resources areas (Tutoring Center, Writing Center, Math Center, BEACH/Computer Center, etc.)	Staff	\$61,600 (\$44,000 mid-range salary + \$17,600 benefits)		No	2	4		
SA	Stdnt Srv	Financial Aid	FA1713	Hire someone to assist the Financial Aid Officer, represent FAO at meetings and when FAO is out of the office, coordinate work functions and serve as a lead in the department.	Staff	\$80,000	2016-2017	Yes	6	1		
AA	HED/Kin/ Athl/Perf mArts	Performing Arts	PER1717	Full-time Performing Arts Technician I, 12 month. With the increased performance demands and the upcoming degree/certificates in Entertainment Technology and Musical Theatre/Voice, as well as Civic Center rental demands by community it will be mandatory to hire another full-time theatre technician to handle the design, supervision, and fabrication of additional productions. We currently have a 40% 9 month position. This request will increase the current expenditures by \$37,789. including benefits. (Comprehensive)	Staff	65000		No	2			

2017-2018 Program Review Classified Requests, 11-22-2017

AA	Division	Health, Kinesiology, Athletics, Performing Arts, and Contract Education	HEA1703	Dual Enrollment and Community Education Coordinator/Supervisor (40%)	Staff	\$50,000		No	2			
AA	Division	Learning Resource and Testing Center	LRC1705	Increase the current ILT-I Learning Resources (100%) position from 11 months to 12 months. The LRC is short staff during the summer months due to mandatory leave by current 11 month employee. Being fully staffed during the summer sessions will allow us to be open longer and provide more services to our students and faculty.	Staff	\$6,100		No	1			
AA	HED/Kin/ Athl/Perf mArts	Performing Arts	PER1718	Full-time Costume Technician Assistant A 40% - 9 month position costume technician to concentrate on main production needs and allow for evening coverage to service the shows and work alone to fill some of the needs. With the addition of film, musical theatre, and voice degree programs, the demand for this area will double and it is currently understaffed.	Staff	40000		No	3			
AA	CE I	Paramedic/EM T	PAR1703	Lab Tech - Position will provide support to the EMT/Paramedic program and Nursing. The tech will maintain equipment/supply inventories, complete basic maintenance and repairs, place and track service requests, setup and breakdown the simulation equipment and isolated skills station learning tools for each skills lab session, and support classroom faculty with the lab/classroom instruction. Currently, faculty and the program coordinator are managing these items and it requires significant retracing of footsteps to maintain this each semester and year to year due to the	Staff	80,000	2016-2017, 2015-2016, 2014-2015	Yes	2			
AA	CE II	Automotive/Diesel	AUD1702 (AUTO)	Part Time Instructional Lab Technician position to provide lab support to all automotive courses. Currently we are 40% short and have multiple course without lab support, resulting in decreased student performance, increased instructor load, and safety hazards. Diesel and Auto would like to hire a 60% ILT to be split between auto and diesel programs at a 30% - 30% load, unless otherwise agreed upon by departments.	Staff	50,000		No	2			

2017-2018 Program Review Classified Requests, 11-22-2017

AA	CE II	Architecture, Drafting, and Construction Technology	ARCH1702	Lab assistant to support Architecture, Drafting, Construction, Engineering and Manufacturing modeling lab. This position is necessary for the safety of our students and the support of our equipment.	Staff	\$60,000	2016-2017, 2015-2016, 2014-2015	Yes	2			
AA	VisArt, Lang, Soc/BhvSci	Art	ART1702	additional resources to convert from 40% to 100% position	Staff	\$30,000 additional	2015-2016	Yes	2			
AA	CE II	Manufacturing Technology and Welding	WEL1701	I would like to hire a part time lab technician.	Staff	\$60,000		No	1			
AA	CE I	Paramedic/EMT	PAR1704	Increase current Administrative Assistant 12 month 50% position to full-time and assist the EMT and Paramedic programs	Staff	40,000	2016-2017, 2015-2016, 2014-2015	Yes	4			
AA	HED/Kin/Athl/PerfmArts	Performing Arts	PER1716	Full-time Costume Technician Replacement current technician planning to retire	Staff	65000		No	5			
AA	Division	Child Development Center	CHI1702	Funding to increase hours of classified Child Development Associates responsible for supervising Child Development practicum students	Staff	\$40,000	2016-2017, 2015-2016, 2014-2015, 2013-2014, 2012-2013, 2011-2012	Yes	1			
AA	CE I	Health Sciences	NS1704	The Clinical Skills Simulation Specialist is retiring in March 2018. A replacement is required to meet the Board of Registered Nursing recommendation received last week to provide faculty and staff to manage the skills and the simulation lab.	Staff	\$60,000	2011-2012	Yes	4			
AA	CE I	Medical Assistant	MED1701	Employ a Student Instructional Aide to work with students in the classroom	Staff	\$2,000	2016-2017	Yes	1			
AA	Sciences	Chemistry	CHE1706	Provide tutors for upper level chemistry classes by hiring qualified individuals from outside the Ventura College community. These could include graduates from VC, and upper level students from neighboring 4 year colleges.	Staff	\$5,000		No	5			
AA	HED/Kin/Athl/PerfmArts	Athletics/Kinesiology	A/K1704	Increase Hours in Lab course offerings so students have more opportunities to complete positive attendance.	Staff	\$40,000		No	4			



## 2017-2018 Program Review Classified Requests, 11-22-2017

AA	AA	Institutional Equity and Effectiveness	IEE1701	Hire an additional Academic Data Specialist to keep up with increasing workload related to class schedule production. Currently, there are two Academic Data Specialists that are tasked with entering and validating all data related to course scheduling and faculty pay for the entire college. VC offers over 1,300 course sections each semester. For each one of these sections, the Data Specialists are required to manually enter information into 144 fields in 11 different Banner screens.	Staff	\$100,000		No	1			
AA	Division	Off-Campus Programs	OFF1701 (Also VCS1701)	Restore on-site Director/Coordinator at VCSP who will be responsible for instructional, student services, and administrative oversight and operations of VCSP, the growing Dual Enrollment Program, and the college's additional off-campus initiatives.	Staff	\$75,000	2016-2017, 2015-2016, 2014-2015, 2013-2014	Yes	1			
AA	Division	Learning Resource and Testing Center	LRC1707 (Testing Center)	Additional 40% staff position is needed to increase hours of operations from 16 hours to 32 hours per week.	Staff	\$16,400 (\$1400.00 times 12 months per VCCCD Proctor salary scale)	2016-2017	Yes	7			
AA	Division	Library	LIB1706	Establish a new, 10-month, classified position for VCSP. This new position would ideally be a bilingual position working a 100% VCSP shift on a 4-40 work schedule. Given the setting of the Library/Learning Center at VCSP, this new position would be a blend of the following current job classifications: 30% Library Assistant, 40% Tutorial Specialist, 30% ILT 1 -- Learning Resources. The ideal classification for this position would be at the 250 Classified Salary Schedule. While the job classification we are seeking is new, this position is a replacement for the one that has been vacant for the past few years when a split VC Main Campus / VCSP Library Assistant position control was reallocated to the VC Main Campus BEACH area.	Staff	\$47,500	2016-2017, 2015-2016, 2014-2015	Yes	3			
AA	Division	Library	LIB1702	Hire a third F/T Library Assistant	Staff	\$50,000	2016-2017, 2015-2016, 2014-2015, 2013-2014, 2012-2013, 2011-2012	Yes	4			

2017-2018 Program Review Classified Requests, 11-22-2017

AA	Division	Library	LIB1703	Hire a seasonal Library Assistant to help with Lending Library. Without additional support for the preparation, processing and staffing of Lending Library the Library might no longer be able to continue this valuable service to students.	Staff	\$25,000	2016-2017	Yes	6			
SA	Stdnt Srv	Pirate's Cove	PIR1702	Enhanced budget for SSSP staffing to cover more class visits and conduct more electronic followup campaigns.	Staff	\$30,000		No	2			
SA	Stdnt Srv	VC Santa Paula	VCS1702 (Also LIB1706 and OFF1703)	Establish a new, 10-month, classified position for VCSP. This new position would ideally be a bilingual position working a 100% VCSP shift on a 4-40 work schedule. Given the setting of the Library/Learning Center at VCSP, this new position would be a blend of the following current job classifications: 30% Library Assistant, 40% Tutorial Specialist, 30% ILT 1 -- Learning Resources. The ideal classification for this position would be at the 250 Classified Salary Schedule. While the job classification we are seeking is new, this position is a replacement for the one that has been vacant for the past few years when a split VC Main Campus / VCSP Library Assistant position control was reallocated to the VC Main Campus BEACH area. This position will oversee the VCSP LRC drop-in lab which acts as our student connect and financial aid lab for admissions, online orientations, portal set-ups, financial aid, and other student services	Staff	\$47,500	2016-2017, 2014-2015, 2011-2012	Yes	2			



**Ventura College  
Facilities Master Plan  
2017-2023  
DRAFT 4a**

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## SECTION 1 – EXECUTIVE SUMMARY

The purpose of the 2017-2023 Facilities Master Plan is to serve as a guide for campus development over the next five years – at the main campus in Ventura and at instructional sites in Santa Paula and Camarillo. This is an exciting time for planning as we implement the Sail to Success Initiative, fulfill the growing demand for distance education, and look toward redefining spaces into interactive environments to enhance opportunities for collaboration, communication and socialization.

