



**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

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Primary Institutional Successes

Description of Primary Institutional Successes	Notes and Comments
Established direction for integrated planning efforts	The college has developed a decision-making manual and is working on a new educational master plan. Nearly all those interviewed believe the college is heading in the right direction.
Creation of Institutional Effectiveness Office	The Office of Institutional Effectiveness will provide data and reports to help inform decision-making and track progress towards goals.
Employees are dedicated to Ventura College	The employees we met with have a strong connection with the college and enjoy working there. There is a clear focus on students. Long term employees have institutional memory that could be relied upon in planning and decision-making.

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

Area of Focus	Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices	Notes and Comments
A. Integrated Planning	<ol style="list-style-type: none"> 1. Conduct a series of planning retreats with broad campus representation to develop the new education master plan. <ol style="list-style-type: none"> a) A series of 3-4 retreats with representation from across the campus would allow enhanced communication and build ownership of the strategic directions and goals. b) Ensure a review and inclusion of the significant goals from existing plans such as Achieving the Dream, Program Review, etc. c) The retreats would provide an opportunity to “speak deeply” about issues and directions. 	
	<ol style="list-style-type: none"> 2. Develop an annual planning calendar. <ol style="list-style-type: none"> a) Work with the Senates and other major committees to establish an annual calendar for plans that need to be discussed and agreed upon. Include deadlines for submission to each governance body to allow them to have a thorough review process b) Senates should establish (or re-examine) process for review and approval of truly urgent items and/or items that must be reviewed during intercessions. c) Publish the calendar for the entire campus. 	
	<ol style="list-style-type: none"> 3. Analyze the program review process to improve consistency and decision-making. <ol style="list-style-type: none"> a) Work with the management team to develop an agreed upon process to address inconsistencies among divisions. b) Clarify the roles of the College Planning Council and Senior Management in program review and prioritization. c) Create a clear timeline for program review that includes reporting out to the entire campus decisions made on funding program review requests. 	
	<ol style="list-style-type: none"> 4. Use the planning and program review processes and the directions in the education master plan to identify staffing needs and hiring priorities. <ol style="list-style-type: none"> a) Analyze staffing needs to achieve goals and develop a multi-year plan for filling critical positions. 	

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	5. Expand the use of data and evidence to inform decision making. <ul style="list-style-type: none"> a) Consider increasing staffing in the Office of Institutional Effectiveness to fulfill the requirements for Achieving the Dream and to provide data and evidence for committee decision-making. b) Provide research results and data to key committees on a consistent basis. c) Ensure all committees have the same reports and provide training on how to interpret the data. 	
	6. Improve Committee Functionality <ul style="list-style-type: none"> a) Review the existing committee structure and revise as needed. b) Analyze the work being done by each committee and eliminate duplication. c) Clarify the charges of each committee and identify the decisions each needs to make. Codify the responsibilities of each committee. d) Review the times and days of committee meetings and reduce overlap. e) Recruit new members for committees to reduce the burden on those who serve on multiple committees and to broaden representation. f) Establish a set of norms for committee operations including preparation before meetings, participation, input to agenda setting, and mentoring for new members – particularly student members. g) Expand new faculty orientation significantly to include more engagement with campus committees and processes; work with chairs and deans to strengthen importance of campus-wide involvement during probationary process to foster engaged faculty h) Publish meeting agendas and notes promptly on campus website i) Offer professional development training on “running and contributing to effective meetings” and encourage all division, department, and committee chairs to participate. 	
B. Communication	1. Address heavy reliance on “grapevine” as method of communication about new initiatives <ul style="list-style-type: none"> a) Develop a process for updating and systematically maintaining the website to include relevant materials and provide links via email for ease of access. b) Consider increasing staffing to support internal and external communication needs (e.g., PIO and web master) c) Consider a campus-wide climate student and/or communication audit. 	

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	2. Supplement the President's messages with informal face-to-face time. <ul style="list-style-type: none"> a) Consider having the president and vice presidents periodically visit committee and senate meetings 	
	3. Include students more meaningfully in campus processes and the governance process <ul style="list-style-type: none"> a) Utilize student leaders to collect meaningful feedback about proposed programs, services, facilities, etc. b) Provide students easy-to-disseminate updates about campus issues (suitable for sharing on social media) c) Better prepare students for campus and committee involvement with committee orientations and mentorship. 	