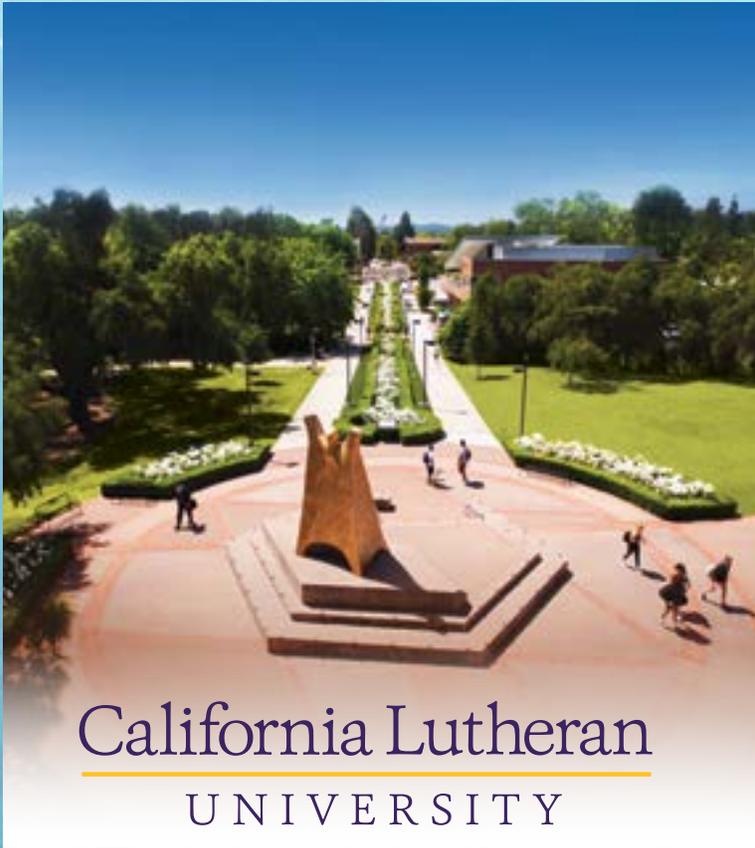


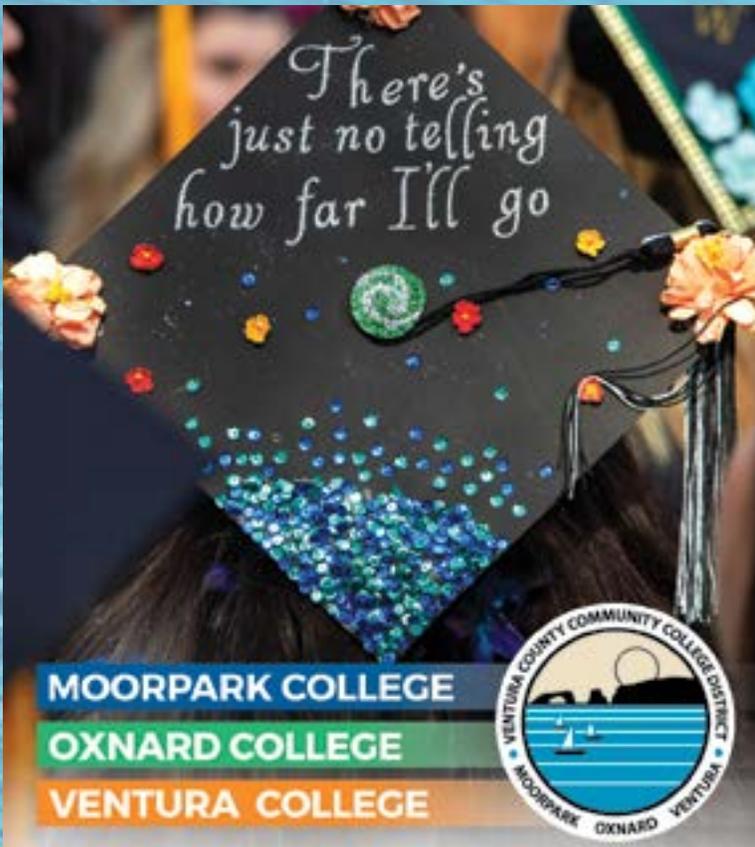
2018 Ventura County **EDUCATION REPORT TO THE COMMUNITY**



