

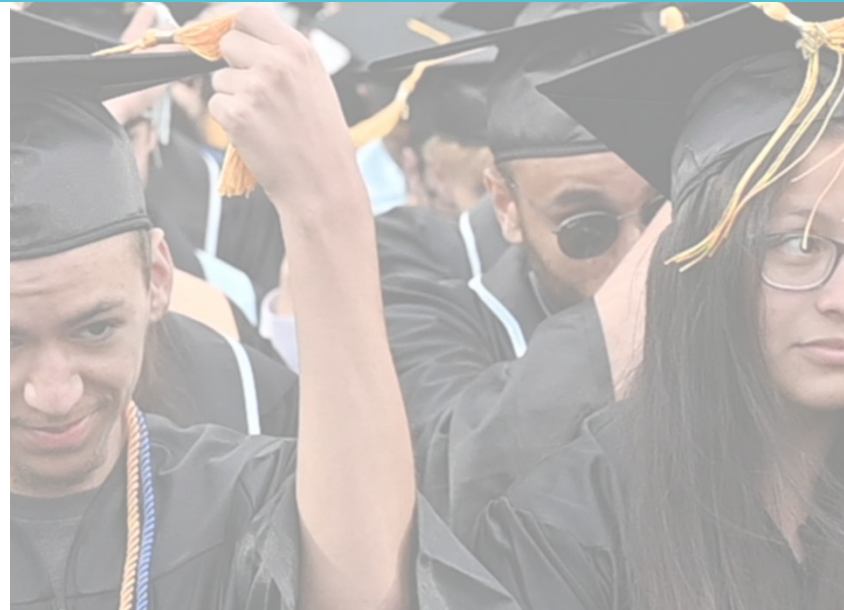


COMMUNITY COLLEGES OF VENTURA COUNTY

MOORPARK COLLEGE • OXNARD COLLEGE • VENTURA COLLEGE

CCVC 2035

Districtwide Strategic Plan for the
Community Colleges of Ventura County



August 2025

CCVC 2035

Districtwide Strategic Plan for the Community Colleges of Ventura County



BOARD OF TRUSTEES

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A photograph of a graduation ceremony with a teal overlay. In the center, a graduate in a black cap and gown with a rainbow sash looks forward. The foreground is filled with the tops of many other graduates' heads. The background shows a blurred crowd and greenery.

01 | INTRODUCTION

01 | A MESSAGE FROM THE CHANCELLOR



It is with great pride and appreciation that I share the CCVC 2035 Strategic Plan—a blueprint shaped by the shared voices, values, and aspirations of our entire community. This plan reflects the culmination of a year-long, inclusive, and forward-looking process—one that welcomed engagement from students, employees, trustees, and community partners across Ventura County.

From the outset, we committed to a collaborative and transparent approach. We began by “planning the plan,” establishing a framework that emphasized broad engagement and iterative development. The missions and values of the three colleges served as the starting point for developing a cohesive districtwide

mission and set of values. Through a thoughtful, inclusive process that incorporated broad feedback and dialogue, the Planning Commission crafted statements that honor the distinct identities of each college while unifying the District under shared purpose and principles. The resulting mission and values reflect continuity and alignment with the missions of our three colleges, as well as the California Community Colleges’ Vision 2030.

Central to this effort was the CCVC 2035 Planning Commission, a diverse and representative body drawn from across our three colleges and the District Administrative Center. Charged with guiding the development of the plan, the Commission carefully synthesized input collected through a variety of strategic activities – including campus forums, districtwide surveys, community surveys, governance group meetings, and advisory sessions. These included meaningful contributions from the Chancellor’s Strategic Advisory Group, whose external perspective helped ensure the plan was grounded in community needs and aspirations.

The Board of Trustees were also engaged in the process. In addition to setting expectations for transparency and accountability, the Board engaged in a visioning session, campus listening sessions, and a discussion on the proposed mission, vision and values. The Board’s participation throughout the process

helped them contextualize and better understand the diverse perspectives and sources of input that collectively shaped the key elements of the plan.

