

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: March 1, 2018

Time: 10:30am to 12:00pm

Room: Campus Center Conference Room

1. Call to Order – Gabi, 1 min
2. Adoption of the Agenda – Gabi, 1 min
3. Public Comment
4. Approval of Minutes – Gabi, 5 mins
 - a. January 11, 2018
 - b. February 1, 2018
5. Classified Senate Reports – 5 mins
 - a. Treasure's Report & Candy Gram's – Sara & Victoria, 10 mins
6. Committee and Group Reports – Committee members, 15 mins
 - a. Board of Trustees
 - b. District Committees
 - c. Campus Committees
7. 11:15am VC 2017-2020 Strategic Implementation Plan-Phillip Briggs,
Second Reading/ Action, 15 mins
8. 11:30am Guided Pathways Update - Lydia Morales & Kim Hoffmans, 15 mins
9. Change due date of Program Review Classified Hiring Prioritization, Discussion, 15 mins
10. Professional Development Update – Pamela, 3 mins
 - a. Upcoming PD Opportunities & Changes –
 - i. VCCS Spring Retreat. 03/19 UPDATE
 - ii. Supported Personal Professional Development, Mar. 13, Apr. 17, May 22, 11:30-1:00 in MCE-342. BYOE (Bring Your Own Earbuds) Snacks and drinks provided.
 - iii. New Classified Professional Orientation 06/13. Orientation session for all VC Classified Professionals hired since July 13, 2017.
 - iv. Potluck & PD

Adjournment



Classified Senate
2017-2018 Academic Year

Meeting Notes
January 11, 2018 ~ 10:30 a.m. – 12:00 p.m.

Present: Tatiana Lawler, Abra Flores, Angeles Rodriguez, Carol Smith, Veronica Allen, Sara Murillo, Sebastian Szczebiot
 Online: Chez Harper; Angelica Ramos; Felicia Torres; Sarah Downs; Susana Alonso

Guests: Susan Royer, Jay Moore, Arlene Reed

Recorder: Sebastian Szczebiot

Notes:

