

Ventura County Community College District  
GOALS



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DRAFT VCCCD STRATEGIC  
GOALS, MEASURES OF  
ACHIEVEMENT AND STRATEGIES

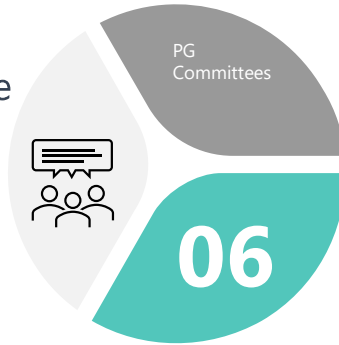
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Aligns with California Community  
College Chancellor's Office  
Vision for Success Goals

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...



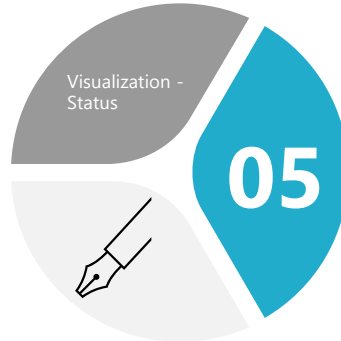
State Chancellor's Office

Six Vision for Success Goals

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

## Students and Successes... Rely on Your Involvement!

### Districtwide Tableau Dashboards

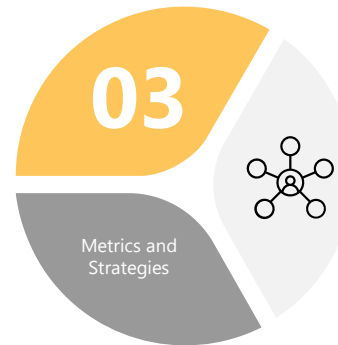
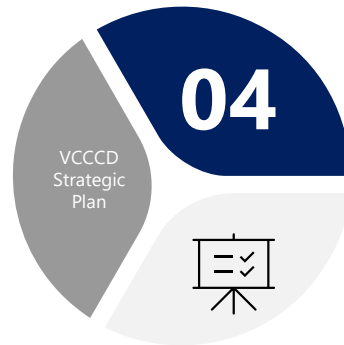


Ventura County Community College District

Four Strategic Goals

### VCCCD Strategic Plan:

Demographics  
Measures/Metrics  
Strategies.



