

# II – PROJECT APPROACH



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

This chapter highlights the project objectives and tasks KH Consulting Group (KH) completed in conducting a market assessment and organizational performance review at Ventura County Community College District (VCCCD).

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## **OVERVIEW**

VCCCD is a public community college district primarily serving residents in Ventura County. The VCCCD Colleges—Moorpark College, Oxnard College, and Ventura College—offer programs for transfer to four-year colleges and universities, occupational and vocational training, basic skills instruction, as well as community service, economic development, and continuing education for cultural growth, life enrichment, and skills improvement.

The Colleges provide a wide range of general programs and services to students, and focus on unique and specialty areas. More than 30,000 students are served each semester. Its students represent diverse religions, socioeconomic and cultural backgrounds, sexual orientations, abilities, and ethnicities. VCCCD employs approximately 1,983 faculty, classified, and administrative staff.

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## **VCCCD CHALLENGES**

### **CHANCELLOR'S GOALS**

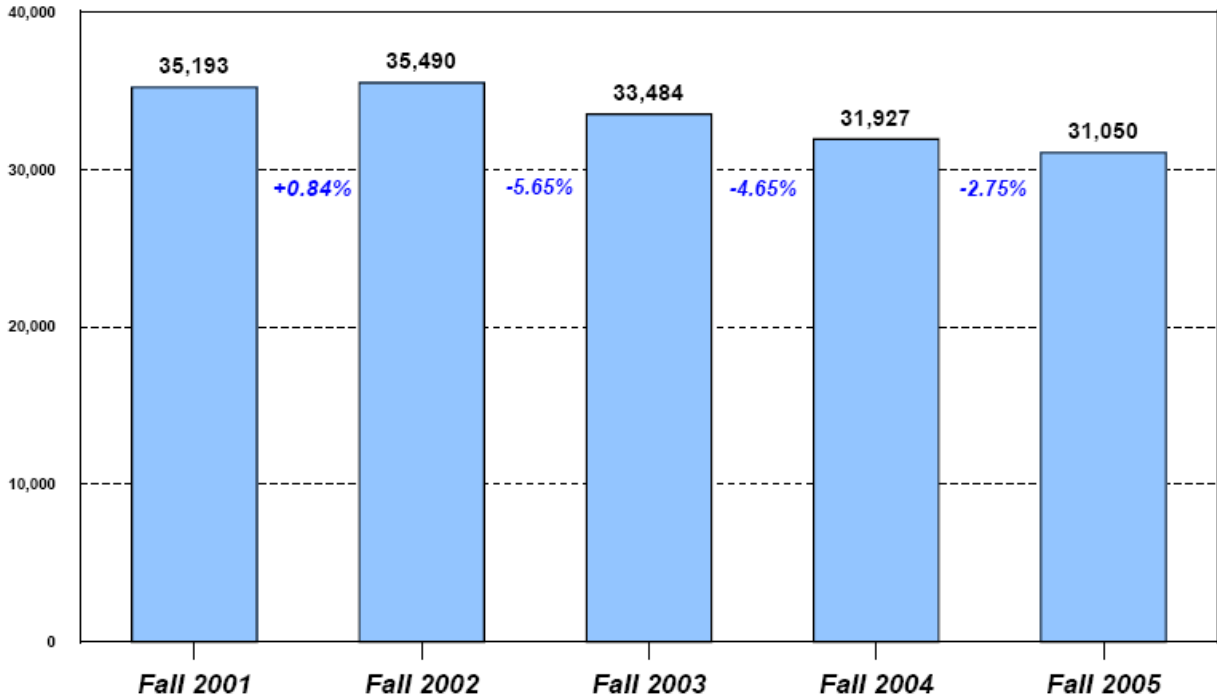
Among the new Chancellor's many goals the following are key:

- Manage enrollment more effectively
- Contain costs and restore revenue to ensure excellent programs and services
- Create the best community college district (CCD) in California.

### **DECLINING STUDENT ENROLLMENTS**

Student Enrollment (Headcount) in Spring 2005 was 13,576 students at Moorpark College; 6,582 students at Oxnard College; and 12,124 students at Ventura College. The recent declining enrollments are displayed in ExhibitII-1.

**EXHIBIT II-1: VCCCD STUDENT HEADCOUNT ENROLLMENT – DISTRICT TOTAL  
FIVE-YEAR OVERVIEW – FALL 2001 TO FALL 2005**



Figures reflect enrollment at 4th week of term.

