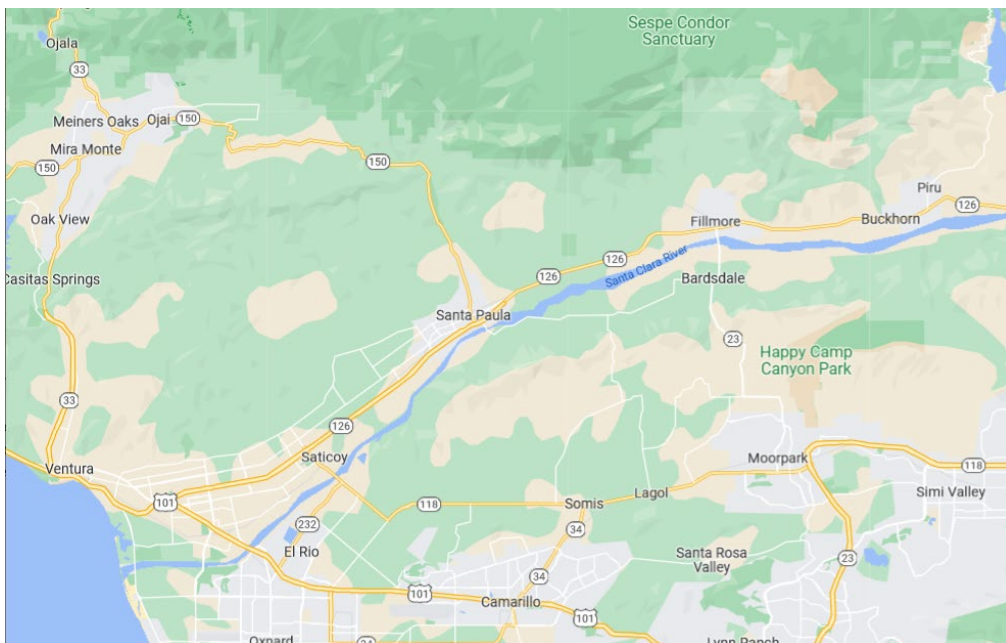


## Revised Treatment for Areas of Focus

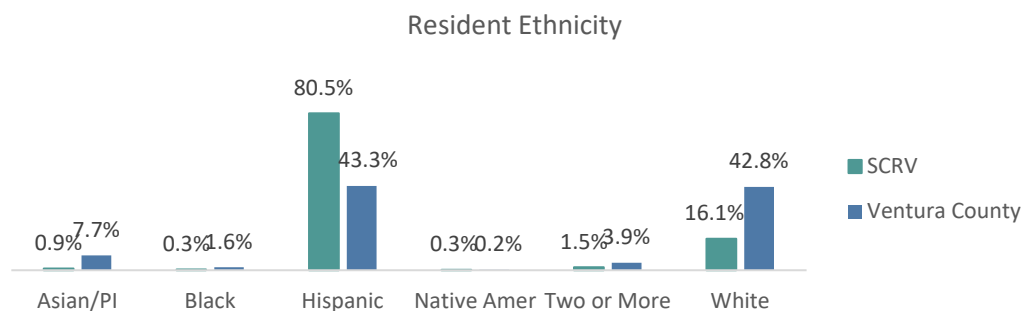
PRT Visit Ventura College Fall 2022

1. **Expanding the effective reach of the [Ventura College East Campus \(VCEC\)](#) in the Santa Clara River Valley** by expanding and building our educational and service footprint in the Santa Clara River Valley to better meet the growing needs of this community. The intent of the PRT is to expand the educational and career opportunities at VCEC by continuing to grow student numbers from 800 to 2,500 student and ultimately apply for center status with the state of California.