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
A. Call to Order	10:32			
B. Adoption of Agenda	No quorum - Adopted			
C. Public Comments	None			
D. Approval of Minutes	No December meeting due to Thomas Fire. Minutes from November for review. -No changes. -Minutes approved			
E. Classified Senate Reports 1. Treasurer's Report	General Fund - Trust and Agency - Silent Auction took place last week – Holiday Pres. Gathering in December was cancelled. \$1185 for Scholarship fund was raised.			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
F. Committee and Group Reports				
Board of Trustees	<p>BOARD OF TRUSTEES</p> <ul style="list-style-type: none"> • Approved the Contract between VCCCD and the California Community College Foundation represents the acceptance of VCCCD into the California Community College Chancellors Office Work-Based Learning Pilot (WBL). This 18-month program will provide the three VCCCD colleges with the professional development and resources needed to create a sustainable and impactful Work-Based Learning plan for the entire District. • CALIFORNIA CAREER PATHWAYS TRUST ROUND 2: Ventura College has received a subcontract for year 2 of the grant from VCOE in the amount of \$38,000. The funds will be used for equipment, curriculum development, professional development, student outreach, and other related costs necessary to develop, enhance, retool, and expand quality offerings. • Approved VCCCD 2016-2019 Strategic Plan • First Reading/Approval of Ventura College ACCJC Accreditation Compliance Response. • Approved Moorpark, Oxnard, and Ventura Colleges 2017-2019 Integrated Plans: Basic Skills Initiatives, Student Equity, and Student Success and Support Programs • Approved Moorpark, Oxnard, and Ventura Colleges Guided Pathways Self-Assessments 			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<ul style="list-style-type: none"> ○ Opens the door for us to say “how can we make this work” – it’s an exploratory exercise. ○ Ultimately, if we proceeded to completion, this would be a five-year process. 			
District Committees	<p>DISTRICT COUNCIL ON ADMINISTRATIVE SERVICES</p> <ul style="list-style-type: none"> • DCAS is still discussing a different Districtwide Resource Budget Allocation Model. A 3-College District Budget Allocation Model Comparison was presented. • Moorpark College Proposal for a Budget Allocation Model <p>CONSULTATION COUNCIL</p> <ul style="list-style-type: none"> • No report. Gabi unable to attend and report <p>DISTRICT CLASSIFIED PROFESSIONAL DEVELOPMENT COMMITTEE</p> <ul style="list-style-type: none"> • January meeting was rescheduled to the 22nd <p>EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE</p> <ul style="list-style-type: none"> • No report 			
Campus Committees	<p>ADMIN COUNCIL</p> <ul style="list-style-type: none"> • No report. 			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<p>BUDGET RESOURCE COMMITTEE</p> <ul style="list-style-type: none"> • BRC Program Review request prioritization will be discussed at the 17th. <p>COLLEGE PLANNING COMMITTEE</p> <ul style="list-style-type: none"> • The VP Program Review prioritizations were presented on November 15th. <p>STUDENT SUCCESS COMMITTEE</p> <p>Diversity and Culture Festival:</p> <ul style="list-style-type: none"> • \$25,000 for last year's festival; <ul style="list-style-type: none"> ○ It was funded through Equity. "The Festival" was funded from a grant two years ago, but last year it was funded from Equity funds. • \$20,000 was requested and approved by the Executive Team; • Our president, David Keebler has made a commitment for the Diversity and Culture Festival, so this festival will happen. If Equity can't give the funding to the Diversity and Culture Festival, SSC has to find the funding from other sources; • Some members on the SSC were upset because the request for Diversity and Culture Festival didn't come to SSC; first instead it went to the Executive Team; • There was discussion about how money should be distributed to Diversity and Culture Festival from Equity. 			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<ul style="list-style-type: none"> The discussion on hiring and diversity will continue Process to request funding; Criteria used to select and evaluate previously funded campus initiatives (W. Cowen) <p>ASAG</p> <ul style="list-style-type: none"> No December meeting <p>PROFESSIONAL DEVELOPMENT ADVISORY GROUP</p> <ul style="list-style-type: none"> No December meeting Contact Gigi Fiumerodo with suggestions/proposals for the Diversity in Culture Festival next spring. Contact Jennifer Garner with proposals for Pirate Talks 			
G. ACCJC Follow-up Report, Second reading	<p>ADOPTED!</p> <p>(Three abstentions)</p>	<p>Carol moved to APPROVE; Veronica SECOND</p>		
H. Classified Staffing Prioritization	<p>Note: We now have to prioritize position replacements as well.</p> <p>ADOPTED!</p> <p>(Two abstentions)</p>	<p>Abra moved to APPROVE, Felicia SECOND</p>		

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
I. VC Facilities Master Plan, Sue Royer – 11:30 am	<p>Pg. 15 – Old data on space utilization. Numbers are from 2015 update</p> <p>Angelica asked if this was the forum to speak about the condition of the MESA Center. Jay – the master plan focuses on bigger picture items, it would not address something like the MESA center.</p> <p>ADOPTED - unanimously</p>	<p>Veronica MOVED, Tatiana SECOND</p>		
J. Form Candy Gram Subgroup	<p>Victoria Nielsen will take the lead, and Erika Hurtado and Angeles Rodriguez will be points of contact.</p> <p>We will need more volunteers, however, spread out all over campus. We need to take orders, collect money, and distribute candy.</p> <p>Candy grams can be delivered to any campus/office in the district.</p> <p>(Perhaps we should allow Students to purchase as well?)</p>			
K. VC 2017 – 2020 strategic implementation plan first	<p>It was requested that first reading be postponed to February.</p> <p>Item Tabled</p>			
L. Guided Pathways – 11:40 Arlene	<p>Arlene is part of the Guided Pathways Core Group.</p> <p>Overview:</p>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<p>Guided Pathways is a way to show the schools accountability to students and the State. Funding is based on Outcomes!</p> <p>This is a way to put our students first, by finding out where they want to go, and showing them exactly what they need to do to get there – as opposed to just giving them a catalog of courses.</p> <p>The hope is to not only support graduation from community college, but also transferring to four year institutions. We need to show that enrollment leads to employment.</p> <p>Moorpark has hired a consultant – VC will crash the party to try to learn from them.</p> <p>Student goals may be different than institution goals – but we can help to connect this.</p> <p>We have a lot of initiatives and services on campus, which this will help unify and make more clear – “user friendly”</p> <p>Stackable certificates – part of what would fit under guided pathways.</p> <p>Next Step is to present the plan for “how we will plan.”</p> <p>Academic maps are part of this, as well as the commitment to offer classes that allow completion in two years, for example. Support services will need to work with academic services to make sure that we are preparing students for success and filling classes.</p>			
M. PD Update 1. Upcoming PD Opportunities	<p>Four supported personal PD opportunities upcoming:</p> <p>MCE – 342</p> <p>Feb 13</p>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	Mar 13 April 17 May 22 11:00 am to 1:00 pm Also, when Gabi is feeling better we will have another participatory governance session for non-linear thinkers.			
M. Adjournment	12:01			
Next Meeting Date:	February 2017			



