



# California Community Colleges

## Institutional Effectiveness

### Institutional Effectiveness Partnership Initiative Partnership Resource Teams

#### List of Primary Successes and Menu of Options for Institutional Consideration

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Name of Institution: Ventura College

Partnership Resource Team Members: **Dr. Joi Lin Blake (Lead), Dr. Juan Buriel, Dr. Alex Casareno, Tina Mendoza, Dr. Melissa Raby, and Dr. Sarah Schrader**

### Primary Institutional Successes

Description of Primary Institutional Successes	Notes and Comments
<p>The College has an intentional and thoughtful planning process that is collaborative and includes all campus constituent groups. The College has made a commitment to engaging in the institutional strategic planning process, taking the time to plan and not rushing through the preparation of its plan.</p> <ul style="list-style-type: none"> <li>The following plans have been completed: Education Master Plan, Strategic Implementation Plan, Technology Master Plan, Equity Plan, and Guided Pathways Scale of Adoption Plan.</li> <li>The Equity Plan is being revised because the campus felt it was a rushed process and did not permit adequate development.</li> <li>The campus desires to develop a comprehensive master plan that integrates key components of each plan.</li> </ul>	<p>Currently, the College has an interim Facilities Master Plan and has begun the process to identify a firm to review submitted bids. The campus is interested in the following supports to ensure a successful process:</p> <ul style="list-style-type: none"> <li>Identify consulting services to develop a Facilities Master Plan that is sustainable and aligns with capital resources available for major renovations and new buildings.</li> <li>Receive assistance on process to prioritize facilities needs.</li> <li>Develop a detailed rubric to screen, identify and select finalists to present their proposals.</li> <li>Develop a strategy to ensure campus participation that includes a communication plan that involves campus forums, meeting schedules and internal and external communiques.</li> </ul>
<p>There have been significant efforts to institutionalize the implementation of AB705. The College has been implementing the practices and principles in English since 2017, prior to the passage of AB705. Successes to date:</p> <ul style="list-style-type: none"> <li>The data indicates significant increases in student completion in English Composition.</li> <li>The implementation of Math began in Fall 2019. The data analysis for Math is in its early stages and indicates positive outcomes.</li> <li>The campus has prepared a detailed document titled, "Teaming Up for Student Success: Implementing AB705."</li> </ul>	<p>The College is seeking strategies to further advance its efforts in the implementation of AB705. There is an interest to engage in a campus-wide communication campaign that addresses the following:</p> <ul style="list-style-type: none"> <li>Clarity and understanding of AB705 to dispel misperceptions of the initiative.</li> <li>Comprehensive adoption of AB705, not limited to English, Math, and ESL/ELL disciplines.</li> <li>External and internal messaging to students to increase understanding of the initiative.</li> <li>Outreach and onboarding strategy for ESL/ELL students.</li> </ul>

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<p>The College has implemented the Sail to Success program that is considered a model across the system. This program has evolved and is aligned with the Guided Pathways Framework and the College's new technology. The Sail to Success action plan has several components that are being addressed through the following:</p> <ul style="list-style-type: none"> <li>• New Program Development</li> <li>• Improved Practices</li> <li>• Enhanced Messaging for Students</li> </ul>	<p>The College is committed to embedding innovative and equity-based approaches into the campus culture.</p> <ul style="list-style-type: none"> <li>• The campus has implemented a campus-wide book program.</li> <li>• There is an interest in identifying effective practices to serve its 65% Latinx and ESL/ELL community.</li> <li>• The campus is interested in effective practices to outreach and onboard ESL/ELL and students in the agricultural community.</li> <li>• There is also an interest in exploring credit-based and non-credit programs that support ESL/ELL programs in the implementation of AB705.</li> </ul>

