VENTURA
COUNTY
COMMUNITY
COLLEGE
DISTRICT

2024 FACILITIES MASTER PLAN







MESSAGE FROM THE CHANCELLOR



Committed to cultivating educational experiences that spark hope and opportunity, the Community Colleges of Ventura County are steadfast in their commitment to providing equitable, student-centered access to exceptional educational programs and support services.

The following Facilities Master Plan is a compilation of the Moorpark, Oxnard, and Ventura Colleges' Facilities Master Plans.

The development of these plans offered us a chance to reflect and dream big. In a landscape marked by perpetual change, particularly in higher education, the plans provided in this document serve as our compass for ongoing cultivation of innovative, high-quality educational programs and services.

With a focus on addressing the holistic needs of our students and designing facilities that inspire learning, engagement, and inclusivity, we are poised to chart a visionary path for the decade ahead.

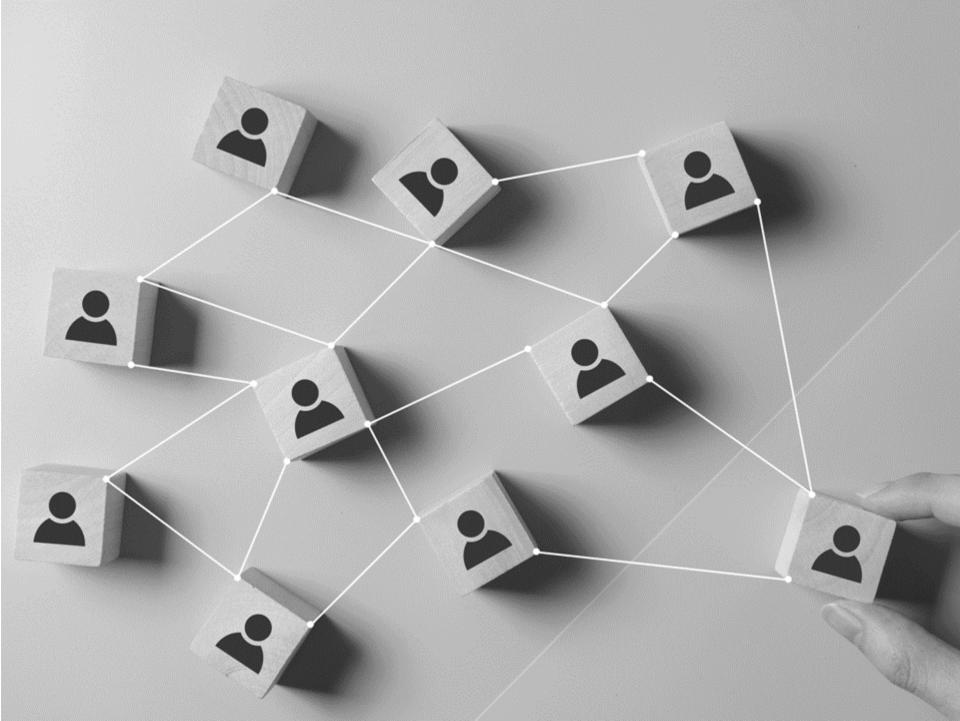
I offer my deepest appreciation to the dedicated members of each Colleges' Facilities Planning Committees, whose unwavering commitment has been instrumental in shaping this document. Their leadership ensured the diverse voices of students, faculty, staff, administrators, and wider community were intricately woven into the fabric of our master plans.

With confidence, we believe that the collective efforts reflected in this District-wide planning will guide us in creating and maintaining educational spaces that are not only welcoming and safe but also enrich every facet of the learning journey.

Together, we stand poised to shape a future where educational excellence flourishes and opportunities abound for all.

Dr. Rick MacLennon

Chancellor of VCCCD



VCCCD

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DISTRICT OVERVIEW

MISSION, VISION, VALUES

DISTRICT MISSION

Ventura County Community College District (VCCCD) provides students, in its diverse community, with access to comprehensive quality educational opportunities that support student learning and student success.

DISTRICT VISION

VCCCD will become the leader in the development of high quality, innovative educational programs and services. Keeping in mind that students come first, we will model best practice in instructional and service delivery, student access, community involvement, and accountability.

DISTRICT VALUES

- We base our actions on what will best serve students and the community.
- We maintain high standards in our constant pursuit of excellence.
- We recognize and celebrate creativity, innovation, and entrepreneurship.
- We demonstrate integrity and honesty in action and word.

