

2009-2019 Educational Master Plan Analysis - Draft

The Ventura College 2009-2019 Educational Master Plan contains 5 broad Goals that serve as “the map to its future.” Each Goal has a number of Objectives, which are designed to be measureable indicators to assess progress towards Goals, as well as Strategies, which are specific activities and initiatives that enable the institution to achieve its objectives.

A 2015 review of the Educational Master Plan has determined that revisions are necessary for a number of reasons.

1. Given the type of economic and state-level changes that can impact the direction of the College, the plan length should be reduced from 10 years to 6-7 years.
 - a. This will allow the College to be more flexible in responding to state and national changes in higher education.
 - i. The current plan was written in 2008-2009, which was during the peak of the Great Recession. As of 2015, funding to higher education has been gradually restored. These type of funding shifts impact the goals that the College can realistically meet.
 - b. This will also align the Plan with the ACCJC Accreditation cycle.
2. The number of objectives and strategies is excessive. The Plan contains 5 Goals, 24 Objectives, and 236 Strategies.
 - a. Because it is unfeasible to implement and evaluate 236 strategies each year, the College created three 3-year Strategic Implementation Plans that contain a subset of these strategies that the College will focus on during a given three-year period.
 - b. Reducing the number of objectives and strategies to a more manageable number would allow to the College to narrow its focus to high-priority areas, evaluate progress towards these areas annually, and would eliminate the need for a 3-Year Strategic Implementation Plan altogether.
 - c. Reducing the number of objectives will also allow programs to develop more creative solutions to problems. The more objectives/strategies that are spelled out in the plan, the more proscriptive and top-down it becomes.
 - d. Reducing the number of objectives/strategies will simplify and reduce reporting requirements.
3. This is an optimal time to revise and/or overhaul the Plan.
 - a. Both the State Chancellor’s Office and the ACCJC have recently developed metrics that the College is required to report on annually. These metrics focus largely on student completion and achievement. By requiring us to report on them annually, the state and accrediting commission are thus telling us which areas are important to them. There is a large degree of overlap between the state and ACCJC metrics. By writing these metrics into a new Educational Master Plan and focusing efforts on them, we would reduce time and effort related to reporting requirements, and also align the College’s priorities with those of the state of California and the ACCJC.
 - b. The College is currently completing its Self-Evaluation in preparation for its Fall 2016 Accreditation visit. Through this process, the College is thoroughly analyzing its strengths and weaknesses. This analysis will result in a clear understanding of what direction the College needs to move toward.

2009-2019 Educational Master Plan Goals, Objectives, Strategies

Goal 1: Continuously improve educational programs and services to meet student, community, and workforce development needs.

Objective/Strategy	Status
Objective 1. Planning, Research and Assessment: Regularly gather and analyze data related to student interests and regional workforce needs and make necessary adjustments to programs and services.	
Strategy 1. Develop a systematic method for monitoring the following on a regular basis and implement changes, based on findings:	
a. Student interests and regional needs so that the College maintains responsive programs and services.	
b. How Ventura College students obtain information about the College.	
c. Which student support services are of most value to students, when those services are most needed and the most effective means of delivering them to support students in achieving their goals	
d. Which on-the-job competencies are desired by students' employers and potential employers.	
Strategy 2: Continue program reviews to regularly evaluate the effectiveness of all College programs, services and functions.	
a. Tie criteria for the reviews based on criteria identified in program-level plans and in the Educational Master Plan.	
b. Reward meeting performance criteria with favorable allocation of resources.	
Strategy 3: Continually assess Student Learning Outcomes (SLO) for all courses and programs.	
Strategy 4: Monitor the outcomes of student participation in community service and experiential learning programs.	