Strategic Plan 2023

August Retreat Prep

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Saturday, August 19
OC Library Learning Resource Center

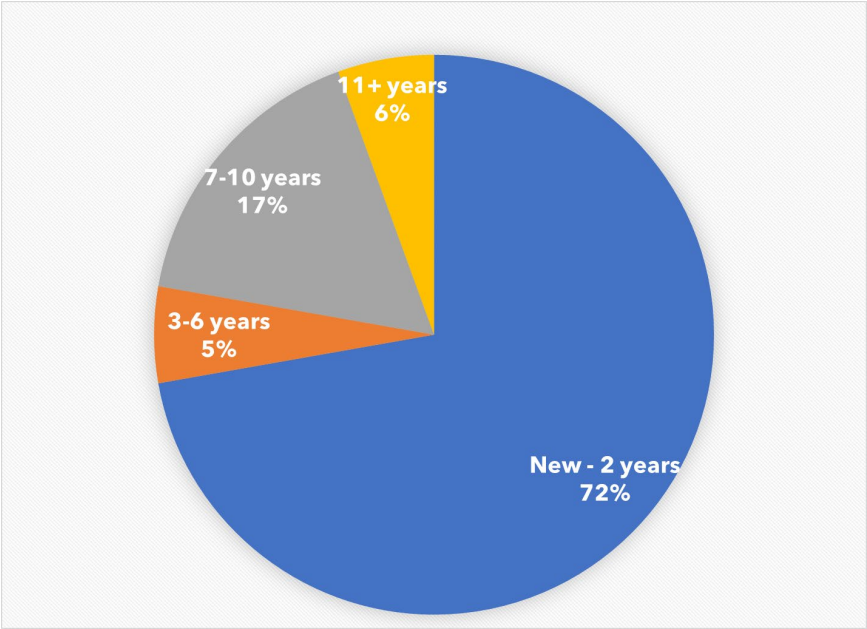
Time	Activity
9:00am	Welcome
9:05am	Group Activity
9:30am	Introductions, Guest Presentation
10:15am	Segment #1 - Visioning
11:45am	Lunch
12:15pm	Segment #2 - Underlying Contradictions
2:00pm	Close