Measures of Achievement and  
Strategies  
College-Specific and Districtwide



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

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



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

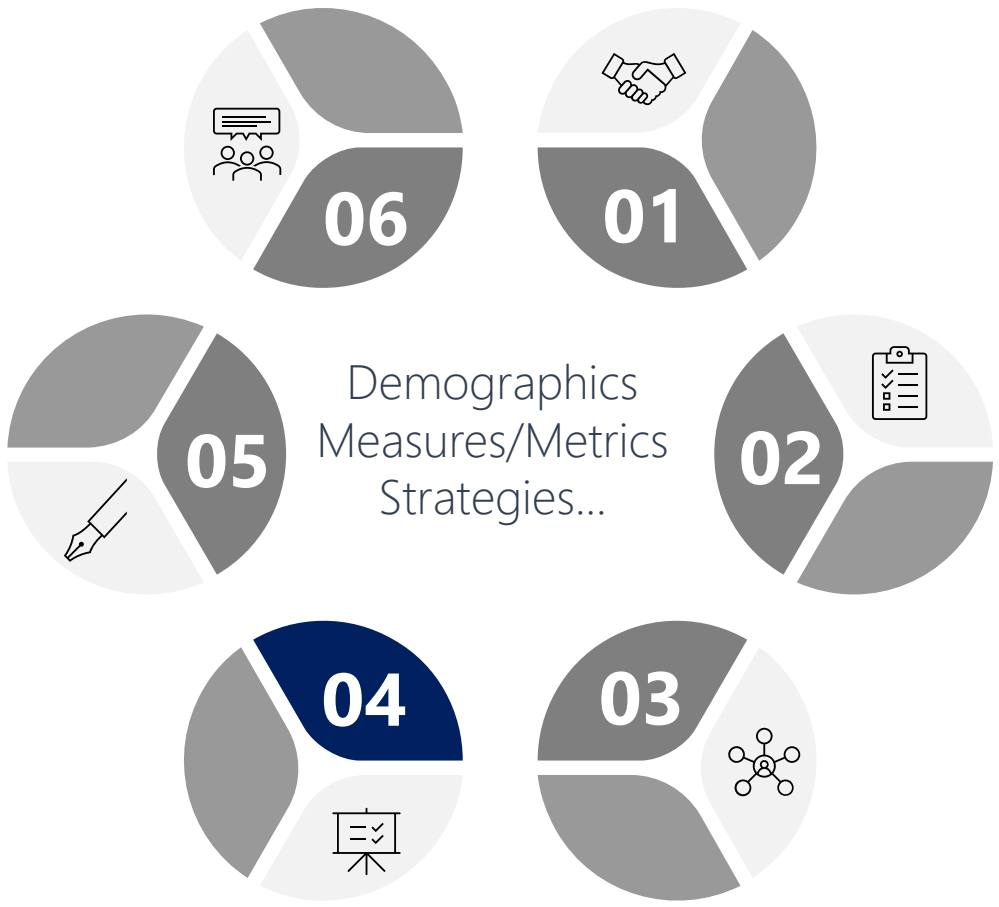


Metrics  
and  
Strategies

- Align with the CCCC 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

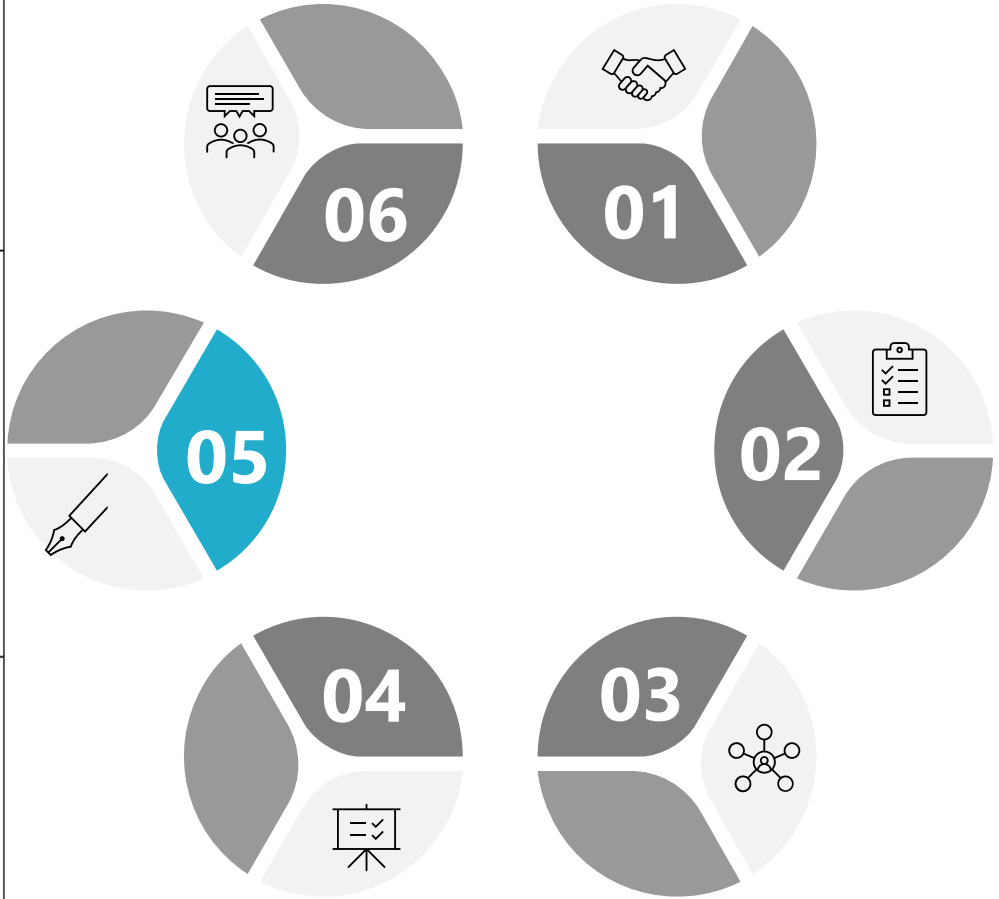
Measures of Achievement  
&  
Districtwide Strategies