This plan honors the collaborate efforts of a multitude of stakeholders, both past and present, who contributed their expertise and time to earlier plans, as well as to this current plan.

The 2017-2023 Educational Master Plan, along with strategic enrollment management, are the key drivers for the new Facilities Master Plan. In addition, this plan seeks to implement recommendations provided by the 2016 Sustainability Plan and the 2017 Technology Master Plan. For purposes of clarity, this plan uses the word “space” to reference all areas on campus, both indoors and outside, while the word “facility” refers to buildings. Finally, this Facilities Master Plan contains five goals that speak to the future of Ventura College:



### **GOAL 1: Create and maintain spaces and infrastructure that represent Ventura College’s** **Guiding Principle: *We believe that students come first and all else follows.***

- Objective 1: Improve access to Student Services facilities.
- Objective 2: Conduct Utilization studies of the current facilities on campus with the goal of determining methods for achieving greater access and efficiency.
- Objective 3: Design spaces to encourage student learning through communication, collaboration and socialization.
- Objective 4: Improve traffic flow, wayfinding, and safety on campus.

### **GOAL 2: Improve and/or replace aging facilities to support student learning with** **consideration of funding sources and Total Cost of Ownership.**

- Objective 1: Develop a timeline to refurbish and/or replace aging facilities.
- Objective 2: Improve Heating, Ventilation, and Air Conditioning (HVAC) throughout campus.

- Objective 3: Ensure that new and existing facilities align with the energy goals of the 2016 Sustainability Plan and the initiatives delineated in the 2017 Strategic Technology Plan.

**GOAL 3: Enhance opportunities for student success through strategic enrollment management as a guide to the use of facilities.**

- Objective 1: Ensure accuracy of current and projected space utilization data, including Weekly Student Contact Hours, to help inform scheduling.
- Objective 2: Maximize learning opportunities and improve facility utilization rates by scheduling courses during all available periods.
- Objective 3: Provide opportunities for students to earn bachelors' degrees onsite through partnerships with local and regional universities as new program developments are initiated.

**GOAL 4: Continue to develop and increase access to off-campus programs and facilities.**

- Objective 1: Develop and offer curriculum at the Santa Paula Site such that a significant increase in fulltime equivalent students (FTES) is realized.
- Objective 2: Engage the business and civic leadership as well as other partners in Santa Paula to develop a cost-sharing strategy for a new college facility in the Santa Clara River Valley.

**GOAL 5: Ensure that Ventura College updates spaces and facilities such that it remains the educational, cultural and innovative hub of the community.**

- Objective 1: Balance the needs of the community and campus to mutual benefit.
- Objective 2: Ensure that all Career Education labs meet or exceed industry standards.
- Objective 3: Support educational opportunities for non-traditional students through the restoration of a fee-based, community education program.

There are a number of significant challenges to achieving the Facilities Master Plan Goals and objectives, but perhaps the most formidable is the need for financial resources. Much of the 2004 Facilities Master Plan was accomplished through Measure S bond funds. Addressing the renovation or replacement of the College's aging facilities will only be realized through similar funding sources.

## SECTION 2 – INTRODUCTION

### **PURPOSE**

The purpose of the 2017-2023 Facilities Master Plan (FMP) is to serve as a guide for campus development over the next five years – both at the main campus in Ventura and at instructional sites in Santa Paula and Camarillo. The plan will ensure a world-class learning environment by advancing the College’s Mission, Vision, and Guiding Principles.

The breadth and direction of the Facilities Master Plan are driven by:

- 2017-2023 Educational Master Plan
- Enrollment Management – A critical element of strategic planning for the College as it concerns academic program growth, facility needs, and the Guiding Principle: *At Ventura College we believe that students come first and all else follows.*

### **PROCESS**

The planning process at Ventura College is collaborative and cyclical, exemplifying the College’s commitment towards continuous improvement (Appendix A). Planning involves faculty, staff, students, community members and administrators who participate in developing the master plans to “operationalize the College Mission into long-term goals and objectives” (2017 EMP, page 52).

**Educational Master Plan** – Articulates how the college will advance its mission and meet current and anticipated challenges and opportunities.

**Facilities Master Plan** – Supplements the Educational Master Plan. This is a long-term plan that articulates how the college will meet facilities-related challenges and opportunities.

**Technology Master Plan** – Supplements the Educational Master Plan. This three-year plan articulates how the college will meet technology-related challenges and opportunities.

### **VENTURA COLLEGE MISSION**

At Ventura College, we transform students’ lives, develop human potential, create an informed citizenry, and serve as the educational 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 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.



*Ventura College Graduation – May 2017*



## SECTION 3 – STRATEGIC GOALS

The California Community College System, the Ventura County Community College District, and the Ventura College Educational Master Plan all focus on strategies supporting student success. As the Educational Master Plan drives the Facilities Master Plan, its goals are embedded in the larger vision for the District as well as the California Community College System.

The strategic vision for the California Community College Chancellor's Office (CCCCO) includes the following goals that the system will strive to achieve by 2022

(<https://vision.foundationccc.org/looking-ahead>):

1. Over five years, increase by at least 20 percent the number of CCC students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.
2. Over five years, increase by 35 percent the number CCC students transferring annually to a UC or CSU.
3. Over five years, decrease the average number of units accumulated by CCC students earning associate's degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units – the average among the quintile of colleges showing the strongest performance on this measure. (Associate's degrees typically require 60 units.)
4. Reduce equity gaps across all of the above measures through faster improvements among traditionally under-represented student groups, with the goal of cutting achievement gaps by 40 percent within five years and fully closing those achievement gaps within 10 years.

On August 9, 2016, the Ventura County Community College District approved the following District 2013-2019 Strategic Goals:

1. Increase access and student success.
2. Partner more effectively to meet community needs.
3. Promote effective use of organizational resources.

On June 13, 2017, the Ventura County Community College District (VCCCD) Board of Trustees approved the Ventura College 2017-2023 Educational Master Plan with the following goals:

1. Increase the success of our students while closing equity gaps.
2. Increase our community's access to transfer, workforce preparation, and basic skills education.
3. Strengthen local/regional partnerships and community engagement.
4. Enhance institutional effectiveness and accountability to improve innovation and student outcomes.
5. Effectively manage campus resources to meet student and community needs.

## SECTION 4 – FACILITIES HISTORICAL PERSPECTIVE

Ventura College was founded in 1925 as the Ventura Junior College Department of Ventura High School (the 14th of California's 114 Junior Colleges). The College's original mission was to provide the first two years of college education free to Ventura County students preparing to go on to a four-year college or university.

The school opened with 22 students at the Cabrillo campus on Santa Clara Avenue, the current site of Cabrillo Middle School. Classes were taught in the auditorium, which was remodeled into six classrooms, a library and a study hall. The office was located in the tower above the main entrance to the school and an adjacent house was rented as a student activities center.

In 1928, a \$400,000 bond was passed to purchase a nearby 15-acre site and begin construction on the new Ventura High School & Junior College Campus. In 1930, Architects John C. Austin



and Frederick Ashley finished the grand 2-story structure that was to house the Ventura Senior High School and Ventura Junior College for the next 25 years. The new ivy-covered, redbrick building at the corner of Main Street and Catalina contained every aspect of the college: the library, cafeteria, administration offices,

*Ventura Junior College - 1930*

faculty offices and classrooms. The "L" shape design gave the building three fronts: the center section facing the intersection of Catalina and Main Streets, one wing extending down Catalina, and the other wing extending to the East along Main Street.

In 1934, a 17-acre farm and several residential lots were purchased to accommodate expanding campus needs. By 1939, seven new buildings had been constructed, including the Agriculture building, the Industry and Trades building, and the Commerce building. By 1941, enrollment had reached 800 students and the curriculum adjusted itself accordingly. New vocational courses in police and fire training, carpentry, electrical and mechanical engineering, automotive shop, aviation, and home arts, together with the traditional curriculum occupied the six new campus buildings.

The war years had a major impact on faculty and enrollment. By 1943 faculty numbers had been reduced by 50% and by 1945 only 9 students (one male and eight females) remained in college

courses. After the war, enrollment grew rapidly and in 1949 the District Board commissioned the Melbo Study, carried out by the University of Southern California, to plan for a future, independent two-year Junior College.