- We communicate openly and respectfully to students, colleagues, and members of the public.
- We hire and retain personnel who reflect the diversity of the communities we serve.
- We promote inclusiveness, and openness to differing viewpoints.
- We use data, research, and open discussion to drive our plans and decisions.
- We demonstrate responsible stewardship for our human, financial, physical, and environmental resources.
- We seek and maintain long-term partnerships with the communities we serve.



HISTORY













HISTORY OF THE DISTRICT

The Ventura County Community College District (VCCCD), formed in 1962, is a public community college district based in Ventura County.

The District is comprised of three colleges—Moorpark, Oxnard, and Ventura—each providing a variety of program and services to students. Between career technical training, community service, economic development, and continuing education for life enrichment, cultural growth, and skills improvement, students are able to transfer to four-year universities. The District collectively services more than 36,000 students each semester.

MOORPARK COLLEGE

Moorpark College, open since 1967, is in the eastern region of Ventura County and is the largest of the colleges. This 134acre college ranks second in the state for transfer to the University of California and California State University systems.

OXNARD COLLEGE

Oxnard College is a 118-acre college site that opened in 1975 and is the youngest of the three colleges. Oxnard College is committed to developing a comprehensive program and environment.

VENTURA COLLEGE

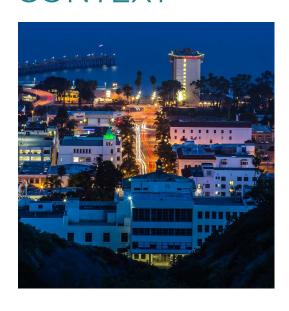
Ventura College was established in 1925 as the first college in Ventura County. It sits on a 112-acre hillside campus in Ventura with a clear view of the Channel Islands. Through credit and non-credit offerings, the college serves a diverse student body.







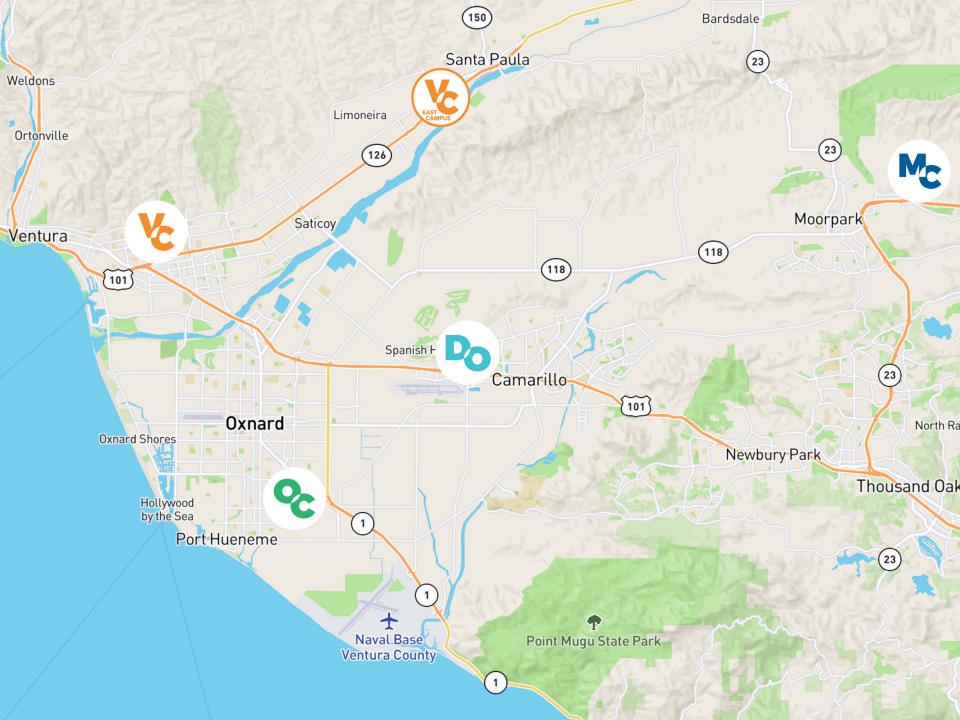
COMMUNITY CONTEXT



Within Ventura County's 2,208 square miles, the District's three colleges – Moorpark, Oxnard, and Ventura – offer programs for transfer to four-year colleges and universities, occupational and vocational training, basic skills instruction, as well as economic development and continuing education for cultural growth, life enrichment, and skills improvement.

It is important for the Ventura County Community College District to partner with the communities we serve as effective partnerships are critical for the District to support economic development and to create seamless and relevant pathways for students leading from education to careers. The partnerships with the community will enable us to maintain pace with emerging instructional techniques and technologies to expand access and enhance the educational experience.

Additionally, we will be able to improve strategies to advance student attainment of degrees, certificates and workplace skills in a manner that streamlines the path to completion, thus enabling greater access to educational opportunity.