VCCCD STRATEGIC GOALS	MEASURES OF ACHIEVEMENT	STRATEGIES	NEXUS TO COLLEGE <sup>1</sup> STRATEGIC GOALS
<p><b>1. INSTILL A CULTURE THAT VALUES DIVERSITY, STUDENTS, OUR COMMUNITIES, COLLABORATION, AND THE SUCCESS OF EACH EMPLOYEE</b></p> <p><b>NEXUS WITH CCCCO'S VISION FOR SUCCESS STRATEGIC GOALS</b></p> <p><b>CCCCO GOAL #5</b></p> <p>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.</p> <p><b>CCCCO GOAL #6</b></p> <p>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.</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 &amp; Improvement efforts/activities, as appropriate.</p> <p>1.3 Provide satisfaction survey results specific to the change in medical benefits for active benefits eligible retirees.</p> <p>1.4 Distribute bi-annual employee satisfaction surveys, provide results and incorporate into districtwide planning and improvement efforts/activities, as appropriate. (Modern-Think)</p> <p>1.5 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 emergency situations 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 to positively impact 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, emergency situations, and news items of interest including student and employee success stories.</p>	<p>MOORPARK COLLEGE</p> <p><u>MC STRATEGIC GOAL #2</u> Improve campus organizational infrastructure with a focus on inclusive decision-making</p> <p><u>MC STRATEGIC GOAL #4</u> Reinforce culture of continuous improvement through professional development</p> <p>OXNARD COLLEGE</p> <p><u>OC INITIATIVE # III GOALS</u></p> <p>III.A. Enhance recruitment and professional development.</p> <p>III.B. Focus on institutional effectiveness.</p> <p>III.C. Continually refine the college's planning and resource allocation processes.</p> <p>III.D. Optimize organizational support structures</p> <p><u>OC INITIATIVE # IV GOALS</u></p> <p>IV.A. Enhance awareness and positive perception of the college.</p> <p>IV.B. Foster collaborative community relations.</p> <p>IV.C. Promote shared resources with educational partners</p> <p>VENTURA COLLEGE</p> <p><u>VC STRATEGIC GOAL #3</u> Strengthen local/regional partnerships and community engagement.</p> <p><u>VC STRATEGIC GOAL #4</u> Enhance institutional effectiveness and accountability to improve innovation and student outcomes</p> <p><u>VC STRATEGIC GOAL #5</u> Effectively manage campus resources to meet student and community needs</p>



