Ventura College
Partnership Resource Team (PRT) Process Summary Report
Institutional Effectiveness Partnership Initiative

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Areas of Focus

    A. **Comprehensive Facilities Master Plan:** Developing a new comprehensive Facilities Master Plan to incorporate the components of previous plans with others, including Education Master Plan, Strategic Implementation Plan, Technology Master Plan, Equity Plan, and Guided Pathways Scale of Adoption Plan
    B. **AB705 I: Reimagining the VC ESL program**
    C. **AB705 II: Promoting and Informing Stakeholders about AB705 at VC**
    D. **AB705 III: Evaluating and Improving AB705 Success at VC**
    E. **AB705 IV: Closing the Loop in AB705 Placement for Students**

Summary by Area of Focus

A. Comprehensive Facilities Master Plan

Ventura College had three objectives in their Innovation and Effectiveness Plan:

1. Using the Educational Master Plan (EMP) as a starting point, develop specific priorities for facilities improvements based on the College's mission, values, student success goals, equity focus, technology needs, and Guided Pathways priorities, and document them in a new comprehensive Facilities Master Plan.
2. Ensure that a clear understanding of the facilities improvement priorities of the College exists among the stakeholders before seeking future bids for facilities work.
3. Identify available funds, and funding opportunities, for facilities improvement.

Progress

The college made significant progress in all three objectives, which is reflected below:

- The college has made major progress in the Facilities Master planning process. There was clarity of focus, an intentional approach and renewed vision for the direction of the planning process. The campus reported working with the architects in design concepts that reflect the Ventura region and the indigenous communities and history of the region.
- The College successfully completed the RFP to begin the facilities master planning process. Representation from key stakeholder groups participated in the selection of the firm and it was approved by the Board of Trustees on 3/9/21.
- The campus leadership identified and engaged all stakeholder groups and held a kick-off meeting. A calendar of meetings is underway to collect feedback and present a draft Facilities Master Plan to the campus. It is anticipated that completion of the FMP will be in Spring and/or Fall 2022.
- Ventura College has hired two grant consulting firms to assist the college with identifying alternative sources for funding.
- Budget planning for FY22 is in progress. Fiscal administrators are meeting with every department and discipline this spring.

Suggestions for Sustaining Progress

- Continue to adhere to the timeline and engage the campus community in the FMP process.
- Consider universal design principles and space utilization metrics in facilities planning.
- Closely monitor the integration of all planning documents to ensure continuing alignment with institutional priorities.
- Engage the Ventura Foundation to align its fundraising goals with capital fundraising strategies to support facilities funding needs.

B. AB705 I: Reimagining the VC ESL program

Ventura College had three objectives in their Innovation and Effectiveness Plan:

1. Learn from the local community what they need in an ESL program and services, and why.
2. Develop and modify the Ventura College ESL curriculum / offerings to meet the needs and demand of our target audience
3. Locate and recruit students for the Ventura College ESL program.

Progress

The college made significant progress in all three objectives as reflected below:

- Ventura College has contracted with Hanover Research, a research and communications firm, to engage in an extensive, in-depth study in the community to support the development and re-imagining of the ESL program.
- The college has developed a three-phase process to gather qualitative and quantitative data to rebuild the ESL program.
- The Phase I process includes the participation of key campus constituents in in-depth interviews. Phase II will involve focus groups with native Spanish-speaker researchers in the local Heritage Valley and other communities. This will provide insights into how to design the ESL program to best serve the community. The Vice President has scheduled informal meetings to rebuild the relationship with the community. Phase III will involve researching the messaging and promotional mechanisms needed to attract and retain ESL learners.
- Once Phases I and II are completed, the college will be prepared, using data, to address practical and programmatic matters. The leadership and faculty anticipate a "soft launch" of the new ESL program in Spring 2022, and an official launch in Fall 2022. The soft launch will apply data from Phase I and II results, and the official launch will be able to incorporate data from all three phases.
- Phase III of the project will provide the campus with insights to develop and implement effective content, messaging and promotion. The college will also hire a Director of Marketing and Outreach who will assist in the development of a comprehensive and research-informed marketing plan for the Fall of 2022.
- The campus has developed contextualized curriculum, credit and noncredit overlays and stackable career pathways for the ESL population.