The result is a clear and future-oriented framework centered on a renewed mission, an aspirational vision, shared districtwide values, and four strategic goals: Equitable Access and Achievement, Excellent Programs and Services, a Culture of Collaboration, and Stewardship of District Resources. These goals are supported by actionable strategies designed to enhance student success, expand partnerships, and strengthen the effectiveness of our institutions.

As we now enter the final stretch, the Board of Trustees will consider adoption of the new mission and endorsement of the full CCVC 2035 Strategic Vision. I am confident that this plan reflects the best of who we are and the bold aspirations of who we seek to become. It positions us to elevate hope and opportunity—one student at a time—and to continue advancing the prosperity and well-being of Ventura County in the decade ahead.

Thank you to all who contributed your time, insight, and voice to this effort. This plan, and our future, belongs to all of us.

With gratitude,

Dr. Rick MacLennan

Chancellor, Ventura County Community College District

01 | PURPOSE

CCVC 2035 is a future-focused strategic plan that provides a roadmap to guide and unify districtwide energies and resources toward continued success over the next decade.

The purposes of CCVC 2035 are:

- Engage constituent groups in a dialogue about the future
- Strengthen districtwide communication by developing a shared vocabulary of planning terms
- Establish overarching goals based on a shared vision of the district potentials
- Provide a road map for all planning across the district
- Inform the public of the districtwide mission, vision, values, and goals to garner support for these initiatives



01 | ABOUT VCCCD

Ventura County Community College

District (VCCCD) is a public community college district serving residents throughout Ventura County. The district served **a little over 42,000 students** in the past year in four sites strategically located across Ventura County — Moorpark College, Oxnard College, Ventura College, and Ventura College East Campus.

The colleges offer a **comprehensive range** of community college programs, including transfer to four-year colleges and universities, career technical training, basic skills instruction, community service, economic development, and continuing education for cultural growth, life enrichment, and skills improvement.