INTRODUCTION TO THE FMP

The Facilities Master Plan (FMP) provides a current perspective for future academic and support services space, buildings, and overall district-wide improvements. The FMP recommendations developed in this plan anticipate additional consideration and adjustment for future planning. The purpose of the Facilities Master Plan for Ventura County Community College District is to provide a guide for future development at each of the colleges in the district. The colleges Facilities Master Plans were developed to respond to each of their Educational Master Plans.

The Educational Master Plans provide a framework to guide the district and to support its mission by effectively allocating resources to meet the educational needs of the district. The goal of the Educational Master Plan is to assist the district in projecting the educational programs and support services needed through the year 2030.

For more detail for each of the 3 colleges, please review the college level Facilities Master Plan.



CHANGING MODALITIES





The COVID pandemic lockdowns forced higher education to embrace online instruction and the provision of services in a virtual environment with very little available face-to-face contact. The choices colleges make now around modes of delivery for instructional and student services will have significant impacts on future facilities needs and revenue generation.

IN-PERSON INSTRUCTION MODAILTY

Prior to the COVID pandemic, the most common instructional modality was inperson instruction that was conducted over the entire length of the primary term. Weekly student attendance generated from these classes has formed the basis for facilities planning using state standards of expected workstation space

per student, numbers of hours of class time scheduled per week, fill rates, and attendance generated per assignable square feet (ASF). This in- person instructional modality accounted for 81% of the statewide enrollment and student retention was 88%.

DISTANCE EDUCATION MODALITY

Distance education dominated instructional delivery during the COVID pandemic. The most- commonly practiced forms of distance education have been the Internet based. In fall 2020 and 2021, enrollments on the Internet based versions of distance education classes averaged 1,827,617 or 60% of all statewide enrollments.

HYBRID INSTRUCTION

The combination of in-person and distance education is generally known as hybrid instruction. These classes commonly use a campus instructional space for part of the instructional activity while the balance of the instructional time is usually taught through a distance education modality. This strategy reduces the use of campus lecture facilities.

HYFLEX INSTRUCTION

The HyFlex course design model has the components of hybrid learning in a flexible course structure that gives students the option of attending sessions in the classroom, participating online, or doing both. By allowing students access to both platforms, the design encourages discussion threads to move from one platform to the other.

DUAL ENROLLMENT

VCCCD continues to support and expand dual enrollment as it offers students the opportunity to take college courses while still in high school or while pursuing their GED. Through partnerships with local K-12 unified school districts, the three Ventura County community colleges—Moorpark, Oxnard, and Ventura Colleges—offer courses at participating high schools that allow eligible students to earn college credit while meeting high school graduation requirements. In addition, students have the ability to enroll in courses at their local community college.

As we continue to navigate the modalities of instruction in a pandemic environment, student attendance from distance education classes is considered "on campus" for purposes of calculating the capacity to load ratios and weekly student contact hour projections found in the Five- Year Capital Outlay Plans prepared by the district.

However, it is not prudent to include the internet-based class attendance in space analysis and plans for future space needs on the campus as those classes do not utilize campus facilities.

Each college in the Ventura County
Community College District has conducted research and planning, including capacity/
load ratio (cap load) studies that frame future development for each campus specific needs. The capacity/load ratio (cap load) is a measure of space utilization efficiency according to Title 5 community college space standards.

This ratio, expressed as a percent (above 100% is space surplus and below 100% is space shortfall), is the totaled capacity of a space type divided by the actual or projected usage of the space. Considering this, each college will need to improve their lecture space utilization efficiency.

LOCATION	VENTURA College	OXNARD College	MOORPARK College	DISTRICT TOTAL
LECTURE	150%	171%	217%	181%
LAB	76%	69%	106%	88%
OFFICE	71%	100%	72%	85%
LIBRARY	177%	220%	89%	152%
AUDIO/VISUAL	12%	84%	30%	36%

While constructing new buildings may address the need for more lab space (Ventura and Oxnard) and streamline lecture space, each college will need to continue their planning process to maximize efficiency of lecture space and increase needed lab spaces.

The combined approach of new construction projects along with careful planning will enable each college to meet current and future educational needs for the students in the Ventura Community College District.