Classified Senate
2017-2018 Academic Year

Meeting Notes
February 1, 2018 ~ 10:30 a.m. – 12:00 p.m.

Present: Dana Boyton, Cynthia Salas, Karen Osher, Greg Beckley, Sammy Freitag, Gabriela Wood, Carol Smith, Joseph Cordero, Tatiana Lawler, Veronica Allen, Victoria Nielsen, Sara Murillo, Pamela Yeagley, Sebastian Szczebiot
Online: Chez Harper, Dora Hartman, Jason Robinson, Olivia Long, Angelica Rodriguez, Susana Alonso, Felicia Torres, Ornpawee Duangpun

Guests: Phil Briggs

Recorder: Sebastian Szczebiot

Notes:

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
A. Call to Order	10:30			
B. Adoption of Agenda		Carol First, Sammy Second – Adopted!		
C. Public Comments	Welcome and Introductions			
D. Approval of Minutes	Tabled until March 2018 Please send corrections to Sebastian S.			
E. Classified Senate Reports 1. Treasurer's Report	General Fund – 1084.69 Trust and Agency – (-) 756.00? We will look into our budget carefully as these numbers appear to be miscalculated.			
F. Committee and Group Reports				

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
<p>Board of Trustees</p>	<p>BOARD OF TRUSTEES</p> <ul style="list-style-type: none"> • January 16th BoT meeting <ul style="list-style-type: none"> ○ Study Session: VCCCD Information Technology Security Initiatives ○ Approved Use of Undesignated, Unallocated Reserve Funds for Information Security Initiative. The estimated cost for these initiatives is \$350,000, to be spent over the next two years. ○ Adopted the 2018-2019 Nonresident Tuition Rate of \$240 per unit and the per unit Nonresident Student Capital Outlay Surcharge Fee of \$20 for a total of \$260 per unit effective Fall 2018. ○ Approved an Office Assistant position for the Career Education Division at VC funded by Strong Workforce Grant. ○ Reclassification of positions and incumbents effective January 17, 2018 - Student Services Assistant I to Student Services Assistant II funded by MESA Grant (VCU563) ○ Approved Board Policy 7270 Student Workers (revised). Administrative Procedure 7270 Recruitment and Hiring: Student Workers provided for information. Covers approx. 341 student workers at VC. 			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<ul style="list-style-type: none"> January 20th – BoT Mid-Year Review covered <ul style="list-style-type: none"> Enrollment Community Outreach and Communication Workforce and Economic Development Budget and Reserves District-Level Student Success Metrics 			
District Committees	<p>DISTRICT COUNCIL ON ADMINISTRATIVE SERVICES</p> <ul style="list-style-type: none"> DCAS is discussing how the state January allocation plan (draft) will affect a different Districtwide Resource Budget Allocation Model. The Governor's plan for the allocation model is 50% based on FTES, 25% on serving low-income students and 25% on a 3-year completion rate. Moorpark College Proposal for a Budget Allocation Model is still being discussed and focuses on how exceeding FTES goals are funded. <p>CONSULTATION COUNCIL</p> <ul style="list-style-type: none"> No report. Next meeting on February 9th, 2018. <p>DISTRICT CLASSIFIED PROFESSIONAL DEVELOPMENT COMMITTEE</p> <ul style="list-style-type: none"> Spring Training and Tours date is being discussed as possibly in April. It will take place at the DAC. 			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<p>EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE</p> <ul style="list-style-type: none"> No report 			
<p>Campus Committees</p>	<p>ADMIN COUNCIL</p> <ul style="list-style-type: none"> VC now has a Cal Fresh website – and lead: John Ruff Career Dev Center and University Transfer Center are now separate. Pirate Fridays will be in April. Student Connect area is being revitalized. The Great Shake Out will occur at 10:18 am on 18 October 2018 (?) and there will be an evacuation drill on 28th of February 2018 (11 am and 7:20pm approx.) <p>BUDGET RESOURCE COMMITTEE</p> <ul style="list-style-type: none"> Classified Tri-chair. Pamela voted into this position. BRC program review request prioritization approved on January 17th Discussed the Governor's planned allocation model. Discussed elevator phones' functionality and impact this had during Thomas fires on employees. Cathy is continuing to work on our HVAC systems. 			