### Menu of Options for Institutional Consideration for Its Innovation and Effectiveness Plan

Area of Focus	Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices	Models, Examples, and Comments
<p>1. Developing a new comprehensive Facilities Master Plan to incorporate the components of previous plans with others, including Education Master Plan, Strategic Implementation Plan, Technology Master Plan, Equity Plan, and Guided Pathways Scale of Adoption Plan.</p>	<p>Using the Educational Master Plan (EMP) as a starting point:</p> <ol style="list-style-type: none"> <li>1. Develop specific priorities for planning based on the College's equity focus, technology needs, and Guided Pathways priorities. The College's mission and the specific values it places on students and success should be used as the heart of prioritizing and should drive the development of priorities for facilities improvement and technology planning.</li> <li>2. Identify where the College's equity goals, technology goals, and Guided Pathways goals should be added to the Interim Facilities Master Plan (FMP); develop and add language that explicitly addresses these goals.</li> <li>3. Ensure that a clear understanding of the priorities of the College exists before seeking future bids for facilities work.</li> <li>4. Identify available funds, and funding opportunities, for facilities improvement and for technology needs.</li> <li>5. Align and prioritize facility improvement needs, technology needs, and equity/student success goals with available funds for facilities improvement.</li> </ol>	<p>1,2 The current Facilities Master Plan lacks an explicit connection to the Equity Plan and Guided Pathways scale of Adoption Assessment. The EMP can be used to develop prioritized goals and objectives of the FMP.</p> <p>The FMP of the Foothill De-Anza Community College District has Equity embedded throughout the document: <a href="https://foothill.edu/finance/documents/fhda_fmp_draft_09162016.pdf">https://foothill.edu/finance/documents/fhda_fmp_draft_09162016.pdf</a></p> <p>Examples of Comprehensive Master Plans that integrate college planning include:</p> <p>San Bernardino Valley Community College – <a href="http://www.sbccd.org/~media/Files/SBCCD/District/Facilities%20Planning/SBVC%202017%20Comprehensive%20Master%20Plan.pdf">http://www.sbccd.org/~media/Files/SBCCD/District/Facilities%20Planning/SBVC%202017%20Comprehensive%20Master%20Plan.pdf</a></p> <p>Crafton Hills Community College – <a href="http://www.sbccd.org/~media/Files/SBCCD/District/Facilities%20Planning/CHC%202017%20Comprehensive%20Master%20Plan.pdf">http://www.sbccd.org/~media/Files/SBCCD/District/Facilities%20Planning/CHC%202017%20Comprehensive%20Master%20Plan.pdf</a></p> <p>San Mateo County Community College District – <a href="https://smccd.edu/facilities/docs/PublicCommunity/MasterPlans/For%20Web%20Posting_%20SMCCCD_2015%20FMP_PA_highres_2015-01-22.pdf">https://smccd.edu/facilities/docs/PublicCommunity/MasterPlans/For%20Web%20Posting_%20SMCCCD_2015%20FMP_PA_highres_2015-01-22.pdf</a></p> <p>Las Positas College – <a href="http://laspositascollege.edu/measure-a/assets/docs/fmp/LPC%20Final%20FMP_08_19-2019.pdf">http://laspositascollege.edu/measure-a/assets/docs/fmp/LPC%20Final%20FMP_08_19-2019.pdf</a></p>

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		<p>Lake Tahoe Community College –  <a href="http://www.ltcc.edu/resources/pdfs/institutional_effectiveness/planning/ltcc_facilities_master_plan_1420.pdf">http://www.ltcc.edu/resources/pdfs/institutional_effectiveness/planning/ltcc_facilities_master_plan_1420.pdf</a></p> <p>3, 4: Ventura College has solicited and received bids for facilities improvement. The bids are higher than expected. During the visit, questions of prioritizing planning needs and concerns regarding how to pay for facilities needs arose.</p> <p>MPC's Facilities and Technology Master Plan 2020-2025 provides a blueprint for how the EMP is realized. The FTMP align resources with needs and has a process of how to go after resources, including the pursuit of a local bond measure. If the bond is not realized, there is a plan for how resources can be pursued. MPC addresses the needs of the current reality of the College, which fits nicely into the 2020 reality of the COVID-19 pandemic. The goal of the plan is to prioritize needs based upon the goals of the EMP, and resources needs are aligned with this prioritized plan.  <a href="https://www.mpc.edu/home/showdocument?id=37888">https://www.mpc.edu/home/showdocument?id=37888</a></p>
<p>2. AB 705 in English, Math, and ESL</p> <ul style="list-style-type: none"> <li>Improving whole-college messaging related to AB 705 changes and to letting students knowing we are ready to support their success in these key areas at VC.</li> </ul>	<ol style="list-style-type: none"> <li>Develop a research agenda to create a strategy for the best way to communicate with students and to target AB705 and equity efforts.</li> <li>Develop and implement an integrated marketing and branding plan surrounding AB705 for both internal and external constituents.</li> <li>Hold a training workshop for the campus: Faculty, Staff, and Students.</li> <li>Consider embedded writing center support training.. Faculty can also ask for a writing center consultant.</li> <li>Create a video that discusses how the campus utilizes AB705.</li> <li>Collect data on local community language learners to help inform curricular and program development and response.</li> <li>Have faculty go through the student's onboarding process so they can understand what information students are receiving during this process.</li> <li>Provide data on AB705 outcomes to staff and faculty. Include equity gap information and information on current</li> </ol>	<ol style="list-style-type: none"> <li>Bakersfield College completed an AB705 Workshop in 2018. Their website link has their Agenda and Handouts used for this training:  <a href="https://www.bakersfieldcollege.edu/conference/2018-ab-705-workshop">https://www.bakersfieldcollege.edu/conference/2018-ab-705-workshop</a></li> <li>Bakersfield College held a AB705 Embedded Writing Center Support Training in Fall 2020:  <a href="https://www.bakersfieldcollege.edu/employees/professional-development/workshops/ab-705-embedded-writing-center-support">https://www.bakersfieldcollege.edu/employees/professional-development/workshops/ab-705-embedded-writing-center-support</a></li> <li>Santiago Canyon College video on AB705:  <a href="https://sccollege.edu/Departments/testing/Guided%20Self-Placement/Pages/AB-705-Implementation-.aspx">https://sccollege.edu/Departments/testing/Guided%20Self-Placement/Pages/AB-705-Implementation-.aspx</a></li> <li>Southwestern College's most recent "Comprehensive Local Needs Assessment" (filed under "Environmental Scans and Community Research") provides a good example of institutional research efforts to understand local community language needs:  <a href="https://www.swccd.edu/administration/institutional-">https://www.swccd.edu/administration/institutional-</a></li> </ol>

