Ventura County Community College District

GOALS

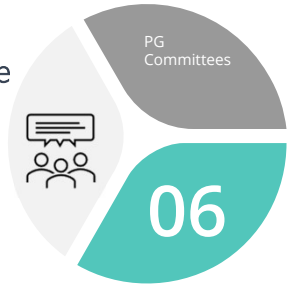
DRAFT VCCCD STRATEGIC GOALS, MEASURES OF ACHIEVEMENT AND STRATEGIES

Aligns with California Community College Chancellor's Office Vision for Success Goals

Dr. Cynthia Herrera
Vice Chancellor, Institutional Effectiveness
Presentation to Academic Senate
August –September 2021

Districtwide Participatory Governance

Enrollment Management, DTRW-SS, DTRW- I, IEAC, ITAC, DCAS, Consultation Council…

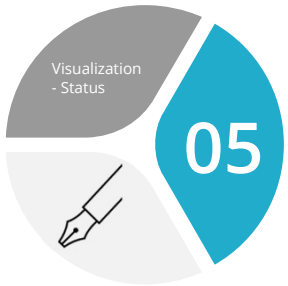


State Chancellor's Office

Six Vision for Success Goals

https://www.cccco.edu/About-Us/Vision-for-Success/vision-goals

Districtwide Tableau Dashboards



Students and Successes… Rely on Your Involvement!

Ventura County Community College District

Four Strategic Goals

VCCCD Strategic Plan:

Demographics

Measures/Metrics

Strategies.

Measures of Achievement and Strategies

College-Specific and Districtwide

The State, Our Students, Your Colleagues and Our Community Together Toward Tomorrow….!

State-wide Goals

CCCCO's Vision for Success

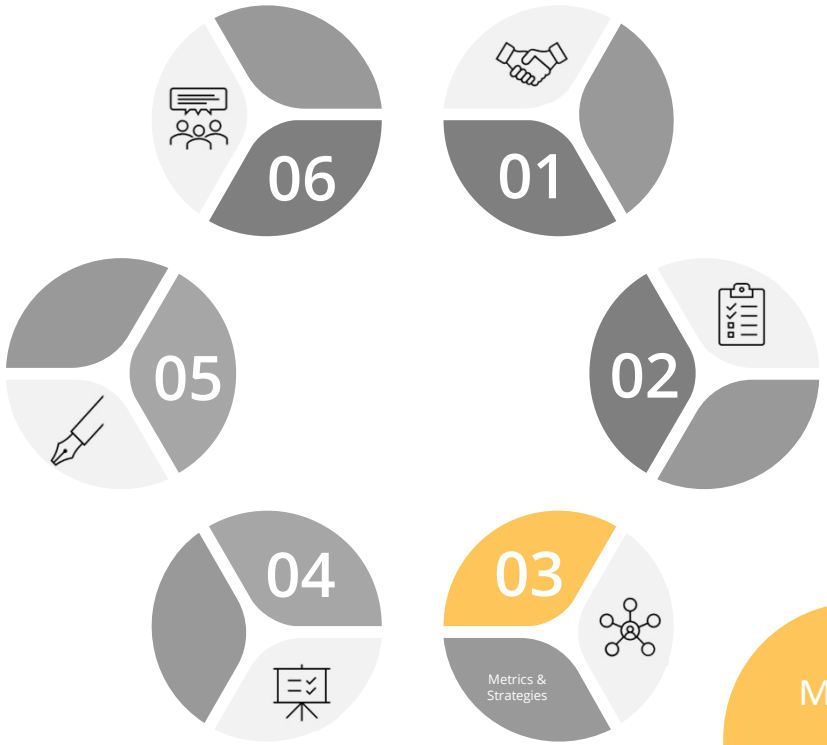
1. OVER FIVE YEARS, INCREASE BY AT LEAST 20 PERCENT THE NUMBER OF CALIFORNIA COMMUNITY COLLEGE STUDENTS ANNUALLY WHO ACQUIRE ASSOCIATE DEGREES, CREDENTIALS, CERTIFICATES, OR SPECIFIC SKILL SETS THAT PREPARE THEM FOR AN IN-DEMAND JOB.
2. OVER FIVE YEARS, INCREASE BY 35 PERCENT THE NUMBER OF CALIFORNIA COMMUNITY COLLEGE STUDENTS TRANSFERRING ANNUALLY TO A UC OR CSU
3. OVER FIVE YEARS, DECREASE THE AVERAGE NUMBER OF UNITS ACCUMULATED BY CALIFORNIA COMMUNITY COLLEGE STUDENTS EARNING ASSOCIATE DEGREES
4. OVER FIVE YEARS, INCREASE THE PERCENT OF EXITING CTE STUDENTS WHO REPORT BEING EMPLOYED IN THEIR FIELD OF STUDY
5. REDUCE EQUITY GAPS ACROSS ALL OF THE ABOVE MEASURES THROUGH FASTER IMPROVEMENTS AMONG TRADITIONALLY UNDERREPRESENTED STUDENT GROUPS
6. OVER FIVE YEARS, REDUCE REGIONAL ACHIEVEMENT GAPS ACROSS ALL OF THE ABOVE MEASURES THROUGH FASTER IMPROVEMENTS AMONG COLLEGES LOCATED IN REGIONS WITH THE LOWEST EDUCATIONAL ATTAINMENT OF ADULTS