Board Matrix

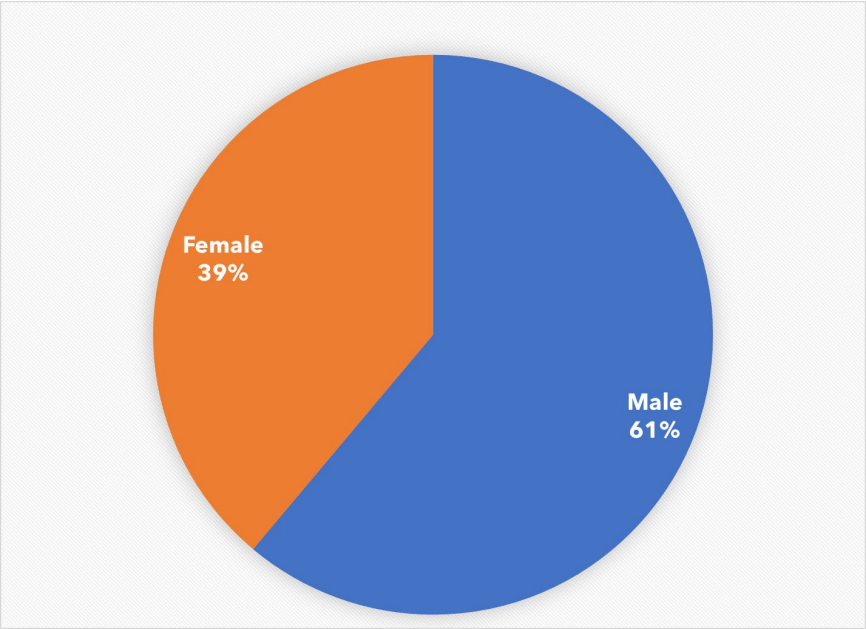
18 participants

BOARD MATRIX

Number of years served

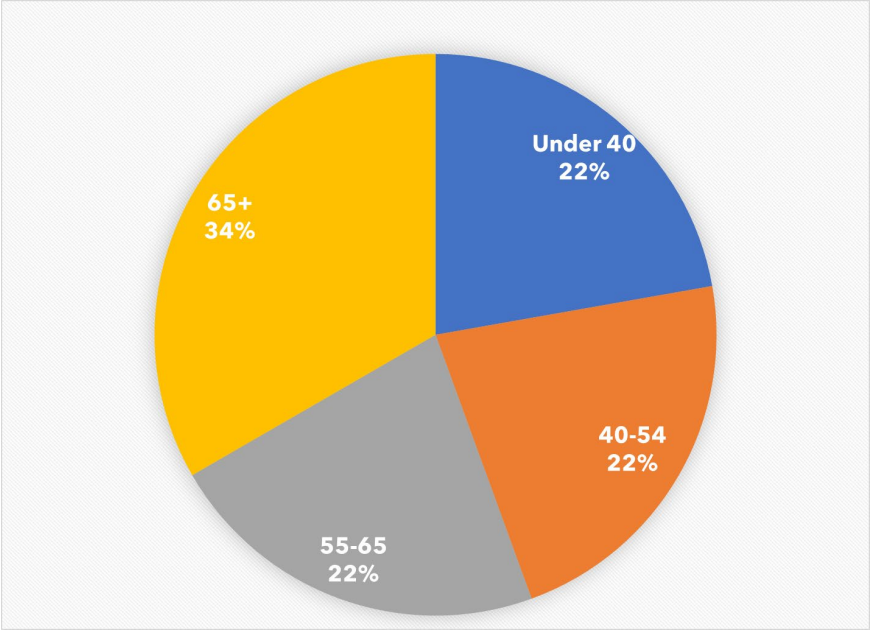


Gender

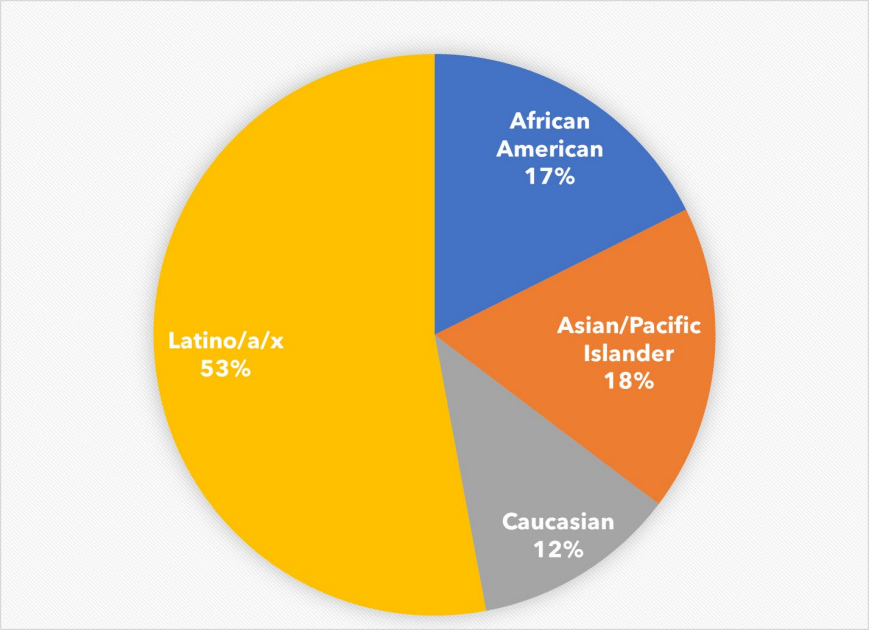


BOARD MATRIX

Age

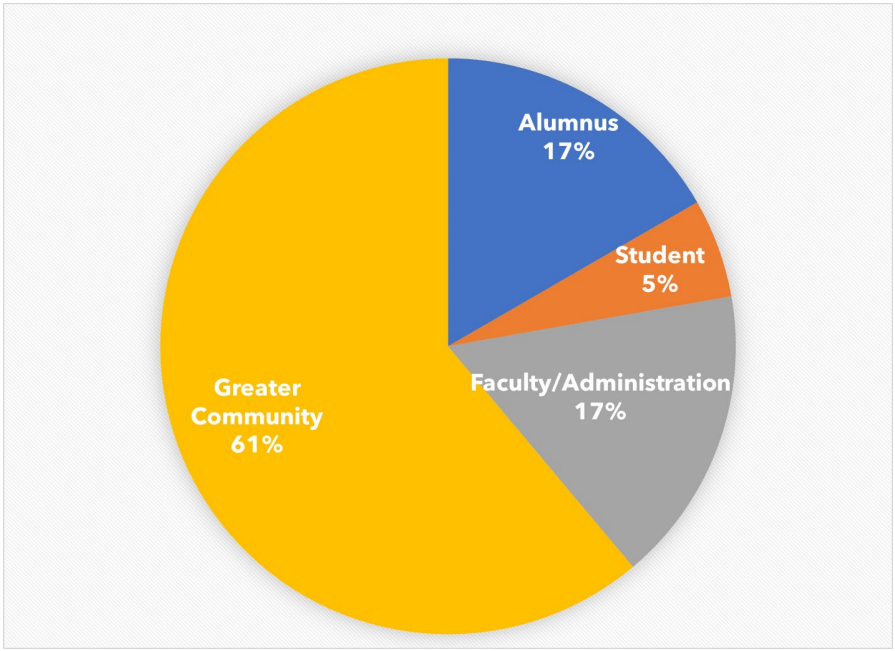


Race/Ethnicity

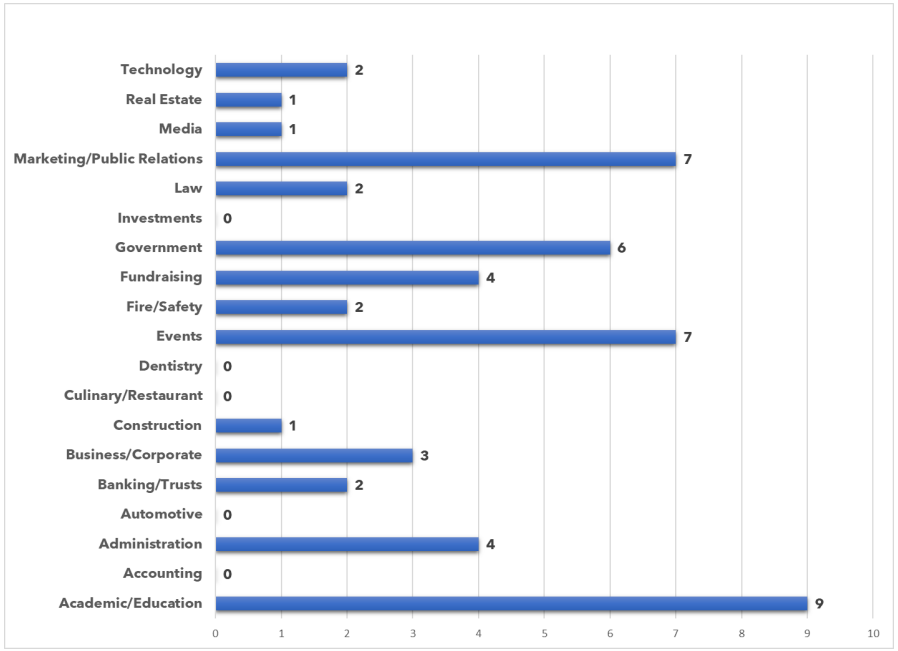


BOARD MATRIX

Affiliation to Oxnard College

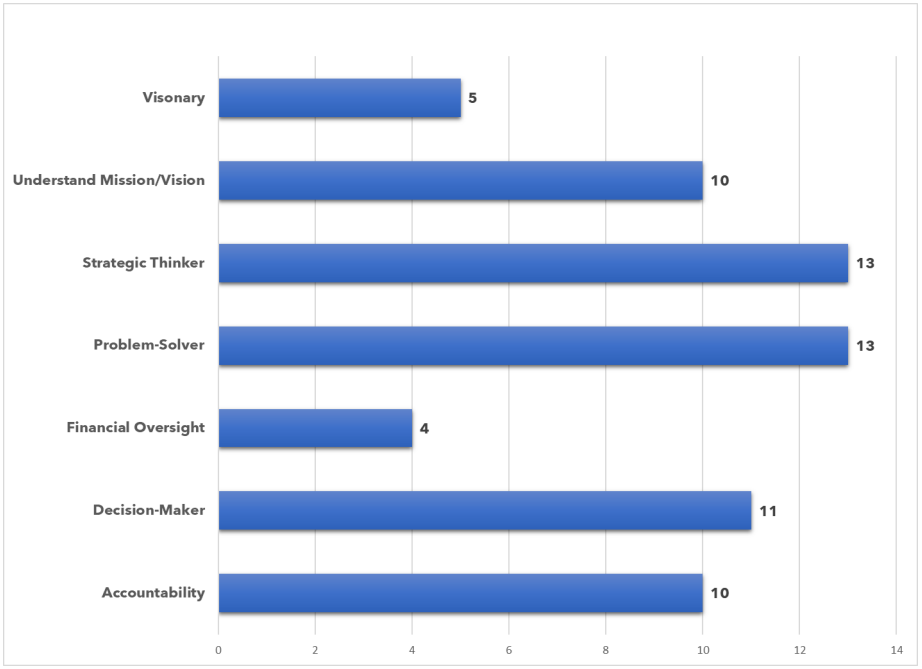


Expertise/Skills

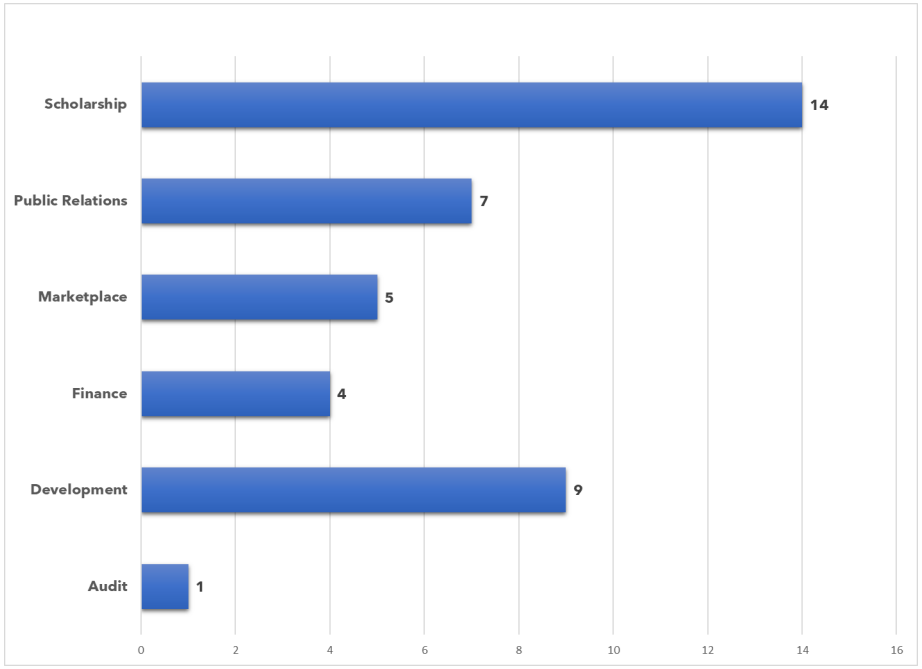


BOARD MATRIX

Core Competencies



Committee Interest

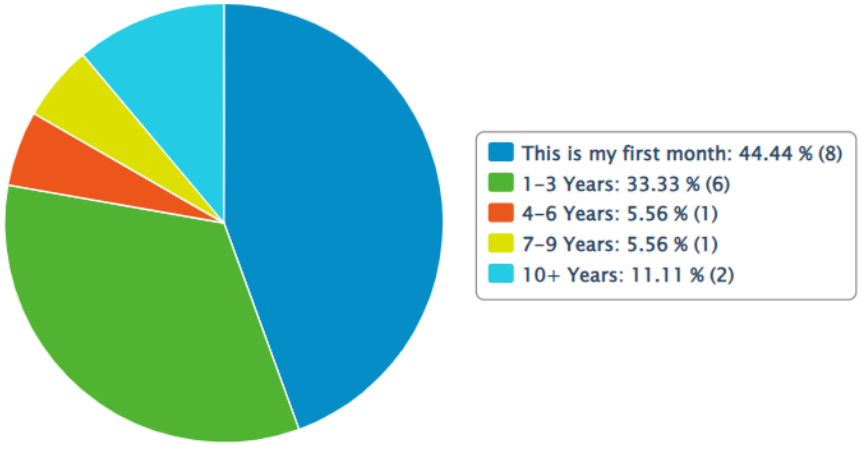


Board Survey

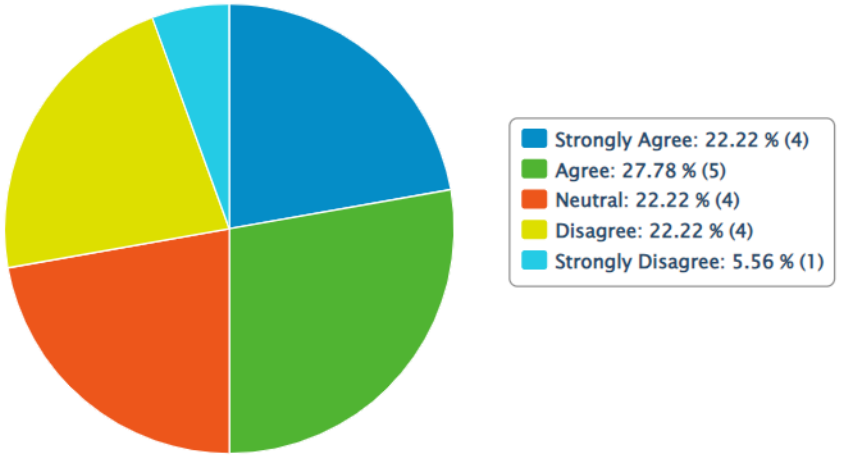
18 Participants

BOARD SURVEY
Questions about the board, in general.

Years Served on the OCF Board

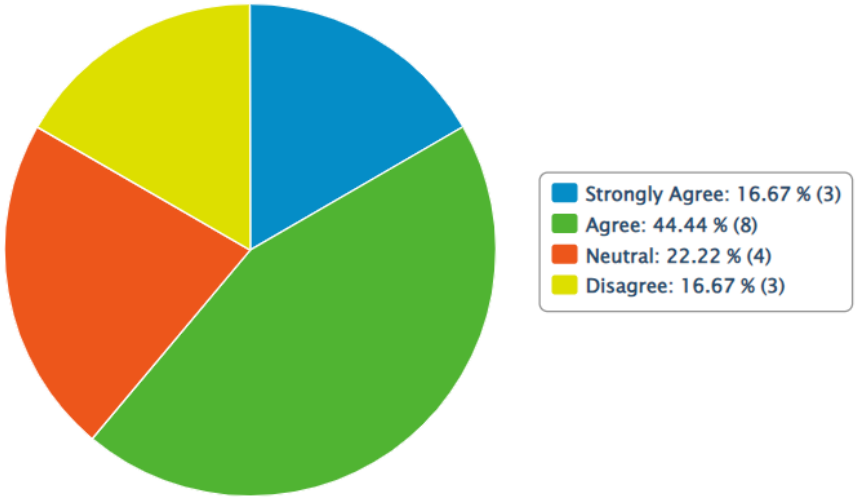


Board members understand and are committed to the mission.

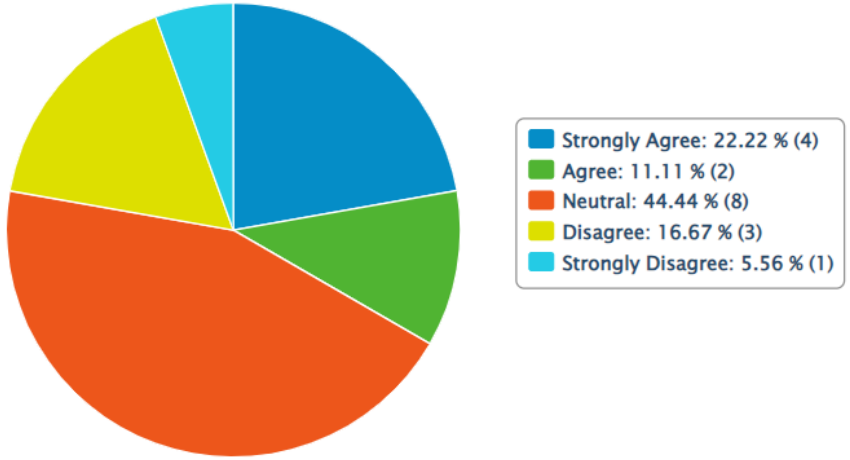


BOARD SURVEY
Questions about the board, in general.

Board decisions are based on and support the mission.

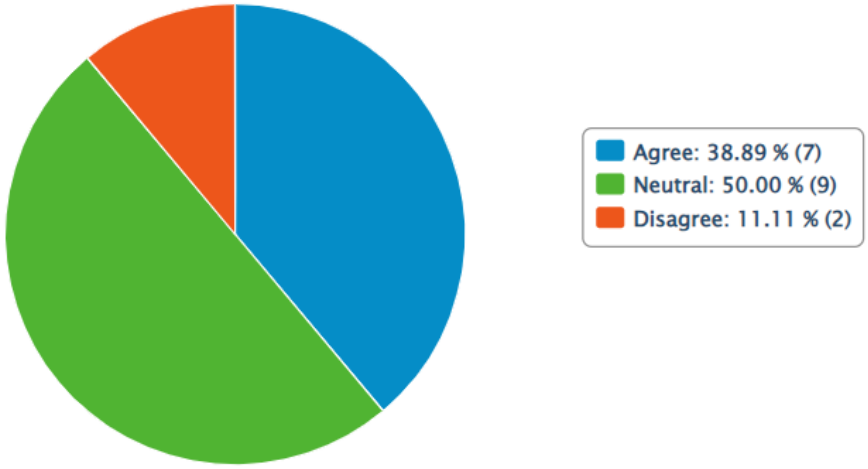


Board members actively participate in strategic planning and ongoing strategic thinking.