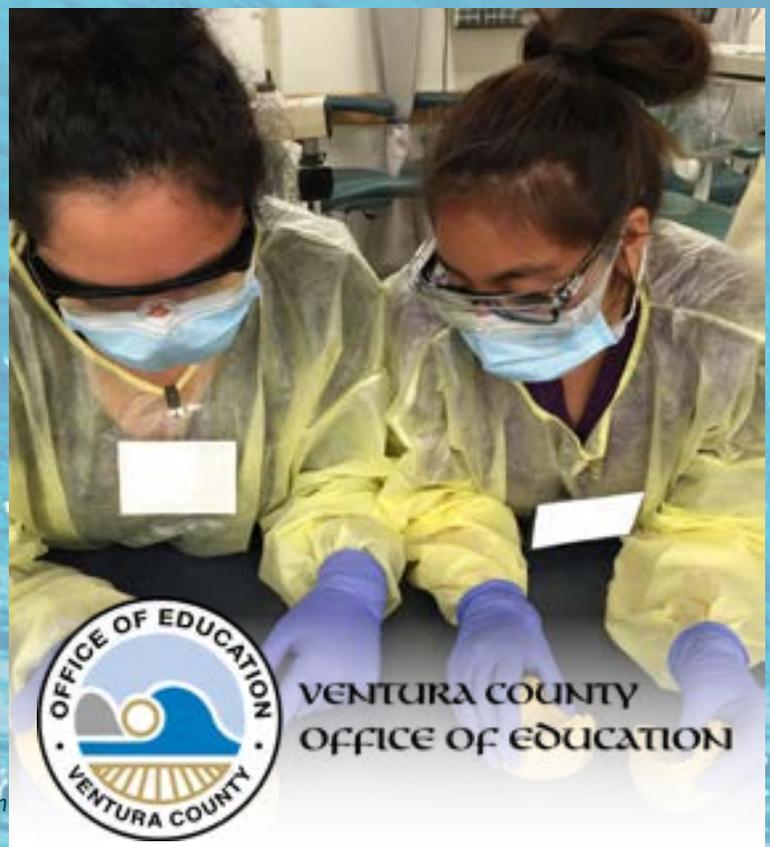
California Lutheran
UNIVERSITY



Channel Islands
CALIFORNIA STATE UNIVERSITY



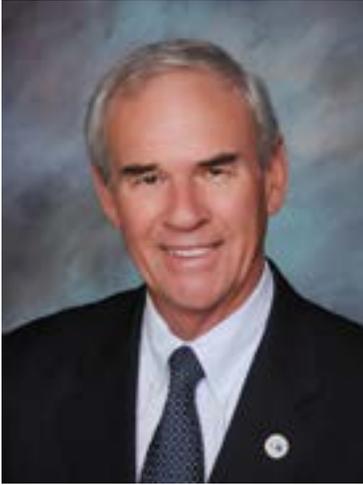
MOORPARK COLLEGE
OXNARD COLLEGE
VENTURA COLLEGE



VENTURA COUNTY
OFFICE OF EDUCATION

Education Report to the Community

VENTURA COUNTY P-20 COUNCIL



The Ventura County P-20 Council is proud to present this 2018 Education Report to the Community. For the first time, we have combined the resources of California Lutheran University, California State University Channel Islands, the Ventura Community College District and the Ventura County Office of Education to bring you a broader view of the state of education in our region.

In these pages, you'll learn about the innovative ways our K-12 schools, community colleges and universities are expanding educational opportunity and achievement. Our particular focus is on the growing effort by educators to prepare students for the working world by providing the knowledge and skills sought after by local employers. We hope you will be inspired by the tremendous work that's using the power of education to ensure rewarding careers for our young people and a prosperous future for Ventura County.

Stan Mantooth

*Ventura County P-20 Council Chair
Ventura County Superintendent of Schools*

Special thanks to the following representatives for their efforts in preparing this publication:

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THE VENTURA COUNTY P-20 COUNCIL: BUILDING PARTNERSHIPS IN EDUCATION



What if local educators joined forces with government, business and nonprofit leaders to tackle the toughest challenges in education? Big problems like the student achievement gap, college affordability and a shortage of graduates ready to fill local jobs. In 2006, that question was on the minds of CSU Channel Islands founding President Dr. Richard Rush and then County Superintendent of Schools Dr. Charles Weis, so they decided to pursue a bold idea.

