

III – VCCCD BACKGROUND



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

VCCCD consists of three Colleges – Moorpark College, Oxnard College, and Ventura College; and the District Administrative Center (DAC). This chapter describes the current organizational structures at the DAC and the three Colleges and their respective visions, missions, values, and goals.

BOARD OF TRUSTEES

The Board of Trustees consists of five locally elected members and a student board member. Each of the elected members represents one of five “Areas” in Ventura County:

- One represents part of Oxnard Plain, Point Mugu, Santa Rosa Valley, Newbury Park, Thousand Oaks, Westlake Village (Ventura County portion), Hidden Valley, Yerba Buena and Oak Park
- One represents Ventura, Saticoy, Nyeland Acres, Channel Islands, Silver Strand, North Oxnard, Ocean View, Port Hueneme and the Construction Battalion Center
- One represents Portions of North and all of South Oxnard, El Rio, Port Hueneme and the Silver Strand
- One represents East Las Posas Valley, Moorpark, Simi Valley, and Santa Susana
- One represents Fillmore, Piru, Meiner’s Oaks, Oak View, Ojai, Santa Paula, West Las Posas Valley, Las Posas Estates, Camarillo, Somis, Mission Oaks, and Leisure Village.

Under the Board of Trustees is the Chancellor position; the current Chancellor took the position in August 2004 after the previous Chancellor’s departure via a mutually agreed-upon settlement.

GOALS

The VCCCD Board of Trustees has six goals for 2004-2005:

- Improve the financial stability of the institution
- Improve District and community relations
- Develop ongoing relationships with local, state, and federal legislators
- Regularly evaluate the policies and operational practices of the District
- Annually review and evaluate the Student Learning Outcomes for each College
- Board development.

VCCCD OVERALL

MISSION STATEMENT

VCCCD's goal overall:

"... is to join with the California Community Colleges in providing the quality education necessary for our students to have productive and socially responsible lives."

Activities designed to meet this goal will provide students with access to:

- *A wide range of counseling and guidance services, as well as classroom instruction and basic skills that will enhance student opportunities for success*
- *Broad areas of human knowledge and understanding, including an appreciation for the diversity of human cultures and heritages*
- *Transfer programs that permit successful entry into baccalaureate programs*
- *Vocational programs for training, retraining, or improvement of skills*
- *Developmental courses that prepare students to enroll in transfer, vocational and general education programs.*

Further, VCCCD aims to strengthen its relationship with business-industry and the community by providing:

- *Opportunities for life-long learning through educational, cultural, and vocational programs*
- *Economic development services to business industry and government to enhance economic vitality and meet the educational needs of employers in the work place*
- *Resource centers for the citizens of Ventura County.*

