

## **Ventura College 2013-2016 Strategic Implementation Plan**

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

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

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

<b><u>Strategic Goal 1:</u></b> <b>Increase Access and Student Success</b>	<b><u>Strategic Goal 2:</u></b> <b>Partner More Effectively to Meet Community Needs</b>	<b><u>Strategic Goal 3:</u></b> <b>Promote Effective Use of Organizational Resources</b>
1.1. Enhance and support systems and training for faculty teaching and students taking online courses and promote the use of technology to enhance instruction and increase accessibility of course information for students. <i>Distance education support and quality.</i> <b><u>Ed Plan Goals: 1 and 4</u></b>	2.1. Create clear pathways for students that lead from education to careers. <i>Curriculum, articulation, and scheduling.</i> <b><u>Ed Plan Goals: 1 and 4</u></b>	3.1. Utilize program review to link resource allocation to meet programmatic needs, enhance student learning, address total cost of ownership, and improve college processes. <i>Program review and improvement.</i> <b><u>Ed Plan Goals: 1, 2, and 4</u></b>
1.2. Create and implement ADTs, establish intentional year-round sequences, and promote greater uniformity in course offerings across the District. <i>Curriculum, articulation, and scheduling.</i> <b><u>Ed Plan Goals: 1 and 4</u></b>	2.2. Develop a college-wide program of outreach and recruitment. <i>Marketing, matriculation, and retention.</i> <b><u>Ed Plan Goals: 2 and 3</u></b>	3.2. Ensure program vitality and student access through effective data-driven management. <i>Strategic enrollment management.</i> <b><u>Ed Plan Goals: 1 and 4</u></b>
1.3. Create opportunities for students to increase engagement. <i>Student life.</i> <b><u>Ed Plan Goals: 1 and 2</u></b>	2.3. Establish a college plan to address workforce and economic development. <i>Workforce and economic development.</i> <b><u>Ed Plan Goals: 3 and 5</u></b>	3.3. Promote organizational vitality and a proactive, self-directed culture wherein innovation is nurtured. <i>Opportunities and support for innovation.</i> <b><u>Ed Plan Goal: 4</u></b>
1.4. Evaluate and enhance the effectiveness of basic skill programs. <i>Program review and improvement.</i> <b><u>Ed Plan Goals: 1 and 2</u></b>	2.4. Develop and educational plan for the Santa Clara River Valley. <i>Curriculum, articulation, and scheduling.</i> <b><u>Ed Plan Goals: 1, 3, and 5</u></b>	3.4. Create a continuum of strategic professional development opportunities. <i>Professional development for employees.</i> <b><u>Ed Plan Goal: 4</u></b>
1.5. Successfully implement the Student Success Act. <i>Student Success Act.</i> <b><u>Ed Plan Goals: 1, 2, and 4</u></b>		

Description of Strategies	Status and Plans	Lead
1. Review and Revise Ventura College mission, vision, values. (3.1)	<ul style="list-style-type: none"> <li>• Work group preparing for fourth meeting to provide revised wording for college review and consideration.</li> <li>• Finalized <b>March 2014</b>.</li> <li>• New documents distributed.</li> </ul>	<b>Completed</b>
2. Develop and implement the 2013 – 16 Ventura College Strategic Implementation Plan. (3.1)	<ul style="list-style-type: none"> <li>• Update Plan to reflect progress on implementation strategies.</li> <li>• Ongoing</li> </ul>	<b>Phillip Briggs and Greg Gillespie</b> Support: Admin Council, CPC, Academic and Classified Senates
3. Annually evaluate the program review process and implement suggested improvements focused on an efficient, relevant, and useful process. (3.1)	<ul style="list-style-type: none"> <li>• Obtained process feedback from CPC, Dept. Chairs, and Faculty Senate after years one and two.</li> <li>• Process improvements incorporated in each year.</li> <li>• Thorough process review by a CPC work group with development of recommendations in spring 2016.</li> </ul>	<b>Phillip Briggs</b> Support: Executive Team, CPC, Admin Council, Dept. Chairs, Academic and Classified Senates
4. Curriculum Committee operations, meeting of deadlines, and mandatory reporting of changes. (3.1)	<ul style="list-style-type: none"> <li>• On-going effective operation to maintain relevant programming.</li> </ul>	<b>Kim Hoffmans</b> Support: Curriculum Committee
5. Development and Implementation of categorically funded SSSP mandated requirements including orientation, assessment, and educational plan and complete and implement the categorically funded Equity Plan. (1.5)	<ul style="list-style-type: none"> <li>• Completed SSSP and Equity plans by the required deadlines and funds used in support of required objectives.</li> <li>• Collaborate with other colleges in the District where uniformity is appropriate.</li> <li>• Meet reporting requirements and deadlines.</li> </ul>	<b>Pat Ewins</b> Support: Deans, Student Services, Student Success Council, the SSSP and Equity work groups
6. Title 5 Cooperative Grant implementation. (1.1, 3.4)	<ul style="list-style-type: none"> <li>• Meet set requirements and deadlines.</li> </ul>	<b>Gwendolyn Huddleston</b>

