

# VII – ACTION PLAN



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

## EVALUATION AND SUSTAINABILITY

*VCCCD should create an environment that is committed to systematic and regular evaluation and continuous improvement.* A key issue is how to sustain continuous process improvement and an ongoing work culture of learning, growing, and improving. The first year should be to launch the Action Plan but the subsequent years should involve refining the concepts so they become institutionalized. *All actions should keep in mind the paramount importance of VCCCD's mission to meet student learning needs and the community's economic development needs.*

*The key factor that can make or break whether an organization can absorb and sustain change is the human factor.* Sustained beneficial change requires cooperation, integrity, and commitment to new directions. Such human factors are as critical to organizational change as VCCCD fiscal capabilities or political influence.

KH acknowledges that VCCCD administrators, faculty, and classified staff may feel uncomfortable with the concepts in this report because they may represent a new language, new technology, new information, new paradigms, and new methods of working. During implementation of these recommendations, some people will adapt quickly and others may resist the change. Some of the ideas may prove fruitful while others will result in setbacks. It is important that VCCCD does not punish individuals for trying but instead encourages them to learn from their setbacks and move on. VCCCD should develop a culture that is committed to continuous improvement, innovation, and ongoing learning as it grapples with needed changes. Only through such a commitment can VCCCD navigate the current fiscal challenges and be positioned to address any future challenges that may occur. By maintaining this commitment, VCCCD can become a humanly sustainable organization.

It is also likely that some segments of VCCCD will naturally progress more rapidly than others in embracing new ideas and implementing change. To optimize the change process, VCCCD should work with developing its workforce to be adaptable and flexible. Individuals can no longer cling to old beliefs of “there’s one way or no way” of handling an administrative process, a student service, or an academic discipline.

That said, the entire VCCCD community could not go through simultaneous change because it would be too disruptive. VCCCD benefits from those programs, services, and functions that work and form the firm foundations of the Colleges and DAC. To sustain the change process in the least disruptive way, VCCCD might view it as a natural process of:

- Formulation of the change initiatives
- Concentration on the best means for making them a reality
- Momentum – the launching of the best strategic ideas and change process

- Breakthrough.

Breakthroughs will not occur in all aspects of an organization but, when it does, new ways of problem-solving, generating revenues, meeting student needs, achieving desired student and community outcomes, etc. happen. VCCCD should focus on those significant breakthroughs that can have the most dramatic impact on its educational, community, and fiscal viability in future years.

VCCCD should take a more outward focus to continually improve and ensure appropriate strategic and tactical responses, such as:

- Systematically and regularly conduct community research
- Review routinely the State Chancellor and State legislative trends
- Conduct benchmarking regularly
- Publish successes (and “failures”) for national feedback and recognition
- Participate in local, State, and national forums on education.

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## ACTION STEPS

This chapter sets forth an approach to implement the recommendations systematically. The VCCCD community should review the recommendations one by one. Recommendations should be modified as required to meet specific constraints, such as legal requirements, labor contracts, or availability of resources. Contractual or collective bargaining items should be referred to the DAC. All remaining recommendations should be accepted, rejected, or modified; none should be ignored.

The suggested steps are called action steps because the purpose is to take action. As an academic enterprise, VCCCD should take every effort to *avoid analysis by paralysis* where lots of issues are discussed but no consensus is reached and no actions occur.

***Action Step 1. Assign an Implementation Manager to coordinate and monitor the action steps.***

***Timing: March 2006***

VCCCD should assign an individual to coordinate and monitor the implementation process. (If VCCCD hires an Internal Auditor, this incumbent could assume this responsibility.) This Implementation Manager would work with the various stakeholder groups – the Chancellor’s Consultation Council (CCC) (discussed next), Work Groups, and others involved with implementing the recommendations. Moreover, the Implementation Manager would give regular updates to the Chancellor, Chancellor’s Cabinet, the Board, and College forums.

***Action Step 2. Assign oversight responsibility for reviewing developed recommendations to a reconstituted Chancellor's Consultation Council (CCC).***

***Timing: March – April 2006***

An expanded CCC should serve the primary role of reviewing the recommendations with their respective governance groups. For example, the Academic Senate Presidents would give feedback regarding any concerns or support that their respective Academic Senates may have. In that way, the CCC can assume a coordination role with the Classified Senates, Student Senates, College Councils, and other groups.