They created a new organization that brought together the county's leading decision makers. They called it the Ventura County P-16 Council to reflect its focus on students in preschool through college. In 2015, it was renamed P-20 to encompass graduate school and entry into the workforce. The list of names that make up the P-20 Core Council is a veritable who's who of county leaders, from university presidents to the Commanding Officer of the Navy base to the County Executive Officer.

P-20 CORE COUNCIL

12th District PTA

Maria Steck, Vice President, Leadership

California Lutheran University

Chris Kimball, President

California State Assembly

Jacqui Irwin, Assemblymember

California State University Channel Islands

Erika D. Beck, President

County of Ventura

Mike Powers, County Executive Officer

County of Ventura Human Services Agency

Melissa Livingston, Chief Deputy Director

Economic Development Collaborative

Bruce Stenslie, President & CEO

First 5 Ventura County

Petra Puls, Executive Director

Naval Base Ventura County

Captain Jeff Chism, Commanding Officer

Pacific Coast Business Times

Henry Dubroff, Editor

United Way of Ventura County

Eric Harrison, President & CEO

Ventura County Civic Alliance

David Maron, Vice Chair

Ventura County Community College District

Greg Gillespie, Chancellor

Ventura County Office of Education

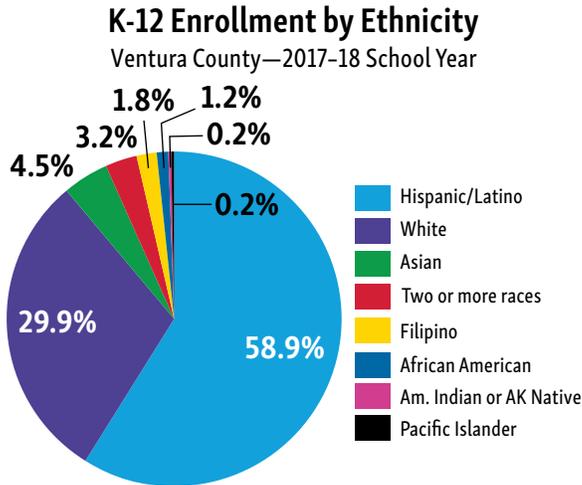
Stan Mantooh, Superintendent

"The simple act of getting these local leaders in the room together on a regular basis to discuss education has paid huge dividends," says Ventura County Superintendent of Schools and current P-20 Council Chair Stan Mantooh. In the 12 years since its inception, P-20 has made a mark on every level of education. The Council has promoted the expansion of high quality preschool programs, provided workshops on applying for college financial aid and worked to increase the availability of STEM education. The P-20 Council has also had a major financial impact through its facilitation of more than \$100 million in grants for Ventura County education (see the list of grants at vcp20.org/grants).

Building a skilled workforce that can meet the needs of local businesses is another of the P-20 Council's primary goals. The Council works to create educational pathways that lead to careers in local industries from high-tech to hospitality. It also helps businesses locate qualified interns and supports job shadowing and business/student networking. Let P-20 help your business connect with education by signing up at vcp20.org/join-us.

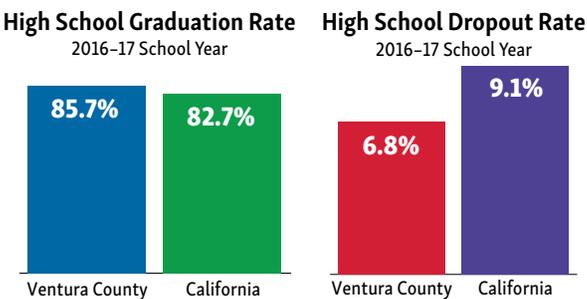
K-12 EDUCATION IS MAKING STRIDES FOR VENTURA COUNTY STUDENTS

Every day in Ventura County's public schools, 13,000 dedicated professionals take on the task of educating nearly 150,000 students. Today's students have access to more options than ever to prepare them for college and careers so they're ready to meet the demands of our quickly-changing world.