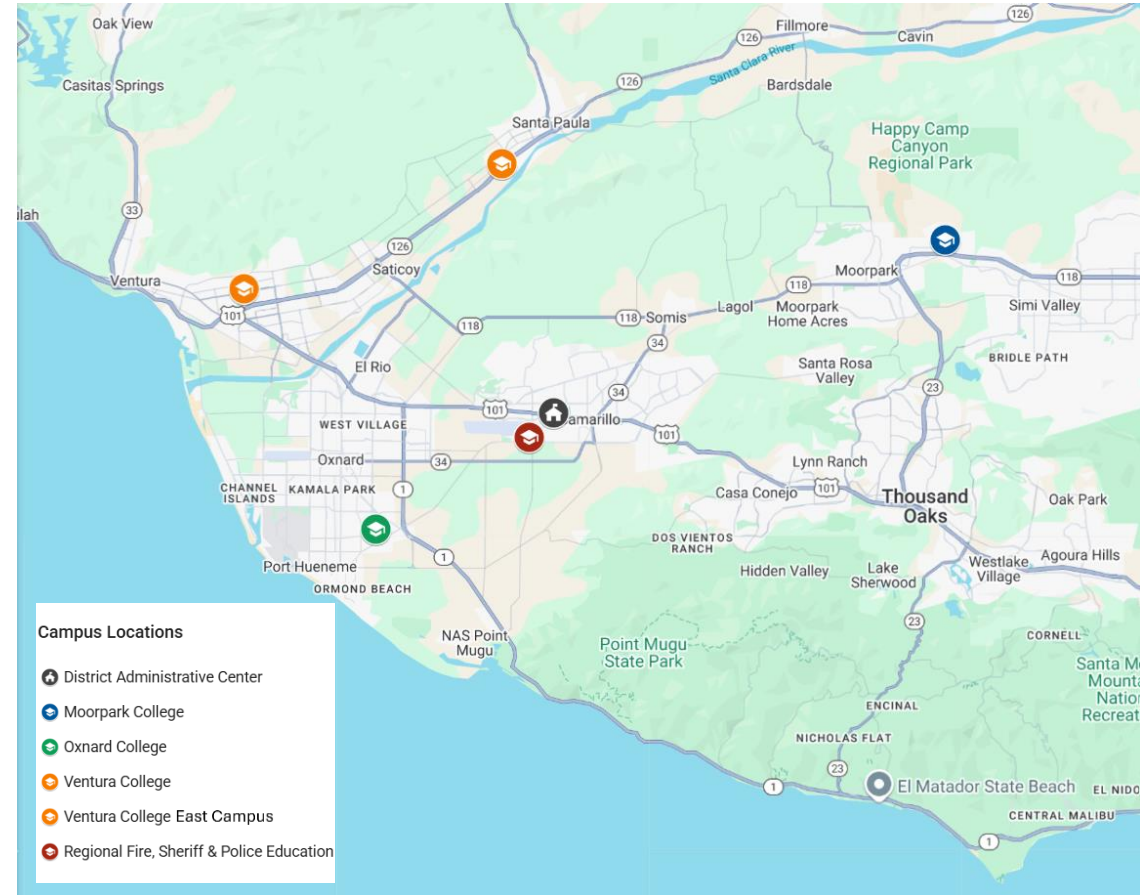


Image Source: [District Map | Ventura County Community College District](#)

A photograph of a graduation ceremony taking place in a large stadium. In the foreground, several graduates in black caps and gowns are seated, looking towards the right. One graduate on the left is wearing sunglasses and holding a diploma. The background shows a large crowd of spectators seated in blue bleachers under a clear sky. A semi-transparent blue overlay covers the bottom half of the image.

02 | PLANNING PROCESS

02 | PLANNING PROCESS

CCVC 2035 was developed in 2024-2025 using a dynamic and collaborative process that was:

- Integrated
- Participatory
- Data-informed

Quantitative and qualitative data from a variety of sources were used to describe the current conditions in Ventura County and identify current and anticipated challenges.



02 | CCVC 2035 COMMISSION

The Chancellor appointed a Commission of Districtwide representatives to advise him on relevant issues and perspectives. This group participated in six 3-hour workshops over the course of the year in which they analyzed key findings, reviewed drafts and developed recommendations.



MOORPARK COLLEGE:

Erik Reese
Kristen Robinson
Matthew Morgan
Oleg Besspalov
Shawn Kern
John Forbes
Julius Sokenu, College President

OXNARD COLLEGE:

Sergio Arana
Dolores Ortiz
Andrew LaFave
Oscar Cobian
Robert Gonzalez, College President

VENTURA COLLEGE:

Dan Clark
Michael Haydon
Rachel Johnson
Phil Briggs
James Zavas
Claudia Lourido-Habib, College President

DISTRICT ADMINISTRATIVE CENTER:

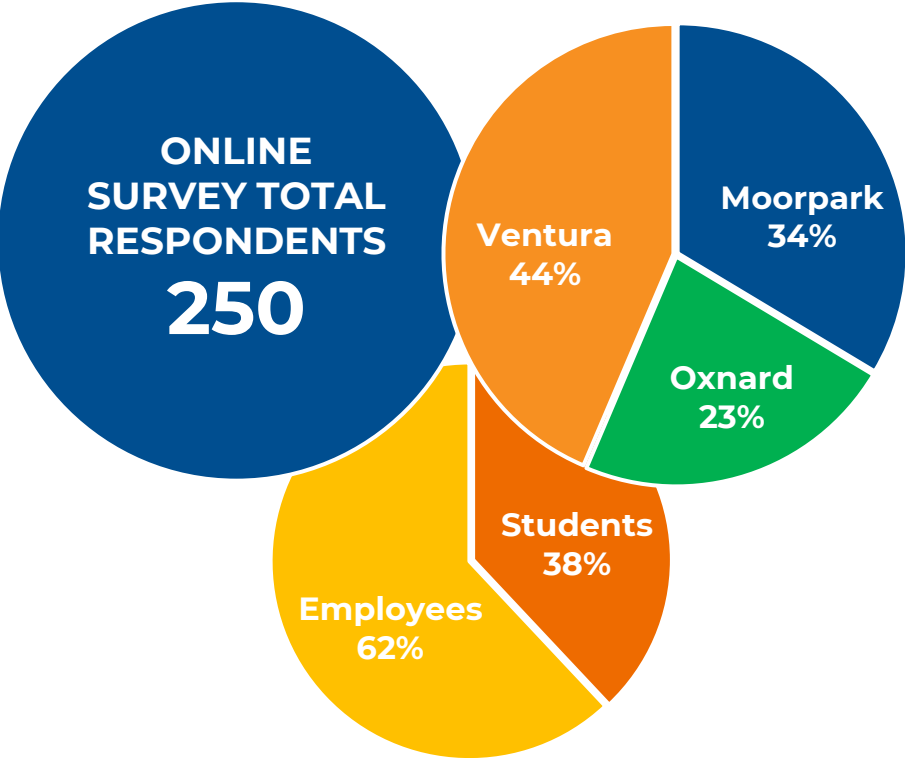
Lisa Putnam
Cynthia Herrera
Emily Day
Wendy Saunders
Dan Watkins
Rick MacLennan, Chancellor