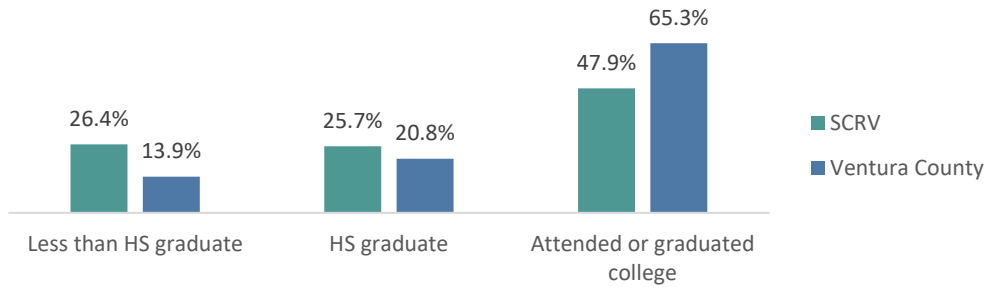
**Santa Clara River Valley:** The Santa Clara River Valley (SCRV) is a vibrant agricultural region adjacent to the Santa Clara River. It is home to approximately 50,000 residents, and includes the communities of Santa Paula, Fillmore, and Piru.



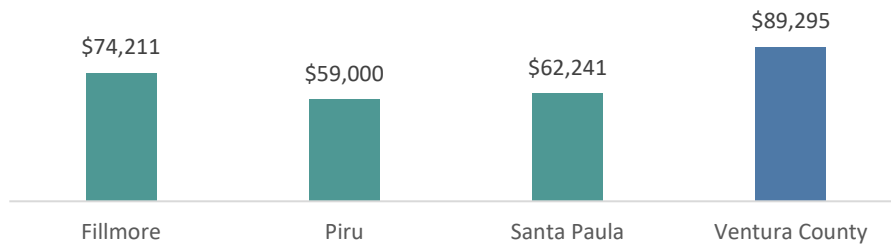
The demographics of the SCRIV indicate that the area could benefit greatly from increased access to higher education. The vast majority of residents come from historically underserved groups. Further, educational attainment and median household income are both lower in this area than in Ventura County, as a whole.



Highest Educational Attainment - Adults 18 and Older



Median Household Income



SCRV residents make up a sizable proportion of the VCCCD student population. In fall 2021, 1,726 credit students came from the SCRV. Further, Santa Paula Union High School and Fillmore Senior High are among the district’s top 20 feeder schools.

**VCCCD History with the SCRV:** If SCRV residents want to improve their lives through higher education, they have to spend a considerable amount of time driving to a VCCCD campus, or they have to take online classes. To improve this community’s access to higher education, the VCCCD has spent decades discussing and evaluating different options. The district has leased space at different locations in Fillmore and Santa Paula since at least 1980. However, these locations have been small, and haven’t allowed for comprehensive educational programming.

In 2002, voters passed the VCCCD’s \$356M general obligation bond, known as “Measure S”. Residents of the SCRV were given assurances that the proceeds from the bond would be used to build the “Santa Clara Valley Advanced Technology Education Center including classrooms, computer labs, library, and childcare center.” Santa Paula residents voted overwhelmingly in favor of Measure S. For many in the area, the bond was going to fulfill a long-held dream.

In 2003, the VCCCD Board of Trustees approved a motion to submit a preliminary notice of interest to the state to establish a permanent educational center in the city of Santa Paula. This notice was sent to the state by Chancellor Studt on December 10, 2003. The district then spent a considerable amount of time working with landowners in the area to acquire a land donation for the educational center. However, during this period, construction costs began rapidly increasing. As a result, the approved Measure S funds would not be sufficient to fund the proposed educational center and the many other planned district construction projects. In 2005-2006, a decision was made to prioritize Measure S funds for other projects, which meant that the educational center would not be built.

Not surprisingly, this decision resulted in both disillusionment and anger in the SCRV community. This frustration reached a boiling point when the City of Santa Paula published a 2006 report titled "[Broken Promise. The Story of Measure S and the Failure to Construct the New Santa Clara Valley Advanced Technology Education Center.](#)" This report strongly condemned the district, and has had a lasting impact in the area.

