



**VENTURA COUNTY
COMMUNITY COLLEGE DISTRICT**



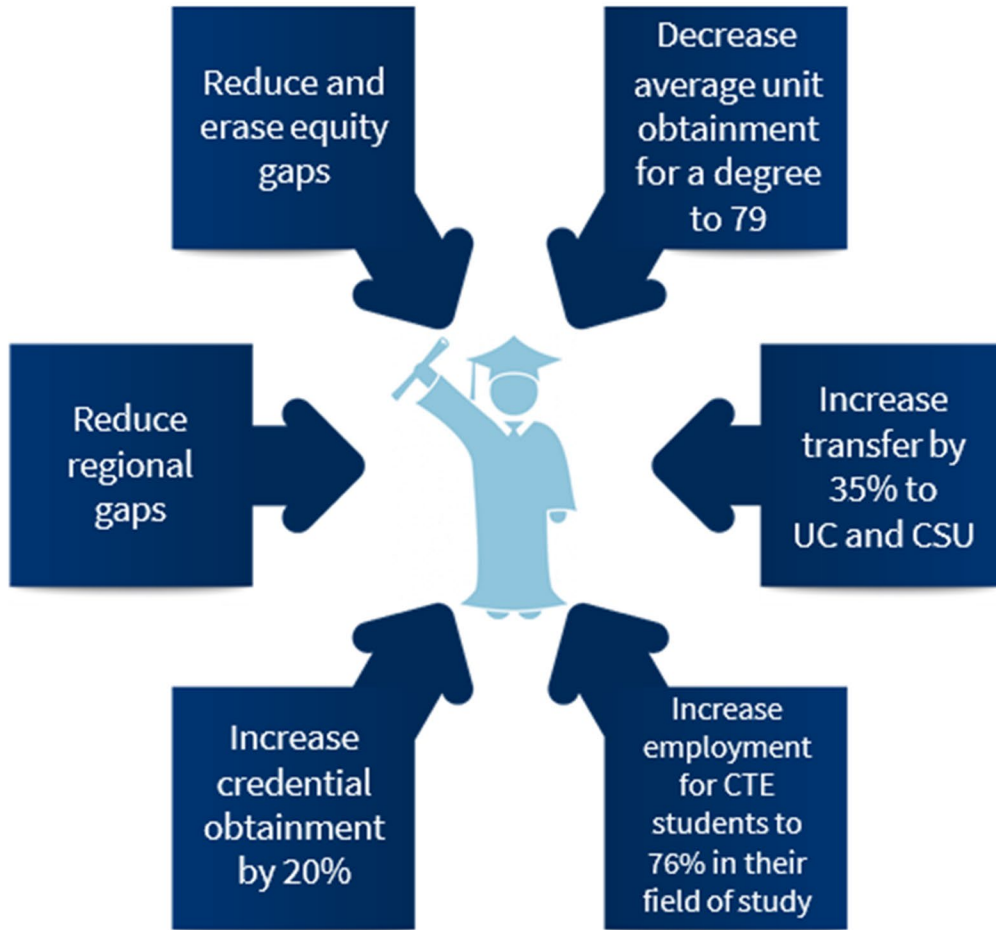
State of the District

2021-22

Dr. Greg Gillespie, Chancellor

June 14, 2022

Vision for Success Goals



Commitments

1. Focus on students' goals
2. Design with the students' experience in mind
3. High expectations and high support
4. Foster use of data and evidence
5. Own student performance
6. Thoughtful innovation and action
7. Cross-system partnership

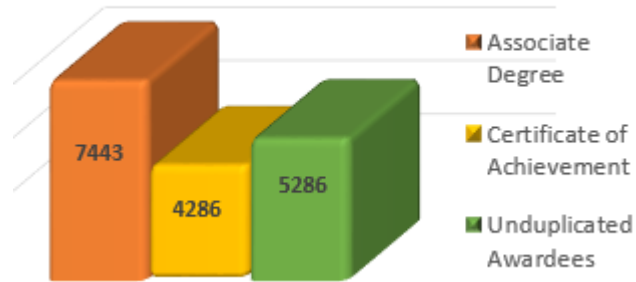
Alignment...

THE VCCCD IMPACT



Student Benefits

VCCCD 2021-22 Awardees



Additional Lifetime Earning of Students Graduating from Ventura County Community College District

Description	Total Additional Earnings	Present Value
Students Transferring to Four-Year College	\$1,198,200,000	\$367,316,407
Students Receiving Associate's Degree	\$1,786,000,000	\$547,510,518
Students Receiving Certificates	\$1,454,400,000	\$445,856,269
TOTAL	\$4,438,600,000	\$1,360,683,184

Additional Lifetime Earning of Students Graduating from Ventura County Community College District

The outcome is impressive. It shows that **each** year, \$1,360,683,184 is added as the total present value of additional lifetime earnings of those who graduate from VCCCD and find their way into the labor market, or continue their work with a greater earning ability.

Taxpayer & Social Benefits

The Ventura County Community College District's Impact on Ventura County in **FY 21-22**:

- **WE provided \$720,760,562** output through regular budgets, capital expenditures, student spending
- **WE created 3,837 jobs**
- **WE generated \$106,926,281** in various forms of tax revenues for all three levels of government, out of which, \$50,462,154 was paid toward local and state governments.

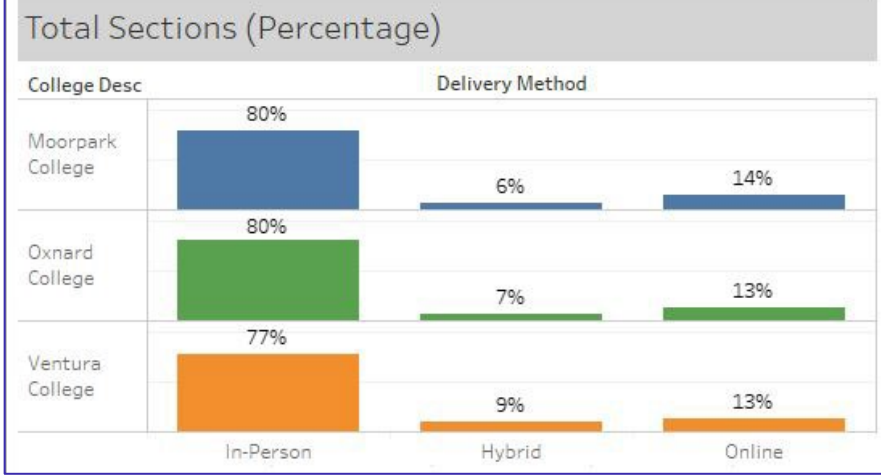
The COVID-19 Global Pandemic



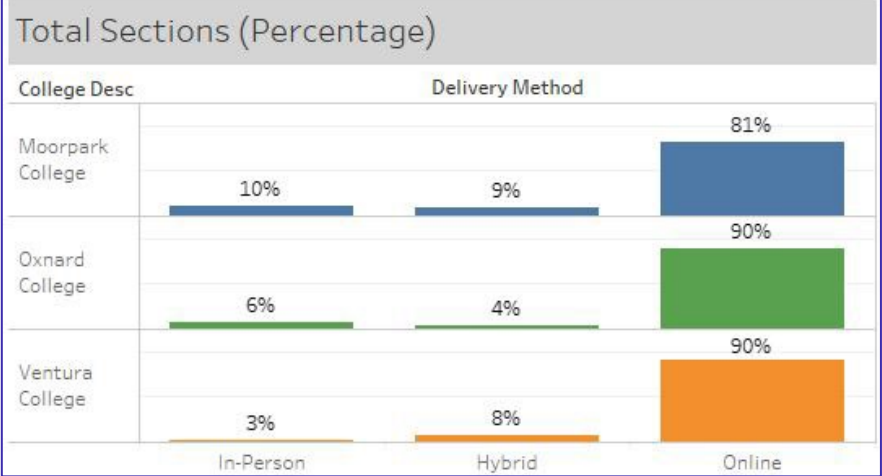
Communication, Integration, Accountability...