It's a TEAM Effort….!

District Goals

Ventura County Community College District Four Strategic Goals (July 2021)

1. INSTILL A CULTURE THAT VALUES DIVERSITY, STUDENTS, OUR COMMUNITIES, COLLABORATION, AND THE SUCCESS OF EACH EMPLOYEE
2. INCREASE EQUITABLE ACCESS AND SUCCESS FOR ALL STUDENTS
3. SUPPORT THE CLOSING OF ACADEMIC ACHIEVEMENT AND SUPPORT SERVICES EQUITY GAPS ACROSS ALL RACIAL, ETHNIC, SOCIOECONOMIC, AND GENDER GROUPS.
4. ACTIVELY SUPPORT EQUITABLE WORKFORCE AND ECONOMIC DEVELOPMENT IN VENTURA COUNTY THROUGH PARTNERSHIPS AND RELEVANT PROGRAMS AND PATHWAYS LEADING FROM EDUCATION TO CAREERS

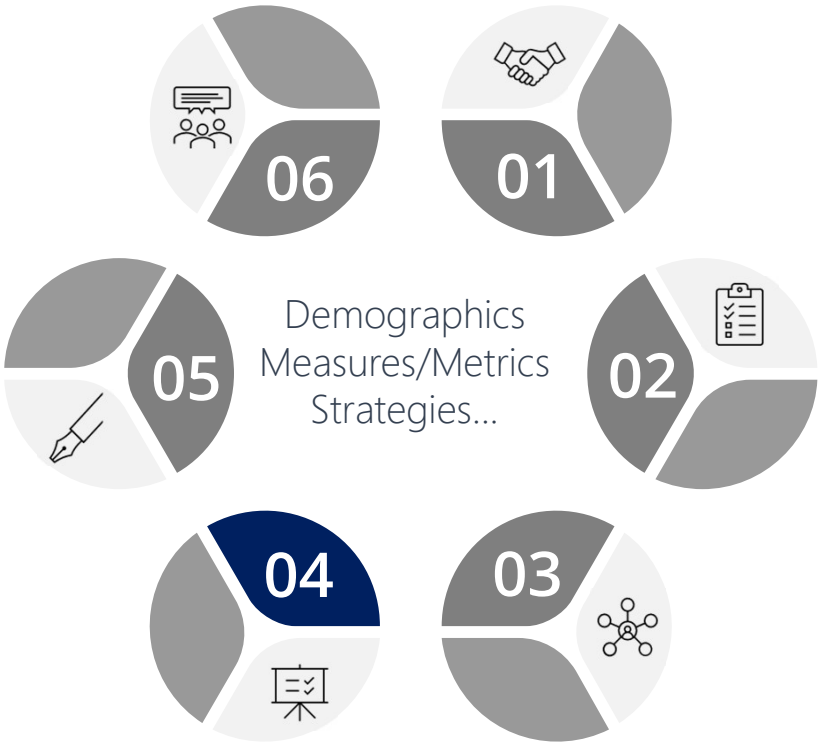


- Align with the CCCCO Vision for Success Metrics
- Align with the Four VCCCD Strategic Goals
- Align with the College's Goals and Metrics
- Baseline year 2019-20 was selected due to the global pandemic in 2020-21 and potential pandemic' variables influencing outcomes during the '20-21 timeframe.
- Data will be disaggregated by ethnicity, gender and age
- Districtwide Tableau Dashboards will be created and easily accessible

