

# I – EXECUTIVE SUMMARY



## **VENTURA COUNTY COMMUNITY COLLEGE DISTRICT** **Market Assessment and Organizational Performance Review**

# EXECUTIVE SUMMARY

Ventura County Community College District (VCCCD) retained KH Consulting Group (KH) to complete a *Market Assessment and Organizational Performance Review* for the District. The project objectives were to:

- Assess the Colleges' market position relative to programs and services offered versus the needs of the students and communities served
- Improve organizational performance, including structure, staffing, processes, and technology.

This Executive Summary presents an overview of the tasks completed, information gathered, and the themes for organizational change that run throughout this report.

## TASKS

KH's approach was to engage the entire organization by providing us with feedback at each stage of this study: on our data collection, opportunities for improvement, draft recommendations, and the draft report.

Three College Advisory Teams (CATs), a District Administrative Center Advisory Team (DACAT), an Executive Oversight Team, and a Community Leader Forum were established to review the progress at various stages of the project. The membership of these groups is discussed in detail in Chapter II. Exhibit I-1 displays the 4 stages of review for the project.

**EXHIBIT I-1: PROJECT REVIEW**

PROJECT STAGE	EXECUTIVE ADVISORY TEAM	DACAT	MOORPARK CAT	OXNARD CAT	VENTURA CAT	COMMUNITY LEADERS	BOARD
Presentation of Findings	✓	✓	✓	✓	✓	✓	✓
Review of Opportunities	✓	✓	✓	✓	✓	✓	✓
Review of Draft Recommendations	✓	✓	✓	✓	✓		✓
Review of Draft Report	✓		✓	✓	✓		✓

Once the formal bodies reviewed the draft report it was circulated to all faculty, staff, and Community Leaders to provide their comments and suggestions prior to our finalizing the report for presentation to the Board on February 7, 2006.

## FACT-FINDING

The fact-finding phase of this study was intensive. Exhibit I-2 displays the list of data collected throughout the project:

**EXHIBIT I-2: KH FACT-FINDING**

TASK
Project Planning and Organization
52 Documents Reviewed
VCCCD Online Survey <ul style="list-style-type: none"> <li>■ Survey available April 30 – June 5, 2005</li> <li>■ 664 survey completed by VCCCD employees</li> </ul>
44 Organizational Review Questionnaires
53 Management Interviews
20 Focus groups <ul style="list-style-type: none"> <li>■ 190 participants</li> <li>■ VCCCD students, faculty, classified staff, and classified supervisors</li> <li>■ Held on all three campuses and at the DAC</li> </ul>
2 Community Leadership Forums <ul style="list-style-type: none"> <li>■ June 2005 – 34 community members</li> <li>■ July 2005 – 33 community members</li> </ul>
Benchmarking <ul style="list-style-type: none"> <li>■ 10 multi-College CCDs – 26 Colleges</li> </ul>
Market Assessment <ul style="list-style-type: none"> <li>■ Student enrollment trends</li> <li>■ County and City population trends</li> <li>■ Ventura County K-12 enrollment trends</li> <li>■ Ventura County employment trends</li> <li>■ Ventura County housing trends</li> <li>■ Ventura County economic outlook</li> </ul>
Ventura County High School Counselor Survey – 30 responses from 104 schools contacted

# THEMES

Due to a long history of discord in the District, KH has chosen to set forth recommendations that would set the course for a “new beginning” for VCCCD. The recommendations encompass the issues also set forth by the most recent Accreditation reports. The Final Report contains detailed recommendations for change, many with sub-recommendations and additional ideas to help VCCCD address the potential changes. Rather than recapitulating each recommendation, Exhibit I-4 addresses the themes that underlie our recommendations.

## EXHIBIT I-3: VCCCD MARKET AND ORGANIZATIONAL PERFORMANCE REVIEW UNDERLYING THEMES

THEMES	DESIRED OUTCOMES IN 12-24 MONTHS
Leadership	VCCCD operates with a more collegial, goal-oriented style, including temporary (cross-functional and cross-Colleges) teams, delegated authority and improved accountability
	VCCCD has a strong and effective governance model that is consistently understood and applied across the Colleges
	<p>The VCCCD Board focuses on strategic directions, policy matters, and community relations, delegating and empowering the Chancellor to deal with administrative matters:</p> <ul style="list-style-type: none"> <li>a) Where the Chancellor empowers and delegates significant authority and responsibility for defined results to the College presidents</li> <li>b) Where the College presidents empower and delegate significant authority and responsibility for defined results to their management teams</li> <li>c) Where the District senior management and the College presidents function as an executive team to support the Board’s strategic processes and guide the whole organization in their consistent implementation</li> </ul>
Vision, Strategy, and Marketing	<p>VCCCD has implemented a strategic marketing plan coordinated across all three Colleges that:</p> <ul style="list-style-type: none"> <li>a) Capitalizes on each College’s niche</li> <li>b) Does not rely solely on population growth as a primary means for student enrollment growth</li> <li>c) Applies Enrollment Cost Management to provide the right mix of programs and services to VCCCD students</li> </ul>
	<p>VCCCD has a meaningful and integrated strategic planning process:</p> <ul style="list-style-type: none"> <li>a) Where the College plans are complementary with each other and the overall VCCCD plan</li> <li>b) Where new marketing, educational, physical, and other plans are linked and integrated under the overall VCCCD plan</li> <li>c) Where the plans are systematically reviewed and updated at least annually</li> <li>d) Where the plans are integrated into the ongoing, day-to-day management processes and decisions (rather than being esoteric exercises that get shelved and forgotten about)</li> </ul>

