



Oxnard College Strategic Goals 2010-2015

As a result of the completion of the Educational Master Plan for Oxnard College for 2010-2015, a series of recommendations were provided in Chapter 5. Serving as a basis in which the College Strategic Plan is derived, the Plan also takes into consideration the Board of Trustees Strategic Goals for the Ventura County Community College District. The Educational Master Plan posited four general areas which will guide the institution in its decision-making regarding priorities in addressing the mission, resource allocation, and work plan. The posited areas include: instructional programs and student services; professional development needs; technology needs; and facility needs. The strategic plan ultimately serves to support increased student success.

Oxnard College Goal #1: Instructional Programs and Student Services

Provide instructional programs and student services that meet the current and future needs of students so that they may excel in a positive learning environment.

1. Identify and develop new instructional programs
2. Increase transfer opportunities for Oxnard College students
3. Identify new and emerging trends in local workforce needs of the community to develop new or reaffirm existing programming to address those needs
4. Identify new national and global workforce needs of the community to develop new or reaffirm existing programming to address those needs
5. Coordinate student services so that comprehensive and effective matriculation processes and retention activities that increase graduation rates by fifty-percent (50%)
6. Establish processes and procedures that will meet the ACCJC accreditation standard for “proficiency” in Student Learning Outcomes by 2012
7. Provide support services to all students regardless of mode of instruction delivery method
8. Evaluate, maintain and/or enhance current instructional and student services programs
9. Provide counseling and opportunities that lead to careers
10. Align classroom type with course needs as well as scheduling priorities to maximize efficiency

Objective Focus	Action Steps	Responsible Party	Timeline	Status/Outcome	Evidence	Notes
1.	<p>A. Revise PEPC process to focus on evaluation and planning</p> <p>B. Conduct an Environmental Scan regarding CTE and Transfer needs</p>	EVP; Deans	Annually	<p>A. Revised process to be implemented in 2011-2012</p> <p>B. Identified three programs (Auto Body, Business and Fire Technology) & a comprehensive labor market needs assessment has begun</p>	PEPRs Scans	
2.	Through grants with CSUCI, UCSB and other partners and through State mandates (SB 1440), identify and implement high impact practices that will facilitate students' transfer opportunities	EVP; Deans; Articulation Officer	Spring/ Fall 2011	<ol style="list-style-type: none"> 1. Conducted "Roadblock Summits" with CSUCI and OC faculty and staff 2. Conducted Summer Institutes which included research projects for students interested in STEM fields 3. Conducted numerous transfer workshops in concert with local universities 4. Conducted joint faculty/student workshops related to diversity and transfer 5. CSUCI outreach and advisors on campus to meet with students 	<p>New programs approved by Board and at the State level</p> <p>Two-year matrices</p>	

3.	A. Conduct an environmental scan every other year to determine community needs B. Hold annual advisory board meetings with industry to ensure CTE curriculum is relevant	EVP; Dean of CTE; Director of Fire Technology; CTE Department Chairs	Annually	A. To be conducted in 2012 B. Advisory Committee meetings were held in CTE programs	Scans Advisory Committee Minutes	
4.	Conduct an environmental scan every other year	EVP; Dean of CTE; Research Analyst	Fall 2011	To be conducted in 2012	Scans	
5.	A. Identify and implement strategies to increase retention and success rates for new and continuing students B. Fully implement an orientation program for all incoming first-time students C. Fully develop the "1 st Year Experience" for all first-year students	EVP; Dean of Student Services; Counselors; Transitional Studies Co-Chair	Summer/ Fall 2011	A. OC Experience model has been developed to support increased retention and success rates B. Required orientation program for all first-time students implemented in Summer 2011 C. 1st Year Experience will be fully operational by Spring 2012	Semester-to-semester retention rates for entering and returning students Graduation rates for cohort of entering and returning students	
6.	A. Fully implement eLumen to house SLOs B. Maintain twice monthly meetings of LOT C. Schedule on-going training for faculty regarding SLOs and assessment process	EVP; Dean of Math/Science/Health /PE/Athletics; LOT Co-Chairs; Instructional Technologist	In progress	A. Loaded all ISLOs, PSLOs and CSLOs and, where possible, mapped them all together; All Student Services PSLOs have been entered into eLumen B. LOT met twice per month during the academic year C. For 2011-12 faculty will be trained in the assessment of SLOs	SLOs developed for all courses; Program Assessment calendar developed for all programs; Assessments submitted for all courses according to the established schedule. SLO and Assessment Training Schedule	*NOTE – need flex week assessment activities/training