Suggestions for Sustaining Progress

- Build periodic research into the curriculum development process for ESL and analyze the growing demographic shifts.
- Develop and implement an institutionalized strategy to develop and maintain engagement with the ESL community.

- In an effort to support an equity-minded approach, align stackable certificates with transfer-level options to provide economic mobility options for students and opportunities to create generational wealth for the ESL community.

C. AB705 II: Promoting and Informing Stakeholders about AB705 at VC
D. AB705 III: Evaluating and Improving AB705 Success at VC
E. AB705 IV: Closing the Loop in AB705 Placement for Students

Ventura College had five objectives in their Innovation and Effectiveness Plan for these three Areas of Focus:

C1. INTERNAL: Strategically inform our internal stakeholders about AB705, including helping them understand what it is, why we do it, how we have implemented it at VC and the successes and areas for improvement. Additionally, inform students of how AB705 has impacted their options and how we are providing courses for them that support their success.

C2. EXTERNAL: Update the website and other communication sources with clear and accurate information, and develop a process for making updates as they emerge in the future.

D1. Develop a public-facing AB705 online communication page (i.e., Dashboard) in collaboration with our IE office to assist in communicating VC success and areas for improvement and to support transparency in this equity measure.

D2. Research, develop, implement, and institutionalize new practices that assist VC in improving AB705 outcomes.

E1. Ensure students obtain their Math and English placement recommendations, based on the multiple measures (MMPS) data provided by the state through CCCApply.

Progress

The college made significant progress in all five objectives as indicated below:

- There is tremendous campus support to strengthen and build on the success the college has experienced as a statewide leader in AB705. The leadership and stakeholder teams are exploring innovative approaches that are student-focused, measurable and achievable. For example, in an effort to take an equity-minded approach, they have initiated a pilot program that conducts a cultural audit of the curriculum to ensure it is relevant and responsive, and examines the success rates of students based on demographics.
- The campus has established an AB705 taskforce based on the IEPI PRT process. The group meets monthly and has identified all the locations on the public-facing website and the intranet/portal where AB705 is mentioned, and has developed a plan for edits and messaging. It is anticipated this will be completed this Spring semester. The campus plans to re-brand AB705 in language that is purpose-driven and student-centered; that project will begin in Fall 2021. The college will develop a common definition of terms to improve consistent messaging.
- The college has updated the Survey of Academic Assessment (SOAA) to reflect the AB 705 successes. and it was approved by the Board of Trustees March 2021.
- Faculty and student videos will be developed and deployed in 2021-2022 once the rebranding is completed. A member of the outreach department will participate in the taskforce and will work collaboratively with the Director of Marketing and Outreach on re-branding and video production.
- The college is in the early stages of developing data dashboards that will inform decision-making impacting AB705. Dashboards will be designed to measure internal success of programs and alignment with careers and major communities, in addition to the Student-Centered Funding Formula (SCFF). Once dashboards are completed, public-facing dashboards will be available to highlight the college's successes.

- The college AB705 taskforce has become the district leader in this area and is working with IT on strategies to deploy user-friendly data to students and counselors. The college is also working to link support classes in math with transfer-level math courses during registration. The goal is to be completed by May 2021.

Suggestions for Sustaining Progress

- Continue to work on in-progress areas of AB705 dashboards and dissemination of success data.
- Continue cultural audit of curriculum and develop a periodic audit cycle to measure progress of strategies implemented to address equity issues in specific disciplines. Include this process in the program review process.
- Include diverse student voices in outreach videos to reflect success stories from appropriate demographic groups.
- Develop and implement a timeline for AB705 refreshers to ensure that the campus receives current updates on student success outcomes.

Conclusion

The progress Ventura College is making in addressing its areas of focus through the I&EP is impressive and commendable. The campus community is uniquely enthusiastic and interested in developing and implementing innovative, transformative practices that are sustainable and impactful for the communities it serves. The research-based approach to designing systems and programs to address the areas of focus is thoughtful and deliberate, and emphasizes systems integration with student success at the center of the college's priorities. The renewed clarity of focus of the Facilities Master Plan team ensures the successful development and implementation of the plan. The systems approach to implementing the varying components of AB705 and community re-engagement process to revitalize the ESL program were insightful and will assist in developing programs that are equity-minded and responsive to the needs of the community.