In 2011, the district opened its current site, the Ventura College East Campus, at 957 Faulkner Road in Santa Paula. This site occupies storefront space in a strip mall. It consists of 6 lecture classrooms and 1 recently built science lab. The classes range in size from 22 to 47 seats, as well as a small computer lab/library, and very limited student services. The district currently leases this space for \$108,480 per year.

While this site is an improvement over previous SCRV locations, it has a number of shortcomings. Chief among those is the lack of space to offer comprehensive instruction. Until fall 2022, the current space only allowed for lecture-based classes, and did not contain laboratory facilities. A laboratory classroom was recently added to the site, but it can only accommodate 28 students. Further, until recently, the site suffered from very unpredictable internet service. The VCCCD recently paid for an internet upgrade at the site, but it is still not an ideal long-term solution.

The site also does not have the space to accommodate a full set of student and academic support services. There is no dedicated Admissions and Records Office. Rather, a student services assistant is available to assist students with registration. There is only space for one full-time counselor to be on site from Monday through Thursday. Financial aid staff are on site twice a month, and , have to set up in a classroom. This is not ideal, given that students need a private space to discuss confidential issues with financial aid staff. There is limited tutoring offered in the library/learning resource center. A basic needs food pantry is also available to students on a very limited basis.

**Expand VCEC:** We fully intend to meet the promises made to the community when a bond was received for the college in 2002 with an intent to build a thriving Fillmore / Santa Paula educational Center, yet was never built.

#### **Current Limitations to Growth**

Due to the nature of the facilities at the site, there is very limited capacity for enrollment growth and the expansion of student support services. The site is an improvement over previous VCCCD locations in the SCRV, but as community leaders have shared with the district numerous times, it cannot function as the true educational center that the community needs. Ventura College has recently entered into a partnership with Ohana Pet Hospital to begin a new Registered Veterinary Technician program that is based at the East Campus. In addition, the VC has done an extensive overhaul to its ESL program to provide more free, NonCredit ESL classes to the SCRV area. Both of these programs are seeing a high level of interest from SCRV residents. However, due to the nature of the current site, we will not be able to expand them to their true potential.

#### **Current Situation and Opportunities:**

Despite past history, community leaders, civic groups and VCCCD leadership all continue in a shared belief that the dream of an educational center can be – albeit belatedly - realized. As

populations and future growth projections in the Fillmore/Santa Paula area indicate, the need for enhanced higher-education services, and partnerships with local school districts, have become increasingly apparent.

As part of the Limoneira Corporation’s Harvest development in east Santa Paula, an approximate 8-10 acre parcel was set aside for educational use. Originally, the Santa Paula Unified School District did not have plans for the property. After completing a strategic plan for the district, they decided to build a new middle school on the site. As such, this is no longer an option for a future VC East Campus location.

With no other obvious option in Santa Paula, the College President met with city managers and the CEO of Limoneira to discuss possibilities. Limoneira does own additional viable land strategically located on the south-east side of Santa Paula near the city of Fillmore. Most of this land is slated for the building of a new hospital, townhome/apartments, and medical offices. However, there is a remaining 20-acre site that Limoneira is interested in selling to the VCCCD for a future educational center. **This is the only remaining land for purchase in Santa Paula.** Utilities and other infrastructure essentials are already in place at this location. It is not available for sale to the general public, and is being offered to the VCCCD by Limoniera due to mission alignment, and their desire to support higher education in the community.

We seek the support and guidance of a PRT to assist the college in:

- a) Continuing to grow our student numbers ([headcount and FTES](#)) from 800-2,500 students or 1,100+ FTES by Fall, 2025 by:

*Prior to the Covid-19 pandemic, the VCCCD offered between 45 and 65 classes a year at this location. In 2020-21, the pandemic hit this community particularly hard, and East Campus operations were almost completely halted. In 2021-2022, classes have begun to be added back to the schedule.*

Academic Year	Classes	Enrollment	FTES
2016-2017	45	1,107	130.7
2017-2018	44	1,172	136.2
2018-2019	55	1,357	152.3
2019-2020	64	1,386	155.4
2020-2021*	2	46	10.4
2021-2022*	30	528	50.4
2022-2023 (projected)	51	1,250	151.7