7.	<p>A. Utilize Title V Coop Grant with Ventura to develop online tutoring services</p> <p>B. Fully implement agilegrad to deliver online counseling services</p> <p>C. Write new Title V Grant to expand services</p> <p>D. Develop online orientation for incoming students</p>	EVP; Deans; Library Learning Resources Supervisor; Instructional Technologist	In progress	<p>A. Begin implementation Fall 2011</p> <p>B. All incoming freshman will be trained on the use of agilegrad for 2011-12</p> <p>C. New Title V Grant application will be completed in June 2011</p> <p>D. Scheduled to be implemented by Spring 2012</p>		
8.	<p>A. Develop multi-year, more in-depth program review/ evaluation process</p> <p>B. Complete program reviews and fully develop program SLOs for all Student Services areas</p> <p>C. Fully develop online student services such as tutoring and counseling</p> <p>D. Strengthen and institutionalize orientation and "1st Year Experience" programs</p>	<p>(A-B) EVP; Deans; Title V Director; PEPC Co-Chairs; Research Analyst</p> <p>(C-D) Dean of Student Services; Student Services Leadership Team; Program Leaders</p>	In progress	<p>A. Revised Program Review evaluation process will begin in Fall 2011</p> <p>B. Revised Program Review evaluation process in the Summer and will use the new critical review process to conduct program review for three programs on a rotating schedule each year</p> <p>C. Begin implementation Fall 2011</p> <p>D. Begin implementation Fall 2011</p>	<p>(A-B) Completed PEPRs ranked and submitted to PBC; all PEPRs uploaded to Accreditation 2016</p> <p>(C-D) Program Reviews and SLOs for all Student Services Areas completed and uploaded to Accreditation 2016</p>	
9.	Incorporate development of career services and career counseling into Title V Grant application going forward	EVP; Dean of Student Services	Spring/ Summer/ Fall 2011	Title V Grant application will be completed in June 2011	Approved Title V Grant	

10.	Review and update the Space Inventory Plan annually	EVP; Deans; Director of FM&O	Annually	<ol style="list-style-type: none">1. Space Inventory Plan utilized in the development of the 2011-12 Schedule of Classes2. Implementation of usage of Enrollment Management Software (EMS) software for efficient room scheduling		
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Oxnard College Goal #2: Professional Development Needs

Provide faculty and staff with continuous improvement through professional development opportunities that will allow them to excel in the current and future work environment.

1. Establish an assessment method(s) to identify professional development needs for faculty and staff
2. Provide opportunities for faculty education in trends, accreditation, technology, teaching strategies, high-impact practices, curriculum development and distance education; provide opportunities for staff to maintain and enhance knowledge, skills and abilities
3. Establish a process for orientation and training for new department chairs, coordinators, supervisors and managers
4. Establish a new full- and part-time employee campus orientation and training process
5. Provide opportunities for staff to maintain and enhance knowledge, skills and abilities

Objective Focus	Action Steps	Responsible Party	Timeline	Status/Outcome	Evidence	Notes
1.	Conduct a survey of faculty and staff	Professional Development Committee (PDC)	Commencing Fall 2011 and then annually in Spring	Developing survey instrument via Survey Monkey.	Survey Monkey file in PDC SharePoint	Introduce survey during Fall 2010 flex week.
2.	A. Identify existing fiscal resources available for professional development B. Review needs identified in objective #1 and as identified by management C. Develop a Faculty/Staff Resource Center D. In consultation with the PDC develop and/or offer professional development opportunities	A. President's Cabinet/ PDC B. Professional Development Committee; President's Cabinet C. EVP D. President/EVP /PDC Chairs	A. Commencing Fall 2011 and then annually in Spring B. Annual review during Spring semester C. 2011 D. Commencing Fall 2011	A. Developing campus wide professional development resource map B. Objective will be met in Fall 2011 when Ob.1 completed. C. Resource Center opened D. Objective will be met in Fall 2011	A. Resource Map file in SharePoint	A. Introduce Resource Map during Fall 2010 flex week.

3.	<p>A. Establish a process for orientation and training for new department chairs/coordinators</p> <p>B. Establish a process for orientation and training for managers/supervisors</p> <p>C. Establish a Leadership Academy</p>	<p>A. Deans Council</p> <p>B. President; EVP</p> <p>C. President's Cabinet</p>	<p>A. Spring 2012</p> <p>B. Fall 2011</p> <p>C. Fall 2013</p>	<p>A. Orientation Handbook is currently being developed</p> <p>B. Orientation Handbook is currently being developed</p> <p>C. To be developed</p>		
4.	Create and provide an orientation process for new full- and part-time employees	President's Cabinet	Fall 2012	To be developed		

Oxnard College Goal #3: Technology Needs

Provide students, faculty and staff with appropriate technology in the classroom and work environment that supports student learning outcomes and productivity.

