VCCCD STRATEGIC PLAN
GOALS AND OBJECTIVES
2016-2019

JULY 26, 2017 BOARD STRATEGIC PLANNING SESSION

Ventura Community College District Strategic Plan

Introduction

The Ventura County Community College District (VCCCD) *2016-2019 Strategic Plan* embraces the three high-priority strategic goals from the VCCCD *2013-2019 Master Plan*. The three-year Strategic Goals are further divided into objectives, each operationalized through measurable action plans.

In January 2016, the District Council on Accreditation and Planning (DCAP) determined that it is in the best interest of the district to follow a Strategic Plan with attendant objectives and action plans presented to the Board of Trustees at their annual strategic planning session.

DCAP formed a subcommittee, co-chaired by Rick Post, Vice Chancellor of Educational Services and Linda Kamaila, Academic Senate president at Oxnard College. Membership consisted of representatives from classified, faculty and administration from all three colleges and the District office.

The subcommittee met regularly between January and June 2016 and again between December 2016 and March 2017 to formulate the proposed strategic plan and ensured that the proposed plan reflected the vision and intent of the District's three high-priority strategic goals. In so doing and in order to fulfill the vision and mission of the District and support the educational master plans of each college within the District, the members of the subcommittee created measurable objectives and plans of action, with responsible parties assigned to each, that reflected the needs of each college and the District as a whole. The plan has been reviewed and approved by the Academic Senates, DCAP, and Consultation Council.

It is the intent of the subcommittee and DCAP, which reports to the District Consultation Council, to provide the Board of Trustees with periodic updates on the status of the *2016-2019 Strategic Plan* and each year the District Consultation Council will continue to review an annual *District Effectiveness Report* for the Board of Trustees. Each June, this report will be presented by the Chancellor to the Board of Trustees during their annual Strategic Planning meeting and will document and report the progress made during the academic year toward the strategic goals and objectives.

The Board of Trustees will periodically evaluate the 2016-2019 Strategic Plan and call for the next three-year District Strategic Plan when the current strategic plan expires or make appropriate revisions as appropriate as the strategic goals and objectives of the current plan are achieved.

Additionally, Moorpark College, Oxnard College, and Ventura College have prepared individual Enrollment Management Plans in alignment with the Board's Strategic Goals and Objectives.

The VCCCD 2016-2019 Strategic Plan is considered a working, living document the purpose of which is to guide the mission and vision of the VCCCD and its three colleges in meeting the needs of our students and the communities we serve.

VCCCD Strategic Plan Goals and Objectives
2016-2019

Strategic Goal 1: Increase access and student success.				
Objectives		**Action Plans**	**Timeline**	**Responsible Parties**
1.1	Promoting access to educational opportunities for students.	• Provide a range of relevant non-credit courses and certificate programs to support job and skill training and pathways to credit programs. • Increase online course offerings to meet student demand and establish a range of online accessible certificates and degrees. • Expand both AB288 and non-AB288 dual enrollment courses in county high schools to the point where students can graduate high school with at least 15 to 30 college credits.		
1.2	Support the enrollment management plans at the colleges.	1.2a - Provide regular Enrollment Management Reports. 1.2b - Develop and implement a dashboard, then provide ongoing training to users. 1.2c - Identify FTES targets in accordance with changing demand for programs and services due to shifts in population and demographics, in collaboration with the colleges.	Weekly Spring 2017 Ongoing Annually by February	VC Educational Services IRAC; VC Educational Services Districtwide Enrollment Management Committee; VC Educational Services; VC Business Services