ORGANIZATIONAL STRUCTURE AND STAFFING

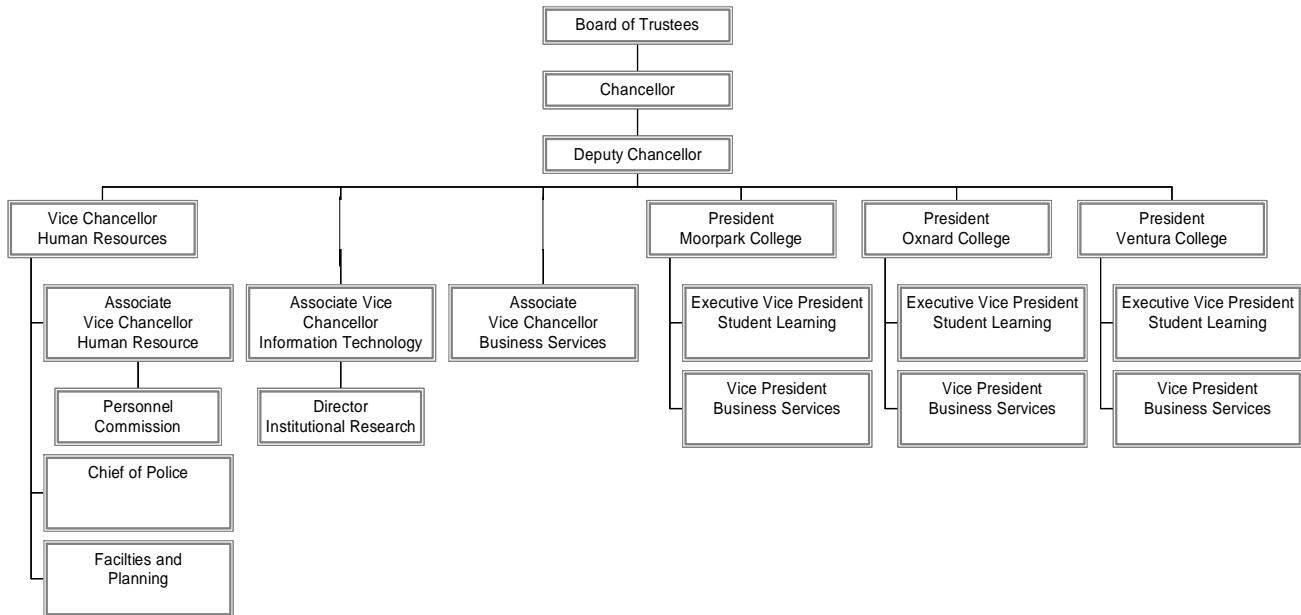
Exhibit III-1 displays the first two levels of the current VCCCD management organizational structure. Under the Board of Trustees is a Chancellor. In addition to an Executive Assistant, seven positions report directly to the Chancellor, one of which is vacant. The positions are:

- Deputy Chancellor (vacant)

- The Vice Chancellor, Human Resources, who has two direct reports: the Associate Vice Chancellor, Human Resources, and the Chief of Police
- The Associate Vice Chancellor, Business Services/Financial Management
- The Associate Vice Chancellor, Information Technology, who also oversees the position of Institutional Research
- Three College Presidents over Moorpark College, Oxnard College, and Ventura College.¹

The College structures are discussed separately after the overview of the DAC structure.

EXHIBIT III-1: ORGANIZATIONAL STRUCTURE: VCCCD MANAGEMENT



INTERNAL VCCCD GOVERNANCE STRUCTURE

In addition to the Board of Trustees, the internal governance structure consists of many entities, including District Councils, District Committees, Academic Senates, Classified Senates, Student Government, and related committees, work groups, and task forces with various working relationships with the DAC and the Colleges. The following highlights the VCCCD-wide governance bodies.

VCCCD District Councils

VCCCD has some District Councils that have defined charters, memberships, and scheduled meetings, such as:

- The Chancellor's *Consultation Council (DCC)* consists of the leadership of the various stakeholder groups within VCCCD. To date, their primary role has been to review the

¹ Ventura College's President has assumed the position on June 30, 2005, having been approved by the VCCCD Board of Trustees on May 10, 2005.

Board Agenda and Board policy. They are expanding their role to include systematic discussions of policies. The Chancellor chairs this Council.

- The ***District Council on Student Learning (DCSL)*** focuses on student learning issues related to District-wide: (1) educational planning and program development, (2) policies and procedures, (3) course and program review, and (4) Federal and State compliance. The DCSL establishes subcommittees or task forces, as necessary. Responsibility for chairing the DCSL is shared on a rotating basis among the three Colleges, with the Executive Vice President (EVP) and Curriculum Committee Chair serving as Co-Chairs of this Council.
- The ***District Council on Administrative Services (DCAS)*** makes recommendations to the Chancellor's Cabinet related to budget policy, development, and implementation, including the VCCCD allocation model and business policies and procedures. The Associate Vice Chancellor of Administrative Services serves as the Chair of this Council.
- The ***District Council on Human Resources (DCHR)*** concentrates on District-wide Human Resources policies and procedures. The Council is chaired by the Vice Chancellor of Human Resources. The DCHR can establish subcommittees as deemed necessary.
- The ***District Council on Information Technology (DCIT)*** serves as a clearinghouse and addresses such Technology issues as: infrastructure standards, critical replacement technologies (e.g., replacement of VHS by DVD), and emerging technologies. This Council is chaired by the Associate Vice Chancellor of Information Technology.