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7. Title 5 Velocidad Grant implementation. (1.4, 3.2)	<ul style="list-style-type: none"> <li>Meet set requirements and deadlines.</li> </ul>	<b>Bill Hart</b> Support: Velocidad Grant Work Group
8. Develop Accreditation Self-Study and prepare for fall 2016 site visit. (3.1)	<ul style="list-style-type: none"> <li>Accreditation Steering Committee established and work is continuing on the development of the self-study document</li> <li>Meet college and District deadlines set for the accreditation process.</li> <li><b>Ongoing efforts.</b></li> </ul>	<b>Kim Hoffmans</b> Support: Accreditation Steering Committee, Executive Team, Admin Council, CPC, Academic and Classified Senates
9. Review, establishment, and tracking of institutional effectiveness measures, analysis, and annual report. (3.1, 3.2)	<ul style="list-style-type: none"> <li>Finalize measures and prepare reports according to <b>established deadlines.</b></li> </ul>	<b>Phillip Briggs</b> Support: IEE Office, Admin Council, CPC
10. Refine data access and implement strategic enrollment management practices to support planning, scheduling, and meeting FTE targets within budget limitations. (1.2, 2.3, 2.4, 3.1, 3.2)	<ul style="list-style-type: none"> <li>Set enrollment targets for the college with breakdown by Divisions/programs in <b>spring 2016.</b></li> <li>Develop four semester (two year) schedule of offerings to improve planning.</li> </ul>	<b>Kim Hoffmans</b> Support: Deans, Department Chairs
11. Applied Science Center construction and leadership of curriculum design for career/employment certificate with K-12 and industry partnerships. (2.1, 2.3)	<ul style="list-style-type: none"> <li>Applied Science Center building completed fall 2015. Final construction items completed during spring 2016.</li> <li>Technology for applied learning lab purchased and installed. and</li> <li>Workplace Essential curriculum development has been completed with approval by the Curriculum Committee. Pilot spring 2016.</li> <li>Develop and formalize K-12 and industry partnerships through the <b>VC Innovates Grant</b> activities that promote awareness of the Workplace Essentials curriculum.</li> </ul>	<b>Will Cowen, Kim Hoffmans, and Tim Harrison</b> Support: Faculty

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12. Evaluate options for campus food service, transition bookstore to contract provider, and review child care auxiliary. (3.1)	<ul style="list-style-type: none"> <li>• Coordinate changes as recommended per collaborative discussions and decisions.</li> <li>• Food trucks providing food on campus.</li> <li>• Barnes and Noble contracted for bookstore services.</li> </ul>	<b>Tim Harrison</b>
13. Review Ventura College committee structure. (3.3)	<ul style="list-style-type: none"> <li>• Work group developed to review and revise the Making Decisions at Ventura College document.</li> <li>• New document approved fall 2015.</li> </ul>	<b>Tim Harrison and Work Group</b> Support: Admin Council, CPC, Faculty and Classified Senates
14. Reopen international student admissions and program on campus. (1.3, 3.1)	<ul style="list-style-type: none"> <li>• Participated in District work group discussions.</li> <li>• Develop and implement a three year plan to increase international student enrollment.</li> <li>• Hire International Student Programs Director.</li> </ul>	<b>Pat Ewins</b> Support: Executive Team
15. Develop educational recommendations and implementation plans for Santa Paula and the Santa Clara River Valley. (2.4)	<ul style="list-style-type: none"> <li>• Work group has met and provided recommendations.</li> <li>• Informational updates provided to the Board of Trustees.</li> <li>• Continue potential site development plans</li> </ul>	<b>Tim Harrison and Greg Gillespie</b> Support: Work Group and Executive Team
16. Participate as a member in the AB86 Adult Education Regional Consortium Planning Grant. (1.4, 2.3, 3.2)	<ul style="list-style-type: none"> <li>• Coordinate District-wide efforts and facilitate implementation of the consortium plan.</li> <li>• Participate in consortium activities and efforts to meet the identified grant goals.</li> </ul>	<b>Tim Harrison</b> Support: AB86 Regional Work Group and Basic Skills Committee
17. Develop strong and effective relationships with K-12, higher education partners, business/industry, city, and other government agencies. (3.1, 3.2, 3.3)	<ul style="list-style-type: none"> <li>• <b>Ongoing</b></li> </ul>	<b>Greg Gillespie</b> Support: Executive Team and college community.
18. Coordination of Student Learning Outcomes assessment activities and summaries. (3.2, 3.3)	<ul style="list-style-type: none"> <li>• <b>Ongoing</b></li> </ul>	<b>Kim Hoffmans</b> Support: SLO Committee