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<p>COLLEGE PLANNING COMMITTEE</p> <ul style="list-style-type: none"> • Guided pathways presentation by Corey Wendt. • Marketing Recommendations Document Taskforce (Phil B., Lydia M., Jason R., ASVC Rep, and Pamela Y.) will meet to revise the document. • Classified co-chair position was discussed. <p>STUDENT SUCCESS COMMITTEE</p> <p>Diversity and Culture Festival:</p> <ul style="list-style-type: none"> • There is now a classified Tri-Chair! Veronica A. was voted into this position. • Change to classified members. Tatiana L. is now a voting, and Carol S. is an alternate, and Pamela is non-voting. • Pres. Keebler approved 15k from Equity to fund the VRC proposal. • Pres. Keebler approved 50k from equity for Tutoring Center proposal. • Asked to hold until march 1st round of funding: zero text book cost for Microbiology (5k) • Approved Diversity in Culture Festival (about 25k) <ul style="list-style-type: none"> ○ Passed by one vote. <p>GUIDED PATHWAYS STEERING COMMITTEE</p> <ul style="list-style-type: none"> • We are hoping this is moving forward, and Pamela believes this will be good for our students. • The goal is to get students onto a clear path, and to keep them moving forward! 			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<ul style="list-style-type: none"> Admin wants classified input, and the how we make the plan is due in a report to the state in march. So how do we get classified on board? Will our voices be heard and our opinions integrated? And how will classified be compensated for this? <p>ASAG</p> <ul style="list-style-type: none"> No January meeting <p>PROFESSIONAL DEVELOPMENT ADVISORY GROUP</p> <ul style="list-style-type: none"> No December meeting Contact Gigi Fiumerodo with suggestions/proposals for the Diversity in Culture Festival next spring. Contact Jennifer Garner with proposals for Pirate Talks 			
G. VC 2017-2020 Strategic Implementation Plan, First reading, Phil Brigs (time certain: 11:30 am)	<p>We have an Educational Master Plan, that spans 6 years, and lays out our goals for 2023.</p> <p>The Strategic Implementation plan is the next step in the process. This details the actions and steps we will take to achieve the goals from our Educational Master Plan.</p> <p>Edu. Master Plan is the “what?”, while the Strat. Impl. Plan is the “how?”.</p> <p>Email Phil Briggs with any feedback – this is our first reading.</p>			
H. Candy Grams	<p>We will sell candy grams for 2 dollars that can be delivered to any VCCCD location.</p>			

Agenda Item	Summary of Discussion	Action (If Required)	Completion Timeline	Assigned to:
	<p>Currently, we already have 100 orders.</p> <p>We need help at a table being set up for us at Student Success Days on the 8th. We are opening this up to students to send candy grams to their instructors.</p> <p>We will need help assembling the candy grams as well.</p> <p>Contact Victoria N. to volunteer. This is to raise funds for our trust and agency.</p>			
I. Change due date of Program Review Classified Hiring Prioritization, Discussion	<p>New calendar. Faculty prioritization is due in the Fall Semester. Faculty receive requests from the Exec team in the Fall. Classified receive this in the Spring.</p> <p>Our intention would be to match with the faculty.</p>			
J. Debriefing on success/challenges with the Thomas Fire	Debrief on Classified Experience.			
K. PD Update 1. Upcoming PD Opportunities	<p>i. VCCS Spring Retreat. 03/19 RSVP by 03/12.</p> <p>ii. Supported Personal Professional Development: Feb. 13, Mar. 13, Apr. 17, May 22, 11:30-1:00 in MCE-342. BYOE (Bring Your Own Earbuds) Snacks and drinks provided.</p> <p>iii. New Classified Professional Orientation 06/13. Orientation session for all VC</p>			
	June 13 th new classified orientation			
M. Adjournment	12:01			
Next Meeting Date:	March 2017			