VCCCD District Committees

VCCCD also has some standing committees that oversee certain District-wide issues, such as the ***District Operations Committee*** or the ***District Safety Committee***. Their roles are more hands-on. For example, the District Safety Committee reviews the safety programs and the District Emergency Plans, develops safety policies, makes recommendations on safety complaints that are not settled at the Colleges, and reviews completed safety projects.

MOORPARK COLLEGE

Established in 1963 by VCCCD's Governing Board, Moorpark College officially opened its doors to students on September 11, 1967. Moorpark College currently serves 14,204 students² at the 150-acre campus; 65% of Moorpark College students are 22 years of age or younger. Based on enrollment, Moorpark College ranks first in the State for transfer to the University of California and California State University systems.

VISION AND MISSION

Vision Statement

Following is the vision of Moorpark College:

² Student Headcount Enrollment - 4th Week Profile Fall 2004. VCCCD Office of Institutional Research.

“At Moorpark College, we encourage quality and believe our strengths have been and will continue to be people—their flexibility, their responsiveness, and their willingness to meet the needs of our students and communicate to the students’ needs and within the College’s mission.”

Moorpark College’s actions and decisions are based on the following beliefs:

- *“We will provide the best services, programs and opportunities for students.*
- *We encourage creativity and innovations and we will try new ideas and new things.*
- *All students attending Moorpark College will receive the support they need to meet their individual educational goals.*
- *Students who wish to transfer to four-year institutions will receive up-to-date and accurate information to facilitate transfer.*
- *We will increase our responsiveness to business and industry in changing economic climates.*
- *We are an integral part of the community.”*

Moorpark College’s internal working environment is based on the following beliefs:

- *Shared governance is an accepted part of our decision-making process.*
- *We will strive to build greater trust, understanding, and cooperation between the other segments of the Ventura County Community College District and Moorpark College.*
- *Provide all staff with support for professional development.*

Mission Statement

The mission of Moorpark College is:

- *“As a public community college, Moorpark College offers programs and services accessible to the community. Drawing from a student-centered philosophy, Moorpark College creates learning environments that blend curriculum and services in providing to students:*
- *Introductions to the broad areas of human knowledge and understanding*
- *Courses required for university transfer and career preparation or advancement*
- *Skills in critical thinking, writing, reading, speaking, listening, and computing*
- *Exposure to the values of diversity locally, nationally, and internationally*
- *Extracurricular activities that promote campus community involvement and personal development*