\* East Campus location was shutdown for an extended period due to Covid

- i) Increasing our [Dual Enrollment](#) opportunities in the region,
- ii) Expanding our STEM and other high-wage career opportunities by expanding degree and certificate programs offered through the VCEC,
- iii) Expanding our [service](#) to non-traditionally aged students in the area and beyond through an online Zero Textbook Cost PACE programs grounded out of the VCEC,

- iv) Initiating and expanding relevant services to students in the region, which may include expanded transportation, child care support, free legal services to undocumented students, and the expansion of mental health services, and to
  - v) Exponentially growing [ESL](#) enrollments by taking classes to all reaches of the community and assisting students to make their way through ESL education to living-wage jobs and increased satisfaction if quality of life overall. (*This was the focus of a previous PRT visit.*)
- b) We will seek the assistance of the PRT in helping us address the following:
- i) How can we best promote Dual Enrollment in our region and community with a targeted approach?
  - ii) What [marketing strategies](#) are most effective in advertising our VCEC programs with social media? Other forms of media and press?
  - iii) What retention strategies have proven successful for these specialized programs?
  - iv) How do we go about partnering with businesses within the Santa Clara River Valley to ensure that our [instructional programs](#) meet the industry needs of the community and promote services?
  - v) How do we market effectively to our non-traditionally aged students regarding our specialized programs?
  - vi) What strategies prove most effective when working with local grassroots organizations that can provide resources like child care and legal services for our most vulnerable population?

**VCEC into a Center:** Ventura College intends to establish VCEC as an official Center, recognized by the California Community College Office of the Chancellor within the next five years. While a general moratorium exists on designating education sites as Centers, the CCCCO will entertain specific and unique cases in which the designation as a Center is relevant and most supportive of a community. Ventura College would like assistance in making the case that VCEC should be an official Center, after we achieve the goals listed above. This designation would support our involvement and growth in the local community and would validate the importance of this growing and thriving - historically underserved - community that is the Santa Clara River Valley of Ventura County.

- a) Are there example letters that exist that Ventura College can use as a template to assist us in writing our proposal?

2. **Developing an effective orientation and onboarding process for new employees to support diversity and stability among our crew:** We intend to create a systematic way to welcome, orient, and retain [new employees](#) within a few weeks after they begin employment at Ventura College. The intent of the PRT is to assist us in centralizing and institutionalizing a method and culture around onboarding new employees to the campus.

a. **New Onboarding & Orientation Experience for Employees:** While we recognize that the district office is seeking to hire more staff to support some of these orientation needs, we have come to realize that we need to centralize and improve our campus onboarding and orienting processes, to support retention and employee satisfaction. An onboarding program that would provide a checklist of essential information and an orientation program that would acclimate the employee to the culture of the campus.

i. **Determine Best Practices in Onboarding of New Employees:**

- 1. What are the elements of a fully developed onboarding program for new employees?

2. To what degree do we include the district and the other campuses in our onboarding program?
  3. How do we keep new employees engaged and knowledgeable of events and programming on campus?
  4. Who should be involved in the development of this program and to what extent? Who should be a part of the Onboarding training team?
  5. What is the best way to check in on new employees to make sure that their transition is going smoothly?
  6. What support mechanisms does the college need in place to assist in the development and retention of new employees?
    - a. Is there technology that would aid us on this task?
  7. What are some of the most effective ways to centralize and institutionalize a culture around onboarding so that the college is consistent?
  8. How do you evaluate the success of the onboarding program at the end of an academic year?
- ii. **Determine Best Practices in Orientation Programs for New Employees:**
1. What key campus culture elements does the employee need to know to acclimate effectively?
  2. What essential details does a new employee need to know to be successful within the first 30 and 90 days?
  3. Who should be involved in the development of this program and to what extent? Who should be a part of the Orientation training team?

**Critical Resources:**

- [Educational Master Plan](#)
- [Student Equity Plan](#)
- [Facilities Master Plan](#)
- [Strategic Implementation Plan](#)