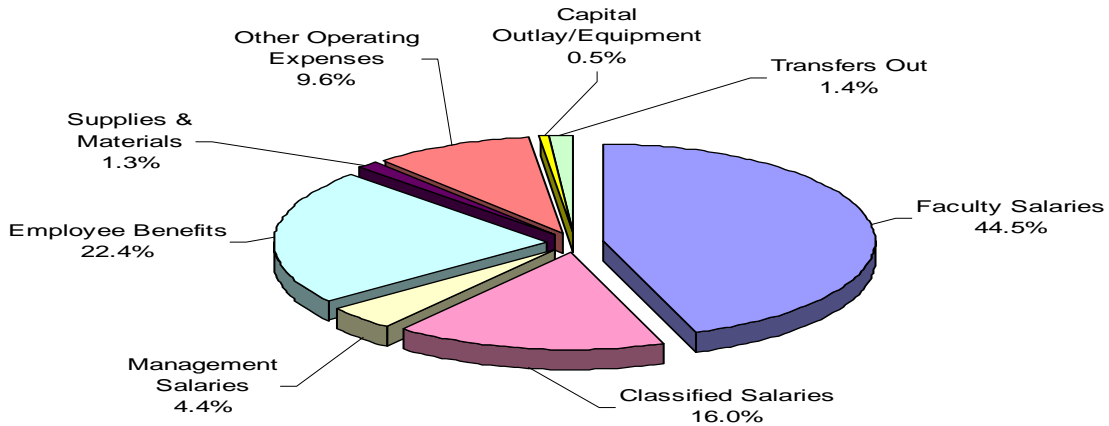
VCCCD Institutional Research - 9/2005

## FISCAL SITUATION

Following are comments on VCCCD's 2004-2005 fiscal situation:

- VCCCD ranks 64<sup>th</sup> in the State (out of 72 CCDs) in terms of the base revenue support per credit Full-Time Equivalent Student (FTES) for 2004-2005, averaging \$3,835 per FTES (compared to a high of \$7,606 per FTES in West Kern CCD and a low of \$3,816 in Antelope Valley CCD).
- VCCCD ranks 3<sup>rd</sup> in the State (out of 72 CCDs) in terms of the percent that the General Fund Salaries and Benefits represent of the total revenues.
- VCCCD ranks 61<sup>st</sup> in the State (out of 72 CCDs) in terms of its General Fund reserves with 6.3% set aside (compared to a high of 36.9% at San Bernardino CCD and a low of 0.8% at Compton CCD).
- On a total budget of \$116.7 million, VCCCD spends 89.1% of its revenue on salaries and benefits, leaving only 10.9% for supplies and materials, other operating expenses, capital outlay and equipment, and transfers out.

## EXHIBIT II-2: VCCCD EXPENDITURES



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## PROJECT OBJECTIVES, SCOPE, AND TASKS

### PROJECT OBJECTIVES AND SCOPE

Because of declining enrollments and the fiscal challenges, VCCCD established two objectives for KH:

- Perform a Market Assessment
- Review the current organizational performance of the District Administrative Center (DAC) and the Colleges.

### KH'S JOINT TEAM APPROACH

KH applied a joint-team approach, involving VCCCD with our consultant team. Although KH consultants design the approach, conduct the work, analyze the management issues, prepare alternatives, and manage the project progress, the client teams support the project and consulting team in a variety of ways. The kinds of involvement that occurred at VCCCD were an **Executive Advisory Team** that consisted of Executive Leadership of the DAC and the Colleges. Each College also had a **College Advisory Team (CAT)** with whom KH met. The DAC also had a **DAC Advisory Team (DACAT)** who reviewed the same material as the CATs but from a District administrative perspective. Appendix A outlines the memberships of the Executive Advisory Team, CATs, and DACAT.

## PROJECT TASKS

Highlights of the tasks KH performed are:

- ***Project Planning and Orientation.*** Working with the Executive Advisory Team, KH prepared a Work Plan and shared it with the three College Advisory Teams and the DAC Advisory Team.
- ***Document Review.*** KH reviewed a variety of documents for background information on VCCCD. A list of the documents reviewed can be found in Appendix A.
- ***Online Survey of Administrators, Faculty, and Classified Employees.*** On the basis of our document review and initial interviews, we designed an online survey. The draft survey was reviewed with members of the Executive Advisory Team. The survey was distributed to all VCCCD employees. Hard copies of the survey were provided to those who could not access or complete it online. The purpose of the survey was to solicit feedback concerning VCCCD programs and services, organizational performance, and work culture and to gather ideas and suggestions for governance, leadership, organizational, administrative, marketing, operational, or financial improvements from VCCCD employees. A summary of the survey results is available in Appendix B.
- ***Q<sup>2</sup> Focus Groups.*** KH conducted 20 confidential focus groups with 190 VCCCD stakeholders at the three Colleges and the DAC. These stakeholders, representing students, faculty, classified staff, and classified supervisors, also completed a confidential questionnaire. Appendix C contains the results of the Q<sup>2</sup> Focus Groups.
- ***Community Leadership Forums.*** VCCCD invited approximately 100 community, business, educational (K-12 and higher education), and governmental leaders, including elected officials, to attend two Community Leadership Forums (Community Forums) in June and July 2005. Approximately 34 attended the June 2005 Community Forum; 33 participated in the July 2005 Community Forum; and 17 participants completed the Community Forum Questionnaire where the majority identified themselves as representatives of the county overall. Appendix C contains the results of the input from these community leaders and stakeholders.
- ***Benchmarking Survey.*** KH collected benchmark data of 10 other multi-community college districts (CCDs), representing a total of 26 separate colleges. These benchmarking results are contained in Appendix D and present the following comparison: 1) employee headcount and FTE distribution at their district offices and throughout the Colleges; 2) organizational structures at their district offices and the individual colleges; and 3) student headcount and FTES trends.
- ***Market Assessment.*** KH collected and analyzed published data on market trends in Ventura County. This analysis led to some observations regarding potential gaps between student and community needs versus VCCCD academic programmatic delivery. KH supplemented these data with a customized survey sent to 104 high school counselors; 30 high school counselors responded, regarding their perceptions of the public and private colleges and universities in Ventura County. Chapter IV contains the results of this analysis.