***Action Step 3. Set firm deadlines and define anticipated outcomes for each recommendation.***

***Timing: April – May 2006***

Working with the DAC and the Colleges, the Consultation Council should establish goals of anticipated outcomes, by recommendation. For example, if an Academic program is a candidate for “right-sizing” but has launched aggressive strategies to turnaround or improve their Academic program outcomes – both in terms of student outcomes and programmatic costs and revenues – then a timeline should be established with milestones of what outcomes can be expected by defined target dates. The Consultation Council should then monitor progress against these milestones.

- **Priority Level.** The Consultation Council will need to look at the collective recommendations in their totality and determine which ones should be implemented, modified, or rejected. The primary request is that all recommendations be considered and not just arbitrarily ignored or rejected. To assist, KH has made a first pass and assigned recommendations as:

☆☆☆ = High priority  
☆☆ = Medium priority  
☆ = Low priority

- **Timing.** KH has also outlined the timeline for implementing the recommendations to maximize revenues or reduce costs within the least amount of time. To address the fiscal shortfall, VCCCD will need to take aggressive actions that affect this next academic year (2005-2006) or need to occur to affect the subsequent academic Year (2006-2007). Therefore, the Consultation Council should determine what actions should occur when:

⌚ = By March 2006  
⌚ ⌚ = July 2006  
⌚ ⌚ ⌚ = July 2007  
⌚ ⌚ ⌚ ⌚ = Long Term = 2007-08 or after  
... = Ongoing once implemented

- **Dollar impact.** The Consultation Council will need to focus on the overall dollar impact and determine if the investment is worth the anticipated outcome – commonly referred to in business circles as the Return-On-Investment (ROI). KH has stratified the recommendations that may yield the greatest financial results:

\$\$\$\$	≥	\$500,000
\$\$\$	=	\$100,000-\$499,999
\$\$	=	\$50,000-\$99,999
\$	≤	\$49,999

Just because a recommendation may result in what may appear as a minor cost savings or revenue generation it should be pursued, if it results in equal or better student learning outcomes, improved efficiencies, etc. Many small initiatives will add up and promote a cultural context of continual improvement.

- **Difficulty.** The Consultation Council will need to consider the anticipated outcomes as being either:

✓	=	Easy to implement
✓✓	=	Moderately difficult to implement
✓✓✓	=	Hard to implement

***Action Step 4. Form Work Groups to develop detailed Implementation Plans for groups of inter-related recommendations.***

Exhibit VII-1 displays a suggested format for the Implementation Plans to document the:

- Recommended idea
- Expected outcome
- Overall accountability<sup>1</sup>
- Special requirements (e.g., legislative changes, collective bargaining, VCCCD policy change, other)
- Proposed action steps, including timing, expected outcomes in terms of investment, cost savings, or new revenues
- Net outcome in terms of savings or new revenues in 2005-2006, 2006-207, or ongoing.

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<sup>1</sup> The first incumbent listed should have lead responsibility for the overall implementation of the Implementation Plans. Others can be listed who have cross-functional accountabilities as necessary. For example, a fund-raising recommendation that benefits a specific discipline might assign the primary responsibility to the Foundation with secondary accountability of the involved discipline.

***Action Step 5: Submit and review the Implementation Plans with the Consultation Council for further alignment or refinement with other Implementation Plans and submission through VCCCD's governance structure.***

***Timing: May – June 2006***

As Implementation Plans are developed, the Work Groups should present them to the Consultation Council and not wait until all the other Work Groups have completed their work. The Consultation Council will review them to ensure that the Implementation Plans are viable, compatible, and measurable. The Consultation Council members should consult with their various constituents (e.g., Senates, management, College Councils) to solicit their input. The Consultation Council then submits their recommended Implementation Plans to the Chancellor's Cabinet for review and, where appropriate, the Board of Trustees. The Board has an important role in monitoring the implementation process.