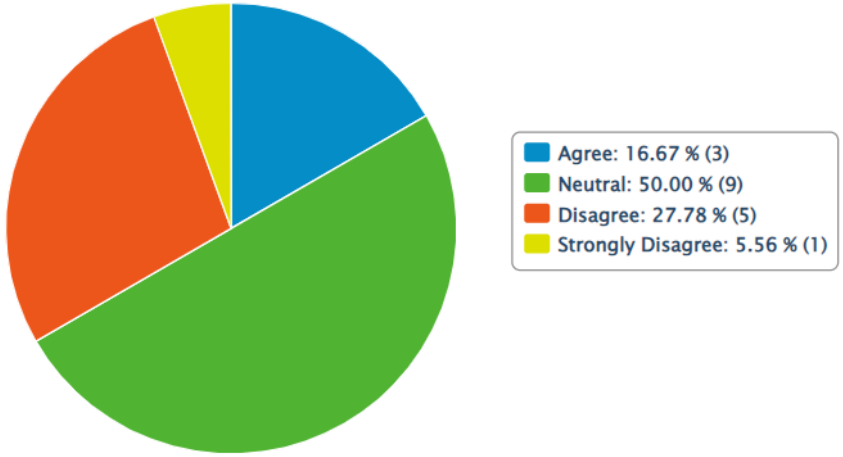


BOARD SURVEY
Questions about the board, in general.

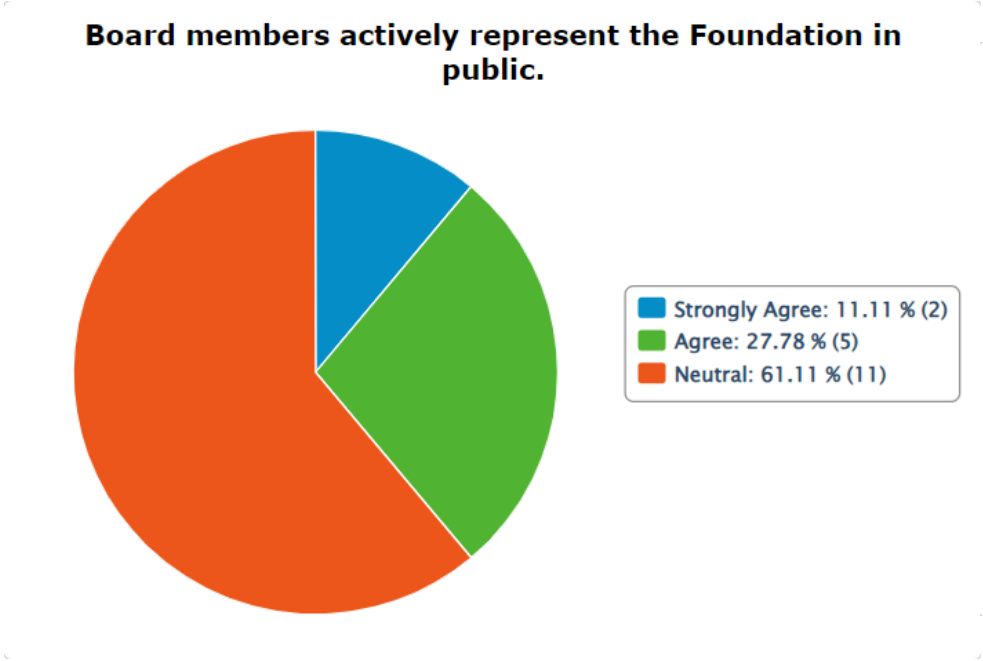
There is a healthy balance between respect for the Foundation's historical legacy and willingness to embrace change.

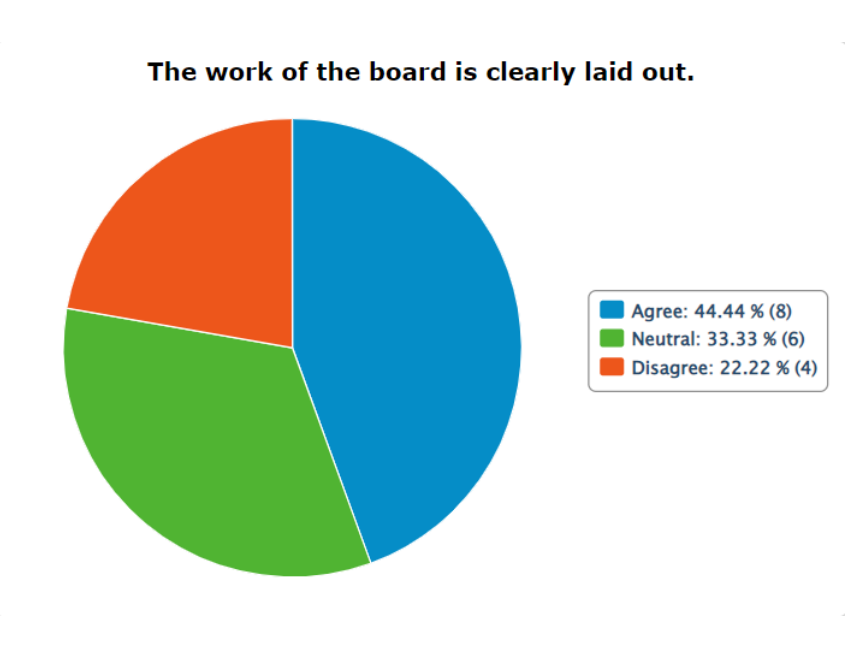


There is an agreed upon "elevator pitch" board members use to describe the Foundation.



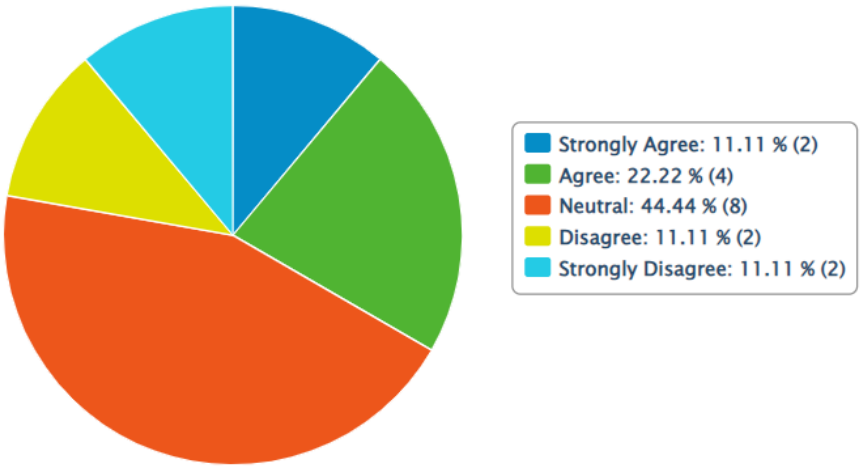
BOARD SURVEY
Questions about the board, in general.



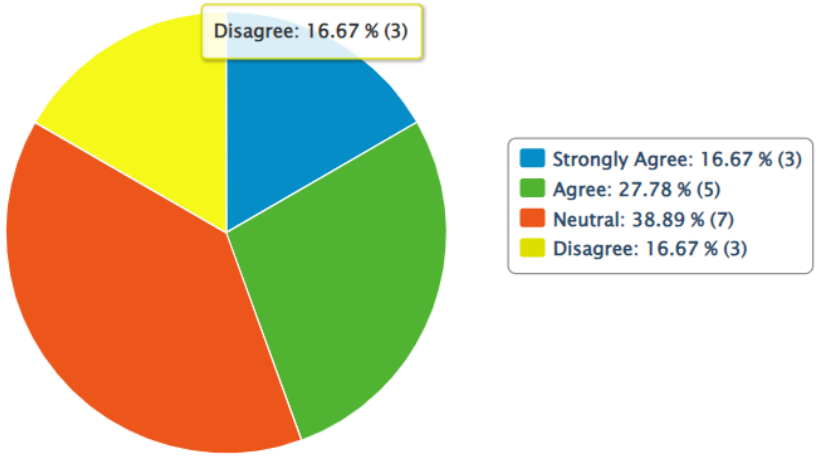


BOARD SURVEY
Questions about the board, in general.

There are universally accepted, high expectations for board participation.

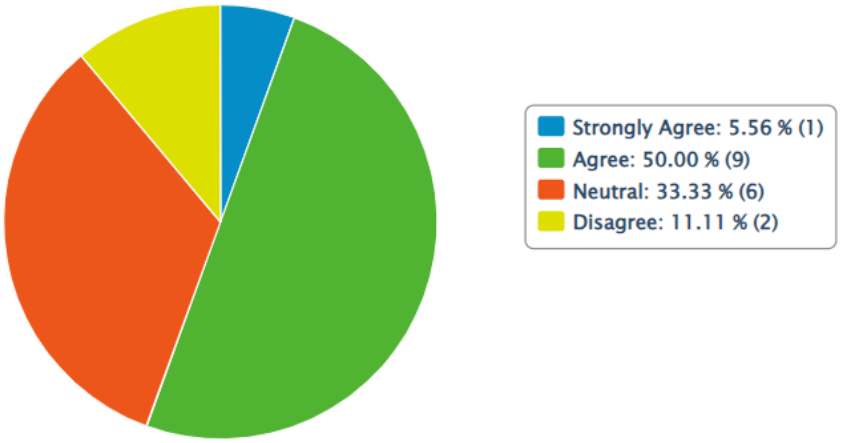


Board members receive enough information to do their work.

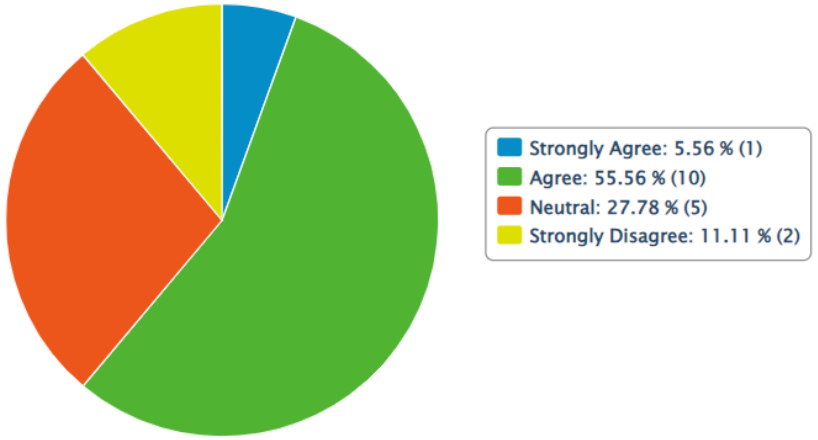


BOARD SURVEY
Questions about the board, in general.

Board meetings are characterized by substantive discussions, respectful debate, and informed decision making.

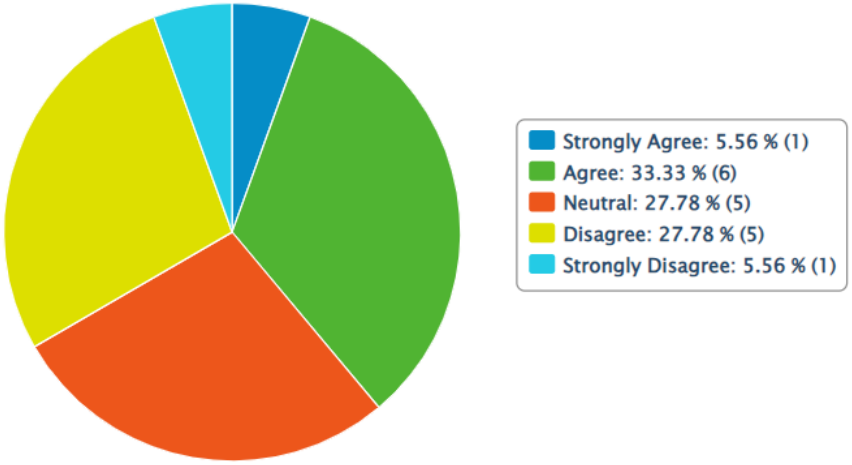


Decisions are made by the full board rather than by the Executive Committee or staff.