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	practices. Allow for feedback and brainstorming about activities surrounding placement.	<a href="https://www.bakersfieldcollege.edu/placement">research-and-planning/institutional-plans-reports-and-surveys.aspx</a> 5. Reedley College provided a day for faculty and staff to go through the entire process from application, educational planning and registration.
3. AB 705 in English, Math, and ESL <ul style="list-style-type: none"> <li>Developing a positive outreach message for English, ESL, and Math.</li> </ul>	<ol style="list-style-type: none"> <li>Inform students about placement into English/Math; include a link for Academic Support.</li> <li>Develop an ESL to credit bridge program.</li> <li>Establish a community roundtable in the agricultural community to assess needs of ESL population.</li> <li>Completion by Design provides an excellent model from entry to completion. Students need to understand the connection between placement recommendations and their path to success.</li> <li>Develop and implement an intake survey system that can be utilized to gather information from students and send messaging directly to students, and to link at risk students with appropriate services for success.</li> </ol>	<ol style="list-style-type: none"> <li>Bakersfield College website for information regarding Course Placement and AB705: <a href="https://www.bakersfieldcollege.edu/placement">https://www.bakersfieldcollege.edu/placement</a></li> <li>Laney College ESL to credit bridge program: <a href="https://www.lanecollege.edu/esl/bridge-program">https://www.lanecollege.edu/esl/bridge-program</a></li> <li>Evergreen Valley College ESL to career pathway bridge program: <a href="https://www.evc.edu/current-students/non-credit-education">https://www.evc.edu/current-students/non-credit-education</a></li> <li>Alvin Community College (TX) maintains a robust ESL bridge program: <a href="http://www.alvincollege.edu/ged-esl/esl-bridge.html">http://www.alvincollege.edu/ged-esl/esl-bridge.html</a></li> <li>Completion by Design: <a href="https://www.completionbydesign.org/s/">https://www.completionbydesign.org/s/</a></li> <li>Hobson's Starfish has an intake survey that can be utilized to gather information from students and to send messages; Starfish analytics and the intervention inventory can link at risk student with services: <a href="https://www.hobsons.com/solution/starfish/">https://www.hobsons.com/solution/starfish/</a></li> </ol>
4. AB 705 in English, Math, and ESL <ul style="list-style-type: none"> <li>Learning about other best practices, and innovative and equity-focused approaches utilized by California community colleges, especially with ESL.</li> </ul>	<ol style="list-style-type: none"> <li>Develop and implement a visiting scholars program.</li> <li>Create a community advisory committee (CAC) to serve as a conduit between the College and the community, similar to what local public school districts maintain.</li> <li>Consider developing and disseminating one specific definition of equity that can be supported by all constituency groups.</li> </ol>	<ol style="list-style-type: none"> <li>Pasadena City College's student equity project includes a college diversity initiative that hosts an ongoing multimodal lecture series: <a href="https://pasadena.edu/student-services/student-equity/index.php">https://pasadena.edu/student-services/student-equity/index.php</a></li> <li>Mt. San Antonio College also has an equity center charged with hosting similar events.: <a href="https://www.mtsac.edu/equitycenter/">https://www.mtsac.edu/equitycenter/</a></li> <li>San Joaquin County Office of Education community advisory committee: <a href="https://www.sjcoe.org/selpa/CAC.aspx">https://www.sjcoe.org/selpa/CAC.aspx</a></li> <li>Shasta County Office of Education community advisory committee: <a href="https://www.shastacoe.org/programs-services/selpa/community-advisory-committee-cas">https://www.shastacoe.org/programs-services/selpa/community-advisory-committee-cas</a></li> <li>Maricopa Community Colleges (AZ) community advisory committee:</li> </ol>

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		<a href="https://www.maricopa.edu/community-business/community-engagement/advisory-committees">https://www.maricopa.edu/community-business/community-engagement/advisory-committees</a>