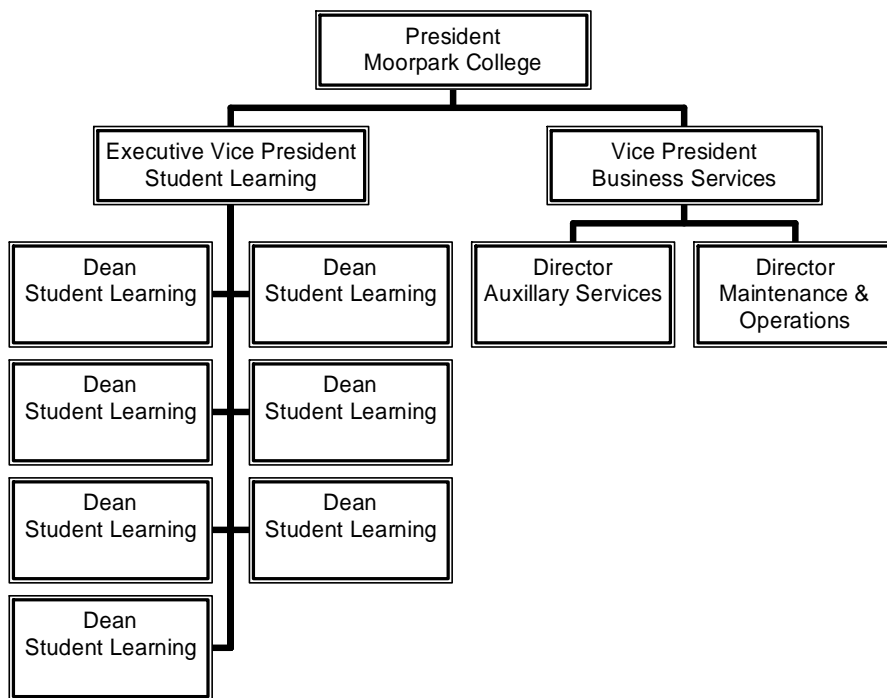
- *Preparation for the challenges and responsibilities of life and change in a free society and the global community.”*

ORGANIZATIONAL STRUCTURE AND STAFFING

Exhibit III-2 displays the administrative organizational structure of Moorpark College. The current organization is based on the Student Learning Model. The President has two direct reports:

- **Executive Vice President, Student Learning.** The Executive Vice President, Student Learning oversees 7 Deans of Student Learning, which collectively serve as the administrative leaders of the College’s instructional and student service programs.
- **Vice President, Business Services.** The Vice President, Business Services, has two direct reports, including a Director, Auxillary Services, and a Director, Maintenance and Operations.

EXHIBIT III-2: ORGANIZATIONAL STRUCTURE: MOORPARK COLLEGE



OXNARD COLLEGE

The newest of the three VCCCD colleges, Oxnard College was founded in 1975 on 118 acres located two miles from the Pacific Ocean. Oxnard College is also the smallest of the three colleges with 6,594 students³.

VISION, MISSION, CORE VALUES, AND GOALS

Vision Statement

The Oxnard College Vision Statement expresses that:

“The collaborative learning community of Oxnard College will...

- *Rely upon scholarly, comprehensive, and current knowledge in all areas of instruction and service;*
- *Provide innovative, appropriate, and effective instruction for student success;*
- *Facilitate and maximize students’ use of services that enables their educational success;*
- *Encourage students to enjoy self-reliant, lifelong learning;*
- *Ensure student and staff access to technology and develop proficiency in all forms of communication, information retrieval, critical thinking, and applied analysis;*
- *Demonstrate and embrace respect for varied educational needs and cultural contributions;*
- *Enhance our students’ connections to the world by promoting leadership qualities, their understanding of global inter-dependence, their appreciation of vast diversity of human cultures, and their cross-cultural competencies;*
- *Establish mutually beneficial relationships with the industries and communities we serve;*
- *Provide leadership and resources for economic development and for improving the quality of life within the region;*
- *Challenge students and the entire staff to a commitment in serving their communities and fellow human beings;*
- *Promote a community culture of kindness, respect, and integrity;*
- *Secure sufficient resources – material, financial, and otherwise – to facilitate the accomplishment of all of the above.”*

³ Student Headcount Enrollment - 4th Week Profile Fall 2004. VCCCD, Office of Institutional Research.

Mission Statement

The Oxnard College Mission is:

*“Oxnard College embraces its diverse community by providing excellent and unique educational programs in a collaborative, nurturing safe environment that promotes student success and lifelong learning.”**

Oxnard College follows their mission statement with:

“Note: Our mission, while unique to Oxnard College, also enables us to accomplish the State-mandated mission for all California community colleges.”