02 | PARTICIPATORY PROCESS



02 | CAMPUS ENGAGEMENT

Approximately **29,000 students plus all CCVC faculty, staff, and administrators** were invited to share their perceptions of and aspirations for the Community Colleges of Ventura County in open forums as well as through online surveys.



CAMPUS FORUMS



Ventura College



Moorpark College



Oxnard College

02 | COMMUNITY ENGAGEMENT

Community members joined the dialogue about needs and aspirations for CCVC through an online survey as well as through the Chancellor’s Strategic Advisory Council. This Council includes 52 representatives of Ventura County educational districts, workforce boards, businesses and industries, and nonprofit service organizations. In addition, an invitation to participate in the online survey was emailed to 451 community members.

CHANCELLOR’S STRATEGIC ADVISORY COUNCIL

As we plan **for the next decade** of serving our community, **what do you think the Community Colleges of Ventura County should focus on developing and/or improving?**

How might CCVC be your **ideal community partner?**

What programs are needed to serve **workforce labor needs?**



COMMUNITY ONLINE SURVEY

Based on what I know or have heard, I would say...

The colleges provide affordable education

The colleges are a good place to get an education

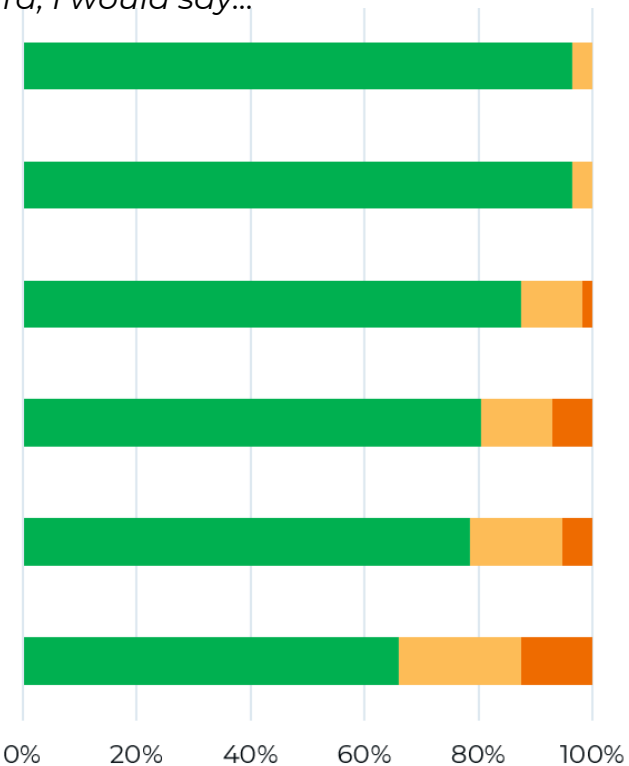
The colleges provide relevant and high-quality education and services