In 1951, Ventura voters passed a \$5.75 million school bond issue by an 89% majority. The Ventura Board voted for a 3-3-2 plan, which created a 3-year high school and proposed a new campus for a 2-year Ventura Junior College. In 1952, construction began on the current Ventura College campus. The site's picturesque walnut and lemon groves were removed to make way for Ventura's ultramodern \$5,000,000 campus.

The Campus dedication was on April 29, 1955, celebrating the new Telegraph Road campus and the 10 buildings within the campus: the Small Gymnasium, Library, Student Center, Agriculture Building, Automotive Shop, Maintenance, Warehouse, "P", "O" and "Q" buildings. The campus was landscaped with trees and plants from around the world, creating a campus arboretum.

At the new campus opening, the students placed the large letters "VC" on the hill above campus. Maintaining the school colors of black and orange, the Pirate mascot and all of the other emblems associated with the previous Ventura Junior College gave continuity. The campus that emerged was considered the most modern and best-equipped Junior College in Southern California. These facilities were constructed for a capacity of 2,000 students, which was felt to be adequate until the year 2000. By 1956, enrollment reached 3,562.

Between 1956 and 1958, in order to meet growing enrollment needs, the campus added 6 new buildings in accordance with the original master plan. These included the "J", "K", "T", and "U" buildings, Administration and the Large Gymnasium.



*Aerial Photograph of Ventura College 2004*

## **2004 FACILITIES MASTER PLAN**

Consultants Leo A. Daly Architects along with Ventura College faculty, staff and administrators developed the 2004 Ventura College Facilities Master Plan. The goals of the 2004 FMP included:

- Maintain quality open space
- Create better classroom and lecture facilities
- Pedestrian circulation improvements
- Create additional parking to meet persistent needs
- Consolidate programs into larger multi-story building to maximize land use
- Allow for future campus growth and development
- Create a more logical, clearly defined entrance to the campus
- Create “Welcome to Ventura College” signage along Telegraph Avenue
- Maintain and enhance the existing landscaping as an Arboretum
- Resolve pedestrian and vehicular circulation conflicts

In addition to those goals, the 2004 FMP also focused on accomplishing the following:

- Implementation of the Measure S projects to achieve a balanced campus
- Provide direction for projects beyond the Measure S funding horizon
- Balance campus and surrounding community needs to mutual benefit

- Improvements to the campus utility systems
- Provide suitable adjacencies and campus organizational concepts
- Encourage the construction of low-maintenance, low-operating cost facilities

In 2002, Ventura County voters passed Measure S, authorizing a \$356 million general obligation bond to renovate and expand the campuses of the District's three colleges as well as the District training facilities for police, fire, and law enforcement officers. The first Ventura College building constructed using bond funds was the Library and Learning Resource Center that opened in 2005. The remodeled Student Services Center opened in 2008, and the Sportsplex opened in 2009. In 2011, Ventura College dedicated a new Health Science Complex and two classroom buildings: Multidisciplinary Center East and West. In 2012, a new professional-caliber Performing Arts Center opened its doors for educational and community programs. In 2015, the college began offering classes in the new Applied Science Center with three large classrooms, one out door classroom, and a state-of-the-art Career Technical Center with training simulators and simulator software to provide hands-on, real life lab experience for students. (2016 Ventura College Accreditation Report, page 1). See Appendix B for the complete list of Measure S Projects.

### **SANTA PAULA SITE, 1974 TO PRESENT**

In 1974, Ventura College began offering classes in Fillmore to serve the Santa Clara River Valley's predominantly Hispanic population. The Santa Paula Vocational Center, later known as Ventura College East Campus, opened in 1980 on Dean Drive in Santa Paula. A Santa Clara Valley Advance



*Ventura College Santa Paula Site Entrance*

Technology Education Center was on the list of Measure S Projects initially. In 2006, the Ventura County Community College District Board of Trustees voted not to fund the \$25 million required for this project. Subsequently, the Santa Clara River Valley Task Force was established to plan for the development of an educational center, possibly in the Harvest at Limoneria community.

This satellite campus, now referred to as the Ventura College Santa Paula Site, moved to its current location on Faulkner Road in Santa Paula in 2011. Designated as a Hispanic Serving Institution by the United States Department of Education, Ventura College continues to expand

access to high education for the under-represented areas of the Santa Clara River Valley (2016 Ventura College Accreditation Report, page 1).

## **CAMARILLO SITE**

Another capital project that funded through the Measure S Bond was the Regional Fire, Sheriff & Police Education and Training Academy in Camarillo. This \$23.9 million project of a 48,000 square foot facility on over six acres houses facilities for the Fire Department and the



*Artist's Rendering – Camarillo Academy*

Sheriff Academy. Construction was completed in 2011, and the maintenance of most of this facility and grounds has been the responsibility of Ventura College since 2016. See Appendix D for the full list of areas of responsibility.

## **2015 FACILITIES MASTER PLAN UPDATE**

STV Consulting developed the 2015 Facilities Master Plan Update with input from the College's Facilities Oversight Advisory Group (FOG), the Budget Resource Committee, administrators, faculty, staff, students, and members of the community. This plan served as a bridging document between the 2004 Facilities Master Plan and the 2017-2023 Facilities Master Plan while the College was developing the 2017-2023 Educational Master Plan. The 2017-2023 Educational Master Plan has since been completed and approved.

The process for the 2015 FMP update reconfirmed the 2004 FMP goals as still being relevant with these further clarifications and additions:

- Improved Entries/Identity – including Signage and Way-finding
- Better Facilities – Correctly Sized and Flexible
- Quality Open Space/Landscaping – including a Social Center to the Campus
- More Parking
- Better Pedestrian and Vehicular Flow
- Improved Utilities – including Technology
- Sustainable Approach – build with Total Cost of Ownership in mind
- Accommodate Distance Ed/Blended Programs and New Teaching Pedagogies

- Create Campus Environments that Encourage Students to Stay on Campus (by increasing outdoor gathering spaces and food options)
- Improve East Campus (Santa Paula Site) Facilities
- Maintain Faculty Center for Teaching and Learning (Faculty Resource Center)
- Meet the Career and Technical Education needs of Industry
- Enhance Industry/Community Partnerships
- Bring back Community Education
- Balance the Campus
- Leverage College Assets for Community Use

The 2015 FMP priorities echo the priorities cited for this most current plan. Facilities priorities includes:

- One-Stop Student Services
- Food/Drink Facilities
- Science/Mathematics Facility
- Athletics (Facilities and Fields)
- Community Education Facility
- Classrooms (Size and Flexibility)
- Parking Garage
- Social Areas/Lounges in Facilities
- Faculty Resource Center
- Event Center
- East Campus (Santa Paula)
- Housing
- Testing Center

Site priorities, again, include increased site parking, gathering places, sustainable landscaping as well as recycling and composting, pedestrian and bicycle pathways, and improved signage and way-finding. Additionally, the campus highly prioritized SMART technology, upgraded air conditioning, design standards and optimizing facilities utilization.





Ventura College on Google Maps - 2015

## SECTION 5 – SPACE UTILIZATION DATA FROM 2015 FMP

Facility revenue is allocated by the state based on two factors: room utilization data and Weekly Student Contact Hours (WSCH) rates. Any discussion regarding facilities needs to include a review of these elements. Specifically, the State expects each Classroom to be utilized 48 hours out of 70 hours (8AM until 10PM, Monday through Friday), and for 66% of the student stations in each classroom to be occupied during those 48 hours. The State Standard for Class Labs is 27.5 hours of use out of the same 70 hours, and 85% of student stations to be occupied during those 27.5 hours.

The 2015 Facilities Master Plan Update recommended that the College undertake a process to have the space inventory verified and updated in FUSION, the Facility Utilization Space Inventory Option Net used by community colleges. The room utilization statistics below are cited from the update (page 24) and suggest that classrooms and labs are underutilized.

- 70 Classrooms
  - 9 of them (13%) meet State Standards for Utilization
  - 30 of them (43%) meet State Standards for Hours of Use but not Station Count for all hours used
  - **31 of them (44%) do not meet State Standards for Utilization for neither Hours in Use nor Station Count**
- 32 Laboratories (not including Physical Education)
  - 3 of them (9%) meet State Standards for Utilization
  - 12 of them (38%) meet State Standards for Hours of Use but not Station Count for all hours used

- 17 of them (53%) do not meet State Standards for Utilization for neither Hours in Use nor Station Count

The figures above do not address the need to renovate or replace aging facilities that have reached their lifespan and no longer serve the best interests of students and the community. Using the State methodology for Facilities Condition Assessments, as documented in the State database, FUSION, several buildings on campus including the Athletic Event Center, Small Gym, Administration building, are 60 years old, have inappropriate foundations/fill and are inadequate for the current needs. Although the Facility Condition Index shows the Science and Mathematics building as being in good condition, the reality is that this building has the most maintenance and operations work order requests than any other building.