Metrics and Strategies

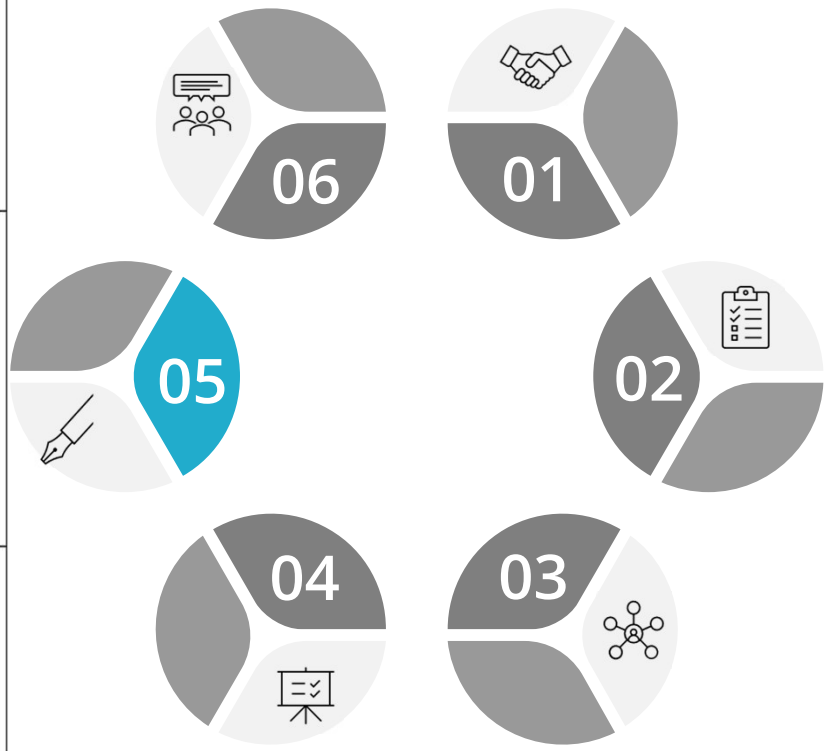
Measures of Achievement & Districtwide Strategies

VCCCD Strategic Goals	Measures of Achievement	Strategies	Nexus to College' Strategic Goals
1. Instill a culture that values diversity, students, our communities, collaboration, and the success of each employee **Nexus with CCCCO's Vision for Success Strategic Goals** **CCCCO Goal #5** Reduce equity gaps across all of the above measures (Goals #1-5 Equitable Access to Completion and Job Placement) through faster improvements among traditionally underrepresented student groups. **CCCCO Goal #6** Over five years, reduce regional achievement gaps across all of the above measures (Goals #1-5 Equitable Access to Completion and Job Placement) through faster improvements among colleges located in regions with the lowest educational attainment of adults.	1.1 Develop a process to administer, analyze and act-upon gaps identified from regularly administered surveys to students and Staff. 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. 1.3 Provide satisfaction survey results specific to the change in medical benefits for active benefits eligible retirees. 1.4 Distribute bi-annual employee satisfaction surveys, provide results and incorporate into districtwide planning and improvement efforts/activities, as appropriate. (Modern-Think) 1.5 Provide an annual summary of professional development activities and trainings across the District.	A. Implement the VCCCD Leadership Academy and establish coordinated district/college new employee orientation. B. Support professional development activities, engagement in participatory governance committees, and employee training on safety, discrimination, harassment, Title IX, and ethics as examples. C. 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. D. Support the maintenance and/or installation of facilities to provide effective, relevant, and safe educational, work, and community spaces E. Support implementation of the college-level sustainability plans and promote efforts to positively impact the environment and climate. 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. G. Provide timely and open communication on district plans, initiatives, actions, emergency situations, and news items of interest including student and employee success stories.	Moorpark College MC Strategic Goal #2 Improve campus organizational infrastructure with a focus on inclusive decision-making MC Strategic Goal #4 Reinforce culture of continuous improvement through professional development Oxnard College OC Initiative # III Goals III.A. Enhance recruitment and professional development. III.B. Focus on institutional effectiveness. III.C. Continually refine the college's planning and resource allocation processes. III.D. Optimize organizational support structures OC Initiative # IV Goals IV.A. Enhance awareness and positive perception of the college. IV.B. Foster collaborative community relations. IV.C. Promote shared resources with educational partners Ventura College VC Strategic Goal #3 Strengthen local/regional partnerships and community engagement. VC Strategic Goal #4 Enhance institutional effectiveness and accountability to improve innovation and student outcomes VC Strategic Goal #5 Effectively manage campus resources to meet student and community needs