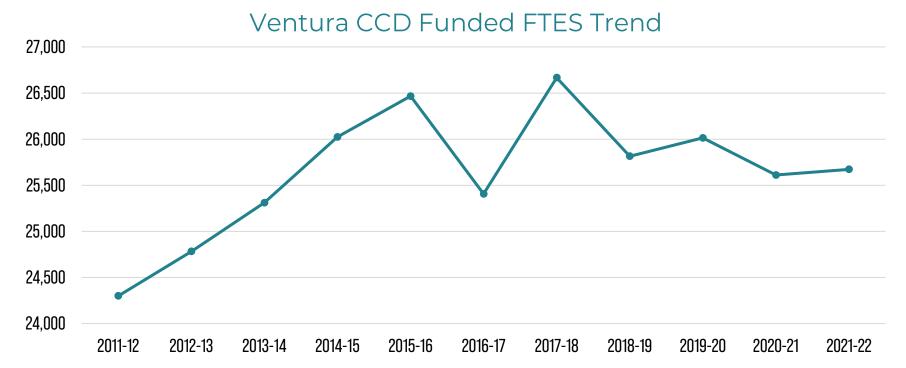
Additionally, the VCCCD will adopt resolutions to build upon sustainability initiatives within Moorpark, Oxnard, and Ventura colleges, focusing on energy efficiency, energy conservation, and renewable energy in all future projects.



Full-Time Equivalent Student (FTES) is how enrollment is measured as well as how funding is determined. Prior to the COVID pandemic, the Ventura Community College District was experiencing a positive enrollment growth.

While the current and immediate future is somewhat uncertain, it is anticipated that the District will return to positive enrollment growth in the foreseeable future.

As mentioned earlier, careful planning at each college will need to address both short-term and long-term goals.



TOTAL DISTRICT-WIDE PROJECT COSTS			
Moorpark	\$726,421,863		
Oxnard	\$337,100,365		
Ventura	\$616,230,022		
District	\$11,955,216		
District-Wide Total	\$1,691,707,466		

Projects include, but are not limited to, the following:

MOORPARK COLLEGE

- Campus Center
- · Science Building
- Amphitheater
- L SCI/MATH/COMP
- Arts
- Physical Science

OXNARD COLLEGE

- STEAM
- Welcome Center
- Flex Learning + OMCHS
- CTE
- Auto Tech Expansion
- CDC Expansion

VENTURA COLLEGE

- Student Services
- Science + Math
- Campus Gateway
- Admin Renovation
- Athletics
- Wright Event Center