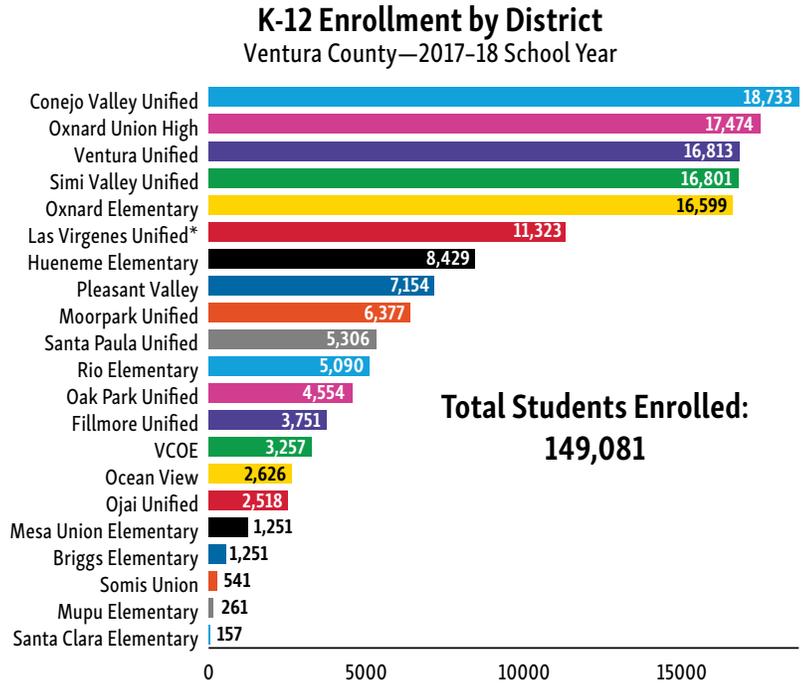
Enrollment by District and Diversity

Ventura County is home to 20 school districts that vary widely in size and student demographics. All of them are dedicated to providing a well-rounded education that prepares students for college and the job market. A new approach to funding is directing resources to underserved students and new accountability measures are increasing the focus on programs that generate the best results.



High School Graduation Rate is on the Rise

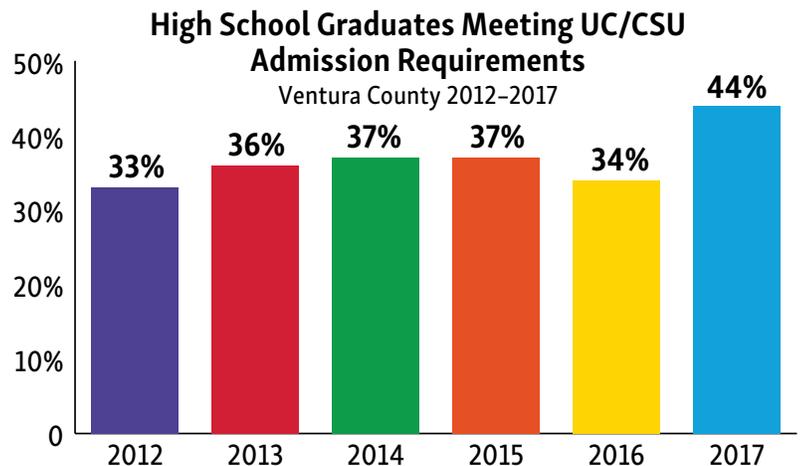
Ventura County's high school graduation rate has been on the rise for the past several years. Schools are providing academic interventions and addressing students' social and emotional needs to help more of them make it to graduation. The latest data show Ventura County is outperforming the state as a whole in both the graduation rate and the dropout rate.



* Las Virgenes USD includes territory in Los Angeles and Ventura Counties.

More High School Graduates are Prepared for College

More students than ever are graduating high school in Ventura County having completed the required coursework for admission to the University of California or California State University. There are also a record number of students taking Advanced Placement tests that allow them to earn college credit.



A MODERN MAKEOVER FOR VOCATIONAL EDUCATION

You probably remember the vocational education courses offered at your high school — classes like auto shop and home economics that were largely geared toward students who didn't see college in their future. Well, yesterday's voc-ed has been dramatically transformed to better prepare students for careers in the modern economy, whether they're college-bound or headed straight into the workforce.

Now known as career technical education or CTE, course offerings have grown to cover a wide variety of fields from information technology and engineering to manufacturing and healthcare. And while you'll still find classes where students repair cars and work with wood, they're now doing it with the latest high-tech equipment and developing skills that put them on a path to well-paying jobs.

"Everything we do is tailored specifically to the workforce needs of our local community," says Dr. Tiffany Morse, Executive Director of Career Education at the Ventura County Office of Education. For example, mechatronics — which combines mechanical, electrical and computer engineering — is now offered at four Ventura County high schools as a direct result of input from the business community.