VCCCD Section Delivery Overview

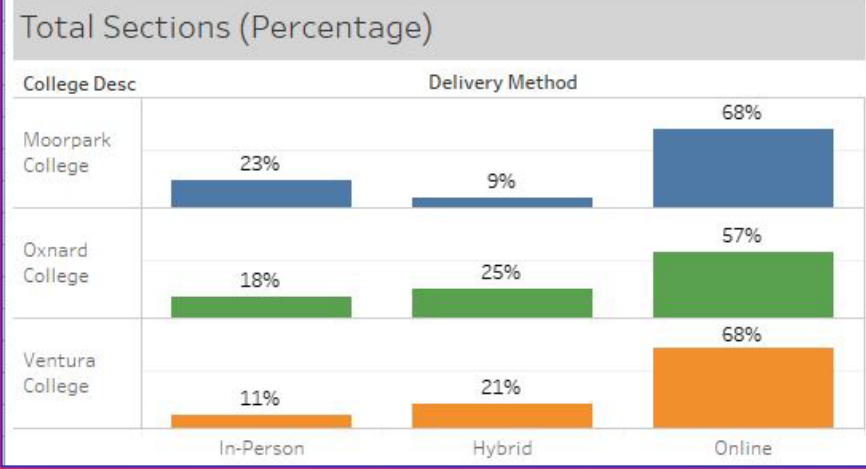
Fall 2019				
	<u>In-Person</u>	<u>Hybrid</u>	<u>Online</u>	<u>Total</u>
Moorpark College	1,143	82	205	1,430
Oxnard College	510	45	81	636
Ventura College	851	103	147	1,101
Total	2,504	230	433	3,167



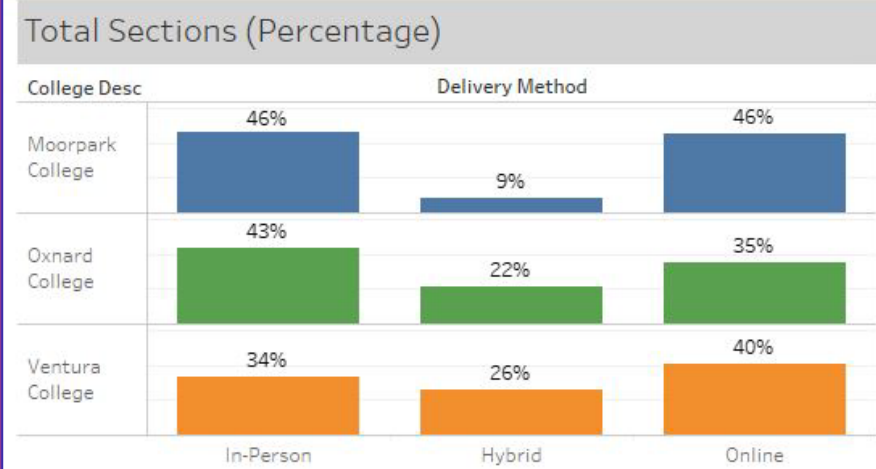
Fall 2020				
	<u>In-Person</u>	<u>Hybrid</u>	<u>Online</u>	<u>Total</u>
Moorpark College	141	115	1,093	1,349
Oxnard College	37	22	515	574
Ventura College	27	79	935	1,041
Total	205	216	2,543	2,964



Fall 2021				
	<u>In-Person</u>	<u>Hybrid</u>	<u>Online</u>	<u>Total</u>
Moorpark College	329	124	955	1,408
Oxnard College	108	149	335	592
Ventura College	123	221	731	1,075
Total	560	494	2,021	3,075



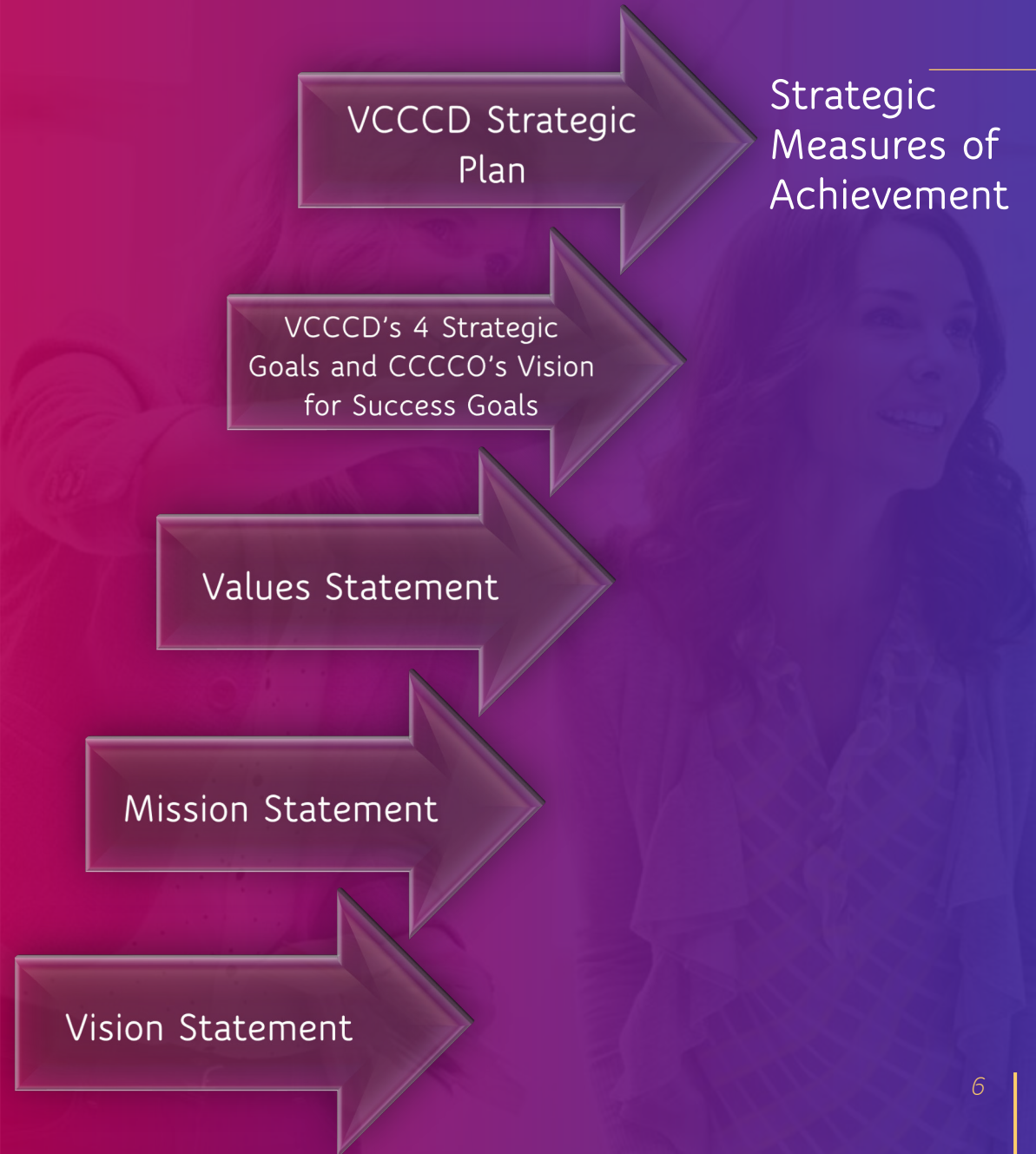
Fall 2022				
	<u>In-Person</u>	<u>Hybrid</u>	<u>Online</u>	<u>Total</u>
Moorpark College	625	119	622	1,366
Oxnard College	260	130	214	604
Ventura College	353	274	424	1,051
Total	1,238	523	1,260	3,021