1. Outfit all classrooms with “smart” technology
2. Create and maintain a monitoring system to continually upgrade, maintain, and secure media equipment that is available to faculty on a timely basis
3. Maintain current PC refresh program on campus
4. Increase technical staff to meet the growing technology maintenance needs of the college
5. Establish and maintain a formal process for training and supporting faculty, staff and students on the use of current and emerging technology, including distance education applications, use of email, and District/College portals
6. Continue to evaluate and support distance education
7. Explore and utilize other alternative means to communicate with students, such as, social networking
8. Encourage the use of portable technology in order to support “green” computing, such as, going paperless

Objective Focus	Action Steps	Responsible Party	Timeline	Status	Evidence	Notes
1.	<p>A. Determine available resources, install needed equipment, and update smart classroom list</p> <p>B. Incorporate off-campus sites in College technology plans (Communicate service needs better)</p>	Campus Technology Services	Annually	<p>A. Completing update of smart classroom list and funds are allocated for the college tech refresh program in FY 12.</p> <p>B. College Technology services are being reviewed to address needs identified in unit survey results.</p>	<p>AV inventory; smart classroom lists, campus committees and grants</p> <p>http://www.oxnardcollege.edu/departments/administrative/information_technology_services/OC_Campus_Smart_Classrooms_20110502.pdf</p>	Project near completion. Will be updating list for FY12 during summer.

<p>2.</p>	<p>A. Install Crestron controller system and room view (monitors) network to monitor and secure equipment, keep updated inventory list</p> <p>B. Ensure performance of routine scheduled maintenance</p>	<p>Campus Technology Services</p>	<p>Annually</p>	<p>A. System installed in Spring '11 and inventory list was updated.</p> <p>B. Following up as needed on scheduled maintenance and workload through Track IT system.</p>	<p>Inventory list</p> <p>See "url" above for list of rooms.</p>	<p>System will check projectors and system status to alert for service needs, including power management and lamp lifecycle monitoring.</p>
<p>3.</p>	<p>A. Update PC inventory records and work with Tech Committee to determine unanticipated computer needs</p> <p>B. Incorporate off-campus sites in College technology plans (Communicate service needs better)</p>	<p>Technology Committee, Campus Technology Services</p>	<p>Annually</p>	<p>A. PC records updated. Will review allocation recommendations from the PBC to determine additional needs.</p> <p>B. Services are being reviewed to address issues noted in unit survey results and incorporate all college units.</p>	<p>FY11 refresh allocation spreadsheet</p> <p>Inventory available upon request to campus support supervisor</p>	<p>Tech Committee meets regularly to determine refresh/technical needs for college.</p>

4.	<p>A. Centralize IT support throughout the district to balance support needs of the Colleges and District</p> <p>B. Incorporate off-campus sites in College technology plans (Communicate service needs better)</p> <p>C. Expand Instructional Technologist duties</p> <p>D. Change IT work schedules to include evening coverage</p> <p>E. Improve linkage on portal and enhance website design</p>	DAC Information Technology Unit, Campus Technology Services	Ongoing	<p>A. IT Support centralized in Fall '10.</p> <p>B-C. Working to address tech services at all sites.</p> <p>D. Limited evening coverage provided to address service needs.</p> <p>E. Portal improvements are ongoing and continuous.</p>	Decrease in time taken to respond to work tickets and reduction in system downtime (Track IT system)	<p>Centralization occurred in FY10.</p> <p>Alternate shift scheduling to be trialed in fall to provide support to evening class start.</p>
5.	<p>A. Institutionalize Instructional Technologist position to assist with training and provide faculty resource center support</p> <p>B. Incorporate off-campus sites in College technology plans (Communicate service needs better)</p> <p>C. Provide online and face-to-face training opportunities on new and existing technology</p> <p>D. Establish "Train the Trainer" program (faculty teaching faculty)</p>	EVP, Campus Technology Services	Ongoing	<p>A. Position scheduled to be institutionalized in FY '14.</p> <p>B. Working to address tech services at all sites.</p> <p>C. Training has been provided throughout the year by the Instructional Technologist and IT to address emerging technology needs.</p> <p>D. Training is ongoing.</p>	Documentation of training sessions and workshops	Provide Flex activities before the Fall semester