PLEASE 'CLICK' THE LOGOS BELOW FOR A LINK TO EACH CAMPUS'S COMPREHENSIVE CAMPUS VISION AND NEEDS







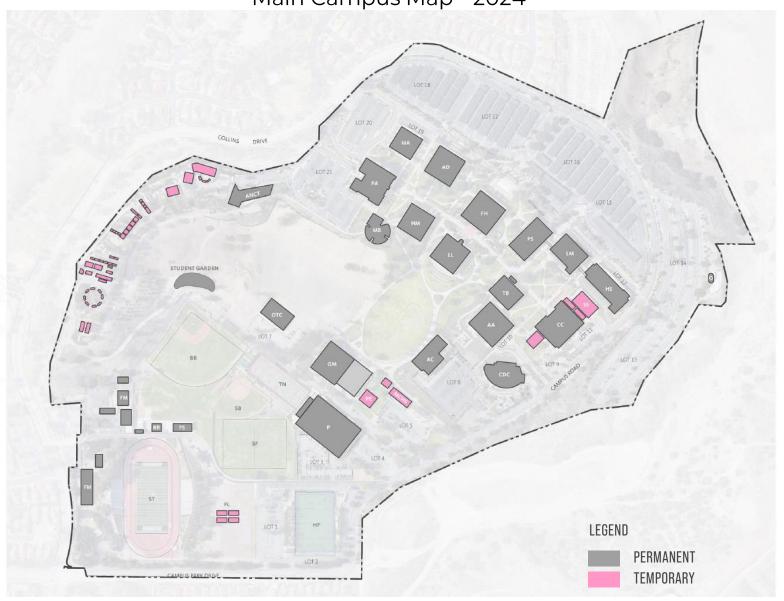








MOORPARK COLLEGE Main Campus Map - 2024



MOORPARK COLLEGE









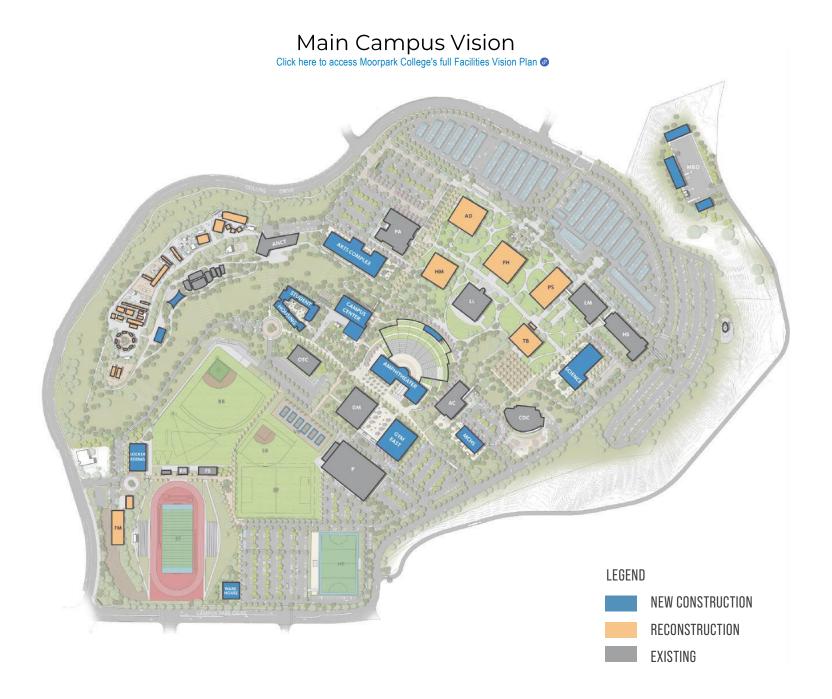
BUILDING KEY

AC	American Center	FH	Fountain Hall
AD	Administration	FL	Flexible Learning Rooms
AA	Applied Arts	FS	Field House
ANCT	Animal Care and Training	GM	Gymnasium
BB	Baseball Field	HF	Field Hockey
CC	Campus Center	HS	Health Science Center
CDC	Child Development Center	НМ	Humanities/Social Science Building
FM	Facilities, Maintenance, Operations	LL	Library Learning Resources

Life Science / Mathematics / Computer Studies
Music Building
Communications and Media Arts
High School at Moorpark College
Observatory
Functional Outdoor Training Space

Performing Arts

PE	PE Annex Offices
PS	Physical Science
SB	Softball Field
SF	Soccer Fields
SS	Student Services
ST	Griffin Stadium
TB	Technology/Business
TN	Tennis Courts



MOORPARK COLLEGE

PROPOSED PROJECTS

NEW CONSTRUCTION

- Arts Complex
- Amphiteater
- Campus Center
- Gym East
- Locker Room
- Middle College High School (MCHS)
- Maintenance & Operations (M&O)
- Science Building
- Student Housing
- Warehouse
- Zoo Expansion/Reconstruction Planned

RECONSTRUCTION

- Administration (AD) Planned
- Fountain Hall (FH)
- Humanities (HM)
- Physical Science (PS)
- Technology & Business (TB)
- Facilities & Maintenance (FM)

SITE DEVELOPMENT

- Main Campus Entry (Collins & Campus Drive)
- Collins Drive Entry
- Volleyball Courts Planned
- New Parking / Parking Improvements







OXNARD COLLEGE Main Campus Map - 2022



OXNARD COLLEGE











BUILDING KEY

AA	Administration Annexure	CH	Condor Hall	LS	Letters & Science	W&O	Warehouse & Operations
ADMIN	Administration	DH	Dental Health	MG	McNish Gallery		
ASG	Associated Student Government	DMC	Digital Media Center	M&O	Maintenance & Operations		
AUTO TECH	Automotive Technology	GS	Ground Storage	OE	Occupational Education		
A+D	Art + Design	GYM	Gymnasium	OMCHS	Oxnard Middle College High Sc	hool	
BK STR	Book Store	LA	Liberal Arts	PAB	Performing Arts Building		
CAFÉ	Condor Café	LOT	Parking Lot	PE	Physical Education		
CDC	Child Development Center	LRC	Learning Resource Center	ST SERV	Student Services		

Main Campus Vision
Click here to access Oxnard College's full Facilities Master Plan



LEGEND

NEW BUILDINGS

RENOVATED/REPURPOSED

DEFERRED MAINTENANCE

EXISTING

OXNARD COLLEGE

PROPOSED PROJECTS

NEW BUILDINGS

- STEAM + Gallery Building
- Welcome Center
- Flexible Learning Complex + OMCHS
- Automotive Technology Expansion
- CDC Expansion

RENOVATED / REPURPOSED FACILITIES

- Associated Student Government (repurpose as required)
- Racquet Ball courts @ PE/ Gym building (repurposed into PE Classrooms)
- Art+Design (modular) (repurposed into CTE)
- Condor Hall
- (mezzanine renovation/ repurpose)

EXISTING BUILDINGS TO REMAIN / DEFERRED MAINTENANCE:

- Performing Arts Building (improvements to (e) Conference Ctr)
- Auto-tech building (1976)
- PE building (1981)
- CDC (1991)
- Letters & Sciences (LS) complex (1997)
- Maintenance WH (2007)
- Administration Annexure

EXISTING BUILDINGS TO REMAIN (RELATIVELY NEW, GOOD CONDITION, RECENTLY RENOVATED)

- Admin (2003)
- Baseball press box, storage, snack box (2006)
- Student service center (2009)
- Condor Café (2009)
- PAB + DMC (2011)
- Fire Technology & WH (2011)
- LLRC (2012)
- Dental Health (2016)
- McNish Gallery (recently renovated)







VENTURA COLLEGE

Main Campus Map - 2022



VENTURA COLLEGE





Center







BUILDING KEY

ADM	Administration	CSC	Campus Student Center	M	Ceramics & Sculpture	SCI	Sciences & Mathematics
AEC	Athletic Event Center	DRC	Day Road Center	MAC	Media Arts Center	SSC	Student Services Center
AEP	Auto Education Program	ECT	Environmental/Construction Tech.	M&0	Maintenance & Operations	S&R	Shipping & Receiving
ASC	Applied Science Center	ELC	English Learning Center	MCE	Multidisciplinary Center East	TR	Trailer Classrooms/Labs
BCS	Bookstore & Campus Services	EOP	EOPS	MCW	Multidisciplinary Center West	WAM	Welding/Auto/Manufacturin
C	Kinesiology (Small Gym)	GH	Guthrie Hall	NMG	New Media Gallery	WEC	Wright Event Center
CDC	Child Development Center	HSC	Health Sciences Center	PAC	Performing Arts Center		
CRC	Creative Resources Center	LRC	Library & Learning Resource	SAB	Studio Arts Building		

Main Campus Vision



VENTURA COLLEGE

PROPOSED PROJECTS NEW BUILDING

- Student Services
- Science & Mathematics

PROPOSED RENOVATIONS

- Administration
- The BEACH (LRC Level 01)
- Wright Event Center
- Athletics Facilities

POTENTIAL/FUTURE BUILDINGS

- CTE Lab Building
- Interdisciplinary Classroom / Computer Lab Building

OPPORTUNITY SITES

- Housing/Parking
- Athletics Support

SITE DEVELOPMENT

- Campus Entry Plazas
- Landscaping
- Pedestrian and Vehicular Circulation
- Wayfinding

VENTURA COLLEGE EAST CAMPUS (VCEC)

VCEC, as an extension of Ventura College, is an educational leader providing a positive and accessible learning environment in the Santa Clara River Valley. The cities of Santa Paula, Filmore and Piru have proportionally more students attending a Ventura College campus that the average city in the county, representing an opportunity for growth in the area. Ventura College's Facilities Master Plan includes a discussion on supporting the growth of VCEC to accommodate the instructional program, student services, and physical space needs of the Santa Clara River Valley community.