Ventura County Community College District

2021-22 Districtwide Shifts

- VCCCD Strategic Plan Developed and Implemented
- District Council on Enrollment Management Established
- Development of Districtwide Enrollment Management Plan, underway, utilizing the “Loss Momentum Framework” (Connection, Entry, Progress, Completion)
- DAC Program Review Process Refined



Strategic Plan - Strategic Goal #1

VCCCD Strategic Goal #1	Strategic Measures of Achievement	Major Strategies
<p>Instill a culture that values diversity, students, our communities, collaboration, and the success of each employee.</p>	<p>1.1 Develop a process to administer, analyze and act-upon gaps identified from regularly administered surveys to students and staff.</p> <p>1.2 Distribute the Community College Survey of Student Engagement (CCSSE) on a bi-annual basis, provide results and incorporate into districtwide planning & improvement efforts/activities, as appropriate.</p> <p>1.3 Distribute bi-annual employee satisfaction surveys, provide results and incorporate into districtwide planning and improvement efforts/activities, as appropriate. (Modern-Think)</p> <p>1.4 Provide an annual summary of professional development activities and trainings across the District.</p>	<p>A. Implement the VCCCD Leadership Academy and establish coordinated district/college new employee orientation.</p> <p>B. Support professional development activities, engagement in participatory governance committees, and employee training on safety, discrimination, harassment, Title IX, and ethics as examples.</p> <p>C. Promote implementation of safety mechanisms and communication networks and protocols to quickly and effectively respond to emergencies and protect the safety and health of employees and students.</p> <p>D. Support the maintenance and/or installation of facilities to provide effective, relevant, and safe educational, work, and community spaces</p> <p>E. Support implementation of the college-level sustainability plans and promote efforts that positively influence the environment and climate.</p> <p>F. 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.</p> <p>G. Provide timely and open communication on district plans, initiatives, actions, emergencies, and news items of interest including student and employee success stories.</p>

Strategic Measures of Achievement

- | | | Status |
|-----|--|--|
| 1.1 | Develop a process to administer, analyze and act-upon gaps identified from regularly administered surveys to students and staff. | Various surveys administered throughout the year at all three colleges and findings presented in reports and presentations |
| 1.2 | Distribute the Community College Survey of Student Engagement (CCSSE) on a bi-annual basis, provide results and incorporate into districtwide planning & improvement efforts/activities, as appropriate. | The CCSSE is scheduled for distribution 2022-23 Spring Semester |
| 1.3 | Distribute bi-annual employee satisfaction surveys, provide results and incorporate into districtwide planning and improvement efforts/activities, as appropriate. (Modern-Think) | Modern-Think was distributed in Spring 2022 with additional component to be distributed in Fall 2022. |

— **Strategic Goal #1** Instill a culture that values diversity, students, our communities, collaboration, and the success of each employee

Modern-Think - Districtwide Results Employee Perception Survey Highlights

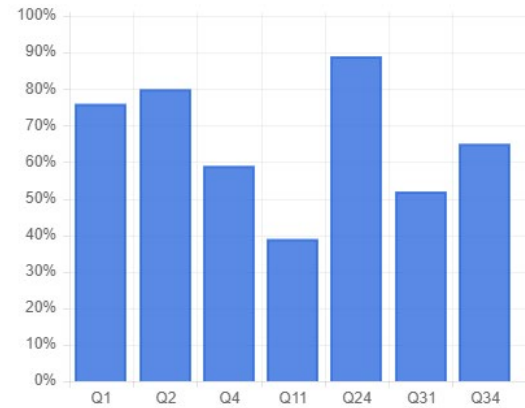
Overall Scores

Percent Positive	Percent Negative	Response Rate
58	18	21%

Strategic Measure of
Achievement 1.3

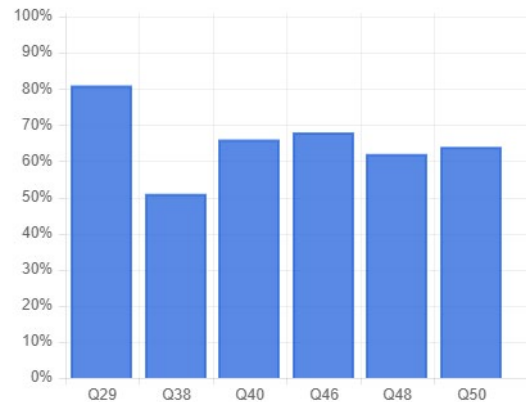
Job Satisfaction & Support

- Q1. My job makes good use of my skills and abilities.
- Q2. I am given the responsibility and freedom to do my job.
- Q4. I am provided the resources I need to be effective in my job.
- Q11. I am paid fairly for my work.
- Q24. The work I do is meaningful to me.
- Q31. The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.
- Q34. This institution's benefits meet my needs.



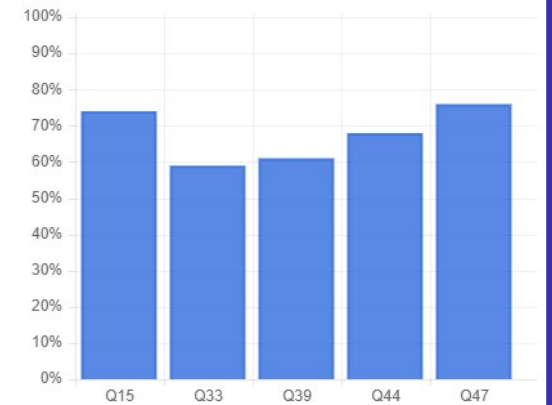
Diversity, Inclusion & Belonging

- Q29. In my department, we welcome diversity in all of its forms.
- Q38. This institution has clear and effective procedures for dealing with discrimination.
- Q40. At this institution, diversity in all of its forms is valued.
- Q46. We are making good progress towards becoming a more diverse and inclusive institution.
- Q48. I feel a sense of belonging at this institution.
- Q50. This institution places sufficient emphasis on having diverse faculty, administrators and staff.



Faculty & Staff Well-being

- Q15. My supervisor/department chair shows genuine interest in my well-being.
- Q33. This institution's policies and practices give me the flexibility to manage my work and personal life.
- Q39. This institution takes appropriate steps to protect the health and safety of faculty, staff and students.
- Q44. At work, I know where to go for help with my mental or emotional well-being.
- Q47. My supervisor/department chair supports my efforts to balance my work and personal life.