## EXHIBIT V-1: IMPLEMENTATION PLAN FOR THE KH RECOMMENDATIONS

KH RECOMMENDATIONS		PRIORITY	TIMING	DIFFICULTY	ACCOUNTABILITY
<b>VISION AND STRATEGY</b>					
1.	VCCCD should launch a meaningful and integrated strategic planning process, followed by the development of individual Strategic Plans for each College that complement and support the VCCCD Strategic Plan.				
<b>RESPONSIVENESS TO VCCCD'S "MARKET"</b>					
2.	As part of strategic planning, the Colleges should develop marketing plans to reach cap for their respective service areas.				
	<ul style="list-style-type: none"> <li>■ The Colleges should develop marketing strategies to achieve established enrollment targets, by discipline, and engage faculty as key resources in marketing their own programs.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The Colleges should increase participation rates, by applying a market segmentation approach.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ VCCCD should ensure the Marketing Plans are coordinated across the Colleges.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The Colleges should define their strategic market positioning or College niches.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The Colleges should formally develop a comprehensive Grade 10-14 model with increased collaboration with their feeder high schools.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The Colleges should continue to partner with the California State Universities and the University of California campuses.</li> </ul>				
3.	VCCCD should develop opportunities to collaborate with businesses and community organizations, building on educational cooperative and community learning models.				
	<ul style="list-style-type: none"> <li>■ The Colleges should review all of their vocational programming and ensure their business advisory groups are established and effective.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ VCCCD should expand contract, vocational, and community education options, including partnerships with businesses and community organizations.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The Colleges should pursue more internship and externship opportunities for students.</li> </ul>				

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	<ul style="list-style-type: none"> <li>■ In addition to the Board and management, faculty should also assume ongoing, active roles in the community by working with local service clubs, volunteering in community activities, etc.</li> </ul>				
4.	The Colleges should support city and County agencies committed to economic development to attract new industries and employers while expanding their Contract Education offerings.				
	<ul style="list-style-type: none"> <li>■ The Colleges should take a more entrepreneurial approach with their local governmental partners interested in economic development to attract desired industries and businesses to Ventura County.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ Contract Education should be marketed from a District-wide perspective.</li> </ul>				
<b>FOUNDATIONS</b>					
5.	The District-wide Foundation should be abandoned and the College Foundations strengthened to position them to launch meaningful and significant fund-raising and institutional development initiatives.				
<b>LEADERSHIP, GOVERNANCE, AND CULTURE</b>					
<b>Leadership and Delegation</b>					
6.	VCCCD should define the leadership roles throughout the organization with a greater emphasis on delegation and accountability.				
	<ul style="list-style-type: none"> <li>■ The Board of Trustees should focus on VCCCD strategic directions and policy matters.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The Board of Trustees should consider ways to improve the operations of the Board and streamline the Board meetings so that they are run more efficiently, on time and, with a greater sense of decorum.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The Chancellor should build an environment of collaboration and accountability to achieve meaningful and lasting change across VCCCD.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The roles, responsibilities, and accountabilities of all reporting relationships within VCCCD – at the DAC and the Colleges -- should be more clearly defined.</li> </ul>				

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<b>Governance</b>					
7.	Spearheaded by the Executive Team – the Chancellor, the three College Presidents, and Senate Presidents – VCCCD should develop and adopt a governance model to deal with District-wide issues.				
	■ The District Councils should be formally defined and used effectively as per their charters.				
	■ The District committees also require greater clarification regarding their charters.				
	■ VCCCD governance processes should be formally defined, using an approach similar to “Accountability and Decision-making Matrices”.				
<b>ORGANIZATIONAL EFFECTIVENESS</b>					
<b>Culture</b>					
8.	VCCCD should define its desired organizational culture that it aspires to achieve.				
<b>Organizational Structures</b>					
9.	VCCCD should restructure the DAC and monitor the impact of the implemented recommendations on the Colleges’ administrative structures and staffing levels.				
	■ The DAC should have a flatter, less hierarchical organization structure that focuses more on student learning and educational planning across the Colleges.				
	■ VCCCD should implement the new District structure over the next 12 to 18 months, depending on available funding.				
	■ VCCCD should review the organizational structures of the 3 Colleges to evaluate the impact of the changes KH has recommended.				
10.	VCCCD should review all functions and centralize those that will generate cost-savings or improve services overall.				
	■ VCCCD should analyze what services should be provided centrally versus decentrally.				
	■ VCCCD requires a new location for its District Administration Center (DAC).				