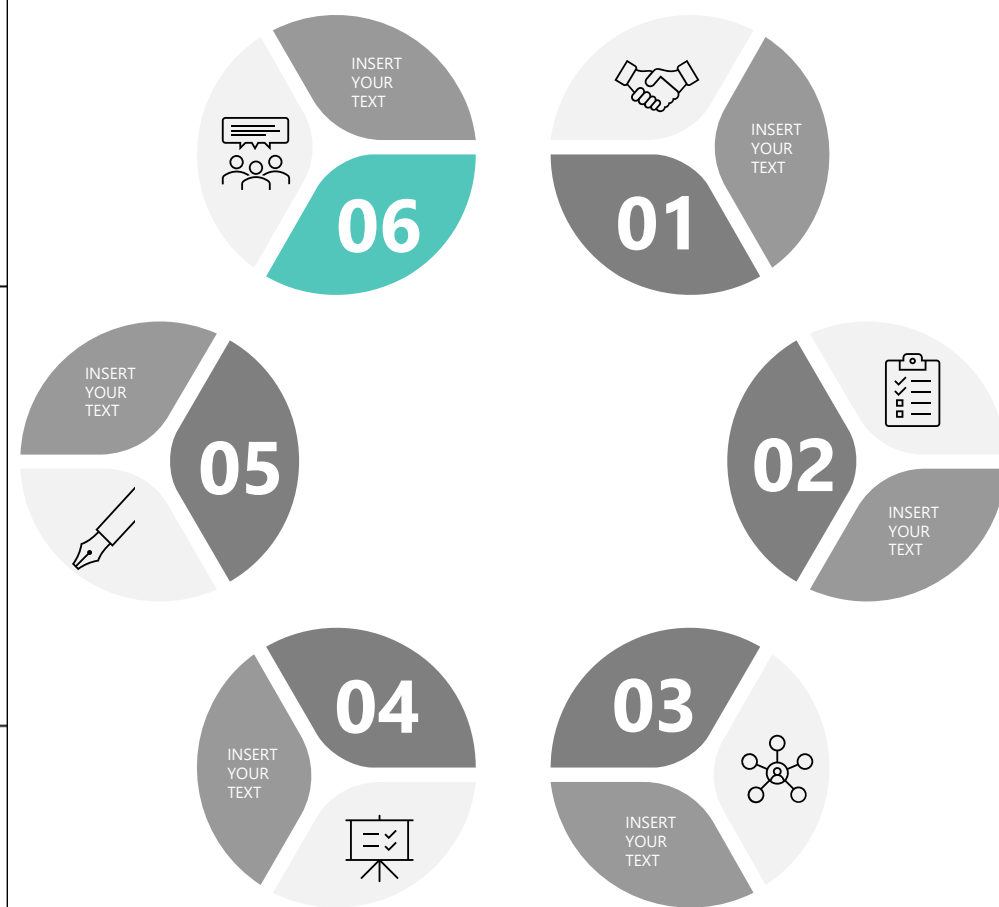
# Measures of Achievement...

VCCCD STRATEGIC GOALS	MEASURES OF ACHIEVEMENT	STRATEGIES	NEXUS TO COLLEGE' STRATEGIC GOALS
<b>2. INCREASE EQUITABLE ACCESS AND SUCCESS FOR ALL STUDENTS</b>	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)	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.	<b>MOORPARK COLLEGE</b> <u>MC STRATEGIC GOAL #1</u> Improve campus physical infrastructure, with a focus on sustainability <u>MC STRATEGIC GOAL #2</u> Improve campus organizational infrastructure with a focus on inclusive decision-making <u>MC STRATEGIC GOAL #4</u> Reinforce culture of continuous improvement through professional development
	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)	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.	<b>OXNARD COLLEGE</b> <u>OC INITIATIVE # I GOALS</u> I.A. Actively identify current and future students' educational needs. I.B. Improve enrollment management practices. I.C. Accelerate student progression towards completion. <u>OC INITIATIVE # II GOALS</u> II.A. Strengthen the college's responsiveness to student needs. II.B. Focus on quality instruction. II.C. Provide comprehensive student support
<b>NEXUS WITH CCCC's VISION FOR SUCCESS STRATEGIC GOALS</b>	2.3 Increase overall course success rate from 76% to 81% by 2027. (Baseline Year 2018-2019)	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.	<b>VENTURA COLLEGE</b> <u>VC STRATEGIC GOAL #1</u> Increase the success of our students while closing equity gaps <u>VC STRATEGIC GOAL #2</u> Increase our community's access to transfer, workforce preparation, and basic skills education. <u>VC STRATEGIC GOAL #4</u> Enhance institutional effectiveness and accountability to improve innovation and student outcomes
<b>CCCCO GOAL #5</b>  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.	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)	F. Adjust the local funding allocation model to align with the Student Centered Funding Formula and prioritized needs.	
<b>CCCCO GOAL #6</b>  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.	2.5 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)	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.	