VENTURA COLLEGE 2017-2020

Strategic Implementation Plan



DRAFT

Table of Contents

Introduction	2
Mission, Vision, Guiding Principles	3
Certification.....	4
Goal 1	5
Strategies to Meet Goal 1	6
Goal 2	7
Strategies to Meet Goal 2	8
Goal 3	11
Strategies to Meet Goal 3	12
Goal 4	14
Strategies to Meet Goal 4	15
Goal 5	17
Strategies to Meet Goal 5	18

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 16, 2018, along with a link to an online survey for providing feedback. First readings of the plan were held in the Classified Senate on February 1, 2018, the Associated Students of Ventura College on March 13, 2018, the Academic Senate on March 1, 2018, and the College Planning Committee on March 22, 2018. Second readings and approval of the plan occurred in the Classified Senate on March 1, 2018, the Academic Senate on March 15, 2018, the Associated Students of Ventura College on April 3, 2018, and the College Planning Committee on March 28, 2018. The plan was then approved by the College President on April 15, 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

2017-2020 Strategic Implementation Plan Certification

We certify that there was broad participation by the campus community in the development of the 2017-2020 Strategic Implementation Plan, and that the constituencies we represent support the goals and objectives contained within the plan.

Dr. David Keebler, President, Ventura College

Date

Lydia Morales, President, Academic Senate

Date

Gabriela Wood, President, Classified Senate

Date

Leslie Herrera, President, Associated Students of Ventura College

Date

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"> • Implement refined multiple-measures English and Math placement models. • Offer and refine compressed and/or accelerated English and Math curriculum. • Offer culturally-responsive training for faculty and staff. • Analyze feasibility of requiring English and Math enrollment as a condition of the VC Promise. • Analyze feasibility of requiring English and Math enrollment as a condition of the First-Year Experience Program. • Develop a mechanism to allow first-year students to enroll in English and Math in their first year. • Provide English and Math wraparound academic support. • Provide bilingual tutoring services. • Implement and evaluate BSSOT Grant. 	<ul style="list-style-type: none"> • Math/English Dean and Dept Chairs • Tutoring Dean • VP Student Affairs • Counseling Dept Chair • VC Foundation Director • Student Success Committee 	
1-6	Implement Integrated Equity, Student Success and Support Program (SSSP), and Basic Skills Initiative (BSI) Plan	<ul style="list-style-type: none"> • 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. • Continue to increase effective student service resources. • Evaluate plan's effectiveness • Revise plan based on evaluation 	<ul style="list-style-type: none"> • VP Student Affairs 	
1-6	Improve coordination and communication of academic support services.	<ul style="list-style-type: none"> • Evaluate and optimize academic support services. • Evaluate and develop early alert system to identify students in need of services and support. • Implement and coordinate referral process • Implement and coordinate searchable clearinghouse of information. • Build faculty, staff, and student awareness of and encourage use of academic support services. 	<ul style="list-style-type: none"> • VP Student Affairs 	
1-6	Implement Guided Pathway Model	<ul style="list-style-type: none"> • Develop plan for Guided Pathway Model • Lay groundwork for implementation • Begin to implement redesigned pathways 	<ul style="list-style-type: none"> • VP Academic Affairs • VP Student Affairs 	