1.3	Identify unmet community needs consistent with college and District missions through partnerships with the K-12, Adult Education, and Higher Education.	1.3a - Identify community needs of the ESL and basic skills programs.	December 2017 w/ Annual Update	Chief Instructional Officers; VC Educational Services; IRAC
		1.3b - Using the Student Success Scorecard, monitor the effectiveness of the ESL and basic skills programs.	Ongoing	IRAC; VC Educational Services
		1.3c - Creating community partnerships that are aligned with community needs.	Ongoing	VC Educational Services; College Presidents
1.4	Using the Student Success Scorecard, established through the California Community Colleges Board of Governors, as a performance measurement system to track student success at all 114 California community colleges. The data available in this scorecard is an indicator of how well colleges are doing in developmental instruction, job-training programs, retention of students, and graduation and completion rates.	• Analyze and set District/Board level student success and performance metrics that integrate college performance metrics with annual monitoring of progress and establishment of annual, three-year, and six-year goals for the measures.		
1.5	Evaluating the use of technology and online opportunities to meet this goal. Also of primary importance is the need to work with K-12 partners in addressing the issue of lack of college preparedness.	1.5a - Develop a Districtwide marketing plan to promote the district and colleges as institutions/programs of first-choice.	Spring 2017	VC Educational Services; Marketing Committee; College Presidents
		1.5b - Individual colleges will conduct/promote specialized outreach activities.	Ongoing	Colleges
		• Implement integrated and focused marketing and communication efforts in alignment with marketing/communication plans to support		

		enrollment growth, student retention, and community awareness. • Offer current professional development opportunities for faculty and staff supporting technology use and effective online instruction. • develop pathways with K-12 partners and implement multiple measures for assessment to successfully support students in completing college level English and math within their first year of college. • Increase the number of access locations, e.g. Conejo Valley, and expand activities in the Santa Clara River Valley to include diverse instructional delivery methods, programs, and support services.		
1.6	Measure and integrate college plan elements and outcomes related to state educational initiatives, i.e., 3SP, student equity plan, basic skills, CTE, and online education.	1.6a - Update Districtwide Institutional Effectiveness Report to be consistent with statewide reporting mandates.	December 2017	IRAC; VC Educational Services
1.7	Focusing, through Student Success Act of 2012, efforts leading to student success and completion.	• Creatively develop and implement the integrated SSSP/Equity/BSI plans to meet the support needs of students and timely completion of degrees, certificates, and skill building goals. • Evaluate the registration and matriculation processes to reduce road blocks and barriers for students.		
1.8	Support opportunities for students to increase engagement.	1.8a - Identify and pursue funding sources to support college efforts to measure student engagement.	Ongoing	VC Educational Services; Colleges

1.9	Supporting student success at the Colleges as students move to completion of degrees, certificates, and transfer in a timely fashion.	• Develop increased opportunities for student engagement with counselors and support programs. • Communicate and engage with students to apply for and receive eligible financial aid. • Implement Guided Pathways concepts and practices to create an integrated student success and completion environment for students at the three colleges.		

Strategic Goal 2: Partner effectively to meet community needs.

	Objectives	Action Plans	Timeline	Responsible Parties
2.1	Participate in the ongoing development of regional plans to address workforce needs.	Engage in partnerships with Ventura County Workforce Development Board (WDB), Economic Development Collaborative Ventura County (EDC-VC), the Ventura County Office of Education, and representatives from local Chambers of Commerce. Participate in the South Central Coast Regional Consortium.	Ongoing	VC Educational Services; Economic and Workforce Development Division
2.2	Providing training and skill development for both incumbent and new workers for existing jobs.	• Work with employers to provide training for employees at their site of employment. • Provide a range of diverse credit, non-credit, and contract based courses and programs leading to degrees, certificates, and skill building for incumbent and new workers.		
2.3	Supporting the creation of new jobs by serving as an educational resource to help attract new businesses/employers to the area.	• Work with employers to define and understand labor market needs with emphasis on high demand and high wage areas of employment. • Meet Strong Workforce Program requirements and performance metrics.		
2.4	Promote District outreach into the community.	Support college efforts for local and regional events.	Ongoing	Chancellor; VC Educational Services