THEMES	DESIRED OUTCOMES IN 12-24 MONTHS
Community Interfaces	<p>There is entrepreneurial collaboration and active networking among VCCCD and local industries, businesses, high schools, other educational institutions, public agencies, and the community, addressing local economic development and their evolving educational needs:</p> <ul style="list-style-type: none"> <li>a) Where there is ongoing review and analysis of demographic and other economic changes</li> <li>b) Where this information feeds into and helps drive VCCCD's strategic planning process</li> <li>c) Where in addition to (passive) monitoring, VCCCD takes a leadership role in helping to define and make the agreed-to desired future happen for the County</li> <li>d) Where the organization actively markets to all stakeholders</li> </ul>
Organization	<p>VCCCD maintains strong lines of two-way internal communication to all faculty and staff that encourages a greater sense of involvement and commitment to the success of the organization</p> <p>VCCCD develops new two-way communication vehicles resulting in stronger connections to all key external stakeholders.</p> <p>VCCCD develops and nurtures a culture of mutual respect, collaboration, and accountability.</p> <p>VCCCD flattens the organizational structures and develops cross-organizational teams with responsibility to work on and resolve key organizational issues.</p> <p>VCCCD continually reviews the potential for economies of scale and greater resource flexibility of all functions</p> <p>VCCCD's new management team is providing more integrated and effective leadership and control</p>
Human Resources	<p>VCCCD adopts a human resources and organizational development model:</p> <ul style="list-style-type: none"> <li>a) Where the hiring processes are streamlined, planned ahead, and linked to the strategic priorities</li> <li>b) Where performance review is done regularly and systematically and is an effective and positive experience for the organization and the employee</li> <li>c) Where the organization invests heavily in the development of employees</li> <li>d) Where all employees have potential career development paths</li> <li>e) Where the labor relations environment is collaborative and positive</li> <li>f) Where a total compensation strategy is operational and meeting both organizational and employee objectives</li> </ul>
Student Programs and Services	<p>VCCCD has developed, implemented, and regularly reviews its student learning philosophy at all Colleges. (The model takes into consideration the different student learning styles and needs for the various types of 'students'):</p> <ul style="list-style-type: none"> <li>a) Where there is a longer term, cross-system, integrated approach to the development of academic plans, student services, and standards with significant input from 'student/customers'</li> <li>b) Where there is a common course catalogue with a common lexicon of courses and course units</li> <li>c) Where non-traditional options for course offerings, duration, and modes of access are employed to meet the evolving needs of all students/learners/businesses</li> <li>d) Where community, vocational, and contract education programs are expanded and generate significant new revenues</li> </ul>

THEMES	DESIRED OUTCOMES IN 12-24 MONTHS
Systems, Processes, Technology, and Facilities	VCCCD's administrative processes are systematically reviewed on a rolling 3-year cycle and are redesigned with a strong focus on customer service, effectiveness, and efficiency, including measurable service standards
	Technology is a key resource in the development of both administrative and academic programs/operations: a) Where the budget is grown to meet the emerging requirements of the new academic delivery models, b) Where the budget allocation formula is clear and transparent and tied to VCCCD's overall strategic priorities c) Where there are systematic evaluations of all technology investments for future course corrections and 'organizational learning'
	The DAC is operating out of an appropriate location and facilities
	All facilities and grounds are maintained at a high standard and are generating significant revenues from rental opportunities
Foundations	There are 3 highly active College foundations with clear and significant financial goals that are contributing to the operating and capital requirements of VCCCD: a) Where the Foundations work cooperatively with each other b) Where they also make a significant contribution to VCCCD's communication and relationship-building goals with the community at large c) Where community partnerships are developed to leverage Measure S and other capital dollars
Finance	VCCCD has a clear and transparent budgeting process that is tied to the overall strategic priorities: a) Where there is a stronger entrepreneurial orientation (consistent with more delegation, accountability, and responsibility for bottom-line results) b) Where there is a focus on raising existing and developing new revenues to grow VCCCD's programs and services (vs. cutting them to meet budget constraints) c) Where there is a strategic cost management approach to all academic offerings so that programs can be proactively 'right-sized' to the emerging needs and strategic priorities d) Where the new allocation program is driven by strategic priorities and is perceived as fair e) Where the financial health of the organization is systematically measured and reported on regularly