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"> • Develop, implement, and evaluate marketing plan. • Communicate marketing plan across the college community. • Consider marketing needs in the development of new college initiatives. • Highlight student success stories. • Increase awareness of VC Voices. 	<ul style="list-style-type: none"> • Business Services Supervisor 	
1, 2	Improve outreach to local high schools.	<ul style="list-style-type: none"> • Implement and refine 3-Year Outreach Plan. • Develop and expand model for providing high school seniors with comprehensive educational plans at their high school. • Collaborate with local high school districts. • Offer College and Career Pathway (CCAP) dual enrollment courses at high schools. • Continue to offer events for high school students (e.g. Pirate Nights, Pirate Fridays). • Provide information about transfer process to high school students and parents. 	<ul style="list-style-type: none"> • VP Student Affairs 	
1, 2	Expand offerings at the East Campus.	<ul style="list-style-type: none"> • Evaluate program demand in Santa Clara River Valley. • Strategically expand course offerings in Santa Clara River Valley. • Strategically expand student service support at the East Campus. • Examine state and accreditation requirements for developing an Educational Center. • Establish coordinator/director/dean to oversee the East Campus 	<ul style="list-style-type: none"> • VP Student Affairs 	

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
1, 2	Expand non-credit course offerings.	<ul style="list-style-type: none"> • Offer non-credit Technology/Workplace courses. • Offer non-credit ESL courses. • Offer non-credit English and Math support courses. • Evaluate demand for additional non-credit offerings. • Develop non-credit certificates in order to receive enhanced non-credit funding. • Train faculty and staff in the development of non-credit courses and certificates. 	<ul style="list-style-type: none"> • VP Academic Affairs 	
1, 2	Expand online course offerings.	<ul style="list-style-type: none"> • Implement Online Education Initiative. • Increase number of faculty who are trained to teach online. • Increase number of faculty who are using the Learning Management System. • Train staff in the BEACH, Tutoring Center, and Student Connect to assist students in using the Learning Management System. • Increase number of programs that are offered fully online. • Increase DE student support services. • Evaluate and optimize DE infrastructure and resources (e.g. technology upgrades, funding, etc.) 	<ul style="list-style-type: none"> • Dean responsible for Distance Education 	

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

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.

DRAFT

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"> • Offer dual enrollment courses through the College and Career Pathway (CCAP) • Implement and refine 3-Year Outreach Plan. • Continue to offer events for high school students (e.g. Pirate Nights, Pirate Fridays, math competitions). • Collaborate with local K-12 districts. • Explore alignment with feeder high schools in English and Math through regular events (e.g. high school connection dinners). 	<ul style="list-style-type: none"> • Off-Campus Programs Dean 	
1	Strengthen partnerships with 4-year universities.	<ul style="list-style-type: none"> • Coordinate university visits, university talks, and college fair. • Increase outreach to 4-year universities. • Provide workshops and guidance for transfer success. • Continue to develop and refine articulation agreements with 4-year universities. • Establish financial aid consortium agreements with 4-year universities. • Establish Transfer Center Coordinator position. • Increase Transfer Admissions Agreements. 	<ul style="list-style-type: none"> • VP Student Affairs 	
1, 2	Strengthen partnerships with regional employers and the local community.	<ul style="list-style-type: none"> • Expand Career Development Center to prepare students for interviews, internships, and job placement. • Expand Career Development Center to support employer recruitment efforts, provide resources to facilitate hiring, and promote internship opportunities to campus constituents. • Partner with regional employers to develop strategies to expand internships and experiential learning opportunities. • Develop methods to better quantify job placement of VC students. • Implement community education program in partnership with City of Ventura. 	<ul style="list-style-type: none"> • Career Education Deans 	

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
3	Continue to offer and participate in artistic, athletic, civic, cultural, scientific, and social events in our community	<ul style="list-style-type: none"> • Market events to the community through social media, website banners, and digital sign in front of campus. • Develop community events based on community needs and interests. • Evaluate community involvement in events. • Ensure there is a VC presence at community events. 	<ul style="list-style-type: none"> • Business Services Supervisor 	