# Measures of Achievement...

VCCCD STRATEGIC GOALS	MEASURES OF ACHIEVEMENT	STRATEGIES	NEXUS TO COLLEGE' STRATEGIC GOALS
<b>3. SUPPORT THE CLOSING OF ACADEMIC ACHIEVEMENT AND SUPPORT SERVICES EQUITY GAPS ACROSS ALL RACIAL, ETHNIC, SOCIOECONOMIC, AND GENDER GROUPS.</b>  <b>NEXUS WITH CCCC0's VISION FOR SUCCESS STRATEGIC GOALS</b>  <b>CCCCO GOAL #5</b>  <b>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.</b>  <b>CCCCO GOAL #6</b>  <b>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.</b>	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.	<b>MOORPARK COLLEGE</b> <u>MC STRATEGIC GOAL #1</u> Improve campus physical infrastructure, with a focus on sustainability <u>MC STRATEGIC GOAL #2</u> Improve campus organizational infrastructure with a focus on inclusive decision-making <u>MC STRATEGIC GOAL #4</u> Reinforce culture of continuous improvement through professional development  <b>OXNARD COLLEGE</b> <u>OC INITIATIVE # I GOALS</u> I.A. Actively identify current and future students' educational needs. I.B. Improve enrollment management practices. I.C. Accelerate student progression towards completion. <u>OC INITIATIVE # II GOALS</u> II.A. Strengthen the college's responsiveness to student needs. II.B. Focus on quality instruction. II.C. Provide comprehensive student support  <b>VENTURA COLLEGE</b> <u>VC STRATEGIC GOAL #1</u> Increase the success of our students while closing equity gaps <u>VC STRATEGIC GOAL #2</u> Increase our community's access to transfer, workforce preparation, and basic skills education. <u>VC STRATEGIC GOAL #4</u> Enhance institutional effectiveness and accountability to improve innovation and student outcomes



Measures of Achievement...

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VCCCD STRATEGIC GOALS	MEASURES OF ACHIEVEMENT	STRATEGIES	NEXUS TO COLLEGE' STRATEGIC GOALS
<b>4. ACTIVELY SUPPORT EQUITABLE WORKFORCE AND ECONOMIC DEVELOPMENT IN VENTURA COUNTY THROUGH PARTNERSHIPS AND RELEVANT PROGRAMS AND PATHWAYS LEADING FROM EDUCATION TO CAREERS</b>	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.	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.	<b>MOORPARK COLLEGE</b> <u>MC STRATEGIC GOAL #2</u> Improve campus organizational infrastructure with a focus on inclusive decision-making <u>MC STRATEGIC GOAL #4</u> Reinforce culture of continuous improvement through professional development
			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.
<b>NEXUS WITH CCCC'S VISION FOR SUCCESS STRATEGIC GOALS</b>			<b>VENTURA COLLEGE</b> <u>VC STRATEGIC GOAL #2</u> Increase our community's access to transfer, workforce preparation, and basic skills education <u>VC STRATEGIC GOAL #3</u> Strengthen local/regional partnerships and community engagement <u>VC STRATEGIC GOAL #5</u> Effectively manage campus resources to meet student and community needs
<b>CCCCO GOAL #4</b>  <b>OVER FIVE YEARS, INCREASE THE PERCENT OF EXITING CTE STUDENTS WHO REPORT BEING EMPLOYED IN THEIR FIELD OF STUDY</b>			
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## 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



Measures of Achievement...