6.	<p>A. Survey students and faculty on distance education offerings to evaluate and increase options.</p> <p>B. Implement online advising and support system (i.e. Survey Monkey, etc.)</p>	EVP, Deans	<p>A. Fall 2011</p> <p>B. 2011-2012</p>	<p>A. Survey to be conducted in Fall 2011.</p> <p>B. Implementation of online advising, tutoring and support systems; mentoring and training process established to assist new faculty in learning to teach online.</p>	Website log-in reports, and documentation of surveys and online advising and support	
7.	Establish ways to connect, i.e.: email, text, web, to social network sites through existing portal	Campus Technology Services, Distance Ed Committee	In progress	Currently working on plans to incorporate social media on District portal and website. In progress.	Documentation of Distance Ed meetings	Campus committee meets regularly to find ways to connect with the student population.
8.	Campus wireless project (servers). Completion of additional workgroup printers, centralized copier system	Campus Technology Services	Spring '12	Initial campus wireless project is scheduled to be completed by Spring 2012. Finalizing conversion of individual unit printers to centralized network printer/copier system.	Increase in number of wireless devices, and centralization and installation of workgroup printers	Assessment and continual adjustment will occur as needs are identified.

Oxnard College Goal #4: Facility Needs

Provide a campus environment that enhances student learning.

1. Evaluate, develop and utilize facilities to ensure that the environmental needs of students and staff are maintained and enhanced
2. Integrate total cost of ownership principles related to new and existing facilities
3. Establish a comprehensive faculty resource and support center
4. Provide for the efficient and effective utilization of available space on and off campus to promote student engagement in their learning experience and meet emerging instructional needs

Objective Focus	Action Steps	Responsible Party	Timeline	Status/Outcomes	Evidence	Notes
1.	<p>A. Evaluate existing EMP, FMP, Capital Construction Plan and Space Inventory Plan to ensure class sizes match appropriately with students educational needs</p> <p>B. Prepare a Scheduled Maintenance Plan and Work Order System to track maintenance/enhancement of all campus facilities</p>	<p>A. VP; Director of FM&O; Campus, Use, Development & Safety</p> <p>B. VP; Director of FM&O; Campus, Use, Development & Safety</p>	<p>A. Fall 2011</p> <p>B. Annually</p>	<p>A. In Progress - Campus Room Inventory to be completed Summer 2011. Upon completion, findings will be compared with the State's Space Inventory report which is updated annually. Results of comparison will be entered into the College's Enrollment Management System for efficient scheduling of classroom space</p>	<p>A. Completed EMP for 2010-2015; Capital Construction Plan submittals due to State Fall 2011 (State documents); Space Inventory Review will be complete Fall 2011 (State documents)</p> <p>B. Work Order System in use by M&O</p>	

				beginning Fall 2011. B. Work Order system in place. Scheduled maintenance priorities have been developed for 2010-2015.		
2.	A. Define, articulate and/or estimate the total costs for new and existing facilities B. Evaluate the impact of costs in meeting ongoing instructional needs	A. EVP; VP Director of FM&O; B. EVP; VP; Deans; Director of FM&O; Planning & Budgeting Council	A. Annually or as needed B. Annually or as needed	A. Total cost of ownership impacts were presented to CUDS in May 2010. B. Maintenance Unit Plans completed in February 2011.	A. CUDS Agenda and Minutes B. Maintenance Staffing and Budget augmentations and priorities presented to PBC; PBC and CUDS agendas and minutes	
3.	Develop a new Faculty Resource and Support Center in either the new Learning Resource Center or the old LRC building (currently undergoing remodel)	EVP; Director of FM&O	A. January 2012 – new LRC B. Fall 2014 - remodel	A. Under construction B. In the planning stage	A. New LRC Annex Building B. Construction documents	
4.	A. Establish a process to ensure that classroom assignments are aligned with course technology needs B. Establish a process to ensure the class sizes (number of students) are matched appropriately to classroom facilities C. Construct all new buildings using “best practices” architectural guidelines that	A. EVP; Deans B. EVP; Deans C. Director of FM&O; Technology Committee D. Director of FM&O; Technology Committee	A. Annually B. Annually C. For new buildings coming online and major remodels D. For buildings coming online and major	A. Process established and is being utilized in the Deans’ Council. B. Process established and is being utilized in the Deans’ Council. C. SS&A building	A. Deans Council Agendas B. Deans Council Agendas C. Construction documents; architectural guidelines; code compliance (federal, state and local) D. Existing	

	<p>have been proven to enhance student learning</p> <p>D. Upgrade existing facilities with improved lighting, smart technology, improved air quality, comfortable seating, etc.</p>		<p>remodels</p>	<p>complete 2009; OC PAB complete 2010; LRC Annex due for completion 2012; Dental Hygiene due for completion 2014</p> <p>D. On-going campus-wide for classroom smart technology and furniture</p>	<p>classrooms upgraded campus-wide</p>	
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