DRAFT

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"> • Expand awareness of the Six Success Factors among faculty and staff. • Infuse Six Success Factors throughout campus operations. • Offer an annual campus-wide faculty and staff retreat. • Implement formal recognition process for faculty/staff accomplishments. 	<ul style="list-style-type: none"> • VC Executive Team 	
1	Continue to improve campus communication	<ul style="list-style-type: none"> • Re-design VC website, and keep it up-to-date. • Keep VC social media accounts current. • Communicate and train faculty and staff on using the master calendar of campus events. • Coordinate information about college events and make it widely available. • Establish and communicate a single process for posting announcements for college events (e.g. digital kiosks). • Coordinate with district to review and improve student portal. • Ensure consumer information is up to date and meets legal compliance requirements. • Analyze web traffic to VC website. • Ensure that VC website meets accessibility requirements. 	<ul style="list-style-type: none"> • VC Executive Team 	
2	Annually evaluate campus committees	<ul style="list-style-type: none"> • Each campus committee sets goals for the coming year in their first annual meeting. • Post committee agendas and minutes online in a timely manner. • At the end of the year, each committee member completes a committee evaluation. • Evaluate and Review the Making Recommendations Document. 	<ul style="list-style-type: none"> • Dean of Institutional Equity and Effectiveness 	

Objectives	Strategy	Action Steps	Lead(s)	Results Achieved to Date
3	Establish three-year comprehensive program review cycle	<ul style="list-style-type: none"> • Implement online program review system. • Implement staggered 3-year program review cycle which includes a comprehensive review, and annual updates. • Evaluate and refine program review process. 	<ul style="list-style-type: none"> • Dean of Institutional Equity and Effectiveness 	
4	Review and refine SLO/SUO process	<ul style="list-style-type: none"> • Use the 2017-2018 year as a year to review, reflect, and reset SLO's/SUO's • Evaluate appropriateness of SLO's/SUO's, including assessment methods and findings. • Begin new SLO/SUO rotational plan. 	<ul style="list-style-type: none"> • SLO Facilitators, Dean of Institutional Equity and Effectiveness 	
5	Continue to provide professional development events for faculty and staff	<ul style="list-style-type: none"> • Increase awareness of professional development events. • Determine faculty and staff professional development needs. • Align professional development events with college initiatives. • Offer culturally responsive training events. • Evaluate participation and effectiveness of professional development events. • Explore financial support for professional development leadership. • Develop a college hour for professional development and student activities. 	<ul style="list-style-type: none"> • Dean responsible for Professional Development, Professional Development Advisory Group 	

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.

DRAFT

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"> • Offer non-credit Workplace Essentials courses. • Offer non-credit Applied Science courses. • Offer non-credit ESL courses. • Offer additional non-credit courses. • Develop certificates for enhanced non-credit funding. 	• VP Academic Affairs	
2	Coordinate with VC Foundation to strategically support key initiatives	<ul style="list-style-type: none"> • Provide VC Foundation with prioritized campus needs and requests. • Support employee giving program. • Evaluate effectiveness of VC Foundation initiatives. 	• VC Executive Team	
3	Review expenditures by functional area to optimize resource use.	<ul style="list-style-type: none"> • Evaluate expenditures by functional area. • Optimize balance of expenditures across functional areas. 	• VP Business and Administrative Services	
4	Develop and implement new Facilities Master Plan	<ul style="list-style-type: none"> • Evaluate prior Facilities Master Plan. • Identify major Facilities goals and objectives. • Develop draft plan and vet it throughout campus community. • Approve final version of plan. • Implement plan. 	• VP Business and Administrative Services	
5	Develop and implement new Technology Master Plan	<ul style="list-style-type: none"> • Evaluate prior Technology Master Plan. • Identify major Technology goals and objectives. • Develop draft plan and vet it throughout campus community. • Approve final version of plan. • Implement plan. 	• 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"> • Meet annual Faculty Obligation Number. • Advertise open faculty, staff, and administrator positions in diverse variety of publications • Expand hiring of bilingual faculty, staff, and administrators. 	• VC Executive Team	

2017-2018 Program Review Timeline

August 7, 2017 – Program review opens

September 22, 2017 – Program review due to Dean

October 1, 2017 – Final program review due to IEE Office

October 3, 2017 – Resource requests sent to Vice Presidents for area prioritization

October 25, 2017 – Vice Presidents give presentations at College Planning Committee

October 26, 2017 – Resource requests sent to committees for college prioritization

November 30, 2017 – Prioritized faculty requests due to IEE Office

December 1, 2017 – Prioritized faculty requests sent to College President

February 22, 2018 – All other prioritized requests due to IEE Office

February 23, 2018 – All other prioritized requests sent to College President

March 28, 2018 – Final prioritized requests presented to College Planning Committee

Program Review Timeline and Resource Request Prioritization Process