At the VCOE Career Education Center campuses in Camarillo and Moorpark, students have access to a wide variety of specialized equipment such as a computerized metal and woodworking mills, sound studios and dental hygiene stations. There's even a classroom equipped with state-of-the-art flight simulators thanks to a partnership with the Navy.

Many of the courses offer industry certifications that make students job-ready right out of high school. Irza Arias earned certificates in dental assisting and radiology at the Career Education Center and was offered a job with a local dentist as soon as she graduated from Adolfo Camarillo High School. "I did an internship with them



Flight simulator at the VCOE Career Education Center

and then they hired me right on the spot," she says. The hands-on education and work experience will help her on the path to her ultimate goal of becoming an orthodontist.

To make CTE offerings more relevant to students who are headed to college, the Career Education Center has greatly expanded the number of courses that meet eligibility requirements for the University of California and California State University. There

are now 95 courses that meet the requirements, up from zero just a few years ago. There are also about 15 classes that carry honors credits that can provide a boost to a student's grade point average.

In addition to teaching technical skills, CTE courses are responding to employer demand for applicants with better developed soft skills — basic things like showing up on time, behaving professionally and getting along with others. These "strategic work skills" are now baked in to all of the Career Education Center's course offerings. With the demands of the job market quickly changing, career education in Ventura County will continue to adapt and evolve to benefit both students and employers.



Irza Arias landed a job in a dentist's office right out of high school thanks to the VCOE Career Education Center.

UNIQUE INITIATIVE PREPARES STUDENTS FOR CAREERS IN LOCAL INDUSTRIES

Local manufacturing companies recently faced a dilemma — they couldn't find enough job applicants who had an industry-standard metalworking credential known as NIMS. So, VC Innovates stepped in to help, creating a new course designed specifically for high school students to earn a NIMS certification.

"We have a team of industry liaisons who have real world experience in fields like information technology, engineering and healthcare," says Juliet Herman, VC Innovates' grant director. "They work closely with businesses and school districts throughout the county to align course offerings with the positions that employers need to fill."

VC Innovates was established in 2014 as a partnership between the Ventura County Office of Education and the Ventura County Community College District. Since its inception, it has secured \$30 million in state funding to develop educational pathways that prepare students for jobs right here in Ventura County. It has quickly become one of the leading examples in the state of a successful new approach to career education.



Students and professionals network at an *Entrée to Employment* dinner.

VC Innovates also works to connect businesses with qualified interns and holds networking events such as the popular "Entrée to Employment" dinners. These dinners bring students and working professionals together for a meal and chance to talk about a particular industry sector. To find out about attending a dinner and learn more about VC Innovates' programs, visit www.vcinnovates.org.

CAMARILLO COMPANY FINDS EMPLOYEES THANKS TO CAREER EDUCATION PROGRAMS

Kinamed is a thriving medical device manufacturing company based in Camarillo that's been in business since 1987. In recent years the company has found it harder to fill vacancies in its manufacturing workforce, which is largely made up of first-generation immigrants who are nearing retirement. "Replacing them with people who have a similar work ethic and attention to detail or even finding people who are interested in working in manufacturing are our primary challenges," says Bill Pratt, Kinamed's Vice President of Operations and Director of Creative Design.

That's why Pratt has become a leading supporter of efforts to expand career and technical education in Ventura County — efforts that are paying off for Kinamed. One of the company's newest employees became interested in manufacturing

after taking a recently-created robotics course offered by the Oxnard Union High School District. "He's a good math student and he needed to go to work after graduating high school. He's been a complete natural working here," Pratt says. That employee referred a friend who was also interested in robotics, allowing Kinamed to fill another vacancy. "So that's a double win," Pratt added.

Kinamed made another valuable connection last year when Pratt attended an "Entrée to Employment" networking dinner hosted by VC Innovates. Ivet Avalos was a senior at Moorpark High School with an interest in biomedical engineering, so she signed up to attend the dinner and ended up sitting at the same table as Pratt. "I just happened to sit next to someone who was doing exactly what I wanted to do," she says. That initial introduction led her to a

KINAMED[®]
INCORPORATED

Business Profile

Location: Camarillo
Founded: 1987
Industry: Medical Devices
Employees: 35

summer internship at Kinamed. She's had the chance to meet with clients and work on a prototype for an actual product. The internship gave Ivet unique career-related experience and Kinamed got a talented intern and potential future employee.