During its 2016 Accreditation Commission for Community and Junior Colleges (ACCJC) accreditation visit, Ventura College was commended for “its well-maintained and attractive grounds and facilities in a conducive educational learning environment **despite the age of some facilities** and continuing effect of the drought.”

The College also received the following recommendation for improvement:

“In order to increase effectiveness, the team recommends that the college and district consider various public and private funding sources, such as a local capital outlay bond, to upgrade and/or replace aging facilities (ACCJC Accreditation Standard III.B.1, III.B.2, III.B.3, III.B.4).”

The District may need to begin engaging in discussions regarding a new bond measure.

## SECTION 6 – FACILITIES MASTER PLAN OUTREACH

As the 2017-2023 Education Master Plan began to take shape, the Office of Business & Administrative Services, the Facilities, Maintenance & Operations department, and College Services began inviting input from faculty, staff, students, and the community to develop the goals and objectives in the Facilities Master Plan. Stakeholder input is cited in Appendix C.

The Facilities Oversight Advisory Group (FOG) meets on the fourth Thursday of each month to provide input for all facility-related issues. FOG is an advisory group comprised of staff, administrators, and faculty representing various disciplines on campus. The Facilities Master Plan is an ongoing agenda item for discussion by this group. In November 2016, a subcommittee of FOG began meeting to draft the new Facilities Master Plan.

On March 31, 2017, the College held a Planning Retreat at the Ventura Beach Marriott. One hundred and seven members of the College’s staff, faculty and administration attended. During three, 30-minute breakout sessions, the Director of Facilities, Maintenance & Operations (pictured left) and the College Services Supervisor held concurrent workshops requesting input for the Facilities Master Plan. After a brief introduction of the planning process and key concepts,

participants in the workshops broke into smaller groups to generate ideas for possible projects that should be incorporated into the new plan.



*College Planning Retreat 3/31/17*

On April 11, 2017, the same overview, key concepts and “big ideas” were shared at the Associated Students Ventura College meeting.

On April 26, 2017, the Director of Facilities, Maintenance & Operations and the College Services Supervisor addressed the College Area Community Council (CACC). The CACC’s input was consistent with feedback gathered for the 2015 update.

On May 4, 2017, input from the College Planning Retreat and the CACC meeting was shared at the Classified Senate meeting. As most of the individuals present had also attended the retreat in March, no new points were brought forth for consideration.

On August 29, 2017, the FOG subcommittee met to review and provide additional input for the second draft of 2017 Facilities Master Plan. This subcommittee met semi-monthly to review and revise the plan until its completion.

On September 27, 2017, a draft of the 2017-2023 Facilities Master Plan was presented to the College Planning Committee. Feedback from that presentation has also been incorporated into this document.

## SECTION 7 – GOALS AND OBJECTIVES

Input from all campus constituencies, as well as the College Area Community Council, illustrates a passion for student success and a desire to ensure that Ventura College remain “a beacon of learning – a source of inspiration and guidance – for our students and the community” (Ventura College Vision). Following are the goals and objectives for the 2017-2023 Facilities Master Plan:

### **GOAL 1: Create and maintain spaces and infrastructure that represent Ventura College’s**

**Guiding Principle: *We believe that students come first and all else follows.*** (Supports EMP Goal 5 – *Effectively manage campus resources to meet student and community needs.*)

#### **Objective 1: Improve access to Student Services facilities.**

Objective 1a: Consolidate student services into a single facility, with consideration of potential funding sources and Total Cost of Ownership which reflects all direct and indirect costs. A Student Services “one stop shop” will increase efficiency and effectiveness of the services offered as access is streamlined.

Objective 1b: Remodel the Financial Aid department in the BCS Building to increase efficiency and improve communication.

#### **Objective 2: Conduct utilization studies of the current facilities on campus with the goal of determining methods for achieving greater access and efficiency.**

#### **Objective 3: Design spaces to encourage student learning through communication, collaboration and socialization.**

Objective 3a: Design comfortable gathering spaces, indoor and out (including Pirates’ Walk) with robust WiFi, charging stations, art exhibits and sculpture gardens.

Objective 3b: Preserve the arboretum elements of the campus including the Orchard, Garden, and AG area.

Objective 3b: Determine a long-term solution for food service on campus.

Objective 3c: Explore the development of a cyber café.

Objective 3d: Explore options for student housing.

#### **Objective 4: Improve traffic flow, wayfinding, and safety on campus.** Wayfinding is defined as all methods used to convey location and direction (i.e. signage, maps and other graphic or audible means.



Objective 4a: Redesign South Campus Way to include a roundabout and road extension.

Objective 4b: Balance campus traffic, East and West, morning and afternoon/evening.

Objective 4c: Explore options for new staff parking.

Objective 4d: Ensure that signage is maintained and well lit at night; explore the use of solar-powered lights on signage, as well as touch-responsive, talking signs to assist students with visual impairments, as well as individuals using wheelchairs.

Objective 4e: Upgrade facility locking mechanisms and campus-wide public address systems. This objective is also a component of the 2017-2020 Ventura College Strategic Technology Plan.

Objective 4f: Design bike and skateboard lanes that do not impede the flow or safety of pedestrians on campus.

Objective 4g: Ensure sufficient numbers of bicycle racks throughout campus.

**GOAL 2: Improve and/or replace aging facilities to support student learning with consideration of funding sources and Total Cost of Ownership.** (Supports EMP Goal 1 – *Increase the success of our students while closing equity gaps*; EMP Goal 2 – *Increase our community's access to transfer, workforce preparation, and basic skills education*; and EMP Goal 5 – *Effectively manage campus resources to meet student and community needs*.)

Total Cost of Ownership is a significant component of this goal as well as the Facilities Master Plan as a whole in that it calls for an accurate financial estimate of all direct and indirect costs associated with each initiative.

**Objective 1: Develop a timeline to refurbish and/or replace inadequate facilities.**

- Student Services Center
- Science and Math Building
- Financial Aid Department in BCS
- Athletic Event Center
- Career Education Labs (includes Water Science, Forensics, Emergency Medical Technician, and Nursing)
- West Fields
- Agricultural Building to support the curriculum for emerging agricultural industries.

**Objective 2: Improve Heating, Ventilation, and Air Conditioning (HVAC) throughout campus. Highest priority buildings are:**

- Science and Math Building
- Learning Resource Center
- Athletic Event Center
- Creative Resources Center

**Objective 3: Ensure that new and existing facilities align with the energy goals of the 2016 Sustainability Plan and the initiatives delineated in the 2017 Strategic Technology Plan.**

Objective 3a: Install utility meters in individual buildings to monitor energy efficiency.

Objective 3b: Explore alternative energy options including the installation of solar panels on the West Parking Lot.

Objective 3c: Maximize use of smart classrooms through enrollment management by placing the most restrictive classes first.

Objective 3d: Explore “next generation” learning furniture for select classrooms.

**GOAL 3: Enhance opportunities for student success through strategic enrollment management as a guide to the use of facilities.** (Supports EMP Goal 1 – *Increase the success of our students while closing equity gaps*; EMP Goal 2 – *Increase our community’s access to transfer, workforce preparation, and basic skills education*; EMP Goal 3 – *Strengthen local/regional partnerships and community engagement*; EMP Goal 4 – *Enhance institutional effectiveness and accountability to improve innovation and student outcomes*; and EMP Goal 5 – *Effectively manage campus resources to meet student and community needs*.)

**Objective 1: Ensure accuracy of current and projected space utilization data, including Weekly Student Contact Hours, to help inform scheduling.**

**Objective 2: Maximize learning opportunities and improve facility utilization rates by scheduling courses during all available periods.**

**Objective 3: Provide opportunities for students to earn bachelors’ degrees onsite through partnerships with local and regional universities as new program developments are initiated.**

**GOAL 4: Continue to develop and increase access for off-campus programs and facilities.** (Supports EMP Goal 2 – *Increase our community’s access to transfer, workforce preparation, and basic skills education*; and EMP Goal 3 – *Strengthen local/regional partnerships and community engagement*.)

**Objective 1: Develop and offer curriculum at the Santa Paula Site such that a significant increase in fulltime equivalent students (FTES) is realized.**

**Objective 2: Engage the business and civic leadership as well as other partners in Santa Paula to develop a cost-sharing strategy for a new college facility in the Santa Clara River Valley.**

**GOAL 5: Ensure that Ventura College updates spaces and facilities such that it remains the educational, cultural and innovative hub of the community.** (This goal supports EMP Goal 1 – *Increase the success of our students while closing equity gaps*; EMP Goal 2 – *Increase our community's access to transfer, workforce preparation, and basic skills education*; EMP Goal 3 – *Strengthen local partnerships and community engagement*; EMP Goal 4 – *Enhance institutional effectiveness and accountability to improve innovation and student outcomes*; and EMP Goal 5 – *Effectively manage campus resources to meet student and community needs.*)

**Objective 1: Balance the needs of the community and campus to mutual benefit.**

Objective 1a: Establish a VC Visioning Committee to conduct research and forecast stakeholder needs regarding campus facilities for the next decade and beyond.