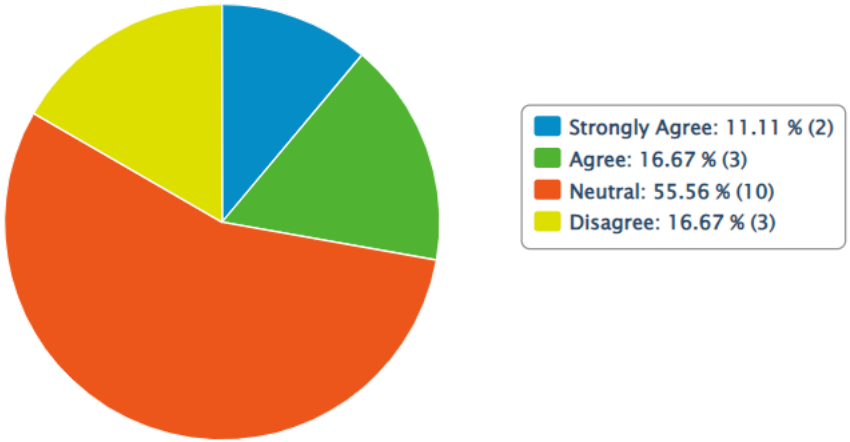


BOARD SURVEY
Questions about the board, in general.

There is an effective process to determine board recruitment priorities.

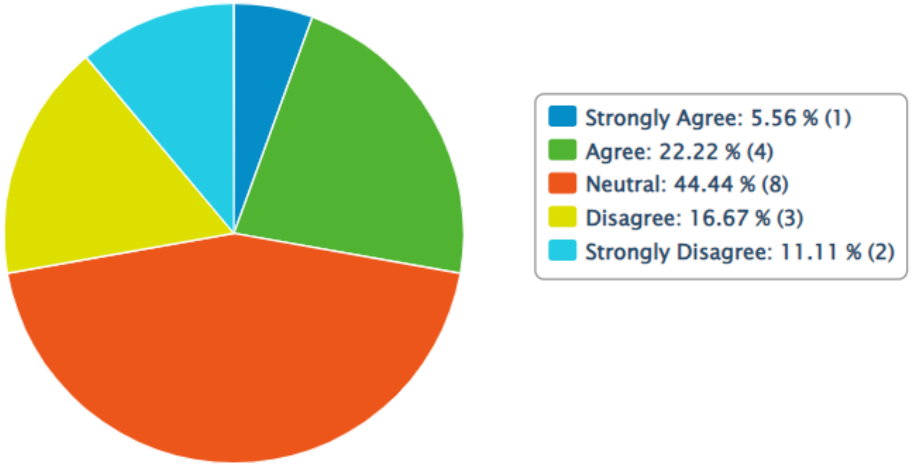


Board composition reflects the expertise, diversity of background, and access to resources needed by the Foundation.

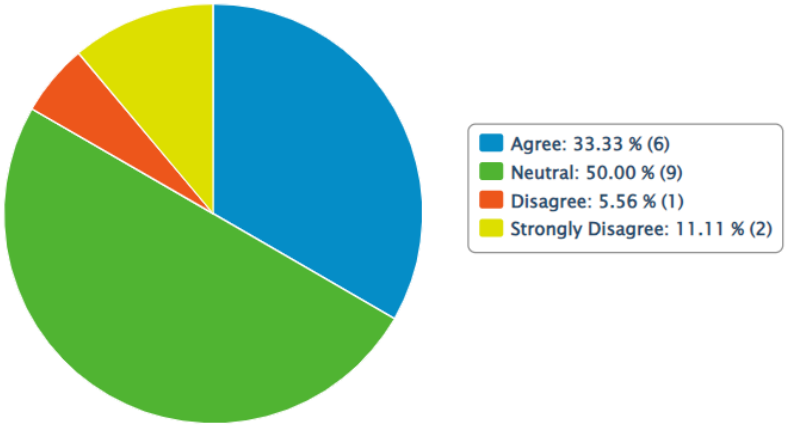


BOARD SURVEY
Questions about the board, in general.

There is a specific focus on leadership development for new board members, including orientation and training.

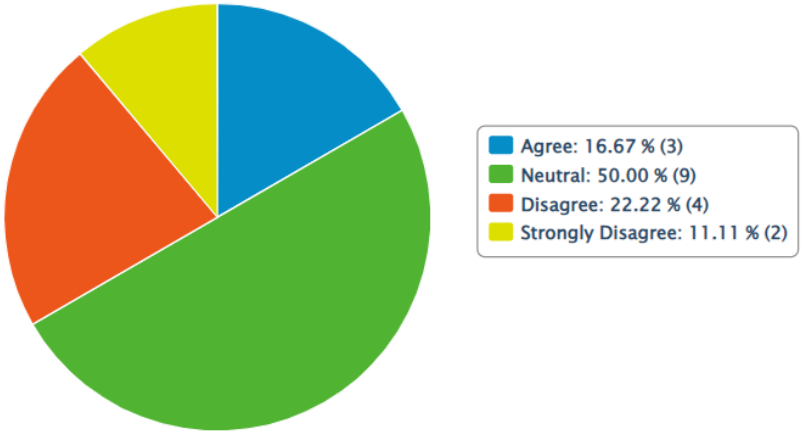


Board members are placed in leadership positions after a reasonable amount of board service.

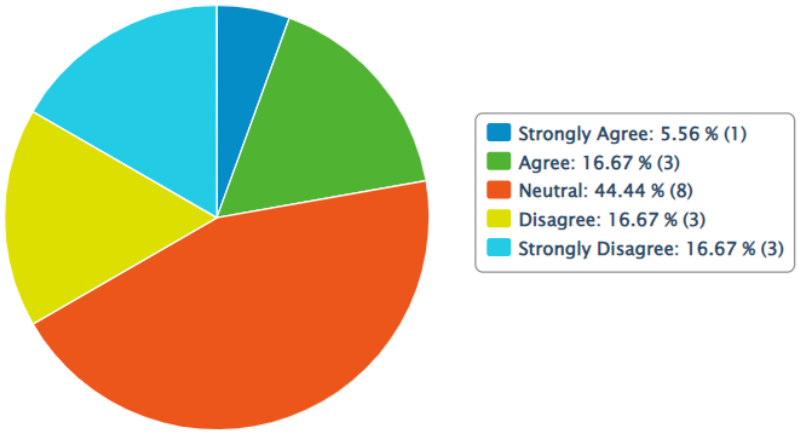


BOARD SURVEY
Questions about the board, in general.

There is a succession plan for board officers and committee chairs.

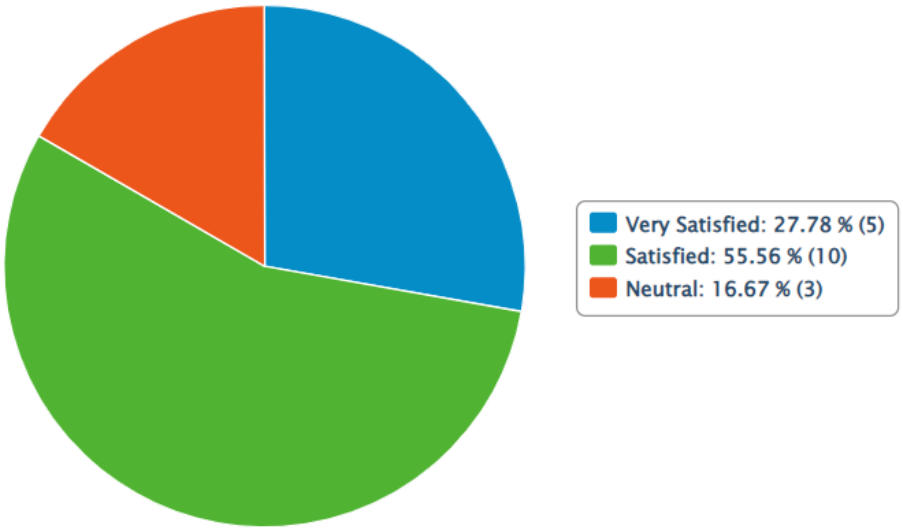


The board has an effective process to assess progress toward achieving its goals.

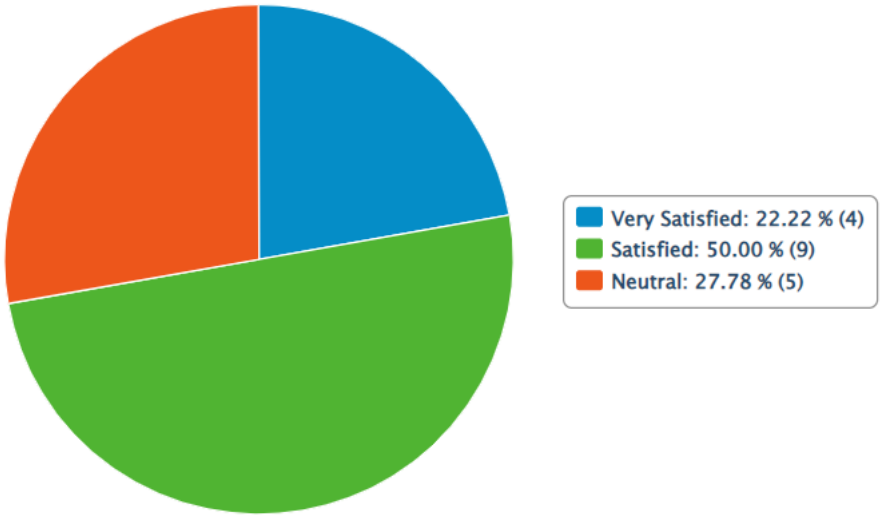


BOARD SURVEY
Questions specifically about me.

Attendance at board meetings.

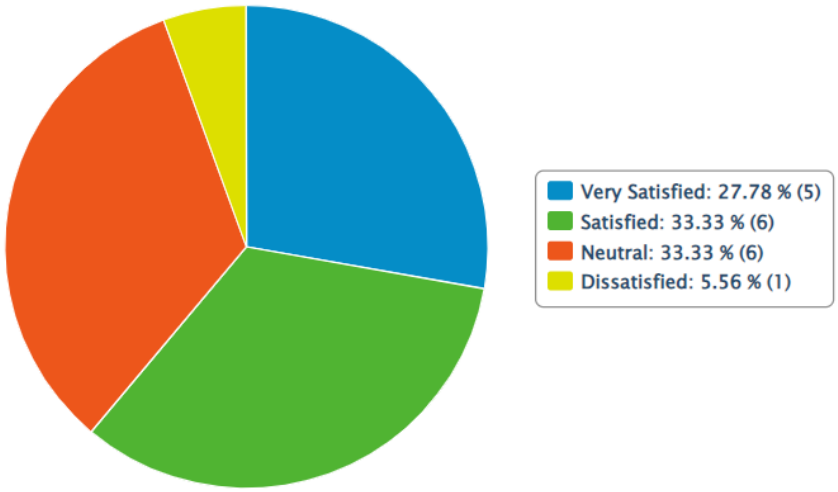


Preparing for board meetings.