Core Values

Oxnard College strives “to exemplify through [their] collaborative actions” these core values:

- Diversity and commonality
- Excellence
- Integrity and civility
- Learning
- Shared decision making

Goals

The Oxnard College Strategic Goals are:

- *To develop and strengthen a positive college image in our community.*
- *To obtain additional financial and human resources to strengthen the institution.*
- *To provide facilities, technology, and other learning resources necessary to meet the educational and cultural needs of our growing community.*
- *To enhance the economic, cultural, and social well-being of individuals and families in our community.*
- *To use research and program review to assess program quality and guide institutional development.*
- *To maximize student success.*

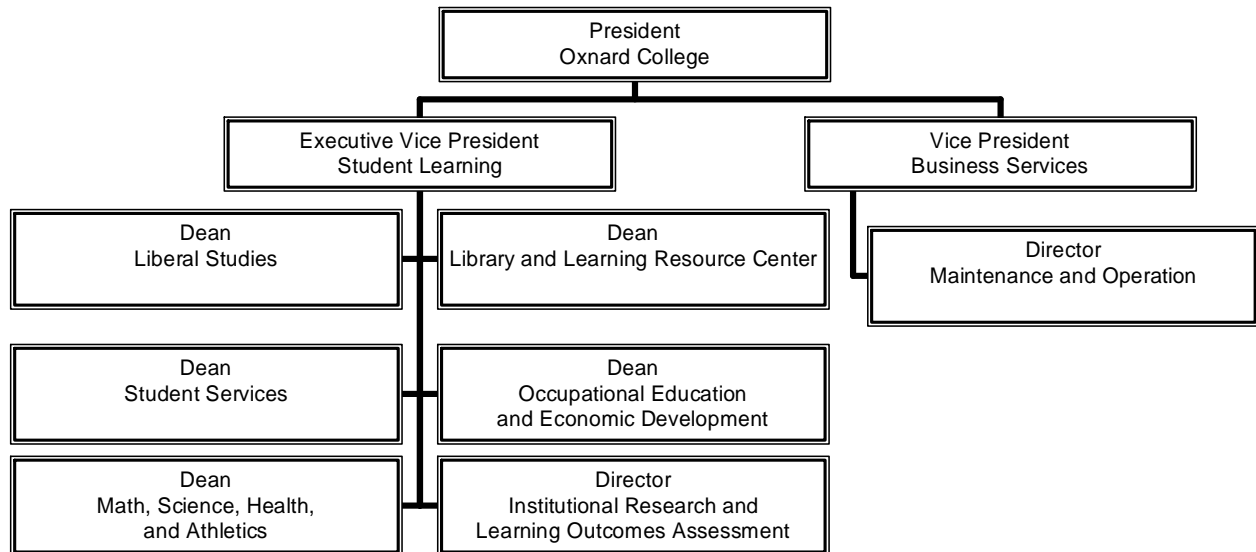
* This statement does not meet WASC requirements.

ORGANIZATIONAL STRUCTURE AND STAFFING

Exhibit III-3 displays the current administrative organizational structure for Oxnard College. The President has two direct reports:

- **Executive Vice President, Student Learning.** Under the Executive Vice President, Student Learning, are five Deans: 1) Dean, Student Services; 2) Dean, Library and Learning Resource Center; 3) Dean, Occupational Education and Economic Development; 4) Dean, Math, Science, Health, and Athletics; and 5) Dean, Liberal Studies. In addition, the Executive Vice President oversees a Director, Institutional Research and Learning Outcomes Assessment.
- **Vice President, Business Services.** The Vice President, Business Services, oversees eight areas, including: 1) Maintenance and Operations; 2) Student Business Office; 3) Fiscal and Auxiliary Services; 4) Information Technology; 5) Payroll; 6) Cafeteria and Bookstore; 7) Community Services and Civic Center; and 8) Campus Police.