Objective 1b: Develop strategies for more efficient communication with the public regarding facility rental opportunities through the Civic Center.

Objective 1c: Rebrand the Wright Event Center into the Ventura College Community Center, which would be available for community conferences, and events.

Objective 1d: Explore options to reuse the former pool site with respect toward landscaping and the college's history as an arboretum.

**Objective 2: Ensure that all Career Education labs meet or exceed industry standards.**

Objective 2a: Engage Career Education advisory committees for ongoing review of facilities and equipment.

**Objective 3: Support educational opportunities for the community through the restoration of a fee-based, community education program.**

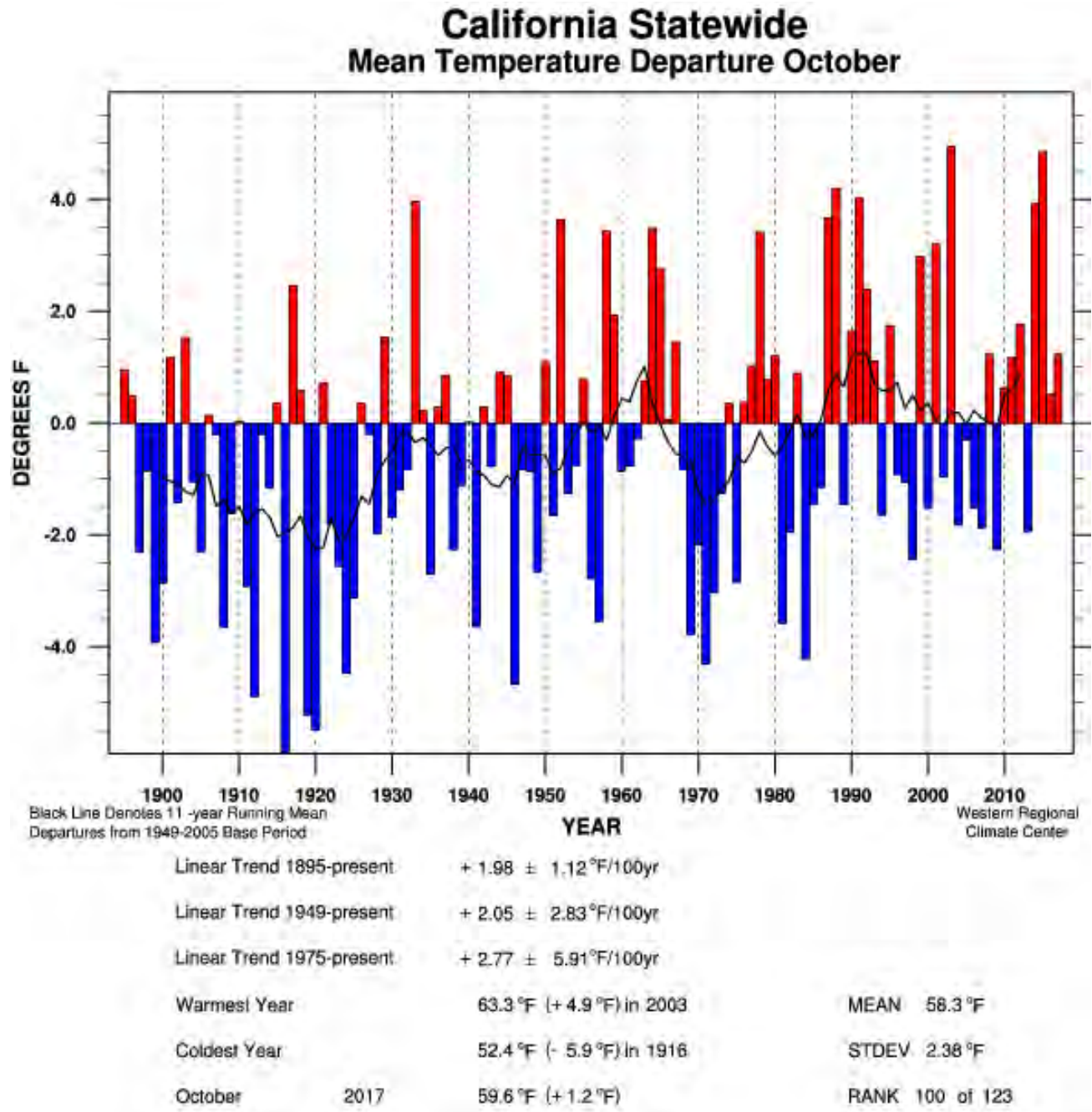
Objective 3a: Update institutional knowledge in best practices for operating a not-for-credit, community education program.

## SECTION 8 – CHALLENGES

Some of the largest challenges to achieving the Facilities Master Plan goals and objectives are:

- **Securing new financial resources**  
In the past 10 years, the College has been able to demolish a number of buildings that were past their useful life and replace them with fewer, larger buildings that collocated synergistic disciplines together. This level of renovation was possible through the passage of the Measure S Bond. There are several capital projects cited in this Facilities Master Plan that will only be addressed through a new bond measure.
- **Effectively prioritizing existing resources**  
The 2015 FMP update reconfirmed that some of the projects addressed in the 2004 FMP were only partially completed or not done at all and that those projects remain among the top priorities for the College. Verifying that the information in FUSION is accurate may help the College secure an increased allocation in the future so to address, even partially, these outstanding needs.
- **Disrupting the status quo regarding scheduling**  
Whether it is the practice of scheduling a greater number of afternoon, evening, or weekend classes or the design of a rolling two-year class schedule, strategic enrollment management is key to the effective use of campus resources. It is understandable that any scheduling changes will be a challenge to the existing program.
- **Committing to funding the human resources necessary to advance these goals**
- **Creating alternate spaces to hold classes during construction, i.e. swing space**  
One of the greatest challenges when renovating spaces such as laboratories is the construction of alternative rooms to accommodate the curriculum. In many cases, the construction of swing space may add tens of thousands of dollars to the cost of the project.
- **Changing climate temperatures and conditions in Ventura**  
According to Cal-Adapt Climate Projections for the South Coast Region, the average temperature departure from average for Ventura will be an increase of three to five degrees. A heat wave along the coast is defined as five days over temperatures in the 80s. It is expected that these periods will increase in frequency.





Source: Public Interest Energy Research, 2011. Cal-Adapt, OPC 2013.



Source: Public Interest Energy Research, 2011. Cal-Adapt, OPC 2013.

## SECTION 9 – OPPORTUNITIES

The Ventura College campus is located in a unique and scenic part of Southern California. The campus sits on a south-facing slope at a generally high elevation than the rest of the city and as a result, provides views to the surrounding hillsides, town and Pacific Ocean. These connections are an important part of the Ventura College image, making the campus part of the region, a place that both focuses inwards to campus life and outwards to the community and region.

The campus provides open space and recreational facilities to the Ventura community including use of athletic fields and facilities, the Performing Arts Center, and the landscaped areas as parkland and arboretum. Preserving and enhancing this relationship is central to the image of the campus in the community.

Our greatest opportunities rooted in the Facilities Master Plan goals and objectives include:

- Improved student outcomes due to enhanced access to student services
- Expanded and enhanced community partnerships
- Smoother traffic flow on and around campus
- Improved wayfinding
- Additional resources directed toward sustainability
- Expanded opportunities for non-traditional students and the community
- Enhanced opportunities for higher education across the Santa Clara River Valley

## SECTION 10 – NEXT STEPS

The VCCCD Strategic Goals will remain the same through 2019, however Ventura College's Educational Master Plan, Facilities Master Plan, and Information Technology Strategic Plans have all been updated. The Strategic Implementation Plan is currently being revised for the new Educational Master Plan. This revision will ensure expedient implementation of the master plans' current goals.

Although there is no current discussion for a new bond measure, it would be prudent for Ventura College to have a capital projects list identifying and prioritizing the highest facility needs across campus. This prioritized list should be included in this and all future Facilities Master Plans.