The colleges prepare students for transfer success

The colleges prepare students for success in the workforce

The colleges are responsive to community and labor needs

■ Yes ■ I don't know ■ No

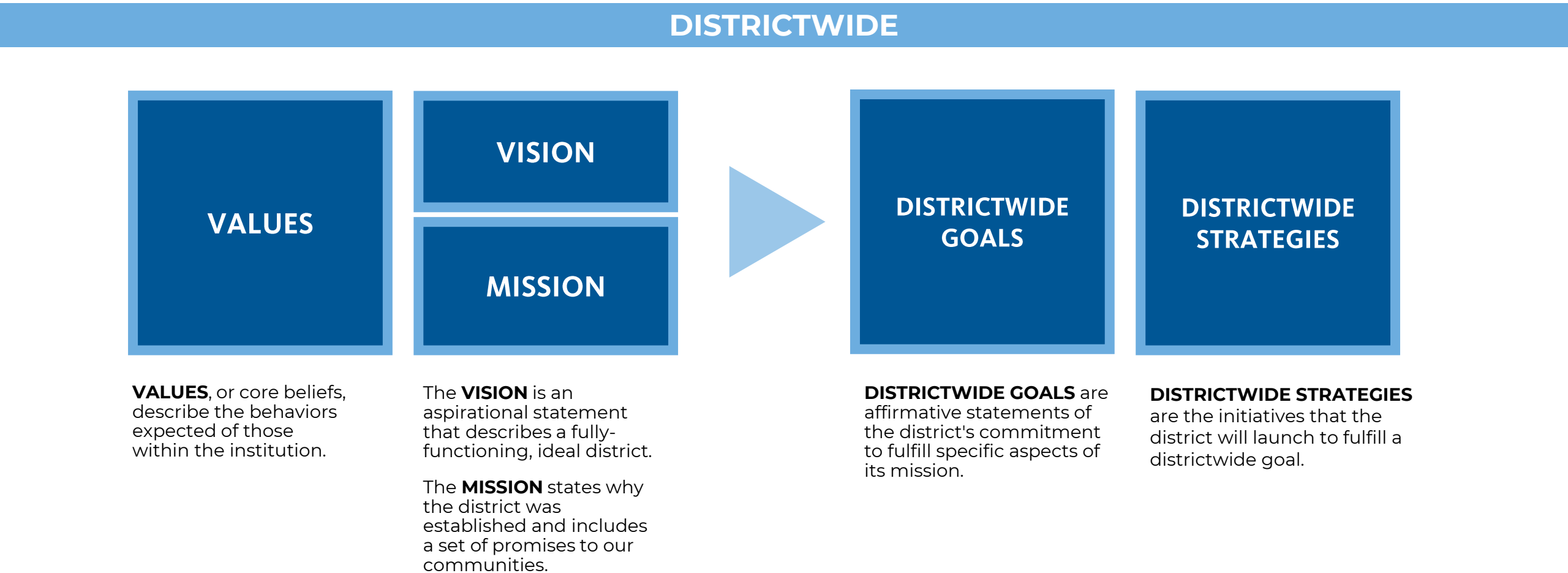


A large crowd of graduates in black caps and gowns is shown at a commencement ceremony. The graduates are holding their caps high, and some are holding up smartphones to take photos. The image is overlaid with a semi-transparent blue filter. The text "03 | CCVC PLANNING FRAMEWORK" is centered in white, bold, sans-serif font.

03 | CCVC PLANNING FRAMEWORK

03 | CCVC 2035 PLANNING FRAMEWORK

The elements comprising the CCVC Planning Framework **outline the steps** in the development of an effective long-term strategic plan.



03 | CCVC 2035 PLANNING FRAMEWORK

The CCVC 2035 Planning Framework is an **integrated system** in which each element is both informed by and informs the other elements.

- **Values** are foundational to the vision, mission, districtwide goals, and strategies.
- **Vision** captures the spirit or ethos of what the district hopes to accomplish.
- **Mission** identifies how institutional performance will be measured.
- **Districtwide goals** describe how the district intends to address gaps in mission performance and successfully meet anticipated challenges.



- **Districtwide strategies** identify the strategic directions of the actions that will be taken to fulfill the districtwide goals.

03 | CCVC 2035 PLANNING FRAMEWORK

As a districtwide framework, **CCVC 2035 is a set of overarching planning elements** that serve as a guide for other district and college planning.