- **Interviews.** KH conducted 53 interviews with members of the VCCCD Board of Trustees, the Chancellor and DAC management, and College Presidents, Deans, and Directors. The list of interviewees is in Appendix A. Exhibit II-3 displays the number of interviews completed at each location. Some were interviewed on multiple occasions.

**EXHIBIT II-3: NUMBER OF INTERVIEWS COMPLETED, BY LOCATION**

| LOCATION                             | NUMBER OF INTERVIEWS: |                  |
|--------------------------------------|-----------------------|------------------|
|                                      | Completed             | Percent of Total |
| Moorpark College                     | 12                    | 23%              |
| Oxnard College                       | 11                    | 21%              |
| Ventura College                      | 18                    | 34%              |
| District Administrative Center (DAC) | 7                     | 13%              |
| Board of Trustees                    | 5                     | 9%               |
| <b>TOTALS</b>                        | <b>53</b>             |                  |

Interviews focused on organizational structures, reporting relationships and accountabilities, needed organizational and operational improvements, vision and mission, goals, management priorities, and related issues.

- **Organizational Performance Questionnaire.** KH designed an Organizational Performance Survey for all District and College administrators to complete. The survey was designed to obtain needed background information on specific departments, sections, and units and their purpose, operations, staffing levels, work performed, etc. Information concerning job descriptions and assigned roles and responsibilities, line authority, accountability, communications, and participatory governance were also collected in this survey. The Organizational Performance Survey also contained open-ended questions pertaining to suggested improvements in the overall effectiveness and efficiency of the Colleges and the DAC. A list of managers who completed the survey is located in Appendix A. Exhibit II-4 displays the number of questionnaires completed and returned from each location.

**EXHIBIT II-4: NUMBER OF ORGANIZATIONAL PERFORMANCE SURVEYS COMPLETED, BY LOCATION**

| LOCATION                       | NUMBER OF ORGANIZATIONAL PERFORMANCE SURVEYS |                  |
|--------------------------------|--|------------------|
|                                | Completed/Returned                           | Percent of Total |
| Moorpark College               | 12   | 27%              |
| Oxnard College                 | 11   | 25%              |
| Ventura College                | 18   | 41%              |
| District Administrative Center | 3  | 7%               |
| <b>TOTALS</b>                  | <b>44</b>                                    |                  |

- **Identification of Major Strengths and Accomplishments.** KH also compiled VCCCD’s major strengths and accomplishments, which are outlined in Chapter V under the “Organizational Performance Review”.

- ***Review of Key Opportunities for Improvement.*** KH compiled an initial list of strengths and key opportunities for improvement, which we then reviewed with the Executive Advisory Team in June and July 2005. The discussion of the key opportunities was used to set the KH team's priorities for meeting VCCCD's needs. KH then shared this refined list with the CATs and DAC Advisory Team during Flex Week in August 2005. At this same time, we reviewed the benchmarking and market assessment information collected to date.
- ***Organizational and Operational Reviews.*** KH assessed the current structures, focusing on the merits of centralization versus decentralization of some key functions. During September 2005, given the identification of many processes requiring reengineering, KH facilitated two workshops on how to reengineer or streamline processes in two areas: a) governance on VCCCD-wide issues and b) the hiring of part-time faculty.
- ***Analysis of Enrollment Management.*** Because the Colleges have had difficulty in reaching enrollment caps, the Colleges have not been able to maximize their funding potential from Program-based Funding (PBF) through the State. KH compiled enrollment management data, by College and discipline. The compilation included traditional enrollment management statistics, an initial assessment of trends and anomalies, profile of missions, revenue and expenditure implications, and average FTES per FTEF. During July and August 2005, KH met with academic leadership at the each of the three Colleges to explore the viability of adapting a Strategic Cost Management model to academic programs as a means to increase FTES, Program-based Funding, achieve cap, and increase revenues.
- ***Final Market Assessment and Organizational Development Review Report.*** This report was initially prepared as a draft report for review by the Executive Advisory Team, CATs, and DAC Advisory Team. Once their input is solicited, KH will prepare the Final Report for presentation to the Board of Trustees. The aim of this report is to highlight project findings but, more importantly, focus on the market assessment, organizational restructuring, governance, and operational changes needed. Our recommendations outline the changes needed with an action orientation.