



**Institutional Effectiveness Partnership  
Initiative  
Partnership Resource Teams  
Summary of Initial Observations  
Date of Visit: November 2, 2015**



Name of Institution: Ventura College

Partnership Resource Team Members: Dr. Cheryl A. Marshall, Liesel Reinhart, Alketa Wojcik, Aeron Zentner

Area of Focus	Institution's Point Person or Group	Institutional Activities Underway	Ideas Discussed with the Institution during the Visit	Other IEPI Resources Needed?
Integrated Planning		<ol style="list-style-type: none"><li>1. Integrated Planning Manual is in development.</li><li>2. Revised Education Master Plan is in process</li><li>3. A decision-making manual has been developed.</li><li>4. An Office of Institutional Effectiveness has now been established.</li></ol>	<p>A. A series of planning retreats with broad campus representation would be beneficial in developing the new education master plan.</p> <ol style="list-style-type: none"><li>a) Include discussion of goals from existing plans such as Achieving the Dream, Program Review, etc.</li><li>b) Allow opportunities to "speak deeply" about college plans.</li></ol>	<ul style="list-style-type: none"><li>•</li></ul>
			<p>B. No annual planning calendar exists.</p> <ol style="list-style-type: none"><li>a) The Academic Senate has requested adequate time to review plans.</li><li>b) Committees would benefit from information on deadlines and upcoming plans.</li></ol>	<ul style="list-style-type: none"><li>•</li></ul>



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Integrated Planning (continued)			C. The program review process lacks consistency and clear decision-making roles. a) Divisions have different processes. b) The roles of the College Planning Council and Senior Management are unclear. c) Campus personnel are unclear about the final priorities and which items are funded.	•
			D. The use of data and evidence to inform decision making is in the early stages.	•
			E. The roles and charges for existing committees have overlap. A minority group of employees serve on multiple committees; there is not broad representation from across campus and those who are serving feel overwhelmed. a) No orientation exists for new members or for students. b) Response rates to committee evaluation surveys are low.	•



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Communication		1. The President sends out periodic Messages to the campus community. 2. Open Forums are held.	A. The website lacks relevant and current information. a) Plans, committee documents, and research are not kept current. b) The college does not have a PIO or webmaster.	
			B. Open Forums are viewed by some as undermining shared governance.	
			C. The President's Messages sent via email are not read by a majority of the campus.	
			D. There is heavy reliance on the "grapevine" as a method of communication about new initiatives. a) One consequence is the inconsistency of information among employees.	