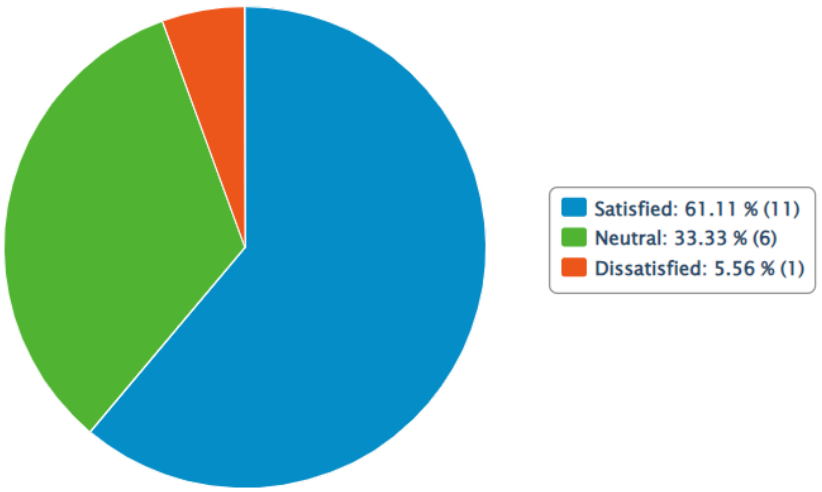


BOARD SURVEY
Questions specifically about me.

Contributing to the effectiveness of board meetings.

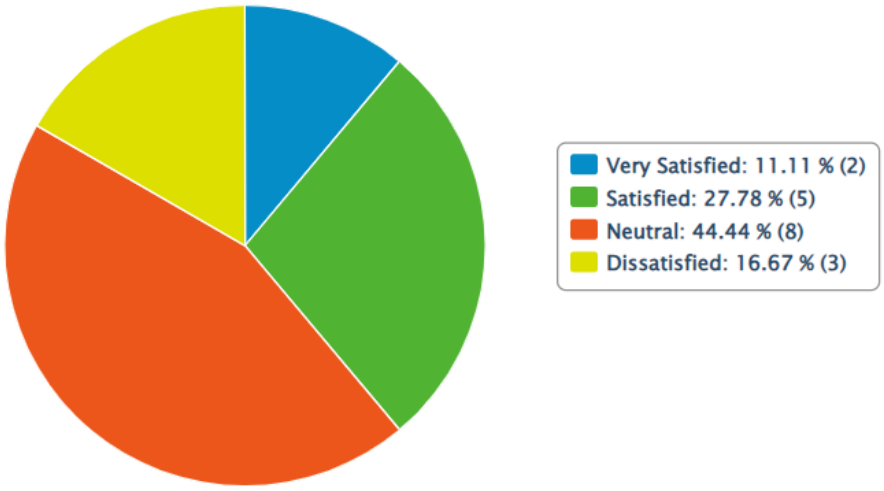


Providing financial oversight.

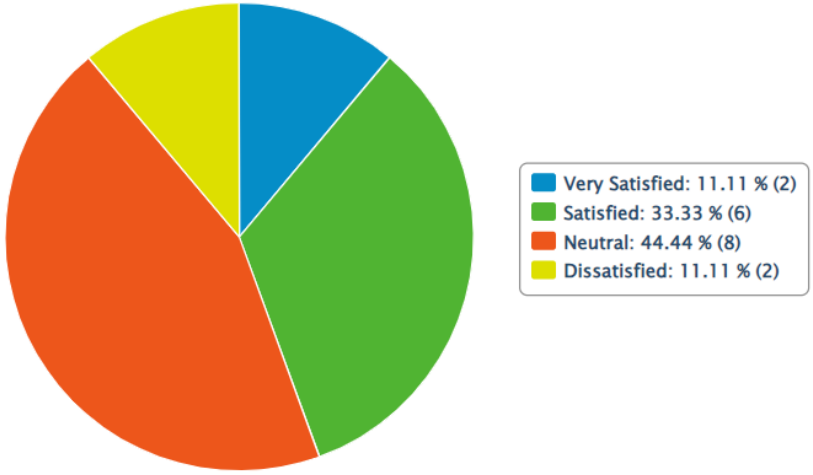


BOARD SURVEY
Questions specifically about me.

Providing guidance on organizational strategy and directions.

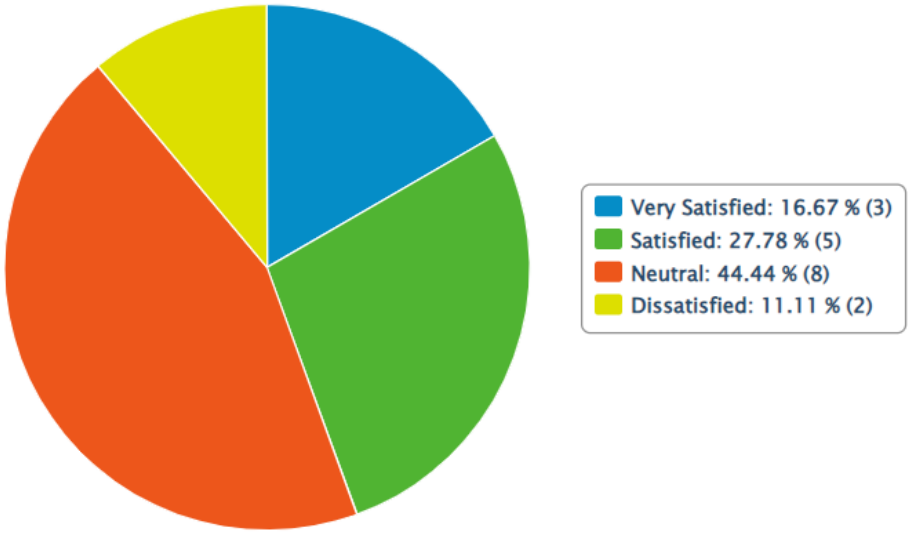


Establishing board priorities.

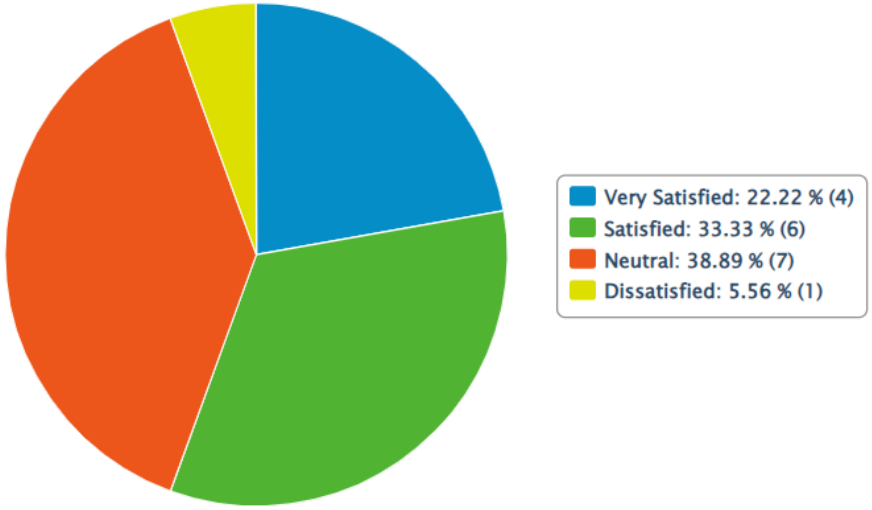


BOARD SURVEY
Questions specifically about me.

Providing productive work on committee(s)

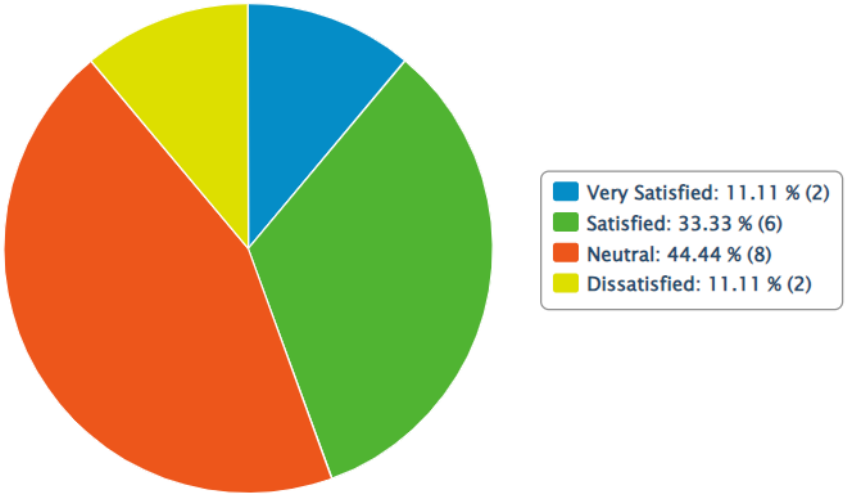


Making a meaningful personal financial contribution.

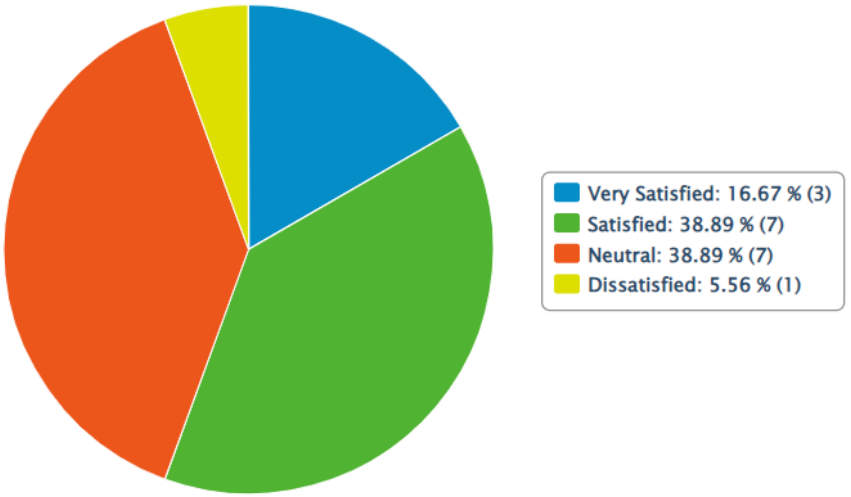


BOARD SURVEY
Questions specifically about me.

Providing access to financial resources.



Serving as an effective ambassador.



BOARD SURVEY

What are the three most important Foundation-related topics you believe need to be addressed?

1. Focus in on the mission, even if that means updating it.
2. Clarify/update the roles and responsibilities of board members.
3. Articulating the foundation's core purpose and how it will be achieved, to the college community.

New to the board and have not been a member long enough to offer an opinion

I don't know enough to give the opinion regarding areas that should be prioritized over others, but keeping in mind with the Foundation's purpose I would think the focus would be on keeping the Foundation sustainable and able to meet the needs of Oxnard College's students/programs.

Have board members actively participate in foundation events.
Have each board member share updates each meeting on any new connections they're making for the foundation and how it will support our strategic plan.
Strengthen our relationship with VCCCD and the community market participants.

I am not sure at this time.

Supporting innovative academic programs
Avoiding supplanting grants
Ensuring students receive their funds quickly and efficiently

I think we need to work on the needs of students for financial support. I think we need to support campus with programs that need funding support.

Development of financial support in the community and through grants, etc.; ensuring the school's leadership and the OCF leadership are aligned. Educating board members on our mission as a board and what we can do to help on committees, etc.