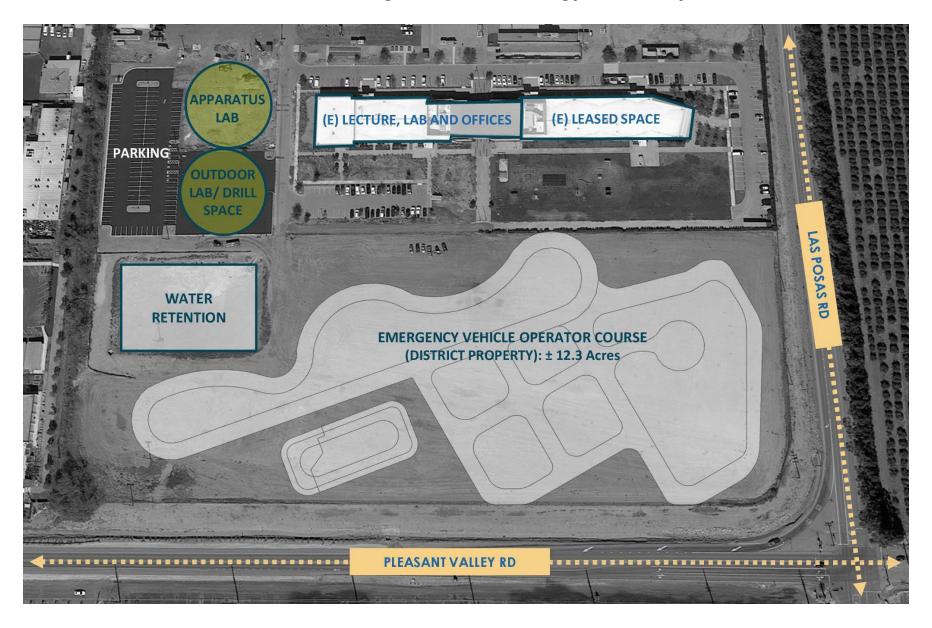






DISTRICT PROJECTS

Oxnard College Fire Technology Academy



DISTRICT PROJECTS

OXNARD COLLEGE FIRE TECHNOLOGY ACADEMY

The district owns adequate property (approximately 13 acres) to the South of the existing facilities fronting Pleasant Valley Rd and Las Posas. This area, when paved by VCCCD, will serve as an Emergency Vehicle Operator Course driving course enabling Fire, EMT, and Law enforcement to train and develop defensive driving skills that will prepare them for real life situations in their future careers as first responders. The ability to offer specialized training such as the EVOC driving courses will enhance the programs offerings and continue to grow the much-needed programs.





GLOSSARY OF TERMS

GLOSSARY OF TERMS

The glossary that follows includes the definitions of the key words or terms used in the Facilities Master Plan.

ADA

Americans with Disabilities Act

AFS

Automatic Fire Sprinkler

AS BUILT

As built drawings record the locations, sizes, and nature-concealed items such as structural elements, accessories, equipment, devices, plumbing lines, mechanical equipment, and the like as constructed in the project. These records, with dimensions, are permanent for future reference.

ASF (ASSIGNABLE SQUARE FEET)

The sum of the floor area within the outside walls of a room or space, usable for student or staff stations.

BUILDING RECONSTRUCTION

The process of renovating buildings that have reached the end of their lifespan.

CAMPUS

An institution that is like a college in

most respects but may not offer a full complement of programs or services. A campus is combined with other campuses or a college into a single institution for accreditation purposes.

CAP LOAD(S) (CAPACITY TO LOAD RATIO)

The relationship between the space available for utilization (square footage that is usable) and the efficiency level at which the space is currently being utilized.

The state measures five areas for Capacity Load: Lecture, Laboratory, Office, Library, and AV/TV. The Space inventory records the usable square footage by type.

CAPACITY

The amount of enrollment that can be accommodated by an amount of space given normal use levels. In terms of facility space standards, it is defined as the number of assignable square feet

per 100 Weekly Student Contact Hours (WSCH).

CAPITAL IMPROVEMENTS

Activities concerned with planning, defining capital projects (demolition, alterations, additions, or new facilities), securing funding and developing each project: programming, design, bid, and construction. Activities are expanding to encompass the development or modification of new forms of educational delivery systems beyond those currently identified (classroom, lab, office, library, AV/TV).

CAPITAL PROJECTS

Specific construction projects such as land, utilities, roads, buildings and equipment projects. May also be thought of in terms of "systems".

GLOSSARY

COLLABORATIVE LEARNING

Instruction method in which students move about, working in small groups, sometimes with specially designed workstations.

COLLEGE

A degree-granting institution intended to provide instruction through the second year of college.

DISTANCE EDUCATION

Instruction in which the instructor and student are separated by distance and interact through the assistance of communication technology.

DISTRICT OFFICE

An administrative facility, generally noninstructional, at a location separate from a college or campus. They are most common in multi-campus districts where more than one college and/or campus is served by a single administrative staff.

DSA (DIVISION OF THE STATE ARCHITECT)

Regulatory agency for the approval of building design and oversight of construction inspection.

EDUCATIONAL MASTER PLAN (EMP)

The portion of the Master Plan that defines the educational goals of the college and the existing and projected curricular offerings intended to achieve those outcomes.

EDUCATIONAL CENTER

A postsecondary operation established and administered by an existing college or district at a location away from the campus of the parent institution. An educational center is an operation planned to continue for three or more years and expected to enroll over 500 FTES by the third year of operation. The center typically has an onsite administrator and may offer programs leading to certificates and/or degree conferred by the parent institution.

EDUCATIONAL PROGRAMS

Sets of courses required to complete specified degrees and certificates.

ENROLLMENT

The level of student participation at a college. For the purposes of determining capital outlay funding, total enrollment is converted to FTES and WSCH.

FMP

Facilities Master Plan

FACILITIES

All of the capital assets of the college. May be divided into their physical components: Site, Buildings, Equipment and Systems.

FACILITIES SYSTEMS

Used to be thought of as land, utilities, roads, buildings and equipment is now thought of in terms of 'facilities systems' where all physical components are educationally defined, interrelated and interdependent.

FINAL PROJECT PROPOSAL (FPP)

Establishes the project justification, final scope and estimated costs for all acquisition, infrastructure, facility and systems projects. An FPP is a contractual grant application from a district.