<b>KH RECOMMENDATIONS</b>		<b>PRIORITY</b>	<b>TIMING</b>	<b>DIFFICULTY</b>	<b>ACCOUNTABILITY</b>
<b>Internal Communications</b>					
11.	VCCCD should strengthen formal lines of communications and nurture informal communications across Colleges and with DAC.				
	■ An internal Communications Work Group should focus on developing communication tactics.				
	■ The Work Group should develop an internal Communication Plan, employing a variety of methods.				
<b>External Communications</b>					
12.	VCCCD should design and launch a public and media relations function to convey the challenges facing the District and build stronger two-way communication with the various communities served.				
<b>ADMINISTRATIVE SERVICES</b>					
<b>Systems and Processes</b>					
13.	VCCCD should reengineer its administrative processes with a customer service focus and incorporate measurable service standards.				
	■ VCCCD should establish a multi-year cycle for reviewing in detail every administrative, student service, and support function.				
	■ VCCCD should reengineer or simplify systems to improve their efficiency.				
	■ VCCCD should ensure processes are viewed as fully transparent whenever feasible.				
	■ DAC should adopt a customer service philosophy, which meets the needs of both students and internal customers.				
<b>Finance, Budgeting, and Accountabilities</b>					
14.	VCCCD should streamline the budgeting process and budget monitoring mechanisms, coupled with wide and clear communications to ensure transparency.				
	■ As part of the recommended administrative process review program, VCCCD should streamline the budgeting process.				
	■ VCCCD should produce “dash board” style financial statements that monitor monthly the financial conditions.				
	■ VCCCD should link the budget to the Strategic Plan, once developed.				
	■ DAC should implement program cost accounting.				

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15.	VCCCD should redesign the resource allocation formula so it is understood, fair, and transparent.				
	■ As part of the recommended administrative process review program, VCCCD should revisit the current resource allocation approach.				
	■ The VCCCD Strategic Plan should form the framework for defining strategic priorities for funding purposes.				
	■ The Resource Allocation Model should be equitable.				
16.	VCCCD should increase delegation of responsibility for revenues and expenditures to the Colleges and, within the Colleges, to the Vice President, Dean, and departmental levels.				
	■ VCCCD should develop Financial Accountability Centers (FACs) at each College.				
	■ The DAC should assign a management analyst to assist and monitor FACs.				
	■ As part of this delegated authority for monitoring budgets, the Chart of Accounts should track expenditures in Banner for each FAC.				
	■ Consistent with the proposed delegation of authority, VCCCD should institute expenditure controls.				
17.	VCCCD should develop a total compensation philosophy that is well communicated and understood throughout the District.				
<b>Information Technology</b>					
18.	VCCCD should develop an IT Plan to enhance its information technology capabilities to remain current and monitor its return on investments.				
	■ VCCCD should develop an integrated IT Plan for the DAC and the Colleges with a transparent and clear priority-setting process.				
	■ VCCCD should invest in needed technological enhancements for administrative and academic computing.				
	■ VCCCD should assess the return on IT investments.				
<b>Human Resources Policies, Procedures, and Processes</b>					
19.	Beginning with the part-time faculty hiring process, Human Resources should streamline its processes and make them user friendly while meeting legal compliance requirements.				

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	<ul style="list-style-type: none"> <li>■ VCCCD should streamline the process for hiring part-time faculty, starting with a common applicant tracking system.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ Human Resources should continue to streamline and develop clear and written Human Resources policies and procedures in collaboration with the Colleges and with a strong user orientation. Human Resources should offer training where greater consistency is needed.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ DAC and College-based Human Resources professionals should meet regularly to discuss issues and develop strategies for ensuring consistency across VCCCD.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ VCCCD should develop a collaborative and positive management-labor environment.</li> </ul>				
<b>Human Resources Planning</b>					
20.	VCCCD should develop multi-year Human Resources Plans, linked to the VCCCD Strategic Plan and budgets.				
<b>Hiring, Promotions, and Performance Review Processes</b>					
21.	As part of the Human Resources Plan, the Human Resources professionals in DAC and the Colleges should prepare an annual recruitment plan.				
<b>Performance Appraisals</b>					
22.	VCCCD should revise its performance review process so that it is meaningful, outcome based, and constructive.				
	<ul style="list-style-type: none"> <li>■ Starting with the executive and management team, VCCCD should implement a meaningful performance appraisal process with defined performance expectations and outcomes.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ Performance expectations should be clearly defined and linked to objectives in the Strategic Plan where applicable.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ VCCCD managers and supervisors should use performance appraisal plans for coaching and mentoring VCCCD employees.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ Through performance appraisal, VCCCD managers and supervisors should strive to involve VCCCD employees actively in the process.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ As part of life-long learning and skill and knowledge development, VCCCD should identify opportunities for continuous development of its staff, faculty, and management.</li> </ul>				