1, complete all agreements with the District and Oxnard College.
2.complete our strategic plan
3. build better relationships with the College

What are the three most important Foundation-related topics you believe need to be addressed? (page 2)

Lack of strategic goals aligned with the college's educational master plan.
The need for increased fund raising efforts
Create a better connection to the campus and students

Continue to build

Clear understanding that the foundation was set up to support the College and student scholarships.
Clear Bylaws; there are bylaws that do not belong in the non-profit but in a for profit organization
All board involvement in all decisions

Our impact on students
Raising more money for students
Our plan moving forward

Establishing a process to measure the success of all Foundation efforts, more student and community outreach, and establishing more structure on process. Orientation of new board members and more student and board member interaction.

strategic marketing fundraising and planned giving;
race and social equity,
student housing and life resources

I am new to the board and look forward to learning more about the foundation as we go along and grow together

Ensuring the Foundation and College stay focused on their mission.
Reaching the African American community and bringing more to Oxnard College
Supporting the College in Retention, student graduation and higher paying technical careers for people of color

I am new to the board.

BOARD SURVEY
What are the Foundation's top priorities in the upcoming 12-18 months?

Improve board member participation. Agree on the mission. Begin tracking student success rates.

New to the board and have not been a member long enough to offer an opinion

A top priority should be to increase funding so the Foundation can continue to advance student programs.

Fundraising, strengthening relationships in community and

Reviews of applications, fund raising, and enrollment.

Onboarding new board members
Engaging local elected leaders
Increased visibility in the community

No sure

Fundraising/development to increase foundation assets. Strengthen relationship with college leadership. New board members who bring community involvement at a high level. We seem to have a lot of educators as new board members with little contacts in the big money community we need to tap to upgrade our endowment. Our most recent board appointees seem to fall in that category. Nothing wrong with them, but not the target board members I would like to see. identifying and building a donor base or at least contact base for alumni.

implement the strategic plan
fundraise
promote Oxnard College

revise the bylaws, improved on-boarding for new board members, and attract talented/community minded board members.

Support student grants

What are the Foundation's top priorities in the upcoming 12-18 months? (page 2)

Lack of strategic goals aligned with the college's educational master plan.
The need for increased fund raising efforts
Create a better connection to the campus and students

Making the marketplace more successful to attract more vendors and customers to bring in more revenue.
Increase the amount of scholarships for students

Finalizing the budget distribution, establishing concrete and consistent structure and processes, more student outreach and making sure students know about the Foundation. Establish a strong process of recruiting board members- making sure they know Oxnard well.

strategic marketing fundraising and planned giving; race and social equity, student housing and life resources

Participating, fundraising and developing my skills to benefit the foundation

"Developing Strategies to best advance it mission of supporting Oxnard College
Continuing Raising Donations
Bringing awareness to the Community of the Good things the College and Foundation is doing"

I would assume that it would be fundraising and organizational leadership.

BOARD SURVEY
What are some of the things the Foundation is great at?

Up till now, surviving and not getting sanctioned or prosecuted for violating the Brown Act or IRS requirements.

New to the board and have not been a member long enough to offer an opinion

I am too new to the Foundation to be able to answer that. I hope to learn what the Foundation is great at and hopefully use the strategies that made those certain Foundation areas great and apply them to other areas that may need some attention.

Now: listening to feedback. Before, not so open and willing to change for the sake of being student focused.

Unknown at this time.

Staff Leadership and organization

I am new and not sure.

Executive Director was a great choice (seriously, you are doing great). New website seems to be very effective. Support of the marketplace seems to be strong (although I don't have any direct knowledge of that activity). We seem to be building stronger ties with the school's administration. Seem to be on decent financial footing, but need to improve.

issuing scholarships
supporting Oxnard College

Foundation has made some significant strides in scholarship process, improved compliance with brown act, and good new cohort of board members.

Putting student support first

Promoting the students. The scholarship application process has been changed to meet the needs of students through the leadership of Peter Parker and his committee.

Funding college events that bring the community together like the Día de Los Muertos event.
Revamping the Scholarship process to make it more simple for students to obtain funds to pay for tuition.

What are some of the things the Foundation is great at? (page 2)

Constantly trying to improve.

swap meet

providing scholarship's and empowering our future leaders

Its support to the campus development
Hearing the needs of the college and students and making changes

I am new to the board.

BOARD SURVEY

Describe areas you would change/improve to make the Foundation more effective.

Clarify board member roles, responsibilities, and expectations.

New to the board and have not been a member long enough to offer an opinion

I would need to have more exposure to the Foundation to provide effective feedback.

I would raise the expected giving, just a tad. Even $365 is a dollar a day. I would also have monthly meet and greet with Community/staff/Students.
Have an annual signature event and clear Newsletter updates on a regular basis. Transparency matters.

Myself, learning and understanding the historical past and the colleges goals.

Full-time staff support
Peter Parker and board members on the news and radio promoting college attendance and supports available

I am interested in the scholarship process for students.

Recruiting community-based board members who are in positions of financial power and influence in the community.
Looking at avenues for fundraising to build endowment.

A robust board that supports staff and works to support Oxnard College mission

I think the board needs some new leadership.

None at this time

Make the appropriate changes to By-laws.
Understand the College's strategic plan and develop the Foundations plan to support it.

Create a strategic plan to have clear goals of where the Foundation is headed. The Foundation should be diverse and culturally competent on what students need. We really need to connect with the students because it is them that we are serving.

Describe areas you would change/improve to make the Foundation more effective. (page 2)

Delegation of work amongst board members, creating strong connection with the students.

prioritize the development and marketing committee, work closer with students and faculty groups

Not known at this time

Better Outreach to the community
Ensuring more people of color attending the Fire Academy

I am new to the board.

BOARD SURVEY
What do you envision the Foundation looks like in five years?

It operates professionally, it is able to raise another 50% of funds outside the flea market revenue, it has data of the success rate for the students who receive scholarships.

New to the board and have not been a member long enough to offer an opinion

A continued trend for students and programs at Oxnard college to access funds available to them.

I'm excited to see the future of the foundation. I have full faith we will grow our portfolio, community support and impact on the OC students and campus as a whole.

Stable enrollment with healthy scholarships and graduation opportunities.

Increased visibility
Robust donor list
New funding programs and scholarships

I can not answer that now. But I think we grow our financial resources. We help the students financially to graduate and get what they need for this process like books, housing and food for example.

Stronger board overall. $15mm endowment.

A younger diverse board dedicated to supporting the college and our students

More connected to campus and community, raising a lot of money to support OC.

Well secure in grant giving, student support, and community involvement

A dynamic foundation supporting the college and students.
A foundation where decisions are made by the board and not just ratified what is on the agenda.

What do you envision the Foundation looks like in five years? (page 2)

Increase its presence in the community. We want more students to know about the Oxnard College Foundation. We want to make a positive impact in the community. We want our Board Members to spread the word of the Oxnard College Foundation so more potentially funders will be interested in donating for ore scholarships. I would like to see the Foundation grow.

Established processes and strong bind with the students. I want to see students treat the Foundation as a constant resource and not a one time scholarship.

More full-service foundation that has balanced activities in all phases of resource development not just a swap meet

thriving

A Foundation that has grown financially to help the college and students achieve their mission.
A Foundation that has helped the Oxnard achieve a higher level of Statewide Recognition.
A Foundation giving out double the scholarships than they give out now.

I am new to the board.

BOARD SURVEY
Final Comments

We do not need to reinvent any wheels, we just need to retread the organization.

Thank you for all your hard work putting this survey together, this was a good idea to help get insight.

thanks for putting this all together, I think we are moving in the right direction

Long overdue....
There doesn't seem to be any accountability for not showing up to meetings. We have board members who continually miss meetings and are not removed from the board. We have individuals who do not make their financial contributions and allowed to remain on the board. There is a complete lack of accountability. If a board member misses three meetings (regardless of excused), they should be removed from the board. The lack of participation impacts my involvement on the board since I have to do more work to offset the lack of effort by some board members. If we have board members who miss the strategic planning retreat, they should be removed from the board.

Board members are now questioning board item with robust discussion and changing board items. The addition of Pete Parker as Executive Director has been positive. He is eager to share information and is in constant contact regarding foundation events through his emails and reports.

Let's also increase our outreach. We want our community to know about the Oxnard College Foundation.

I am looking forward to learning more about the board and supporting its mission and direction. Thank you.

Community Survey

29 participants

COMMUNITY SURVEY
How would you describe the programs and services provided by the Oxnard College Foundation?

The marketplace is great! Scholarships for our students.

The Oxnard College Foundation is not promoted enough to students

During the time that I was closely affiliated with the college, I found that the Foundation was very effective at internal promotion activities. Its scholarship activities, however, were an increasing concern to me over the years. Let me explain. While I now identify as a community member - I live half a mile from campus - I taught for thirty-seven years at Oxnard College, serving for decades as a department chair. As such, I was responsible for organizing the review of applications for my department's sponsored scholarship. That scholarship - the Carlos M. Diaz Memorial Scholarship (formerly Language Arts, then Letters Department) became increasingly out of reach of its intended recipients as the scholarship application process became more dependent on advanced skills at negotiating the process. The aforementioned scholarship was originally designed and funded specifically to provide support to English learners and students at the developmental skills level, since all the other scholarships went to high achievers. In the last several years that I served as chair, concluding in 2016, I saw a dramatic shift in applications toward students who had met more advanced levels, defeating the original purpose of the scholarship. I received no notice of how many identified recipients actually were able to claim their award.

Very good that it gives scholarships to students who need. But students are expected to buy the needed item before they get the scholarship. That is a crazy system.

Outstanding

great

OCF programs and services are critical support for OC students and academic and community programs. Uptick in scholarship activity and academic program support is a great new development!

These years have been better, providing support to students in need

They have improved compared to when I was a student, especially in scholarship application support and disbursement practices.

How would you describe the programs and services provided by the Oxnard College Foundation? (page 2)

OC Foundation scholarship funding is one of the most valuable resources available to students and the application process helps students hone written communication skills.

OCF's recent openness to change and evolution has really benefitted our students. As a result, programs and services have improved. There is always room to grow, but it's on the right track.

I am not aware of their services.

The OC foundation provides funding for a variety of programs and services on the OC campus from the Sunday Market, to helping with various activities, OC FYE first Annual Volleyball Tournament, to the Dia de Los Muertos event just to name a few. The more the foundation gets out in the community the more reach the foundation has in potential donors.

They are amazing for all that they currently do.

I am impressed with the growing professionalism of the Oxnard College Foundation. The shift in leadership is obvious. The previous version had practices that were inappropriate and did not reflect well on the OC Foundation or Oxnard College.

The foundation has made great improvements in the Scholarship Program since the Executive Director came on board.

Mediocre and insufficent

The foundation should be a resource for Oxnard College by helping raise money for student scholarships and support other significant needs of the college that can not be addressed with limited state/federal funds.

I think they are helpful to the campus and make a difference in the lives of our students.

Not sure of all the services and programs provided

Small Scholarships for students, small material projects for the campus.

Excellent outreach

How would you describe the programs and services provided by the Oxnard College Foundation? (page 3)

Improving greatly. The new leadership has been building community and developing a framework to advance philanthropy at Oxnard College.

They are okay. Tings seem to be improving, but I would still like to see more innovative and student-centered programming.

Scholarships

I appreciate the changes that are being made to utilize more funds towards students. I just served as a reviewer for scholarships and am thrilled to see the money going to students and that the antiquated system of requiring receipts has been done away with, to my knowledge.

I have limited knowledge of the programs/services of the OC Foundation outside of the scholarships provided to the students and a few of the fundraising events.

COMMUNITY SURVEY
What ways do you feel the OC Foundation can be a strong campus and community resource?

Providing scholarships for our students, not requiring receipts for purchases before receiving awards.