DISTRICTWIDE VALUES

- Enrich communication through a shared vocabulary
- Align institutional priorities across campuses
- Guide strategic goal setting and resource allocation

DISTRICTWIDE VISION

- Articulates a shared future direction that inspires collective purpose
- Establishes a clear and aspirational future for the entire district
- Aligns efforts toward long-term impact and transformation



DISTRICTWIDE MISSION

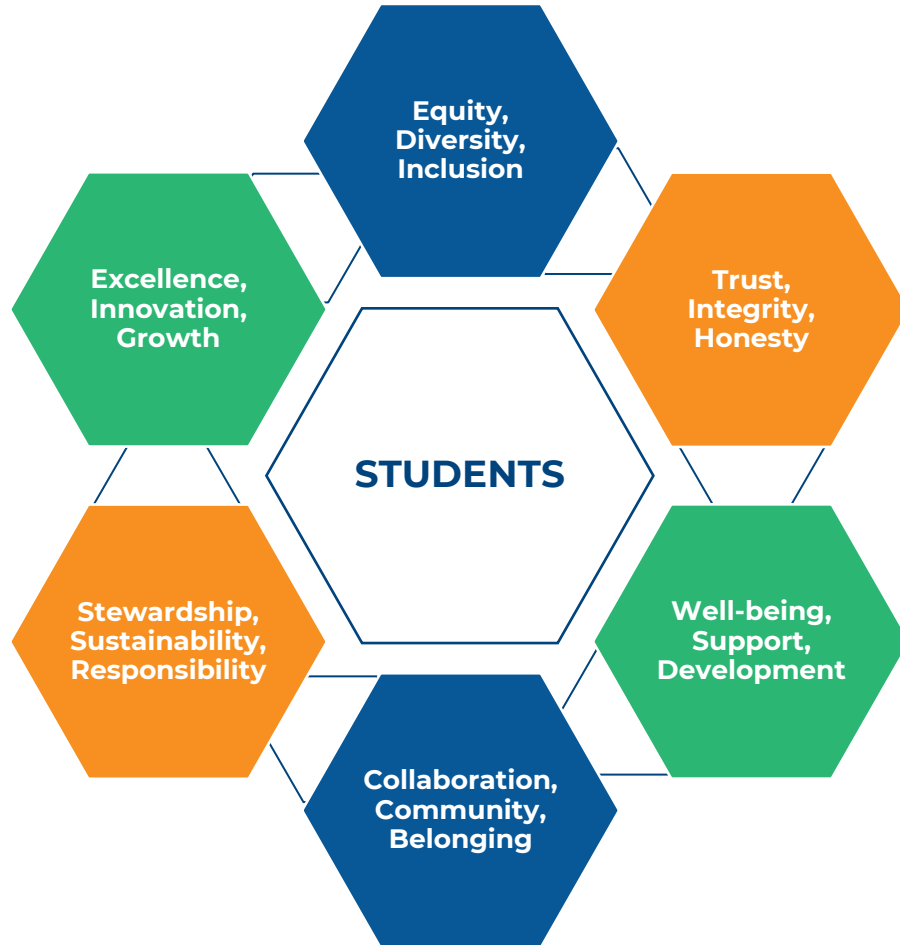
- Prioritizes student learning outcomes and access to quality education as the central purpose of the entire district
- Establishes standards to assess institutional performance
- Provides a common framework for all colleges within the district while simultaneously encouraging colleges to adapt programs and initiatives to address specific community needs
- Directs district leaders to advocate for resources and policies that support the mission across all colleges in the district



A large crowd of graduates in black caps and gowns is shown at a commencement ceremony. The graduates are holding their tassels and some are taking photos with their phones. The image is overlaid with a semi-transparent green filter. The text "04 | VALUES, VISION, MISSION" is written in white, bold, sans-serif font across the middle of the image.

04 | VALUES, VISION, MISSION

04 | DISTRICTWIDE VALUES



- **EQUITY, DIVERSITY, INCLUSION:** We value and foster an environment where all individuals are respected and have equitable opportunities.
- **TRUST, INTEGRITY, HONESTY:** We value a culture built on the highest standards of trust, integrity, and honesty.
- **WELL-BEING, SUPPORT, DEVELOPMENT:** We value individuals' holistic well-being, and support them with resources and opportunities for personal, academic, and professional growth.
- **COLLABORATION, COMMUNITY, BELONGING:** We value caring, collaborative relationships that foster a sense of unity and belonging within the district and with community partners.
- **STEWARDSHIP, SUSTAINABILITY, RESPONSIBILITY:** We value sustainable practices with ethical stewardship of resources and community investments.
- **EXCELLENCE, INNOVATION, GROWTH:** We value innovative, strategic risk-taking to create new opportunities and foster continuous personal, professional, and organizational growth mindset.