**APPENDIX A**  
**MASTER PLANNING TIMELINE**  
**From Education Master Plan**

	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					

**APPENDIX B**  
**MEASURE S BOND PROJECTS**

VENTURA COUNTY COMMUNITY COLLEGE DISTRICT MEASURES BOND PROJECTS - EXHIBIT B  
NUMBERED(SEE NOTE) COUNTYWIDE PROJECTS FOR PUBLIC SAFETY INSTRUCTION

Estimated Cost: \$23,905,124

i • Construct Regional Fire, Sheriff & Police Education and Training Academy, Including classroom and instructional facilities and

equipment for Sheriff and Fire Training Academies, and replace outdated electrical and utility systems

2 • SITE PLANNING AND DEVELOPMENT

3 • DISTRICTWIDE PLANNING AND DEVELOPMENT MOORPARK COLLEGE REPAIR 8r.  
IMPROVEMENT PROJECTS

Estimated Costs: \$104,239,503

4 • Expand Learning Resources and Telecommunications Center by improving library space and computer classrooms

5 • Add classrooms and lecture halls by converting old library space

15 • Complete site Improvements, upgrade fire safety and security alarm systems

7 • Construct Academic and Computer Center, including adding computer science labs and other classrooms

a • Construct classrooms for the new Conejo Education Center, a joint project with the Conejo Valley Unified School District to serve the TO community

9 • Construct a Joint Instructional Center with Moorpark Unified School District for college classrooms accessible to high school students

10 • Construct a Simi Valley Education Center

ii • Construct Health Sciences and math classrooms and lecture halls

12 • Expand Student Services Facility for counseling, financial aid, other services 13 • Repair old classrooms

14 • Expand Student Center

15 • Construct Child Development Center 16 • Refurbish physical education facilities

11' • Expand animal science education center to address student enrollment demand 18 • Construct new operations and warehouse facilities

19 • Build parking structure to alleviate neighborhood traffic congestion 20 • Construct Fine Arts building

21 • Expand Music Building 22 • Retire capital financing

23 • CAMPUS PLANNING AND DEVELOPMENT

24 • DISTRICTWIDE PLANNING AND DEVELOPMENT

25 • INFRASTRUCTURE NECESSARY TO SUPPORT SPECIFIED CAMPUS PROJECTS OXNARD COLLEGE REPAIR 8r. IMPROVEMENT PROJECTS

Estimated Costs: \$110,983,187

26 • Construct additional classrooms, labs, lecture halls; replace old portables (Buildings A, B, C)

21 • Renovate Library & Learning Resource Center to bring library to current state standards 28 • Construct Health Sciences Building and Instructional Media Facility, including adding more classrooms and labs

29 • Renovate aging campus infrastructure by installing new wiring/electrical systems for technology

30 • Construct High Tech Building, including classrooms, lecture halls, labs 31 • Refurbish student facilities, expand bookstore

32 • Construct Student Services Building to address overcrowding

33 • Replace aging Child Development Center portables with improved, permanent facilities

• Construct Performing Arts classroom and auditorium, Including expanding teaching/performance space

35 • Replace inadequate Health & Safety Building (Student Health Center) with safe facilities 36 • Renovate athletic fields for safety compliance

37 • Add new parking structure for pedestrian, vehicular safety 38 • Construct maintenance warehouse

39 • Retire capital financing

40 • CAMPUS PLANNING AND DEVELOPMENT

41 • DISTRICTWIDE PLANNING AND DEVELOPMENT

42 • INFRASTRUCTURE NECESSARY TO SUPPORT SPECIFIED CAMPUS PROJECTS VENTURA COLLEGE REPAIR 8r. IMPROVEMENT PROJECTS

Estimated Costs: \$117,220,000

43 • Renovate 37 year old G Building/Auditorium, including replacing antiquated electrical, heating, ventilation, plumbing and lighting systems

44 • Replace outdated Health Science Building (Nursing, Paramedics, Emergency Medical Technician and Certified Nursing Assistant Programs),

including adding labs, lecture halls, classrooms

45 • Replace Portables and build General Purpose Education Building for permanent classrooms, labs, lecture halls

46 • Construct Advanced Technology Education Training Building by building permanent classrooms, lecture halls, computer labs

47 • Construct and upgrade science classrooms and labs

43 • Complete construction of Learning Resource Center/library

49 • Upgrade Financial Aid, Disabled Student Services, Counseling, Student Services and Communications Building

50 • Construct Santa Clara Valley Advanced Technology Education Center including classrooms, computer labs, library, and Child Care Center

51 • Renovate athletic facility for health/safety, upgrade physical education facilities 52 • Upgrade electrical and utility systems

- Improve Fine Arts lab, Art Classroom Building H

- Renovate maintenance and operations facilities, including storage 55 • Construct and renovate parking facilities

58 • Renovate auxiliary services and Student Counseling Center

51 • Retire capital financing

55 • CAMPUS PLANNING AND DEVELOPMENT

59 • DISTRICTWIDE PLANNING AND DEVELOPMENT

- INFRASTRUCTURE NECESSARY TO SUPPORT SPECIFIED CAMPUS PROJECTS



**APPENDIX C**  
**FACILITIES MASTER PLAN – STAKEHOLDERS’ INPUT**

March 31, 2017 Planning Retreat FMP Ideas Breakout Session – 10:30am

Banners, e-signs

Cafeteria, food center with seating Additional security measures, cameras HVAC

Inviting gathering spaces

Parking structure with solar panels Water conversation

Improved communication from M&O (TrackIt) Buses on campus

Charging stations – cyber café Better location for FIT lab Bicycle and skateboard parking New Science building

Breakout Session – 11:00am

Classrooms by day/units, not disciplines

Active furniture, student-friendly classrooms Faculty offices more accessible/visible Outdoor meeting spaces

HVAC

Use unutilized spaces for training Food service, price points, cafeteria

Campus Center is currently not inviting Need space utilization/visualization model

Better communication from administration re: class cuts and space utilization 3rd floor MCE gathering space

Look at why some classrooms are “preferred” and correct Maintain a quiet space on campus

“Digital Divide” – keep textbooks on campus STEM Center

Shared space impacts equipment purchases Accessibility

Protect keyboards Public printer

Locks inside of classroom

Breakout Session – 11:30am

One-stop buildings – Student Services + Admin + Bookstore Gathering quad

Cohesive, campus-wide theme/color Patio with shade

## **VC FMP DRAFT 12/2017**

WiFi

More recycling

Solar charging stations Filtered water stations HVAC

Front of ASC – landscaping w/ color, monarchs VC stone structure

### On April 26, 2017, College Area Community Council:

Sustainability – suggesting that the Agricultural program could begin growing food Would like a bigger, better library – more resources available to the public Athletics and Health could offer more options for use by the public

IT Support for the community – either through classes, workshops, or walk-in assistance availability

Move the weekend Market Place currently operated by The Foundation on Saturdays and Sundays in the East Parking Lot

More walking paths

Better utilization of Wright Event Center

Expressed some concern regarding the potential for student housing and its possible impact

### Notes from Facilities Oversight Group -- Big Ideas:

Usage of former pool site and storage area near CDC West Field (SoccerPlex, softball fields)

New CTE Lab Building including Water Science, Forensics lab, EMT, NS New SCI Building and Science Wet Lab

New Student Services Building – consolidating services LRC – utilization study of building

Student Housing AG Facility

AEC Renovation/Expansion of building (demolish C Bldg) Performing Arts Center (Dance Studio)

Solar Panels on West Lot HVAC – campus-wide

Balance campus traffic – East/West and AM/PM South Campus Way, roundabout and road extension

New staff parking

Walking/Biking/Skateboarding paths throughout campus Social Gathering Space

Indoors adjacent to Student Services areas

SGS - Outdoors throughout campus including Pirates Walk Food Court(s)

Art – indoors and outdoors

Historical references – arboretum, agricultural

Budgets for Buildings, Fixtures, Furniture and Equipment (BFF&E) Locks/Safety Project including public address system

Wright Event Center - potential conference center

**APPENDIX D**

Community College District/County of Ventura  
Maintenance Responsibilities  
106 Durley, Camarillo

September 12, 2012

Work Description	Lessor	County
Structure		654-3878
Foundation	x	
Walls	x	
Partitions	x	
Roofing	x	
Building exterior	x	
Doors	x	
Glass	x	
Frame	x	
Floors		x
Ceilings		x
Drains and downspouts	x	
Roll up doors	x	
Mechanical		
HVAC	x	
Respond to HVAC temperature and operation calls	x	
Preventive Maintenance	x	
Thermostats, sensors, time clock, controls and programming	x	
Filters	x	
Exhaust System, Fan and Duct	x	
Heating and ventilating system	x	
IT Room HVAC units	x	
Electrical System		
Replace lamps, Interior and Exterior		x
Ballasts		x
Group relamp and clean fixture, Interior and Exterior		x
Light Switches and electrical outlets	x	
Trouble shoot & repair circuits	x	
Replace broken switches/outlets	x	
Main electrical panels, sub-panels, circuit breakers, conduit, wiring, and recepticals	x	
Occupancy sensors, motion controllers, daylight sensors, time clocks	x	
Wires, conduits, circuit breakers and breaker panels	x	
Underground wiring, conduit	x	
Transformers	x	
Furniture electrical		x
Generators maintenance, testing and permit	x	
Plumbing		
Major plumbing repairs	x	
Water Systems	x	
Sewer Systems	x	
Natural Gas Piping	x	
Plumbing blockages with the building to a community pipe		x
Plumbing fixtures		x
Backflow preventers	x	
Hose bibs		x
Urinals		x
Water closets		x
Flush valves		x