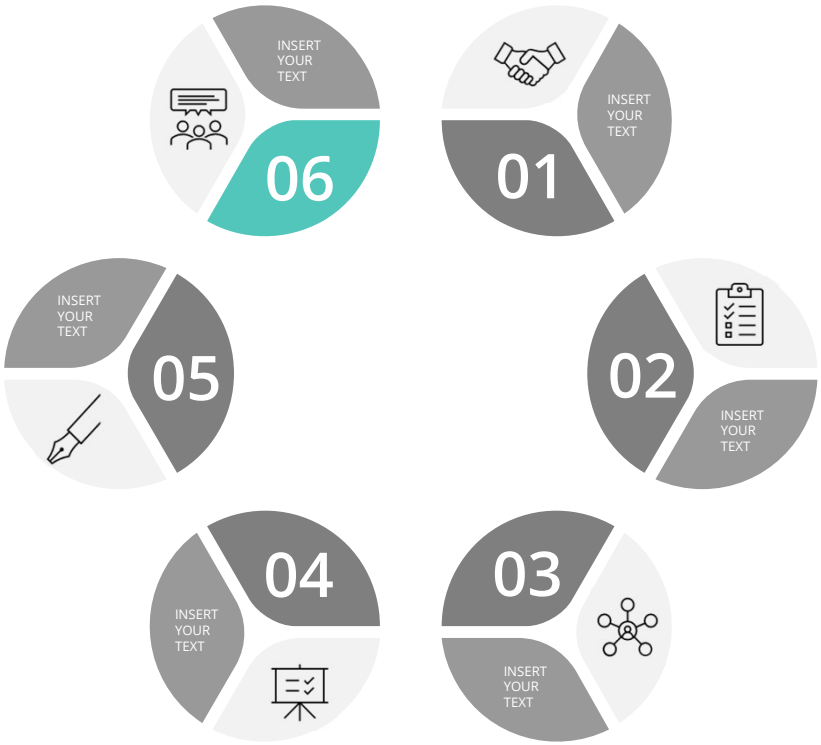
Measures of Achievement…

VCCCD Strategic Goals	Measures of Achievement	Strategies	Nexus to College' Strategic Goals
2. Increase equitable access and success for all students **Nexus with CCCCO's Vision for Success Strategic Goals** **CCCCO Goal #5** Reduce equity gaps across all of the above measures (Goals #1-5 Equitable Access to Completion and Job Placement) through faster improvements among traditionally underrepresented student groups. **CCCCO Goal #6** Over five years, reduce regional achievement gaps across all of the above measures (Goals #1-5 Equitable Access to Completion and Job Placement) through faster improvements among colleges located in regions with the lowest educational attainment of adults.	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) 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 2.3 Increase overall course success rate from 76% to 81% by 2027. (Baseline Year 2018-2019) 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) 2.5 Increase dual enrollment Headcount by 50%, through both College and Career Access Pathways (CCAP) and non-CCAP offerings from 2,047 to 3,069 FTES by 2027. (Baseline Year 2019-20 Semesters)	A. Implement Strategic Plans, Equity Plans and Guided Pathway Plans which promote degree and certificate completion to students. B. Student-centered implementation of AB705 and support to students for success and timely completion of all college level courses. C. Support communication and student awareness of programs, course offerings, deadlines, services, resources, and events. D. Expand dual enrollment agreements with county school districts and establish CCAP and non-CCAP classes with county high schools. E. 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. F. Adjust the local funding allocation model to align with the Student Centered Funding Formula and prioritized needs. G. Provide resources and training to enhance student learning outcomes, development, and assessment and improvement in curriculum, teaching, and learning. H. Establish annual FTES enrollment targets and document actual enrollments in order to maximize access with annual state funding.	Moorpark College MC Strategic Goal #1 Improve campus physical infrastructure, with a focus on sustainability MC Strategic Goal #2 Improve campus organizational infrastructure with a focus on inclusive decision-making MC Strategic Goal #4 Reinforce culture of continuous improvement through professional development Oxnard College OC Initiative # I Goals I.A. Actively identify current and future students' educational needs. I.B. Improve enrollment management practices. I.C. Accelerate student progression towards completion. OC Initiative # II Goals II.A. Strengthen the college's responsiveness to student needs. II.B. Focus on quality instruction. II.C. Provide comprehensive student support Ventura College VC Strategic Goal #1 Increase the success of our students while closing equity gaps VC Strategic Goal #2 Increase our community's access to transfer, workforce preparation, and basic skills education. VC Strategic Goal #4 Enhance institutional effectiveness and accountability to improve innovation and student outcomes