Pratt encourages local companies to get more engaged with the education community, not only because it's good for students, but because it makes good business sense. "I've got three people in the building now who have been touched by these programs, so you're talking almost ten percent of my workforce," he says. "I think that's proof that it's working."

For more information and to get involved, simply submit the brief form at vcp20.org/join-us.



Ivet Avalos became a Kinamed intern after attending a VC Innovates networking dinner.



AIR ACADEMY PUTS STUDENTS IN THE PILOT'S SEAT

The use of drones in everything from movie-making to agriculture to law enforcement is growing fast and creating tremendous new job opportunities. And here in Ventura County, high school students are getting the training they need to fill these positions. The Air Academy at the Ventura County Office of Education's Career Education Center provides hands-on flight training using the latest drone technology.

"We take them from knowing nothing to being a commercial operator of unmanned aerial vehicles," says Air Academy instructor Todd Van Epps. In addition to learning to operate the equipment, students earn their Remote Pilot Certificate from the Federal Aviation Administration.

"It was a really fun experience," says Brad Brunsky, who went through the Air Academy during his senior year at Foothill Technology High School in Ventura. "I'm pursuing a degree in aerospace engineering and this was a great way to learn more about drone systems." He even landed a job taking aerial video of a local 5K race and says the opportunity to go through the Air Academy will help get his career ready for takeoff.

The Air Academy has partnered with the Navy to provide real-world projects that let students hone their skills. Van Epps says Air Academy graduates are ready to step into a variety of local jobs. "The employer won't have to put a lot of time and effort into teaching them the basics," he says. "They could definitely walk right in the door at a company and be ready to go."

CAREER OPPORTUNITIES ABOUND IN VENTURA COUNTY SCHOOLS

Taken as a whole, Ventura County's K-12 public education system is one of the largest employers in our region. There are approximately 13,000 teachers, administrators and support staff working in the county's 20 school districts. Teachers make up the largest group of school employees and there's an urgent need to prepare more people to enter the profession.

That's why the Ventura County Office of Education works closely with Cal Lutheran and CSU Channel Islands to make sure the pipeline of new teachers continues to flow. Both universities offer comprehensive programs for students seeking their teaching credentials. But earning a credential isn't the final step to becoming a teacher in California. All newly-credentialed teachers must finish an additional two-year training and mentorship process known as "induction" that's completed while teachers are already at work in the classroom.

"In the induction program, aspiring teachers are assigned a mentor so they can benefit from the wisdom of veteran teachers who have years of classroom experience," says Kim Uebelhardt, Executive Director of VCOE's department of Educator Support and Effectiveness. "We've found the program greatly reduces turnover as new teachers have a place to go for support with the challenges of the job."

Keeping teachers committed to the profession is more important than ever because Ventura County and the state as a whole have been experiencing a shortage of teachers for the past several years. The problem is most acute in specialized subjects such as science, math and special education. To address the shortage, VCOE is part of a new statewide initiative called the California Center on Teaching Careers. It works to promote the benefits of teaching careers and helps guide prospective teachers through the credentialing process. You can learn more on their website at www.californiateach.org.

Serving Ventura County since 1925, the Ventura County Community College District educates more than 32,000 students each semester on our community college campuses, online, in high schools, and at employer work sites. A five-member locally elected Board of Trustees govern the District. Chair Art Hernandez has served since 2000; Vice Chair Stephen Blum was elected in 2006; Trustees Dianne McKay and Bernardo Perez have served since 2010; and Trustee Larry Kennedy was elected in 2012. Trustees have served collectively for more than 50 years. Student Trustee Connor Kubeisy, elected by the students, represents the students and will serve for one year.

Chancellor Greg Gillespie, selected by the Board of Trustees in 2017, serves as the District's chief executive officer and is responsible for carrying out policies approved by the Board of Trustees. Presidents Luis Sanchez, Cynthia Azari, and Damon Bell lead Moorpark, Oxnard, and Ventura colleges, respectively. Vice Chancellors David El Fattal and Michael Shanahan oversee the District functions of Business Services and Human Resources, respectively.

"The District is a critical educational bridge for students from high school to higher education and from student to a career," said Chair Hernandez.

