

VCCCD 2021 – 2027 Strategic Goals

1. Increase access and student success.
2. Close academic achievement and support services equity gaps across all racial, ethnic, socioeconomic, and gender groups.
3. Actively support workforce and economic development in Ventura County through partnerships and relevant programs and pathways leading from education to careers.
4. Develop a culture that values students, collaboration, and the success of each employee.

Goal 1: Increase access and student success.

Measures of Achievement:

1. Increase student degree and certificate completion rate from ___ to ___% by 2027.
2. Increase the percentage of students completing college level English and math within their first year from ___ to ___% by 2027.
3. Increase student course completion from ___ to ___% by 2027.
4. Increase the proportion of full-time students from ___ to ___% by 2027.
5. Increase dual enrollment, through both College and Career Access Pathways (CCAP) and non-CCAP offerings from ___ to ___ FTES by 2027.
6. Increase online/hybrid class offerings from ___ to ___% by 2027.
7. Establish annual FTES enrollment targets and document actual enrollments in order to maximize access with annual state funding.

Strategies:

1. Implement Guided Pathways and promote degree and certificate completion to students.
2. Student-centered implementation of AB705 and support to students for success and timely completion of college level courses.
3. Support communication and student awareness of programs, course offerings, deadlines, services, resources, and events.
4. Expand dual enrollment agreements with county school districts and establish CCAP and non-CCAP classes with county high schools.
5. Evaluate and implement the use of technology and training to increase the number of online classes, certificates, and degrees along with online services to support access and completion.
6. Adjust the local funding allocation model to align with the Student Centered Funding Formula and prioritized needs.
7. Provide resources and training to enhance student learning outcomes, development, and assessment and improvement in curriculum, teaching, and learning.

Goal 2: Close academic achievement and support services equity gaps across all racial, ethnic, socioeconomic, and gender groups.

Measures of Achievement:

1. Achieve ___% course success rate for each disaggregated student group by 2027.
2. Reach ___% degree and certificate completion rate for each student group by 2027.
3. Increase enrollment rates among groups who are traditionally underrepresented in higher education in Ventura County.
4. Attain proportionality in transfer-ready preparation rates for each student group by 2027.
5. Create a broadly diverse workforce of faculty, classified staff, and administrators to support our diverse students and communities.

Strategies:

1. Promote diversity, equity, and inclusion and support elimination of equity gaps by reviewing and revising District policies and procedures and college instruction and support services to address institutional barriers and systems of oppression.
2. Develop and use culturally relevant curriculum and instruction across all subject areas.
3. Provide professional development programs that support employees in promoting inclusivity and social justice.
4. Implement recruitments to establish diverse applicant pools and train employees to be aware of and able use strategies to mitigate bias.
5. Establish a district diversity, equity, and inclusion work group and a Director of Diversity, Equity, and Inclusion position.
6. Develop and implement an EEO plan with clear goals, timelines, and metrics for accountability.

Goal 3: Actively support workforce and economic development in Ventura County through partnerships and relevant programs and pathways leading from education to careers.

Measures of Achievement:

1. Increase the number of CTE completers and skill builders attaining living wage employment by ___% by 2027.
2. Increase the number of CTE certificate and degree completers from ___ to ___% by 2027.
3. Provide an annual summary of CTE program revisions, new certificate and degree programs, and specialized trainings.
4. Increase external grant and/or contract funding to support workforce and economic development by ___% by 2027.

Strategies:

1. Marketing of CTE programs to students, employers, and community partners.
2. Maintain existing and establish new relationships with employers and private, governmental, and educational institutions to actively engage in and support workforce and economic development.
3. Expand work-based learning opportunities and support CTE job placement services.
4. Support the ongoing review of current and establishment of new career education certificates and degrees and specialized training to meet local workforce needs and establish aligned career pathways with K-12 and higher education partners.

Goal 4: Develop a culture that values students, collaboration, and the success of each employee.

Measures of Achievement:

1. Provide satisfaction survey results specific to the change in medical benefits for active benefits eligible retirees.
2. Increase employee satisfaction as measured by the biennial employee satisfaction survey.
3. Provide an annual summary of professional development activities and trainings across the District.
4. Provide an annual update on implementation of the sustainability plans at the three colleges.

Strategies:

1. Implement the VCCCD Leadership Academy and establish coordinated district/college new employee orientation.
2. Support professional development activities, engagement in participatory governance committees, and employee training on safety, discrimination/harassment, Title IX, and ethics as examples.
3. Promote implementation of safety mechanisms and communication networks and protocols to quickly and effectively respond to emergency situations and protect the safety and health of employees and students.
4. Support the maintenance and/or installation of facilities to provide effective, relevant, and safe educational, work, and community spaces
5. Support implementation of the college-level sustainability plans and promote efforts to positively impact the environment and climate.
6. Review organizational structure and processes to establish equitable workloads and support structures for the success of employees and all operations by prioritizing and establishing new positions and revisions of current positions and structures.
7. Provide timely and open communication on district plans, initiatives, actions, emergency situations, and news items of interest including student and employee success stories.