Follow-up will occur in Fall 2022 with the District Council on Accreditation and Planning



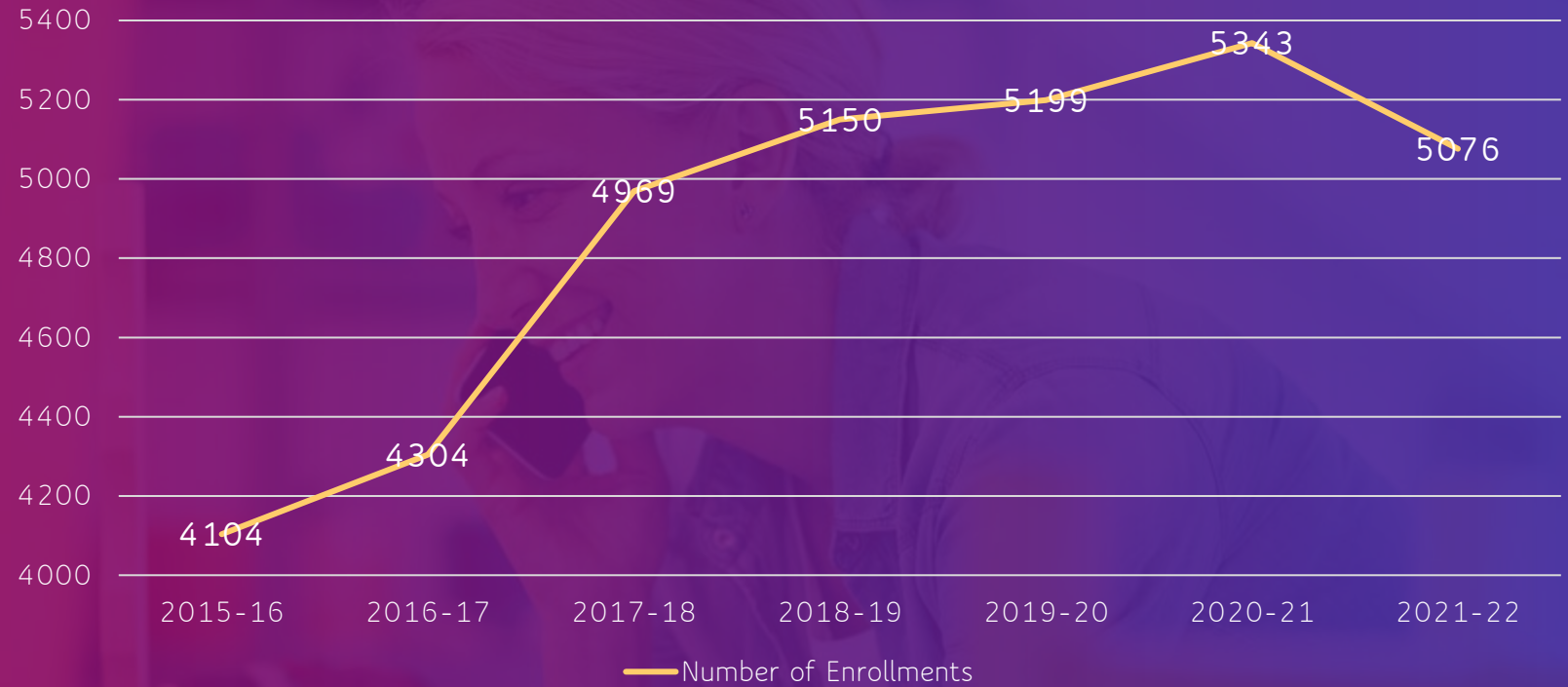
Strategic Plan - Strategic Goal #2

VCCCD Strategic Goal #2	Strategic Measures of Achievement	Major Strategies
<p>Increase equitable access and success for all students.</p>	<p>2.1 Increase the unduplicated count of students that achieve a Chancellor’s Office approved degree and / or certificate by 20% from 5,199 to 6,239 by 2027. (Baseline Year 2019-20)</p> <p>2.2 Increase the percentage of degree, certificate or transfer seeking students completing college level English and math within their first year from 25% to 45% by 2027. (Baseline Year 2019-20)</p> <p>2.3 Increase overall course success rate from 76% to 81% by 2027. (Baseline Year 2018-2019 due to Excused Withdrawal Influence)</p> <p>2.4 Increase the proportion of degree, certificate or transfer seeking students taking at least 24 degree-applicable units annually from 22% to 30% by 2027. (Baseline Year 2019-20)</p> <p>2.5 Increase dual enrollment Headcount by 50%, through both College and Career Access Pathways (CCAP) and non-CCAP offerings from 5,617 to 8,426 by 2027. (Baseline Year 2019-20 Semesters)</p>	<p>A. Implement the VCCCD Leadership Academy and establish coordinated district/college new employee orientation.</p> <p>B. Support professional development activities, engagement in participatory governance committees, and employee training on safety, discrimination, harassment, Title IX, and ethics as examples.</p> <p>C. Promote implementation of safety mechanisms and communication networks and protocols to quickly and effectively respond to emergencies and protect the safety and health of employees and students.</p> <p>D. Support the maintenance and/or installation of facilities to provide effective, relevant, and safe educational, work, and community spaces</p> <p>E. Support implementation of the college-level sustainability plans and promote efforts that positively influence the environment and climate.</p> <p>F. 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.</p> <p>G. Provide timely and open communication on district plans, initiatives, actions, emergencies, and news items of interest including student and employee success stories.</p>

Strategic Measure of Achievement

2.1

Increase the unduplicated count of students that achieve a Chancellor's Office approved degree and/or Certificate by 20% from 5,199 to 6,239 by 2027. (Baseline Year 2019-2020)



VCCCD Strategic Goal #2

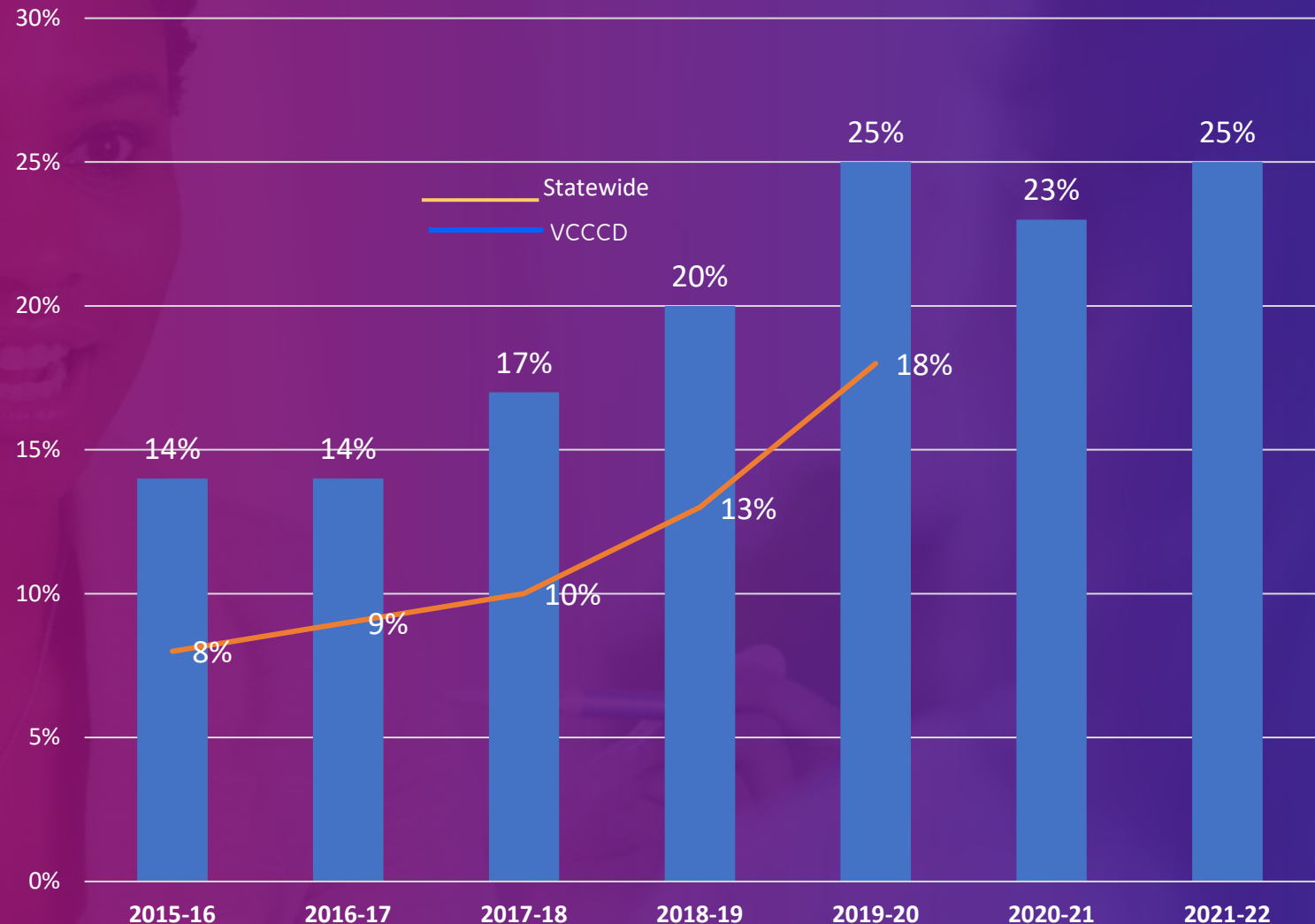
Increase equitable access and success for all students