Community College District/County of Ventura      September 12, 2012  
Maintenance Responsibilities  
106 Durley, Camarillo

Work Description	Lessor	County
Sinks		x
Faucets		x
Lavatories		x
Fixture Drains		x
Shower, Control Valves and Shower Heads		x
Paper towel dispensers		x
Toilet tissue holders		x
Mirrors		x
Water heaters		x
Drinking fountains		x
Reverse Osmosis System		x
Stormwater Piping, Drains, Catch Basins and insert maintenance	x	
Annual stormwater compliance and reporting	x	
Exterior		
Asphalt and concrete drives, parking and walkways	x	
Exterior water proofing	x	
Fence and block walls	x	
Finishes		
Doors, hardware, locks and keys, Interior and Exterior	x	
Windows, window walls, store front doors, glazing and casement	x	
Window covering	x	
Interior/exterior wall covering		x
Interior paint		x
Exterior paint	x	
Counters	x	
Cabinets	x	
Floor coverings	x	
Carpet, tile and linoleum	x	
Interior/Exterior Lighting Control	x	
Photo cells and occupying sensors	x	
Fire/Life/Safety		
Fire extinguishers		x
Smoke detectors	x	
Fire sprinkler system piping, standpipe, valves, sprinkler heads, testing, reporting	x	
Fire alarm monitoring	x	
Intrusion alarm monitoring		x
Panic alarm	n/a	n/a
Kitchen equipment		
Stoves and ovens		x
Refrigerator		x
Icemaker		x
Freezer		x
Dishwasher		x
Garbage disposal		x
Miscellaneous		
Furniture		x
Pest and rodent control	x	
Flagpole		x

Community College District/County of Ventura      September 12, 2012  
Maintenance Responsibilities  
106 Durley, Camarillo

Work Description	Lessor	County
Building public address system		x
Cameras		x
Projection equipment		x

## Draft 2017-2020 VC Strategic Plan

### Cover Page

DRAFT

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## Introduction

The 2017-2020 Strategic Implementation Plan identifies the specific strategies that the college will undertake to meet the goals identified in the [2017-2023 Educational Master Plan](#). For each goal of the Master Plan, strategies and action steps have been developed. Each year, this plan will be updated to include progress that has been made towards each strategy and action step. Thus, the 2017-2020 Strategic Implementation Plan is a living document which will be regularly updated and evaluated.

### Process for Developing the Plan

Over the course of the 2016-2017 academic year, VC developed its 2017-2023 Educational Master Plan. This plan was implemented on July 1, 2017, and describes the long-term goals for the college. The next step was then to develop a Strategic Implementation plan to describe the strategies that VC will undertake to meet these goals. On September 27, 2017 the College Planning Committee approved a timeline for developing the 2017-2020 Strategic Implementation Plan. A Strategic Plan taskforce was also convened at that meeting and was tasked with developing a first draft of the plan. This taskforce included the following people:

- Eric Martinsen – English Department Chair
- Jeanine Day – Fiscal Services Supervisor
- Lydia Morales – Academic Senate President
- Phillip Briggs – Dean of Institutional Equity and Effectiveness

On September 29, 2017, VC held a campus-wide retreat at the Ventura Four Points Sheraton. Retreat attendees broke into groups and discussed and developed strategies for each of the five goals of the 2017-2023 Educational Master Plan. The Strategic Plan taskforce took this feedback and integrated it with strategies that were already under development in order to create the first draft of the plan.

To gain widespread feedback and input on the plan, the first draft was shared with the College Planning Committee on October 25, 2017. It was shared with the Classified Senate on November 2, 2017, the Associated Students for Ventura College on November 14, 2017, and the Academic Senate on November 16, 2017. Feedback from these groups was incorporated into the plan, and an updated draft was emailed to the entire campus on January 9, 2018 along with a link to an online survey for providing feedback. First readings of the plan were held in the Classified Senate on January 11, 2018, the Associated Students of Ventura College on January 16, 2018, and the Academic Senate on January 18, 2018. Second readings and approval of the plan occurred in the Classified Senate on February 1, 2018, the Academic Senate on February 1, 2018, and the Associated Students of Ventura College on February 6, 2018. The plan was then approved by the College President approved the plan on February 8, 2018.\*

\*Planned

## 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: 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.

## Strategies to Meet Goal 1

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
1-6	Fully implement Sail to Success Initiative (i.e. Ensure that all students are prepared to enroll in transfer-level English and Math within one year)	<ul style="list-style-type: none"> <li>• Implement refined multiple-measures English and Math placement models.</li> <li>• Offer and refine compressed and/or accelerated English and Math curriculum.</li> <li>• Offer culturally-responsive training for faculty and staff.</li> <li>• Analyze feasibility of requiring English and Math enrollment as a condition of the VC Promise.</li> <li>• Analyze feasibility of requiring English and Math enrollment as a condition of the First-Year Experience Program.</li> <li>• Develop a mechanism to allow first-year students to enroll in English and Math in their first year.</li> <li>• Provide English and Math wraparound academic support.</li> <li>• Provide bilingual tutoring services.</li> <li>• Implement and evaluate BSSOT Grant.</li> </ul>	<ul style="list-style-type: none"> <li>• Math/English Dean and Dept Chairs</li> <li>• Tutoring Dean</li> <li>• VP Student Affairs</li> <li>• Counseling Dept Chair</li> <li>• VC Foundation Director</li> <li>• Student Success Committee</li> </ul>	
1-6	Implement Integrated Equity, Student Success and Support Program (SSSP), and Basic Skills Initiative (BSI) Plan	<ul style="list-style-type: none"> <li>• Develop and implement integrated plan to ensure that students receive SSSP services, equity gaps are closed, students complete Basic Skills English and Math sequences, and the percentage of students on academic probation is decreased.</li> <li>• Continue to increase effective student service resources.</li> <li>• Evaluate plan's effectiveness</li> <li>• Revise plan based on evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• VP Student Affairs</li> </ul>	
1-6	Improve coordination and communication of academic support services.	<ul style="list-style-type: none"> <li>• Implement and coordinate referral process</li> <li>• Implement and coordinate searchable clearinghouse of information.</li> <li>• Build faculty, staff, and student awareness</li> </ul>	<ul style="list-style-type: none"> <li>• VP Student Affairs</li> </ul>	
1-6	Implement Guided Pathway Model	<ul style="list-style-type: none"> <li>• Develop plan for Guided Pathway Model</li> <li>• Lay groundwork for implementation</li> <li>• Begin to implement redesigned pathways</li> </ul>	<ul style="list-style-type: none"> <li>• VP Academic Affairs</li> <li>• VP Student Affairs</li> </ul>	

## Goal 2: 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%.

## Strategies to Meet Goal 2

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
1-3	Improve college marketing.	<ul style="list-style-type: none"> <li>• Develop, implement, and evaluate marketing plan.</li> <li>• Communicate marketing plan across the college community.</li> <li>• Consider marketing needs in the development of new college initiatives.</li> <li>• Highlight student success stories.</li> <li>• Increase awareness of VC Voices.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Services Supervisor</li> </ul>	
1, 2	Improve outreach to local high schools.	<ul style="list-style-type: none"> <li>• Implement and refine 3-Year Outreach Plan.</li> <li>• Develop and expand model for providing high school seniors with comprehensive educational plans at their high school.</li> <li>• Collaborate with local high school districts.</li> <li>• Offer College and Career Pathway (CCAP) dual enrollment courses at high schools.</li> <li>• Continue to offer events for high school students (e.g. Pirate Nights, Pirate Fridays).</li> </ul>	<ul style="list-style-type: none"> <li>• VP Student Affairs</li> </ul>	
1, 2	Expand offerings at VC Santa Paula Site (East Campus).	<ul style="list-style-type: none"> <li>• Evaluate program demand in Santa Clara River Valley.</li> <li>• Strategically expand course offerings in Santa Clara River Valley.</li> <li>• Strategically expand student service support at Santa Paula Site.</li> <li>• Examine state and accreditation requirements for developing an Educational Center.</li> </ul>	<ul style="list-style-type: none"> <li>• VP Student Affairs</li> </ul>	
1, 2	Expand non-credit course offerings.	<ul style="list-style-type: none"> <li>• Offer non-credit Technology/Workplace courses.</li> <li>• Offer non-credit ESL courses.</li> </ul>	<ul style="list-style-type: none"> <li>• VP Academic Affairs</li> </ul>	
1, 2	Expand online course offerings.	<ul style="list-style-type: none"> <li>• Implement Online Education Initiative</li> <li>• Increase number of faculty who are trained to teach online.</li> <li>• Increase number of faculty who are using the Learning Management System.</li> <li>• Increase number of programs that are offered fully online.</li> </ul>	<ul style="list-style-type: none"> <li>• Dean responsible for Distance Education</li> </ul>	