FIVE-YEAR CONSTRUCTION PLANS (5-YCP)

The portion of the Facilities Master Plan that defines the capital improvements the college will need if it is to achieve the learning outcomes specified in its College Master Plan.

FTES

Full-Time Equivalent Students

FUTURE SITE

A parcel of land acquired for future development and subsequently approved by the Board of Governors as eligible to receive State capital outlay funds to develop into a college or educational center.

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GLOSSARY

GSF (GROSS SQUARE FEET)

The sum of the floor areas of the building within the outside of the exterior walls, including all vertical penetration areas for circulation and shaft areas that connect one floor to another (ASF plus non-usable space).

GROUP 1 - FIXED EQUIPMENT

Building fixtures and service systems with the following characteristics:

- Securely attached to the facility
- Functions as part of the building
- Removal results in visible damage to the building or impairs the designed use of the facility
- Generally interpreted to be real property rather than personal property
- Once installed, it loses its identity as a separate unit

GROUP 2 - MOVEABLE EQUIPMENT

Equipment that cannot be identified as 'Group 1 – Fixed Equipment'. Usually can be moved from one location to another without significantly changing the effective functioning of facilities at either location.

INFORMATION TECHNOLOGY

All electronic and optic educational delivery systems including multi-media, computer, telecommunications, networks and broadcast.

INITIAL PROJECT PROPOSAL (IPP)

Introduces the concept and impacts on space intended by each IPP so that efforts can be made to determine which projects should continue into more detailed planning and development.

INTERACTIVE DISTANCE EDUCATION

Distance education in which the technology employed provides an immediate opportunity for exchange between participants.

LEED

Leadership in Energy and Environmental Design

MAINTAINABILITY

The ability to preserve a facility in a serviceable, usable condition, free from failure or defect.

MODERNIZATION

Facility modification to update functional features to meet contemporary standards.

NOTICE OF COMPLETION

A notice fled by the owner of a construction

project in which the project has been marked as completed by the county records office and all creditors have been paid.

NOTICE-TO-PROCEED

Establishes the start date of construction and gives the contractor permission to work.

OPERATIONS AND MAINTENANCE

Operations, maintenance, equipment upgrades and replacement, and minor remodeling because of change of occupant or program. Funded by the State Operations Budget.

PATH OF TRAVEL

The route a person would normally take to get from one point to another. It's relevance to facility planning is most commonly used to address accessibility issues.

PROGRAM

Educational course of instruction.

PROGRAM DOCUMENT

A published document that establishes the purpose, goals, objectives and baseline criteria in the design process.

GLOSSARY

PROJECT MANAGEMENT

The management of a capital project from planning through construction.

PROJECT SUMMARY

A standard state form used to transmit any capital outlay budget change proposal.

RELOCATABLE MODULAR BUILDING

DSA pre-approved structures, which are intended to be temporary in nature. These structures are 24' x 40' modules that can be constructed as stand-alone or joined to provide a more spacious facility.

RENOVATION

Facility modification to refurbish the fit and furnish of the space.

ROOM TYPE

Identifies the room by use or function (i.e. Lecture, Lab, Office, meeting room, etc.)

SPACE INVENTORY (OR "REPORT 17")

A statistical legal record of the gross square footage and the assignable (i.e. usable) square footage of a college center.

SUBSTANTIAL COMPLETION

The stage of a construction or building project or a designated portion of the project that is sufficiently complete, in accordance with the construction contract documents, so that the owner may use or occupy the building project or designated portion thereof for the intended purpose.

SUSTAINABILITY

 Utilization of products and materials that are considered to be renewable energy
 Utilization of an energy source that is generated by means of renewable resources, such as solar power, wind or hydroelectricity

SWING SPACE

Space that is utilized for the temporary relocation of classrooms, labs and offices that have been displaced due to construction activities.

SPACE INVENTORY

Annual facility survey to establish an inventory of Assignable Square Feet for the campus.

TELECOMMUNICATIONS

All communication via telephone, wired and non-

wired networks.

TOP CODE

Rooms/spaces are assigned a particular use and function, a specific discipline or service. This 4-digit numeric code identifies the "type" of use that supports that particular room. Typically used to identify laboratory uses and functions.

VALUE ENGINEERING

A review of engineering systems in a project to verify that the best system has been chosen given the budget and the functional criteria.

WAY FINDING

The act of providing a cohesive and comprehensive signage program that directs a person from any given point to a desired destination. The critical feature of this program is to clearly describe the accessible path of travel for disabled persons.

WSCH (WEEKLY STUDENT CONTACT HOURS)

The average amount of hours of student instruction conducted in a week in a primary term of an academic year.