Strategic Goal #2 Increase equitable access and success for all students

Strategic Measure of Achievement 2.2

Increase the percentage of degree, certificate or transfer seeking students completing college level English and math within their first year from 25% to 45% by 2027.

(Baseline Year 2019-2020)

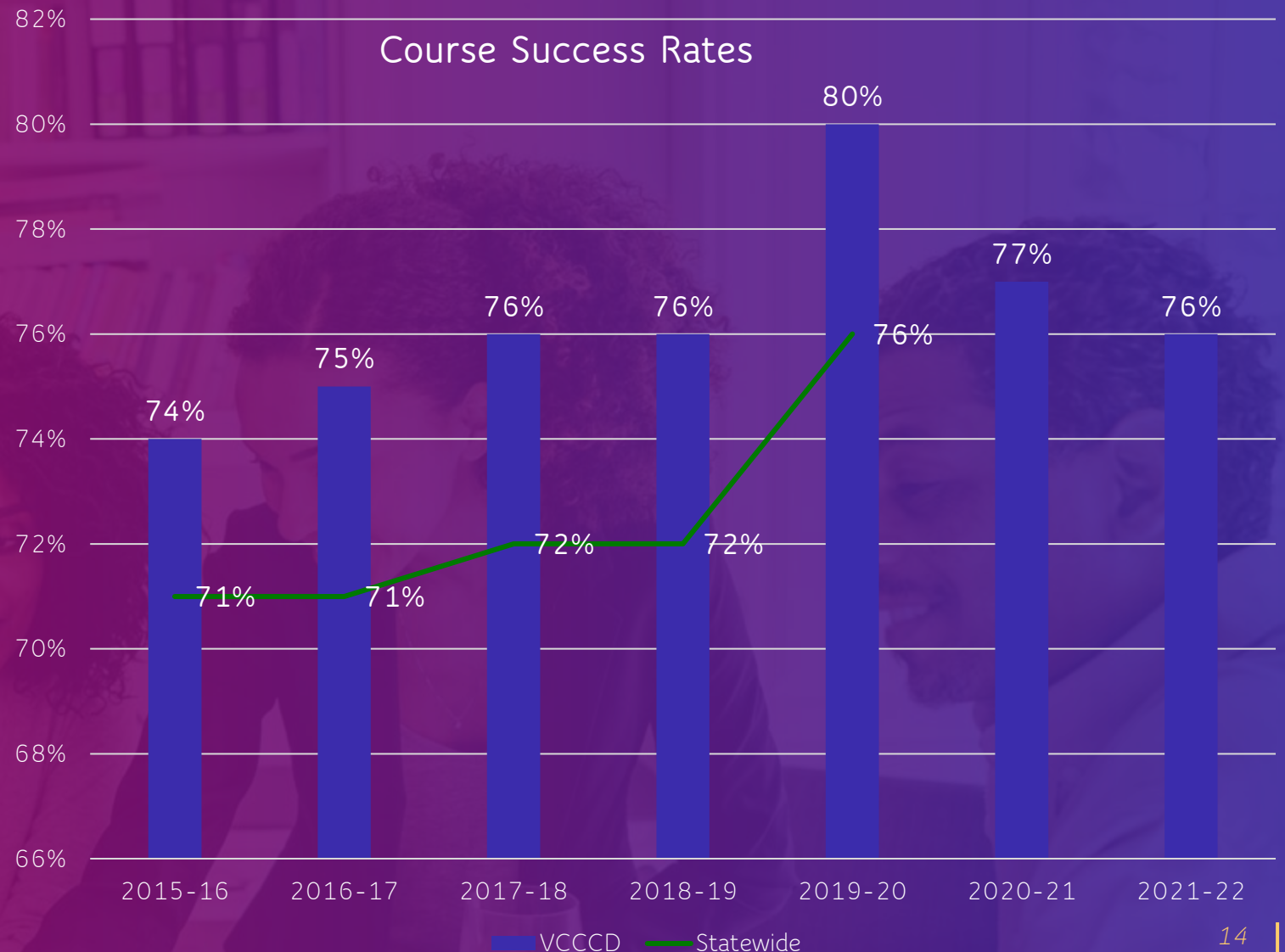


VCCCD Strategic Goal #2 Increase equitable access and success for all students

Strategic Measure of Achievement 2.3

Increase overall course success rate from 76% to 81% by 2027.