By better communication and information the foundation can be an important component of a student's information package for support

If the Foundation can actually raise significant funds, it can support college priorities identifies through participatory-governance processes that the college budget cannot achieve through its regular budget. As a community resource, I must say that if I were not a retiree, I would know nothing as a community member living in the neighborhood. Higher visibility would be the first step to becoming a community resource.

By continuing to provide students the opportunity to receive scholarships that provide relief to the costs of educational programs

Help needy students get computers

OCF is on the right track by focusing on scholarship support and helping academic programs generate support. Partnerships with community organizations, raising profile of OC especially within our region is critical. We should be a strong and central force in our community and OCF can help make that happen.

Invite professor to inform students about the programs and services OC offers, many students do not get the benefits

It's been great seeing the director attend campus events, making the foundation a strong, approachable resource for our campus and community. Knowing how they can support specific programs has been helpful. Increasing the number of scholarships available to special populations would be helpful given the increase in applicants, more opportunities for more students.

Inundate as many campus meetings, events, links, and social media platforms with as much information about the OC Foundation's programs and services as possible to eliminate the likelihood of faculty, staff, and students not knowing what the Foundation has to offer.

The student scholarships are great! More of them would be helpful to those transferring.

By serving as a link to resources and opportunities (careers, training, etc).

What ways do you feel the OC Foundation can be a strong campus and community resource? (page 2)

Give more funding to all services related to students

Continued collaborator with campus activities, OC sports booster, Sponsor community activities on OC campus. But also not just some random activities I suggest a couple big idea events or activities such as Dia de Los Muertos, a Soccer Tournament fundraiser, Mud Run or something similar, Car Show, Family Festival, Toy/food Drive around the holidays, Host a local Battle of the Mariachi's, host all the high schools mariachi's on our campus.

I firmly believe that the Oxnard College Foundation is a true gem in our community. Its current robust contributions to the campus have been invaluable. However, I envision an even more tremendous potential for the foundation's impact. Hosting more events that actively engage the community on campus could be an excellent avenue for expansion. For instance, utilizing our sports complex to host music concerts or inviting larger comedians to perform could garner increased publicity for the college. Such outreach efforts have the potential to not only strengthen the college's reputation but also attract prospective students to consider Oxnard College as their preferred educational institution.

* Catalyzing community giving via time, talent and treasure. This can be done through board service, committee involvement and community engagement.
* Providing a unique example of servingness in an HSI community college. This would require ongoing professional learning for the board. However, it could be an impressive model. There are already individuals on the board who understand the importance of this concept.
* Activating OC Alumni Association as a platform to engage the community, connect to community partners, and accurately tell the story of success of Oxnard College alums.
* Engaging alumni, retired employees and volunteers in the life of the college.
* Generating philanthropic support for students, faculty, research, academic, and career education programs.
* Advising and guiding donors, connecting their passion with institutional priorities.
* Initiating and coordinating college and community fundraising to benefit the needs of the college and its students.
* Providing resources and opportunities for students, such as financial assistance, academic coaching, scholarships, internships, and career advice and counseling.
* Helping students secure funding to attend college and manage the transfer to university.
* Helping students cover expenses related to programs and opportunities that further their education.
* Providing institutional rituals and history to help maintain consistency for the campus. There has been a revolving door of leadership at Oxnard College for years. The churn is hard on the campus. Incorporating the Alumni Association and maintaining a well-functioning board could help provide ballast for tumultuous leadership on campus."

What ways do you feel the OC Foundation can be a strong campus and community resource? (page 2)

The foundation would be a much stronger campus and community resource if they engaged in active fundraising and provided more financial support to the college for programs and services for which there are insufficient general fund resources (like mentoring, tutoring, faculty professional development, building renovations, art projects, etc.). Scholarships would have much greater impact on a student's ability to actually attend and complete college if scholarships were larger in size. Focus less on providing a little money to as many students as possible and focus on providing scholarship sizes (and flexibility to use funds for rent & transportation) that will actually impact whether or not the recipient can stay in school.

The foundation seems to be changing to better align with students. However, the board still seems dysfunctional and requires improved leadership which views the college as a partner. We have some board members who seem disconnected from the campus and its needs, and the board maintains a "patriarchal" relationship with the campus (let's just give you the bare minimum and come to us to beg for money). For this reason, the foundation gets requests that don't move the campus forward or impact student success. The foundations at other institutions attend the program review and allocation request process to understand the significant needs of the campus. The foundation reaches out to the campus to meet the unmet needs as part of the program review process/fiscal prioritization process. Moreover, the foundation director should attend the student success committee to understand the significant needs of our students. The director can then advocate for financial support for services/interventions that will impact student success which can not be supported by the campus due to financial constraints. The foundation will be viewed as a true partner...

Board members need to make it a point to attend campus events and understand the significant needs of the institution. The board needs a strategic plan that aligns with the College/District plans. The board needs to end its "patriarchal" relationship with the campus, moving toward more of a collaborative relationship with the campus. The board needs committed/dedicated board members who are willing to put in the work to raise money for the college. We need stronger board leadership aligned with the strategic direction of the college/foundation. The board needs to not just rely on funds raised by community market and endowments, the foundation needs to raise funds to support the campus.

Taking an active role in the governance process can make the foundation stronger.

Great question, perhaps partner with the Career Center

Fund larger projects for the campus, larger investment = larger outcome.

What ways do you feel the OC Foundation can be a strong campus and community resource? (page 3)

Outreach events
Subsidize areas that are underfunded

By providing easily accessible resources to students in need and connecting the community and college through events and philanthropy.

I think the Foundation needs to be more visible on campus by all. The employees need to know they can request funds. It seems like only a select few know that there are funds available and, therefore, the same groups get the money. I read the newsletter every month, but I assume most do not. I wish there were ways to be more visible. No one knows who the Board members are.

Disbursement amongst multiple avenues that positively affect students. NOT just scholarships.

I think more can be done and there should be continued efforts to make OCF visible to students and the community so that it truly feels a part of our college and not separate from it. We should see how OCF is utilizing funds to support students. We should see representatives integrating with the campus community.

To connect resources to the students and community. Support student focused events, services and programs. Maybe assisting with recruitment events, programs and services and providing resources for community needs.

COMMUNITY SURVEY
What would you like the OC Foundation to accomplish over the next three years?

Provide more scholarships, maybe have a workshop on how to complete scholarship applications.

Promote the Foundation and rethink the purpose, or rather, broaden the purpose. Tell the story better of what the foundation is and what it can do.

Give direct aid to students instead of reimbursements. Most cannot afford the initial purchases, hence the need for aid.

Support otherwise unfunded programs, especially those that support increased and aggressive movement toward environmental sustainability.

A more rational and humane method of providing scholarships.

Continue with what they are dong

uncertain.

Continue with current initiatives. As faculty, I am especially grateful for support of academic programs and hope OCF can work with departments to help education and provide resources for continued development in this area.

Expand/Increase alumni network.

Increase OC Foundation campus visibility and at least double the number of students served through scholarships or other Foundation offerings.

More help with student resources for transferring aa well as helping OC get more certification programs like Physical Therapy Assistant program.

To increase its program and scholarship offerings, connect more to community groups, provide more support to OC events that align with OCF's mission.

Give more funding to all services related to students

Increase scholarships, help with sports funding and community events on campus.

What would you like the OC Foundation to accomplish over the next three years? (page 2)

Create an Alumni Network: Strengthen the alumni network by organizing events, networking opportunities, and mentoring programs. Engaged alumni can become valuable resources for current students.
Community Outreach and Engagement: Promote community engagement programs encouraging collaboration between Oxnard College and local businesses, non-profits, and government organizations—mutually beneficial partnerships create opportunities for students to gain practical experience.
Academic Programs and Initiatives: Collaborate with the college administration to develop and enhance career educational programs (automotive, autobody, HVAC, culinary) that align with the needs and demands of the local job market. Funding for innovative projects, research, and hands-on learning experiences can enrich the educational experience for students.
Internship and Apprenticeship Program: Collaborate with local businesses and industries to establish internship and apprenticeship programs on undeveloped land. Creating hands-on experiences will enable students to gain practical skills and develop valuable connections with potential employers, increasing their chances of securing quality jobs after graduation."

* Providing a unique example of servingness in an HSI community college. This would require ongoing professional learning for the board. However, it could be an impressive model. There are already individuals on the board who understand the importance of this concept.
* Activating OC Alumni Association as a platform to engage the community, connect to community partners, and accurately tell the story of success of Oxnard College alums.
* Engaging alumni, retired employees and volunteers in the life of the college.
* Advising and guiding donors, connecting their passion with institutional priorities. Focus on sponsorship related to the developing alumni association.
* Initiating and coordinating college and community fundraising to benefit the needs of the college and its students. In addition, develop community engagement to assist with community perception of Oxnard College.
* Focusing funding on supporting programs and scholarships…not just scholarships.
* Developing systems for the campus to inform the board on the results of the programmatic funding on student success.
* Helping students secure funding to attend college and manage the transfer to university. Students need funds when they get accepted. This is potentially a timeline issue.
* Investing in the appearance and utilization of the campus. Take a tour of Moorpark College and Ventura College and return for reflection. Pay for building use audits. Invest in classroom storage to free up potential staff/student space. Often, grants are not sought because there is a perception that there is not adequate space on campus. Oxnard College would benefit from architectural design consistency. OCF has invested in buildings. The collection of color, materials and styles makes the campus difficult to maintain and the appearance reflects the institution's continual churn in leadership. This community deserves better. The board could provide though partnership to the campus, invest in a style guide, hire a designer to advise on harmonious color schemes, power wash the exterior and more ideas could come after a tour of the sister campuses."

What would you like the OC Foundation to accomplish over the next three years? (page 3)

Raise at least $1million per year and increase scholarship support to $500,000 per year and campus program support to $500,000 per year. Recruit new board members who want to actively help the foundation raise money and believe in our community's willingness to support the college. Continue to increase diversity in new board recruitments (ethnic, gender, employment background & skills).

Complete overhaul, get rid of board members who are not committed, bring in new visionary and connected board members who will view their role as a support for the campus, bring in more money! Repair your reputation in the community and campus.

1. New board members who are connected in the local community/industry and dedicated to raising funds for the college
2. Find ways to support the construction/renovation of campus facilities such as science labs.
3. Raise additional funds to support scholarships.
4. Adopt the College Promise, raise money to support free tuition for all new students.
5. Find ways to support dual enrollment for high school students, pay for fees associated with attending a college course while in high school.
6. Support zero cost text books and lending library for students.
7. Raise money to support programs for foster youth, food insecurity program, mental health resources, undocumented student support.
8. Ensure the board are ""ambassadors"" for the college/district plan for a future construction bond. Board members will need to advocate in the community for the bond to build a new STEM Building on campus, along with renovation of current infrastructure.
9. Work collaborative with campus to apply for significant federal, state, and private grants.
10. The board needs to continue to improve its image or brand on campus and within the community.
11. Long term, the board needs to end its practice of matching funds, which is not sustainable long-term.
12. Prepare a new board chair to take the helm to move the foundation in a new strategic direction.

Become more active in campus events.
Reach out to campus departments to see what the needs are.
Work with the city/county on initiatives that will make the campus more appealing to all.
Develop multiple campaigns that address the needs of our students and work to include campus staff.
Host an open house so that everyone can see the important work you do.
Have term limits for Foundation members..
Require Foundation members to raise a certain amount of dollars each year in order to stay on the board.