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19. Evaluate need and develop recommendation leading to establishment of Veteran's Center on campus. (1.3)	<ul style="list-style-type: none"> <li>Implemented <b>September 2014</b>.</li> <li>Continued review and improvement.</li> </ul>	<b>Pat Ewins</b> Support: Student Services and faculty
20. Develop plan for establishment and implementation of a sustainable community education and contract training program both with not for credit and credit options. (1.4, 2.1, 2.3, 2.4)	<ul style="list-style-type: none"> <li>Review and recommendation potential offerings/programs to pilot for <b>fall 2015</b>.</li> <li>Hire Director/Coordinator.</li> </ul>	<b>Tim Harrison and Kim Hoffmans</b> Support: Executive Team, Deans, and Dept. Chairs
21. Consider bachelor's degree in pilot options per developments in state legislature. (2.1, 2.3)	<ul style="list-style-type: none"> <li>Legislation passed for a pilot for a limited number of community colleges to implement applied Bachelor degrees.</li> <li>Developed and submitted an application that was not selected.</li> </ul>	<b>Greg Gillespie</b> Support: Executive Team, Deans, and Department Chairs
22. Implement 2+2+3 Pathway to Law School Program. (2.1)	<ul style="list-style-type: none"> <li>Selected as participating college.</li> <li>Program courses scheduled and developed as needed to support the pathway requirements.</li> <li>Participation in required partner meetings and trainings.</li> </ul>	<b>Gwendolyn Huddleston</b> Support: Faculty
23. Establishment of Civil Rights Clinic on campus in collaboration with the Department of Fair and Equitable Housing. (2.1, 2.3, 3.1)	<ul style="list-style-type: none"> <li>Waiting on response from DFEH following establishment of new Director for the agency.</li> </ul>	<b>Greg Gillespie and Gwendolyn Huddleston</b>
24. Update of Facilities Master Plan through contracted architect services. (3.1, 3.2)	<ul style="list-style-type: none"> <li>Plan for campus and community input forums.</li> <li>Complete Master Plan by <b>fall 2016</b>.</li> <li></li> </ul>	<b>Jay Moore</b> Support: Tim Harrison
25. Participate and support attainment of goals and outcomes for the Ventura County Innovates (career pathways) grant and the CSUCI transfer pathways grant. (1.1, 2.1, 2.3, 3.2)	<ul style="list-style-type: none"> <li>Participation of the VC Innovates leadership team.</li> <li>Faculty engagement in articulation and curriculum development for pathways.</li> </ul>	<b>Greg Gillespie, Celine Park, and Gwendolyn Huddleston</b> Support: Deans and faculty

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26. Participate as a full launch pilot college in the statewide Online Education Initiative designed to create a statewide online system for students to access courses. (1.1)	<ul style="list-style-type: none"> <li>Attend meetings and implement actions to meet identified goals for the pilot colleges.</li> </ul>	<b>Gwendolyn Huddleston</b> Support: Distance Education Committee, Deans, and faculty
27. Review opportunities to provide relevant agriculture education programs to support the agriculture sector of Ventura County.	<ul style="list-style-type: none"> <li>Initial agriculture forum held on campus with agriculture industry and college representatives.</li> <li>Faculty team working to develop potential recommendations on programs and curriculum.</li> </ul>	<b>Greg Gillespie</b> Support: Kathleen Schrader and faculty work team.