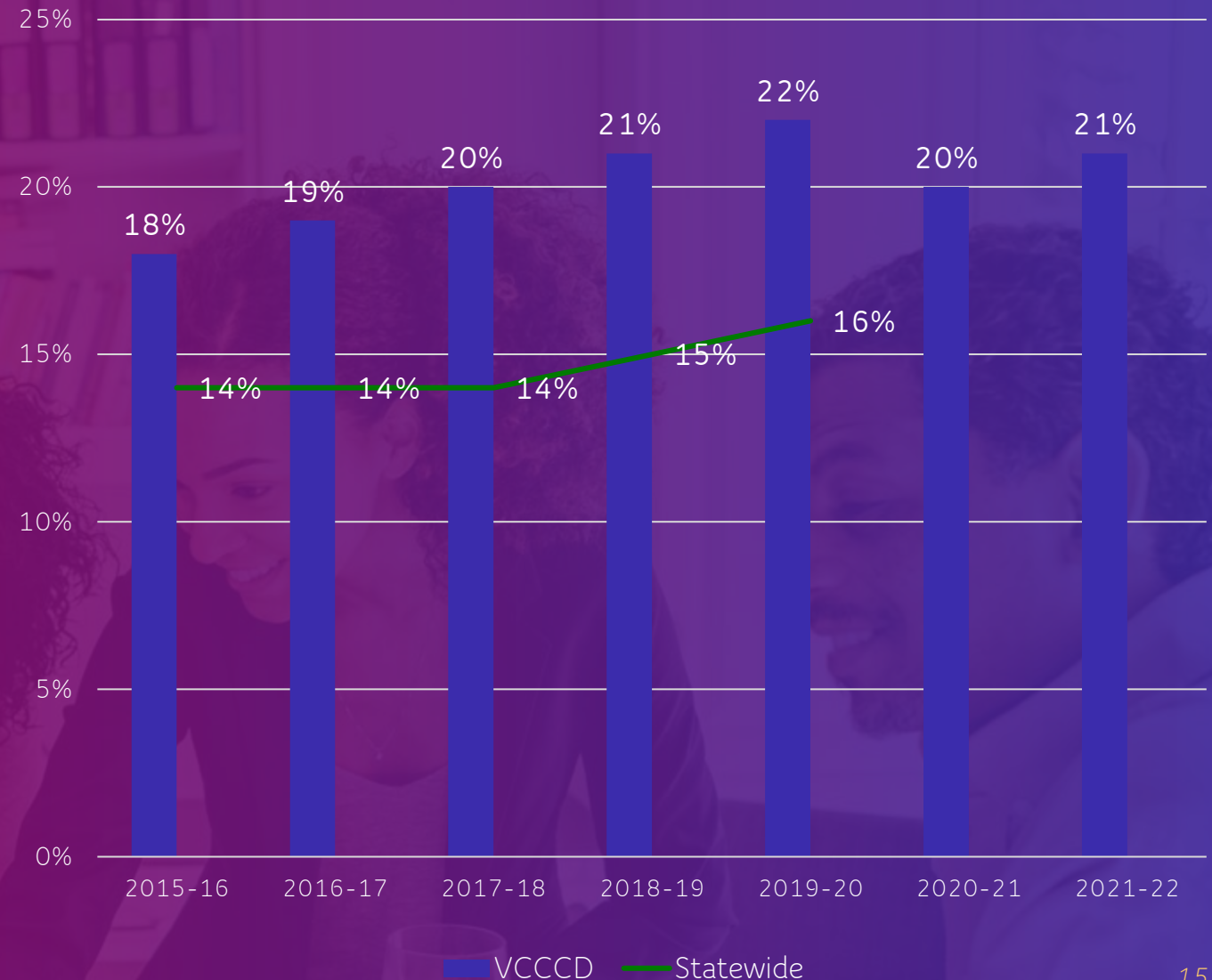
(Baseline Year 2018-2019 due to the Excused Withdrawal Influence)



VCCCD Strategic Goal #2 Increase equitable access and success for all students

Strategic Measure of Achievement 2.4

Increase the proportion of degree, certificate or transfer seeking students taking at least 24 degree-applicable units annually from 22% to 30% by 2027.
(Baseline Year 2019-2020)



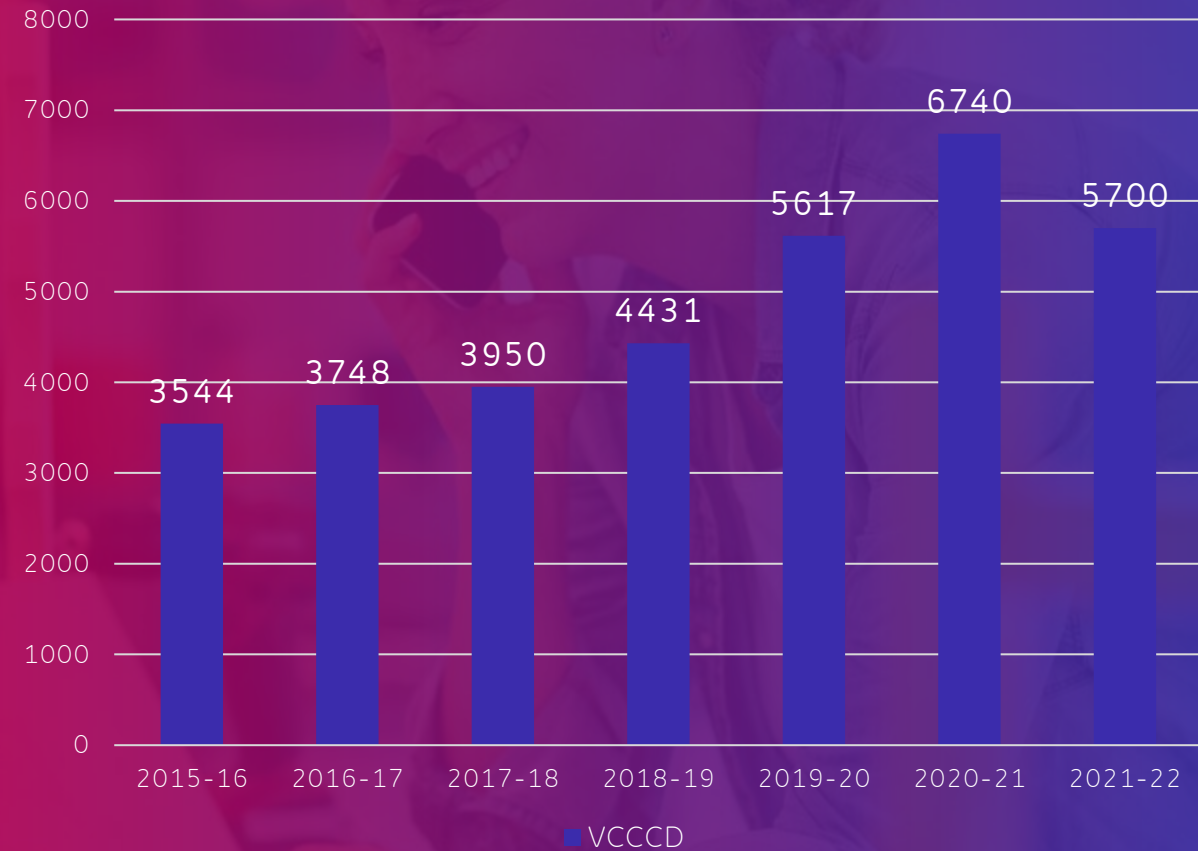
VCCCD Strategic Goal #2

Increase equitable access and success for all students

Strategic Measure of Achievement 2.5

Increase Dual Enrollment Headcount by 50%, through both College and Career Access Pathways (CCAP) and non-CCAP offerings from 5,617 to 8,426 by 2027.

Dual Enrollment Headcount



Strategic Plan - Strategic Goal #3

VCCCD Strategic Goal #3	Measures of Achievement	Major Strategies
<p>Support the closing of academic achievement and support services equity gaps across racial, ethnic, socioeconomic, and gender groups.</p>	<p>3.1 Achieve a 5% course' success rate increase across all disaggregated student groups. (Baseline Year 2018-2019 due to Excused Withdrawal Influence)</p> <p>3.2 For degree, certificate or transfer seeking students, achieve a 10% increase across all disaggregated student groups transferring to a Four-Year Institution by 2027. With the focus on closing equity gaps. (Base Year 2018-2019) due to data availability</p> <p>3.3 Decrease the percentage of D, F, and NP grades, for all disaggregated student groups to 8% by 2027, with the focus on closing equity gaps. (Baseline Year 2018-2019 due to Excused Withdrawal Influence)</p> <p>3.4 Increase enrollments among LGBTQ, Veterans and Foster Youth by 5% by 2027. (Base Year 2019-2020)</p> <p>3.5 For students seeking a degree, certificate or transfer, reach a 20% degree or certificate completion rate for each disaggregated student group by 2027.</p>	<p>A. Implement Strategic Plans, Equity Plans and Guided Pathway Plans which promote degree and certificate completion to students</p> <p>B. 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.</p> <p>C. Develop and use culturally relevant curriculum and instruction across all subject areas.</p> <p>D. Provide professional development programs that support employees in promoting inclusivity and social justice.</p> <p>E. Implement recruitments to establish diverse applicant pools and train employees to be aware of and able use strategies to mitigate bias.</p> <p>F. Consider the establishment a district diversity, equity, and inclusion work group and a Director of Diversity, Equity, and Inclusion position.</p> <p>G. Develop and implement an EEO plan with clear goals, timelines, and metrics for accountability</p>

Strategic Goal #3:

Support the closing of academic achievement and support services equity gaps across racial, ethnic, socioeconomic, and gender groups.