Measures of Achievement…

VCCCD Strategic Goals	Measures of Achievement	Strategies	Nexus to College' Strategic Goals
3. Support the closing of academic achievement and support services equity gaps across all racial, ethnic, socioeconomic, and gender groups. **Nexus with CCCCO's Vision for Success Strategic Goals** CCCCO Goal #5 Reduce equity gaps across all of the above measures (Goals #1-5 Equitable Access to Completion and Job Placement) through faster improvements among traditionally underrepresented student groups. CCCCO Goal #6 Over five years, reduce regional achievement gaps across all of the above measures (Goals #1-5 Equitable Access to Completion and Job Placement) through faster improvements among colleges located in regions with the lowest educational attainment of adults.	3.1 Achieve a 5% course success rate increase across all disaggregated student groups. (Baseline Year 2018-2019) 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 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. (Base Year 2018-2019)* 3.4 Increase enrollments among LGBTQ, Veterans and Foster Youth by 5% by 2027. (Base Year 2019-2020) 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.	A. Implement Strategic Plans, Equity Plans and Guided Pathway Plans which promote degree and certificate completion to students 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. C. Develop and use culturally relevant curriculum and instruction across all subject areas. D. Provide professional development programs that support employees in promoting inclusivity and social justice. E. Implement recruitments to establish diverse applicant pools and train employees to be aware of and able use strategies to mitigate bias. F. Establish a district diversity, equity, and inclusion work group and a Director of Diversity, Equity, and Inclusion position. G. Develop and implement an EEO plan with clear goals, timelines, and metrics for accountability.	Moorpark College MC Strategic Goal #1 Improve campus physical infrastructure, with a focus on sustainability MC Strategic Goal #2 Improve campus organizational infrastructure with a focus on inclusive decision-making MC Strategic Goal #4 Reinforce culture of continuous improvement through professional development Oxnard College OC Initiative # I Goals I.A. Actively identify current and future students' educational needs. I.B. Improve enrollment management practices. I.C. Accelerate student progression towards completion. OC Initiative # II Goals II.A. Strengthen the college's responsiveness to student needs. II.B. Focus on quality instruction. II.C. Provide comprehensive student support Ventura College VC Strategic Goal #1 Increase the success of our students while closing equity gaps VC Strategic Goal #2 Increase our community's access to transfer, workforce preparation, and basic skills education. VC Strategic Goal #4 Enhance institutional effectiveness and accountability to improve innovation and student outcomes



Measures of Achievement…

VCCCD Strategic Goals	Measures of Achievement	Strategies	Nexus to College' Strategic Goals
4. Actively support equitable workforce and economic development in Ventura County through partnerships and relevant programs and pathways leading from education to careers **Nexus with CCCCO's Vision for Success Strategic Goals** **CCCCO Goal #4** Over five years, increase the percent of exiting CTE students who report being employed in their field of study **CCCCO Goal #6** Over five years, reduce regional achievement gaps across all of the above measures (Goals #1-5 Equitable Access to Completion and Job Placement) through faster improvements among colleges located in regions with the lowest educational attainment of adults.	4.1 Increase the number of CTE completers and skill builders attaining living wage employment by 10% over 2019-20 baseline by 2027. 4.2 Increase the number of CTE certificate and degree completers from 9% to 15% by 2027. 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. 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.	A. Market/outreach CTE programs to students, employers, and community partners. 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. C. Expand work-based learning opportunities and support CTE job placement services. D. Support the ongoing review of current programs and; establishment of new career education certificates, degrees and specialized training to meet local workforce needs. E. Establish aligned career pathways with K-12 and higher education partners. 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 Alliance, City Councils, Ventura County Board of Supervisors, and Chambers of Commerce) G. Participate in Regional and Local Strong Workforce Collaborations, Projects and Programs. Engage in innovative career education opportunities using Strong Workforce Funding sources.	**Moorpark College** MC Strategic Goal #2 Improve campus organizational infrastructure with a focus on inclusive decision-making MC Strategic Goal #4 Reinforce culture of continuous improvement through professional development **Oxnard College** OC Initiative # I Goals I.A. Actively identify current and future students' educational needs. I.B. Improve enrollment management practices. I.C. Accelerate student progression towards completion. OC Initiative # II Goals II.A. Strengthen the college's responsiveness to student needs. II.B. Focus on quality instruction. II.C. Provide comprehensive student support **Ventura College** VC Strategic Goal #2 Increase our community's access to transfer, workforce preparation, and basic skills education VC Strategic Goal #3 Strengthen local/regional partnerships and community engagement VC Strategic Goal #5 Effectively manage campus resources to meet student and community needs

Measures of Achievement…

Next Steps….

Incorporate the Measures of Achievement and Strategies into the VCCCD Strategic Plan

Develop Tableau Dashboards for Tracking Status and Easy Access to Current Data

Integrate into Participatory Governance for Continuous Quality Improvement

Questions