EXHIBIT III-3: ORGANIZATIONAL STRUCTURE: OXNARD COLLEGE



VENTURA COLLEGE

Founded in 1925, Ventura College is the oldest of the three VCCCD Colleges and one of the oldest in California. In 1925 a junior college department was added to the high school in Ventura, and Ventura Junior College was founded shortly after. In 1955, the College moved to its present 112-acre hillside campus in the eastern part of Ventura where the school has an enrollment of 12,124 students⁴.

VISION, MISSION, VALUES, AND GOALS

Vision Statement

The Ventura College Vision is:

“Ventura College is an educational leader providing a positive and accessible learning environment that is responsive to the needs of students, promotes success, develops students to their full potential, creates lifelong learners, and fosters positive human values for successful living and membership in a global environment. The College is a national model on how institutions of higher learning can combine innovative programs, student support, and instructional technologies to provide outstanding learning opportunities and community services.”

Mission Statement

The Ventura College Mission is:

“Ventura College is a comprehensive community College with a long-standing tradition of active outreach and service to local and global communities. Originally planned to be an arboretum, Ventura College remains a beautiful, unique campus with a special interest in the study and preservation of the environment.

The College offers a comprehensive curriculum with a diverse selection of disciplines, learning approaches and teaching methods. It is a leader in providing instruction and support for students with disabilities. Educational experiences provided by Ventura College include classes in basic skills; courses for high school students; programs for students seeking an associates degree, certificate or license for job placement and advancement; curricula for students planning to transfer; training programs for such organizations as agriculture, business, education, health care, and government; and other educational activities to meet learning and employment needs.

The College community is made up of a dedicated, caring and diverse team of professionals who are committed to assisting all students achieve their personal and professional goals and developing their full potential in an ever-changing cultural, socioeconomic, and technological world. It does this by

⁴ Source: Student Headcount Enrollment - 4th Week Profile Fall 2004. VCCCD Office of Institutional Research.

providing support services and co-curricular experiences to educate the whole person, one with the knowledge, critical thinking skills and judgment to be a responsible leader and citizen in an open, democratic and diverse society.

As one of the oldest community colleges in California, Ventura College has a strong and deep connection to the community. It fulfills its long-standing responsibility for enhancing the quality of life of Ventura County by aligning its programs and services to the regional needs, being receptive to requests from the community, and forming unique partnerships.”

Values

Ventura College has the following values:

- Respect
- Integrity
- Quality
- Collegiality
- Access
- Innovation
- Diversity
- Service
- Collaboration

Goals

Ventura College has 9 Strategic Planning goals:

- *Develop and maintain excellent educational programs and services in a unique learning environment where individuals can fulfill their personal and professional dreams*
- *Increase enrollments at Ventura College and access to post-secondary education for all*
- *Expand the use of instructional and administrative technology to make Ventura College a recognized leader of technology among California Community Colleges*
- *Foster a climate that promotes and reflects Ventura College’s core Values*
- *Create and expand programs to attract outstanding and diverse professionals to Ventura College and provide training programs that enable all to be active members of the learning community, to achieve their long-term professional goals, and to meet student and regional needs*
- *Create a physical environment that generates pride and supports Ventura College’s Mission, Goals and initiatives*
- *Form partnerships with educational, business, and other organizations that will achieve mutual Goals and strengthen the College and the region Create a strong, unified image that reflects Ventura College’s aspirations and importance to the campus and external communities*
- *Enhance the financial strength of the College by aligning its resources with its Mission and Goals, continuously improving operational efficiency, and acquiring new revenue sources*