Strategic Measure of Achievement 3.1

With the focus on equitable outcomes, achieve a 5% course success rate increase across all disaggregated student groups below the stated 81% aggregate average from "Goal 2.3".

(Baseline Year 2018-19 due to Excused Withdrawal Influence)

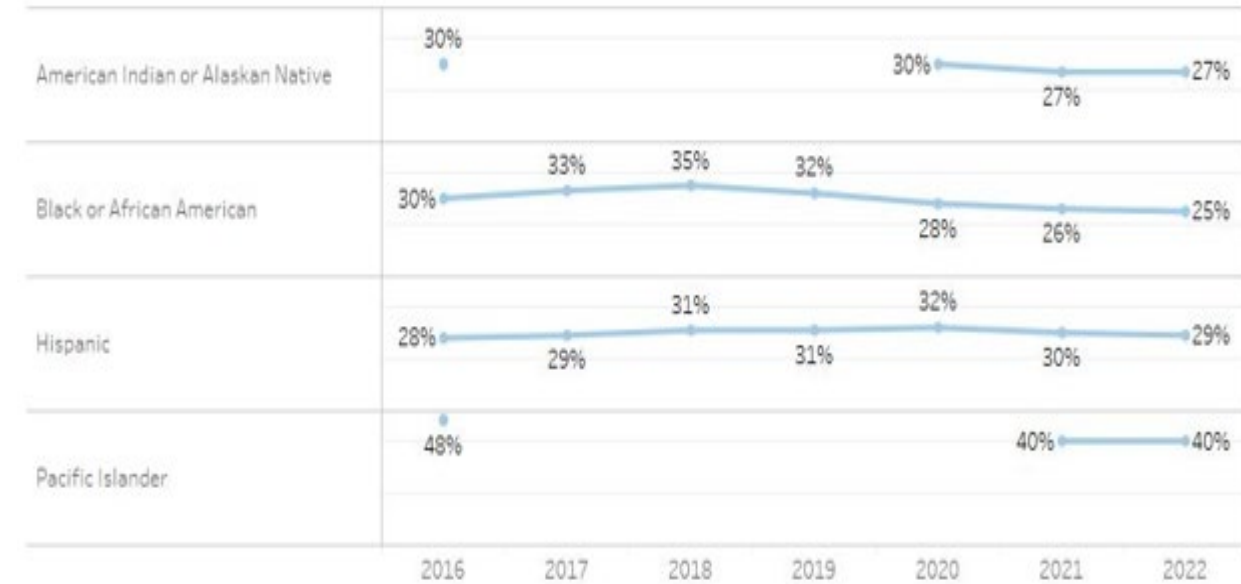


Baseline Year

Strategic Measure of Achievement 3.2

For degree, certificate or transfer seeking students, achieve a 10% increase across all disaggregated student groups transferring to a Four-Year Institution by 2027. With the focus on closing equity gaps.

(Baseline Year 2018-2019)



Baseline Year

Strategic Goal #3:

Support the closing of academic achievement and support services equity gaps across racial, ethnic, socioeconomic, and gender groups.

Strategic Measure of Achievement 3.3

Decrease the percentage of D, F, and NP grades, for all disaggregated student groups to 8% by 2027, with the focus on closing equity gaps.

(Baseline Year 2018-19 due to Excused Withdrawal Influence)



Baseline Year

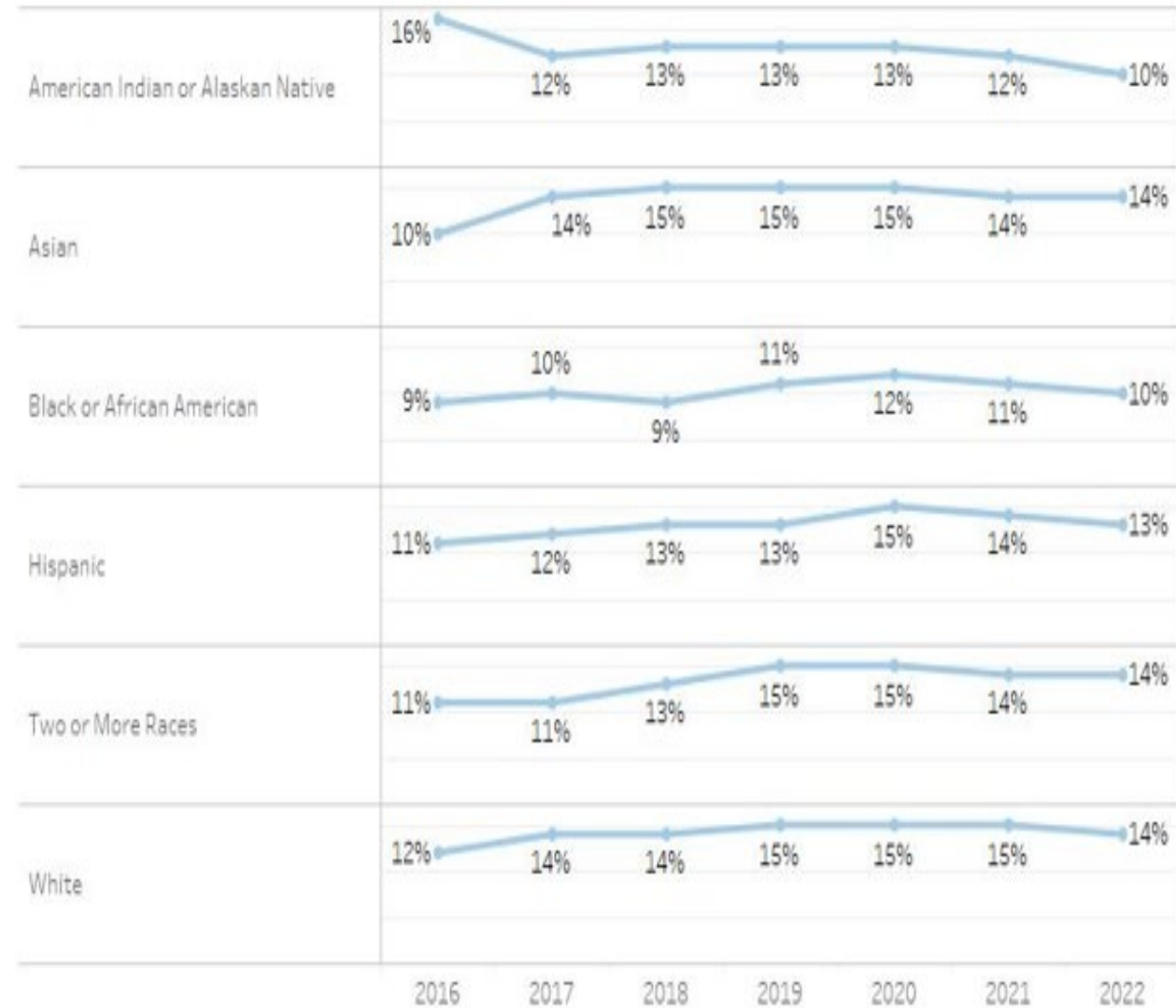
Strategic Measure of Achievement 3.4

Increase enrollments among LGBTQ, Veterans and Foster Youth by 5% by 2027. .