2.5	Promote the colleges as the nexus for continued learning.	Develop a District marketing plan and support individual colleges marketing and public relations efforts. Enhance the visibility of the colleges through the Public Information Office.	Ongoing	Chancellor; VC Educational Services
2.6	Support increased dialogue and agreements among local K-12 and University partners.	Participate in P-20 Pathway activities and workshops. Create CCAP partnership agreements with local districts. Maintain and expand high school enrollment initiatives. Continue working with our local four-year schools to identify and pursue opportunities to increase effective transfer for our students.	Ongoing	Chancellor; VC Educational Services; College Presidents or Designees
2.7	Evaluating, maintaining, and improving existing and establishing new relationships with private, governmental, and educational agencies and institutions, which will set the stage for collaboration.	• Be a leader in Economic and Workforce Development by convening meetings to address issues and needs, being present at relevant meetings and events, providing labor market analysis and summaries, and providing educational programming supporting workforce development.		
2.8	Explore collaboration and using college facilities to support our local communities and agencies.	• Implement procedures and practices that increase the use of facilities to support local communities and agencies.		

2.9	Identify and support unmet community educational needs.	Formalize relationships with adult education programs and other educational partners. Identify skill building needs and Workforce Development training opportunities.	Ongoing	College Presidents; VC Educational Services; Economic and Workforce Development Division
2.10	Support improved community access to educational opportunities within the county.	Participate in countywide efforts to improve public transportation. Support public funding related to educational access.	Ongoing	Chancellor; VC Educational Services

Strategic Goal 3: *Promote fiscal stability and the effective use of organizational resources.*				
Board Objectives		**Action Plans**	**Timeline**	**Responsible Parties**
3.1	Allocate, leverage, and manage resources to support the District mission, vision, and goals to improve academic quality and institutional effectiveness.			
	a. Support college and DAC Human Resource needs.	Maintain sufficient levels of administrators, faculty, and staff to ensure quality opportunities to our students. Implement the EEO plan and update as needed.	Ongoing	Chancellor; VC Human Resources; College Presidents
	b. Encouraging ongoing efforts to find and leverage additional resources	• Establish a districtwide College Promise Program that funds students through certificate or degree completion. • Evaluate and establish a District foundation to support college foundations and fund raising for broad-based county wide initiatives and district-level contacts with businesses, organizations, and individuals.		

c. Support college and DAC Facilities needs.	Provide resources to address the total cost of ownership. Provide resources to ensure safe and functional buildings and grounds on the college campuses and the District offices. Continue developing safety and emergency preparedness plans. Provide adequate resources for needed educational classrooms and labs.	Ongoing	Chancellor; VC Business and Administrative Services; College Presidents
d. Support college and District long term fiscal stability.	Continue to reduce unfunded liabilities each year. Support budget planning and implementation. Maintain adequate reserves.	Ongoing	Chancellor; VC Business and Administration Services; College Presidents
e. Enhance and promote the use of technology as an educational and communication tool.	Expand Distance Education services and technology. Evaluate, coordinate, and support districtwide software and technology needs.	Ongoing	Chancellor; VC Educational Services; Associate Vice Chancellor, Information Technology; College Presidents;

3.2	Focusing the Colleges and the District Administrative Center on the importance of maintaining the vitality of employees and fiscal stability	• Research and implement actions to conserve resources and reduce utility costs by developing and implementing energy efficiencies and conservation. • Develop multi-year budgeting plans, develop recommendations, and implement actions to address known increases in PERS/STRS and HERL liabilities and other costs within the context of revenue projections. • Develop a student success focused culture in which all employees participate. • Act to recruit, hire, and retain a diverse employee population that supports and advocates for the success of our diverse student population.		
3.3	Coordinate and support Districtwide professional development.	Support colleges and the DAC in identifying professional development needs and identify and pursue funding sources.	Ongoing	Chancellor; VC Human Resources; VC Educational Services; VC Business and Administrative Services; College Presidents
3.4	Seek targeted partners for the use and support of facilities, including conferencing	• Maintain current and develop new partnerships with cities, school districts, organizations, and businesses for civic center use of facilities. • Implement scheduled community outreach efforts that bring potential students and their families to the colleges to build a culture of college attendance.		