

College Mission

The college mission is the cornerstone for the entire planning process in that it describes the college's broad educational purposes, its intended student population, the types of degrees and certificate it offers, and its commitment to student learning and student achievement. The college mission is periodically reexamined to assure that it remains congruent with the district mission and with the needs of our community.

Prior to 2017, the college reviewed the mission statement every three years to stay in sequence with each strategic plan. However, this 3-year cycle was modified to align the mission review with the development of the 6-year Educational Master Plan. This plan is the true operationalization of the college mission, and as such, it is logical that both undergo review at the same time.

The current college mission statement is:

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.

(Approved by the VCCCD Board of Trustees on April 8, 2014.)

Campus Master Plans

The three Campus Master Plans operationalize the College Mission into long-term goals and objectives. The Educational Master Plan projects the long-term future of Ventura College, and makes general recommendations that address current and foreseeable challenges.

The three Master Plans at Ventura College:

1. **Educational Master Plan** - A long-term plan that articulates how the college will advance its mission, and meet current and anticipated challenges and opportunities.
2. **Facilities Master Plan** - Supplements the Educational Master Plan. A long-term plan that articulates how the college will meet facilities-related challenges and opportunities.
3. **Technology Master Plan** - Supplements the Educational Master Plan. A 3-year plan that articulates how the college will meet technology-related challenges and opportunities.

The analysis of internal and external data to prepare these plans and the resulting recommendations provide a common foundation for the dialogue about the college's effectiveness in fulfilling its mission. The Master Plans serve as the basis for the college's three-year Strategic Implementation Plan, as well as annual program plans. As a result, a direction is established for the long-term development of programs and services that is flexible enough to respond to changing conditions.

Strategic Implementation Plan

The Strategic Implementation Plan identifies the specific actions that the college will take to implement the goals identified in the Educational Master Plan. This planning process is initiated by reviewing the Educational Master Plan Goals and determining which ones will serve as the college's highest priorities for the next three years. For each prioritized goal, a number of strategic objectives are identified. For

each strategic objective, measurable action steps are identified. Each action step includes a timeline for completion, a description of indicators of success, and the assignment of parties responsible for implementing the action.

The Strategic Plan promotes continual improvement over time because it requires the prioritization of a strategic goals and objectives for college-wide concentration each year. Each year the college produces an annual institutional effectiveness report that documents progress on the objectives and that reinforces and sustains the college dialogue about the achievement of the college's long-term and short-term goals.

Program Review

Program Review is an annual process in which programs use data to assess their performance relative to established goals and expectations. As a result of this analysis, programs design initiatives for improvement. If additional resources are required to meet an initiative, programs request them through this process.

To guide resource allocation, the College Executive Team releases an annual set of planning parameters. This is a list of factors and considerations based on the Strategic Implementation Plan that influence the administration's resource decisions. Divisions submit prioritized lists of requests to relevant college committees, who then provide an additional level of prioritization. After this step, a final list of prioritized initiatives and resource requests are submitted to the college executive team, which makes the final decisions on which requests receive funding. In the subsequent year, programs evaluate the effectiveness of their initiatives, and decide whether to continue with them, modify them, or discontinue them. To promote continuous quality improvement, a process assessment occurs each year, which is used to determine if modifications to the process are necessary.

Appendix C Master Planning Timeline

	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
Educational Master Plan	2017 - 2023 Educational Master Plan							2023 - 2029 Educational Master Plan					
	2017-2020 Strategic Impl Plan				2020-2023 Strategic Impl Plan			2023-2026 Strategic Impl Plan			2026-2029 Strategic Impl 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					
	2017-2020 Tech Master Plan				2020-2023 Tech Master Plan			2023-2026 Tech Master Plan			2026-2029 Tech 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		