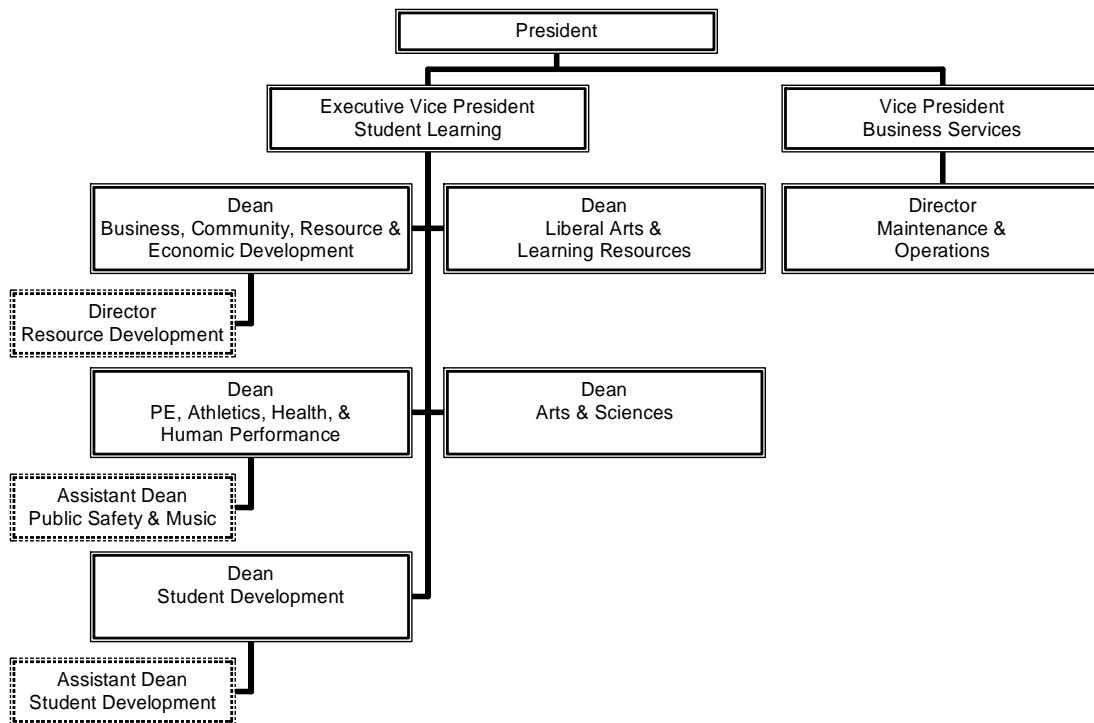
- *Continuously improve institutional effectiveness by defining a clear and distinctive Mission, establishing an ongoing collaborative planning process, maintaining participatory governance, and gathering and utilizing relevant data to assess the College's progress toward fulfilling its Mission and Goals.*

ORGANIZATIONAL STRUCTURE AND STAFFING

Exhibit III-4 displays the administrative organizational structure of Ventura College. The newly hired President has two direct reports:

- **Executive Vice President, Student Learning.** The Executive Vice President, Student Learning has five direct reports: 1) a Dean, Arts & Sciences; 2) Dean, Health & Human Performance who directly oversees Assistant Dean, Public Safety, Criminal Justice, Music, & Technology; 3) Dean, Liberal Arts and Learning Resources; 4) Dean, Community Resources and Economic Development, Off-Campus Programs, & Business; 5) Dean, Student Development who directly oversees Assistant Dean, Student Services.
- **Vice President, Business Services.** The Vice President, Business Services oversees a Director, Maintenance and Operations.

EXHIBIT III-4: ORGANIZATIONAL STRUCTURE: VENTURA COLLEGE



VENTURA COLLEGE EAST CAMPUS

Located in Santa Paula, the Ventura College East Campus is under the responsibility of a Dean at Ventura College. During Fall 2005, East Campus enrolled 734 students. East Campus primarily draws from Santa Paula High School and Fillmore High School. East Campus employs 3 full-time faculty members, along with 25 part-time faculty members.

The site consists of a main building with 2 office suites in an adjacent building (with 2 other tenants). The main building includes multiple small- and medium-size classrooms and one large classroom space, which had previously housed the metal working program, which had special equipment, such as lathes. The East Campus currently offers 18 Programs in 44 “Sections”.