(Baseline Year 2019-20)



Baseline Year



Baseline Year

Strategic Goal #3:
Support the closing of academic achievement and support services equity gaps across racial, ethnic, socioeconomic, and gender groups.

Strategic Measure of Achievement 3.5

For students seeking a degree, certificate or transfer, reach a 20% degree or certificate completion rate for each disaggregated student group by 2027 (Base year 2019-2020)

Strategic Plan - Strategic Goal #4

VCCCD Strategic Goal #4	Measures of Achievement	Major Strategies
<p>Actively support equitable workforce and economic development in Ventura County through partnerships and relevant programs and pathways leading from education to careers.</p>	<p>4.1 Increase the number of Career Technical Education (CTE) completers and skill builders attaining living wage employment by 10% over 2019-20 baseline by 2027.</p> <p>4.2 Increase the number of CTE certificate and degree completers from 9% to 15% by 2027.</p> <p>4.3 Continue CTE program revisions, addition of new certificate & degree programs and specialized trainings as needed, based on regional labor market data. Provide the Board of Trustees an annual report and update.</p> <p>4.4 By 2027, develop a system of contract education at the VCCCD that includes the use of ETP funding to minimize costs to businesses.</p>	<p>A. Market/outreach CTE programs to students, employers, and community partners.</p> <p>B. Maintain existing and establish new relationships with employers and private, governmental, and educational institutions to actively engage in and support workforce and economic development.</p> <p>C. Expand work-based learning opportunities and support CTE job placement services.</p> <p>D. Support the ongoing review of current programs and; establishment of new career education certificates, degrees and specialized training to meet local workforce needs.</p> <p>E. Establish aligned career pathways with K-12 and higher education partners.</p> <p>F. Joint Trustee/College/District presentations to K-12 School Boards, higher education partners, business and community groups (e.g. P-20 Council, Workforce Development Board, Economic Development Collaborative, Ventura County Economic Development Association, City Councils, Ventura County Board of Supervisors, and Chambers of Commerce</p> <p>G. Participate in Regional and Local Strong Workforce Collaborations, Projects and Programs. Engage in innovative career education opportunities using Strong Workforce Funding sources.</p>

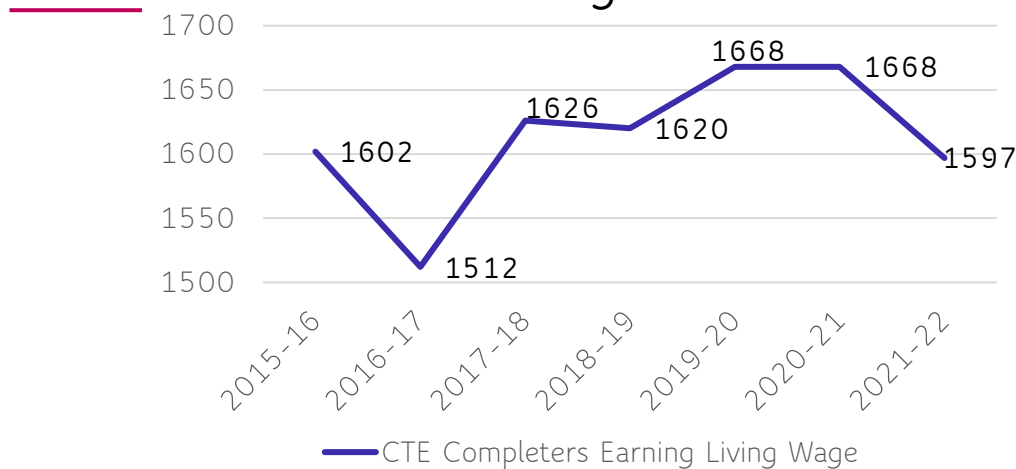
Strategic Plan - Strategic Goal #4

Strategic Measure of Achievement 4.1

By 2027, increase the number of Career Technical Education (CTE) completers and skill builders attaining living wage employment by 10%.

(Baseline Year 2019-2020)

CTE Completers Earning Living Wage

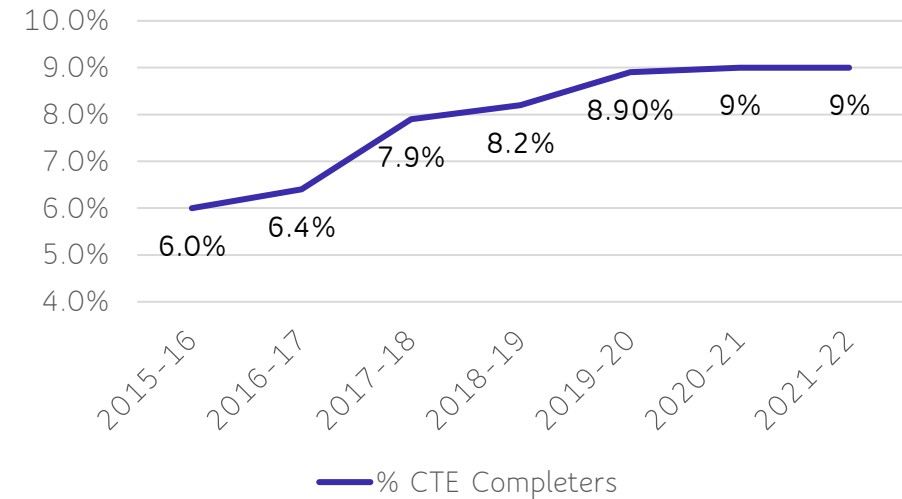


Strategic Measure of Achievement 4.2

Increase the percentage of CTE certificate and degree completers from 9% to 15% by 2027

(Baseline Year 2019-2020)

% CTE Completers



Major Next Steps



1. Focus on Improving Student Success and Advancing Equity

- Continue with Districtwide Course Scheduling Project
- Continue the Compressed Calendar Project – proposed implementation date of Fall 2024
- Focus Districtwide Enrollment Management Committee: High-Impact student success projects/activities
- Implementation of the Districtwide Enrollment Management Plan which is in the development phase
 - access and equity, (dual enrollment and International Student programs)
 - retention and persistence,
 - success and completion
- Expand Contract Education leading to Career Pathways at each College (focus on incumbent worker' upskilling and degree/certificate pathway opportunities)
- Implement the DAC Program Review process to increase efficiencies and enhance customer services

2. Increase Intersegmental Collaboration to Benefit Students

- TK- 12
- 4-Year Higher Education Institutions
- Workforce Development, Economic Development, Ventura County Foundation etc.
- Industry and Businesses
- Other

3. Continue monitoring/managing Strategic Plan's Measures, refining Tableau Visualizations and Reporting

4. Continue to complete Institutional Self-Evaluation Reports (ISERs) and maintain Accreditation "Good-Standing".



**Time for
Questions**

THANK YOU!