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	<ul style="list-style-type: none"> <li>■ Human Resources should conduct periodical refresher performance appraisal training for management and supervisors to enhance their performance appraisal skills.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ VCCCD should enter into bargaining with the AFT in an effort to develop these principles across the organization.</li> </ul>				
<b>Organizational Development in Human Resources in the Future</b>					
23.	Over time, VCCCD should define and develop an Organizational Development and Training capability as part of a comprehensive Human Resources approach at VCCCD.				
	<ul style="list-style-type: none"> <li>■ Fundamental to such a transformation is the philosophical commitment on the part of VCCCD executives and management to a human resources function versus a personnel function.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ With time, VCCCD should develop comprehensive human resources capabilities.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ Over time, DAC and the Colleges might house and hone different areas of Human Resources expertise, such as safety, training and development, or recruitment and hiring.</li> </ul>				
<b>CORE ACADEMIC AND STUDENT SERVICES PROGRAMS</b>					
<b>An Integrated Approach to Student Learning at VCCCD</b>					
24.	VCCCD must learn to work together as an integrated system, focusing on maximizing student learning outcomes and meeting community needs.				
	<ul style="list-style-type: none"> <li>■ VCCCD should develop Academic and Student Services Plans that cut across the Colleges in their focus.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The Colleges should define their student learning philosophy, particularly in terms of how to maximize student-learning outcomes and integrate the academic, student services, and life learning experiences.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ VCCCD should develop a common course catalog with a common lexicon of courses and course units.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ Through educational planning, the Colleges should collaborate more and market their collective strengths.</li> </ul>				

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	<ul style="list-style-type: none"> <li>■ VCCCD should design a strategic approach for meeting students' needs – both in terms of academic preparation and ease of access to offerings – to achieve desired student outcomes.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ The academic community should analyze the benefits of non-traditional course offering formats to meet the needs of students and the community.</li> </ul>				
	<ul style="list-style-type: none"> <li>■ VCCCD's library managers should collaborate to ensure a fully integrated library system with, as appropriate, shared resources and staff.</li> </ul>				
<b>Strategic Cost Management of Academic Programs</b>					
25.	The Colleges should adopt a Strategic Cost Management approach to their instructional programs to maximize their ability to meet students' needs and balance future years' budgets.				
<b>Athletic Programs</b>					
26.	The Colleges should routinely analyze the participation rates, support, and investments required to operate their numerous athletic programs.				
<b>Student Services</b>					
27.	The Colleges should enhance counseling and advising services.				
<b>FACILITIES</b>					
28.	VCCCD should maximize the fees that it can generate for the use of facilities by outside groups.				
29.	VCCCD should develop a variety of strategies to reduce costs, including environmental and energy conservation.				
<b>Maintenance and Custodial Services</b>					
30.	VCCCD should assess the benefits of consolidated maintenance and custodial services with staff deployed to the Colleges and avoid deferring maintenance.				
<b>Measure S</b>					
31.	VCCCD should develop business and community partnerships as a means for leveraging its Measure S bond dollars and generating additional revenues for maintenance and operations.				
	<ul style="list-style-type: none"> <li>■ VCCCD should exploit opportunities to leverage its Measure S funds with the legal parameters set forth.</li> </ul>				

*Note: VCCCD = DAC + the 3 Colleges.*

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	■ VCCCD should revisit its Measure S project list.				
32.	The Ventura College East Campus should have a comprehensive strategic plan that encompasses the educational master plans.				
	■ East Campus should aggressively pursue inter-active classrooms with the other Colleges.				