04 | DISTRICTWIDE VISION + MISSION

VISION

Elevating community hope and opportunity, one student at a time

MISSION

We unite to fulfill our promise of equitable access to excellent education. Through collaboration with community and education partners, we empower students to improve their lives and drive Ventura County's economic growth and civic vitality.

- The staff, faculty, administrators, and trustees of Moorpark College, Oxnard College, Ventura College, and District Center



A group of diverse graduates in black caps and gowns, smiling, with a teal overlay.

05 | DISTRICTWIDE GOALS + STRATEGIES

05 | DISTRICTWIDE GOALS

Districtwide Goals create and maintain unity across the district by ensuring that human energy and resources are collectively dedicated to fulfilling the mission. Focusing the district’s **collective wisdom and energies** on the same targets holds us accountable for the promises we make in the districtwide mission.

Equitable Access + Achievement	Excellent Programs + Services	Culture of Collaboration	Stewardship of District Resources
<i>CCVC will increase student access to educational opportunities and improve student achievement, bolstering the civic, social, and economic vitality of our communities.</i>	<i>CCVC will provide excellent, relevant, and innovative instructional programs and holistic student support services.</i>	<i>CCVC will cultivate a collaborative culture to build and strengthen relationships with colleagues and partners for student, employee, and organizational success.</i>	<i>CCVC will strengthen the Districtwide fiscal, infrastructure, and human resource systems through strategic stewardship and continuous improvement, protecting the investments entrusted to us.</i>

05 | DISTRICTWIDE STRATEGIES



Equitable Access + Achievement

CCVC will increase student access to educational opportunities and improve student achievement, bolstering the civic, social, and economic vitality of our communities.

Districtwide Strategies

- *Identify and remove barriers to access + achievement*
- *Prioritize partnerships with K-12 districts, 4-year universities, non-traditional access points to higher education, and other relevant stakeholders*
- *Expand high-impact practices, programs, and services dedicated to student support*
- *Provide professional development on strategies that have proven to close equity gaps*

05 | DISTRICTWIDE STRATEGIES



Excellent Programs + Services

CCVC will provide excellent, relevant, and innovative instructional programs and holistic student support services.

Districtwide Strategies

- *Ensure college programs reflect workforce demands, transfer pathways, and community priorities*
- *Support high-quality, innovative teaching through faculty development and collaboration*
- *Coordinate holistic services—advising, career, financial, and basic needs—across the district*
- *Embed equity in policies, practices, and resource decisions to close student success gaps*
- *Build shared tools and structures that support data use and cross-college learning.*

05 | DISTRICTWIDE STRATEGIES



Culture of Collaboration

CCVC will cultivate a collaborative culture to build and strengthen relationships with colleagues and partners for student, employee, and organizational success.

Districtwide Strategies

- *Create and maintain structures and intentional opportunities for internal and external collaboration across the district*
- *Prioritize and expand community partnerships, visibility, and connections to maximize positive outcomes*
- *Build and sustain strong, caring relationships that foster a sense of unity and belonging*
- *Develop shared tools, frameworks, and professional learning to support data-informed decision-making and aligned institutional effectiveness strategies*

05 | DISTRICTWIDE STRATEGIES



Stewardship of District Resources

CCVC will strengthen the Districtwide fiscal, infrastructure, and human resources systems through strategic stewardship and continuous improvement, protecting the investments entrusted to us.

Districtwide Strategies

- *Invest in employee development and advancement*
- *Build capacity for strategic organizational innovation and growth*
- *Advocate for CCVC at the local, regional, and state levels*
- *Invest in infrastructure and adopt sustainable practices to reduce operating costs and environmental impact*
- *Align fiscal resources with Districtwide Goals*
- *Prioritize accountability in managing fiscal resources*