What would you like the OC Foundation to accomplish over the next three years? (page 4)

Maximize student success

They've made good changes in the past year, continue in that direction. Fundraise, reach out to much larger donors. Allow the college to have access to larger sums of money to move college projects forward.

To teach the importance of philanthropy to students, employees, and the community.

The visibility issue discussed above; more funds to student activities and departments around campus; bring more of the community on campus; enhanced relationships between the Foundation Board and the college employees; maybe the Foundation can work with the Deans and Faculty more.

Beautify campus with resources for folks who want to stay ON campus between classes or even before/after. What is keeping students here and making it an inviting community instead of just a bunch of classrooms? The ASG area is tiny and other clubs have little to no room to meet or expand.

I'd love to see OCF working to connect donors with the college in new ways beyond their monetary contributions, such as working closely with our Career Center to connect our students to internships in the community with established donors. I'd also like to see OCF actively recruiting new donors and coming up with inventive ways to incentivize donors. Then, I'd like to see an increase to the funds going to support students via internships, field trips, academic programs, etc. I'd like to see OCF on All College Day each year, reporting out what they've accomplished and what their goals are for the coming year. Transparency is very important. For some time, faith and trust in the foundation was broken. It's critical to reestablish its purpose and rebuild that trust. It's been encouraging to see some of the changes that have been happening, and this survey is a great example!

Partner with OC academic programs (especially the smaller programs) to bring awareness and recruitment, sponsor student produced events and career/job placement events.

COMMUNITY SURVEY
Additional Comments

New leadership at OCF has been doing a great job so far. We all look forward to ongoing continued development.

I commend the ASG and other student services that worked to change the OC Foundation grant process from reimbursement to upfront funding.

Thank you for all you guys do!

As a monthly donor, I would like to be provided with a rundown of how funds (Phil Greene Emergency Funds) are being used. I've yet to hear of a report detailing what these donations are going toward.

Keep doing the good work Pete and team. You are appreciated.

* Invite the right people: Invite key stakeholders and set expectations. Are donors included?
* Ask the hard questions: Ask the hard questions and concentrate on what moves the dial
* Allow time for big-picture thinking: Allow time for open and free discussion regardless of each person's position within the organization
* Gather data:
* Talk to stakeholders: Talk to stakeholders and people involved in the execution. Aside from this survey, is there any effort to collect information and include others?
* Implementation: Identify next steps and individual responsibility for the updated strategic priorities. How will board members and colleagues be accountable for the decisions made?
* Allow for open discussion: Allow for open and free discussion regardless of each person's position within the organization

Thank you for the positive changes that have happened at the foundation since Pete Parker came on board. Continue positive changes that focus on the benefit to students with a focus on equity. The Foundation's strategic plan should align with the college's Educational Master Plan so that support helps the college achieve its EMP goals.

New board chair leadership is needed!!!

Additional Comments (page 2)

The services are improving under Peter and board, with more emphasis on ensuring students have access to their scholarship funds. The board is becoming more inclusive by adding a student and campus employee to join the board. More is needed from our foundation which still seems disconnected from the long-term needs of the institution. Some board members don't seem committed to doing the work of supporting campus by raising money or helping make significant contacts with industry partners. We have a few board members who should move on to allow more committed individuals to join the board.

Have speakers at events like the Job Fair

Keep up the great work of diversifying the foundation board. The more the board is in touch with local community, the better it will be able to serve the college and students.

Pete Parker has the energy and leadership to make the OCF the envy of the district.

Thank you for trying to change and grow. Being in the news for negative reasons is disappointing. I want to continue to see more positive stories in the news. Thank you for changing the scholarship format and giving students the money.

I'm thrilled to hear the # of scholarship applications have increased and it's easier for students to apply in general as well as get their funds.

Oxnard College Master Plan

2021-2030

2021 – 2030 Educational Master Plan

Oxnard College: Transforming Futures

OXNARD COLLEGE
4000 South Rose Avenue, Oxnard, CA 93033

MISSION, VISION, and GUIDING PRINCIPLES

OUR MISSION

Oxnard College transforms lives by offering equitable access to multiple educational and career pathways. Our academic programs and student services prepare students to enrich their communities and to succeed socioeconomically, professionally, and personally.

MISSION, VISION, and GUIDING PRINCIPLES

OUR VISION

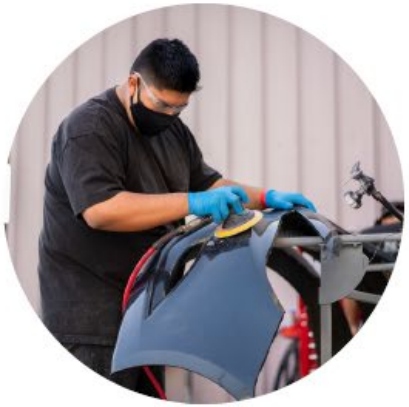
Oxnard College will be a model of state-of-the art education and training in the diverse communities we serve. We will foster the highest level of student success, advocate for a just and inclusive society, and be a valued community partner.

OUR GUIDING PRINCIPLES

These guiding principles reflect our values. They are the foundational landscape from which all our efforts emerge. As with a physical landscape, the state of our foundation is dynamic—changing with the environment. In order to preserve its vitality, parts of our landscape require attention and renewal from time to time. In this Educational Master Plan (EMP), we have set renewal goals for several of our guiding principles. We affirm our commitment to these principles by this renewal.

In order to optimally serve our students, we commit to:

1. **A students-first approach.** Our decisions will be primarily guided by what is best for the students we serve. Our efforts will support students' achievement of their academic goals, and enhance their interpersonal skills and professional competencies.
2. **Social justice and equity.** Acknowledging the historical context of exclusion in higher education, we accept the responsibility to make our college a model of access and inclusivity. We will:
   a. cultivate a welcoming culture that recognizes the advantages diversity brings to our classrooms and offices,
   b. harness our experiences as a Hispanic Serving Institution to equitably deliver resources and support to all underserved and marginalized students, and
   c. empower all underserved populations to achieve their full potential.



3. **Civic engagement.** We recognize the responsibility to prepare students to become active and constructive participants in their communities and in our democratic republic. So, we will encourage and model civic engagement.
4. **Environmental Stewardship.** In our planning, operations, and programs we will be thoughtful stewards of our environment.
5. **Safety and Wellness.** We will continue to foster a safe, secure, and healthy environment.
6. **Fiscal stewardship**. We will be prudent in our management of the college's fiscal resources in order to maximize their service to students.
7. **Excellence.** We will build data-informed self-reflection, evaluation, and improvement into everything we do on a continuing cycle. We will promote innovation by:
   a. encouraging experimentation and creativity in our instruction, services, and operations,
   b. promoting professional development for faculty and staff, and
   c. aligning our curriculum with new and emerging knowledge and technologies to ensure students are prepared to participate in the rapidly changing world.
8. **Collaborative and transparent leadership.** To improve our services and build a more prosperous community, we will engage a diverse range of voices from both within the college and around the community. We will consult with stakeholders before making significant decisions and we will be transparent about the decisions we make.

Oxnard College will be a model of state-of-the art education and training in the diverse communities we serve. We will foster the highest level of student success, advocate for a just and inclusive society, and be a valued community partner.

[1] Hispanic Serving Institution is a U.S. Department of Education designation for eligible institutions of higher education with enrollment of full-time equivalent student that is at least 25% of Hispanic students.

EDUCATIONAL MASTER PLAN TEN-YEAR GOALS and OBJECTIVES

GOAL ONE

ENHANCE STUDENT SUCCESS

In alignment with the system-wide goals for California Community Colleges, Oxnard College will improve the key educational outcomes that transforms students' lives.

OBJECTIVES

- Integrate Guided Pathways framework into matriculation, advising, and instructional program review and planning
- Integrate career and transfer exploration and readiness into onboarding, advising, and instruction
- Enhance distance education offerings and strengthen student outcomes
- Increase number of awards (Certificate of Achievement, AA, AS, ADT, IGETC)
- Increase number of students who transfer to a four-year institution
- Decrease the average number of accumulated units students earn while completing an Associate's degree
- Increase the number and percentage of completers who earn a regional living wage
- Close all Student Success Equity Gaps

EDUCATIONAL MASTER PLAN TEN-YEAR GOALS and OBJECTIVES

GOAL TWO

STRENGTHEN ACCESS TO EDUCATIONAL OPPORTUNITY

Oxnard College will promote our open-access mission and uphold the value of higher education throughout our entire community. Through expanded outreach and streamlined services, we will lead more of our residents to pursue higher education.

OBJECTIVES

- Enhance primary and middle-school outreach plans and expand high-school outreach efforts
- Enhance relationships with K-12 access and enrichment programs such as AVID
- Enhance outreach to adult learners, skills builders and regional employers
- Enhance community involvement with campus via community events and parent/family events
- Streamline matriculation, onboarding, and pathway planning
- Strengthen strategic plan for dual enrollment
- Streamline dual enrollment processes and opportunities for students
- Expand non-credit offerings
- Strengthen employer relationships and contract education opportunities

EDUCATIONAL MASTER PLAN TEN-YEAR GOALS and OBJECTIVES

GOAL THREE

ADVANCE SOCIAL JUSTICE AND EQUITY-MINDED PRACTICES

Oxnard College will advance equity-focused practices, rooted in anti-racism, in our instruction, services, and operations.

OBJECTIVES

- Establish anti-racism workgroup among faculty-staff-administration
- Enhance curriculum and instruction (e.g., develop new and promote existing equity-focused courses, promote equity-focused syllabus development, provide inclusive-pedagogy professional development opportunities)
- Establish unit-level equity competencies and policies across campus
- Enhance equity-focused campus conversations (e.g., OC LIVE and LIVE Online events, speaker series, town hall meetings)
- Enhance efforts to retain faculty and staff from minoritized backgrounds, and to develop pathways to leadership
- Foster civic engagement (e.g., voter registration drives, service-learning opportunities, PTK Honor Society student projects, internships with campaign and public offices)

EDUCATIONAL MASTER PLAN TEN-YEAR GOALS and OBJECTIVES

GOAL FOUR

PROMOTE THE COLLEGE'S REPUTATION

To advance the value of an Oxnard education, Oxnard College will earn far-reaching recognition as a leading institution for higher learning, socioeconomic mobility, and community engagement.

OBJECTIVES

- Earn nationally-recognized award (e.g., Bellwether Award, Aspen Prize, Hispanic Serving Institution recognition)
- State: Earn state-wide recognition (e.g., Strong Workforce Stars, Campaign for College Opportunity)
- Local: Promote Oxnard College's contribution to our community. Showcase student, alumni, and employee achievement (e.g., at College and District websites, social media, local media outlets, student banners at campus perimeter) and strengthen partnerships with local community
- Encourage faculty and staff participation in regional, state and national professional associations and presentations at professional conferences

EDUCATIONAL MASTER PLAN TEN-YEAR GOALS and OBJECTIVES

GOAL FIVE

STRENGTHEN THE COLLEGE'S FINANCIAL FUTURE

Oxnard College will expand our advancement capacity and diversify our revenue streams in order to better and more sustainably serve our students and employees.

OBJECTIVES

- Develop Advancement and Grants office
- Increase alignment between Foundation and College needs
- Leverage undeveloped land
- Build outreach to promising untapped markets (e.g., international students, contract education)

Additional Resources

Click the following links to download and read

- ❑ Oxnard College Master Plan (full document)
- ❑ Network for California Community College Foundations Survey Findings
- ❑ California Community Colleges Vision 2030

These and more may be found at:
www.oxnardcollegefoundation.org/board-strategic-plan