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
1, 2	Expand access to workforce preparation programs.	<ul style="list-style-type: none"> <li>• Implement Strong Workforce Program.</li> <li>• Expand Career Development Center to assist students with internships and job placement.</li> <li>• Develop skill-building courses for career advancement.</li> <li>• Market career education to community.</li> <li>• Develop career pathways.</li> </ul>	<ul style="list-style-type: none"> <li>• Career Education Deans</li> </ul>	
1-3	Reduce financial barriers to student access.	<ul style="list-style-type: none"> <li>• Expand financial aid computer lab.</li> <li>• Evaluate paperless options and/or software packages to reduce manual financial aid processing.</li> <li>• Provide financial literacy, workshops, and events (e.g. Cash for College).</li> <li>• Protect student privacy and safety of financial aid staff.</li> <li>• Explore new opportunities if fees are guaranteed for more new students.</li> <li>• Implement AB 19.</li> <li>• Implement Open Educational Resources/Zero Cost Textbook Program.</li> <li>• Coordinate with VC Foundation.</li> <li>• Continue to offer "Feed a Pirate" food pantry program.</li> </ul>	<ul style="list-style-type: none"> <li>• VP Student Affairs</li> </ul>	
1, 2	Develop and implement an enrollment management plan.	<ul style="list-style-type: none"> <li>• Evaluate and refine division FTES, FTEF, and productivity targets</li> <li>• Improve communication about enrollment management to the campus.</li> <li>• Develop framework for a 2-year schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• VP Academic Affairs, Dean of Institutional Equity and Effectiveness</li> </ul>	

### Goal 3: 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.

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## Strategies to Meet Goal 3

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
1	Strengthen partnerships with local K-12 schools	<ul style="list-style-type: none"> <li>• Offer dual enrollment courses through the College and Career Pathway (CCAP)</li> <li>• Implement and refine 3-Year Outreach Plan.</li> <li>• Continue to offer events for high school students (e.g. Pirate Nights, Pirate Fridays, math competitions).</li> <li>• Collaborate with local K-12 districts.</li> <li>• Continue to offer high school connection dinners.</li> </ul>	<ul style="list-style-type: none"> <li>• Off-Campus Programs Dean</li> </ul>	
1	Strengthen partnerships with 4-year universities.	<ul style="list-style-type: none"> <li>• Coordinate university visits, university talks, and college fair.</li> <li>• Increase outreach to 4-year universities.</li> <li>• Provide workshops and guidance for transfer success.</li> <li>• Continue to develop and refine articulation agreements with 4-year universities.</li> </ul>	<ul style="list-style-type: none"> <li>• VP Student Affairs</li> </ul>	
1, 2	Strengthen partnerships with regional employers and the local community.	<ul style="list-style-type: none"> <li>• Expand Career Development Center to prepare students for interviews, internships, and job placement.</li> <li>• Partner with regional employers to develop internships and work experiences.</li> <li>• Develop methods to better quantify job placement of VC students.</li> <li>• Implement community education program in partnership with City of Ventura.</li> </ul>	<ul style="list-style-type: none"> <li>• Career Education Deans</li> </ul>	
3	Continue to offer and participate in artistic, athletic, civic, cultural, scientific, and social events in our community	<ul style="list-style-type: none"> <li>• Market events to the community through social media, website banners, and digital sign in front of campus.</li> <li>• Develop community events based on community needs and interests.</li> <li>• Evaluate community involvement in events.</li> <li>• Ensure there is a VC presence at community events.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Services Supervisor</li> </ul>	

## Goal 4: 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.

## Strategies to Meet Goal 4

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
1	Fully implement Beacons of Success Initiative	<ul style="list-style-type: none"> <li>• Expand awareness of the Six Success Factors among faculty and staff.</li> <li>• Infuse Six Success Factors throughout campus operations.</li> <li>• Offer an annual campus-wide faculty and staff retreat.</li> <li>• Implement formal recognition process for faculty/staff accomplishments.</li> </ul>	<ul style="list-style-type: none"> <li>• VC Executive Team</li> </ul>	
1	Continue to improve campus communication	<ul style="list-style-type: none"> <li>• Re-design VC website, and keep it up-to-date.</li> <li>• Keep VC social media accounts current.</li> <li>• Communicate and train faculty and staff on using the master calendar of campus events.</li> <li>• Coordinate information about college events and make it widely available.</li> <li>• Establish and communicate a single process for posting announcements for college events (e.g. digital kiosks).</li> </ul>	<ul style="list-style-type: none"> <li>• VC Executive Team</li> </ul>	
2	Annually evaluate campus committees	<ul style="list-style-type: none"> <li>• Each campus committee sets goals for the coming year in their first annual meeting.</li> <li>• Post committee agendas and minutes online in a timely manner.</li> <li>• At the end of the year, each committee member completes a committee evaluation.</li> <li>• Evaluate and Review the Making Recommendations Document.</li> </ul>	<ul style="list-style-type: none"> <li>• Dean of Institutional Equity and Effectiveness</li> </ul>	
3	Establish three-year comprehensive program review cycle	<ul style="list-style-type: none"> <li>• Implement online program review system.</li> <li>• Implement staggered 3-year program review cycle which includes a comprehensive review, and annual updates.</li> <li>• Evaluate and refine program review process.</li> </ul>	<ul style="list-style-type: none"> <li>• Dean of Institutional Equity and Effectiveness</li> </ul>	

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
4	Review and refine SLO/SUO process	<ul style="list-style-type: none"> <li>• Use the 2017-2018 year as a year to review, reflect, and reset SLO's/SUO's</li> <li>• Evaluate appropriateness of SLO's/SUO's, including assessment methods and findings.</li> <li>• Begin new SLO/SUO rotational plan.</li> </ul>	<ul style="list-style-type: none"> <li>• SLO Facilitators, Dean of Institutional Equity and Effectiveness</li> </ul>	
5	Continue to provide professional development events for faculty and staff	<ul style="list-style-type: none"> <li>• Increase awareness of professional development events.</li> <li>• Determine faculty and staff professional development needs.</li> <li>• Align professional development events with college initiatives.</li> <li>• Offer culturally responsive training events.</li> <li>• Evaluate participation and effectiveness of professional development events.</li> <li>• Explore financial support for professional development leadership.</li> <li>• Develop a college hour for professional development and student activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Dean responsible for Professional Development, Professional Development Advisory Group</li> </ul>	

## Goal 5: 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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## Strategies to Meet Goal 5

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
1	Increase non-credit FTES funding	<ul style="list-style-type: none"> <li>• Offer non-credit Workplace Essentials courses.</li> <li>• Offer non-credit Applied Science courses.</li> <li>• Offer non-credit ESL courses.</li> <li>• Develop certificates for enhanced non-credit funding.</li> </ul>	• VP Academic Affairs	
2	Coordinate with VC Foundation to strategically support key initiatives	<ul style="list-style-type: none"> <li>• Provide VC Foundation with prioritized campus needs and requests.</li> <li>• Support employee giving program.</li> <li>• Evaluate effectiveness of VC Foundation initiatives.</li> </ul>	• VC Executive Team	
	Review expenditures by functional area to optimize resource use.	<ul style="list-style-type: none"> <li>• Evaluate expenditures by functional area.</li> <li>• Optimize balance of expenditures across functional areas.</li> </ul>	• VP Business and Administrative Services	
4	Develop and implement new Facilities Master Plan	<ul style="list-style-type: none"> <li>• Evaluate prior Facilities Master Plan.</li> <li>• Identify major Facilities goals and objectives.</li> <li>• Develop draft plan and vet it throughout campus community.</li> <li>• Approve final version of plan.</li> <li>• Implement plan.</li> </ul>	• VP Business and Administrative Services	
5	Develop and implement new Technology Master Plan	<ul style="list-style-type: none"> <li>• Evaluate prior Technology Master Plan.</li> <li>• Identify major Technology goals and objectives.</li> <li>• Develop draft plan and vet it throughout campus community.</li> <li>• Approve final version of plan.</li> <li>• Implement plan.</li> </ul>	• VP Business and Administrative Services	
6	Ensure faculty, staff, and administrative hiring decisions reflect the needs and diversity of our student population	<ul style="list-style-type: none"> <li>• Meet annual FON obligation</li> <li>• Advertise open faculty, staff, and administrator positions in diverse variety of publications</li> <li>• Expand hiring of bilingual faculty, staff, and administrators.</li> </ul>	• VC Executive Team	