Our mission is to provide students, in our diverse community, with access to comprehensive quality educational opportunities that support student learning and student success. Serving a population of more than 800,000 Ventura County residents, we promote student advancement by offering programs for transfer to four-year colleges and universities, basic skills instruction, associate degrees, associate degrees for transfer, certificates, career education, workforce training, and continuing education for cultural growth, life enrichment, and skills improvement.

The District is part of the California Community College system of 114 colleges, serving more than 2.1 million students across the state, offering a primary pathway to higher education. It is the largest system of higher education in the nation and provides students with the knowledge and background necessary to compete in today's economy. California community colleges educate 70 percent of our state's nurses; and 80 percent of firefighters, law enforcement personnel, and emergency medical technicians. Twenty-nine percent of University of California and 51 percent of California State University graduates started at a California community college. Nearly 42 percent of all California veterans receiving GI educational benefits attend a California community college.



Ventura College 2018 Nursing Graduate Joshua Jalaty

The California Community College Vision for Success (vision.foundationccc.org) was established by the State Chancellor's Office to meet the needs of California and will strive to achieve the following goals by 2022:

- Increase by at least 20 percent the number of CCC students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.
- Increase by 35 percent the number of CCC students transferring annually to a UC or CSU.
- Decrease the average number of units accumulated by CCC students earning associate's degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units—the average among the quintile of colleges showing the strongest performance on this measure.
- Increase the percent of exiting Career Technical Education students who report being employed in their field of study, from the most recent statewide average of 60 percent to an improved rate of 69 percent—the average among the quintile of colleges showing the strongest performance on this measure.
- Reduce equity gaps across all of the above measures through faster improvements among tradi-



tionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps within 10 years.

- Reduce regional achievement gaps across all of the above measures through faster improvements among colleges located in regions with the lowest educational attainment of adults, with the ultimate goal of fully closing regional achievement gaps within 10 years.

In alignment with the California Community College system, the Board of Trustees adopted three strategic goals to meet the needs of students, community partners, and the community:

1. Increase access and student success
2. Partner effectively to meet community needs
3. Promote fiscal stability and the effective use of organizational resources

INCREASE ACCESS AND STUDENT SUCCESS

Our success is measured by the Student Success Scorecard (scorecard.cccco.edu/scorecardrates.aspx?CollegeID=000), a performance measurement tool that tracks student success with the goal of increasing transfer and degree and certificate attainment. The most recent Student Success Scorecard identified Moorpark College with the highest student success rate in the state at 64%, followed by Ventura College at 49.6%, and Oxnard College at 44.5%.

Our colleges awarded 10,121 degrees and certificates in the 2017-2018 academic year. Moorpark, Oxnard, and Ventura colleges have increased the number of CTE degrees and certificates awarded by 92% since 2013 – 2014. Participation in community college CTE classes and programs broadens career options and increases earning potential.

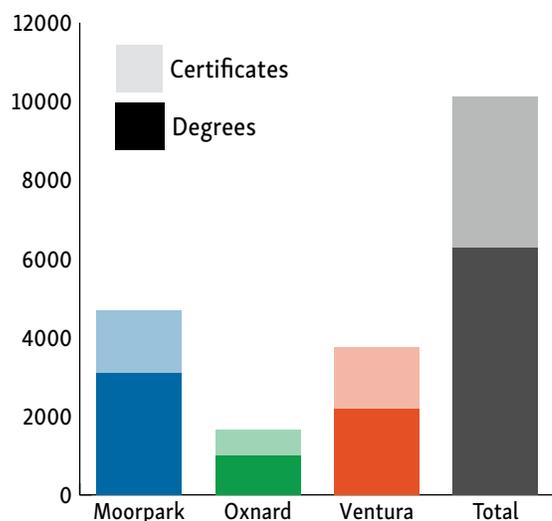
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The District focuses on increased access and student success for all students. Moorpark, Oxnard, and Ventura colleges are Hispanic-serving institutions; it is a primary objective to recruit, hire, and retain employees who support and advocate for the success of our diverse student population.

We have increased dual enrollment opportunities, which allow high school students to earn college credit at little to no cost while still in high school. We provide high school students with an opportunity to obtain at least 15 to 30 college credits as they graduate high school.

Moorpark, Oxnard, and Ventura college foundations support Promise Programs. Students can apply for free college through the college foundations, the California State Promise Grant, and scholarships. Other financial aid opportunities are available; students can easily access

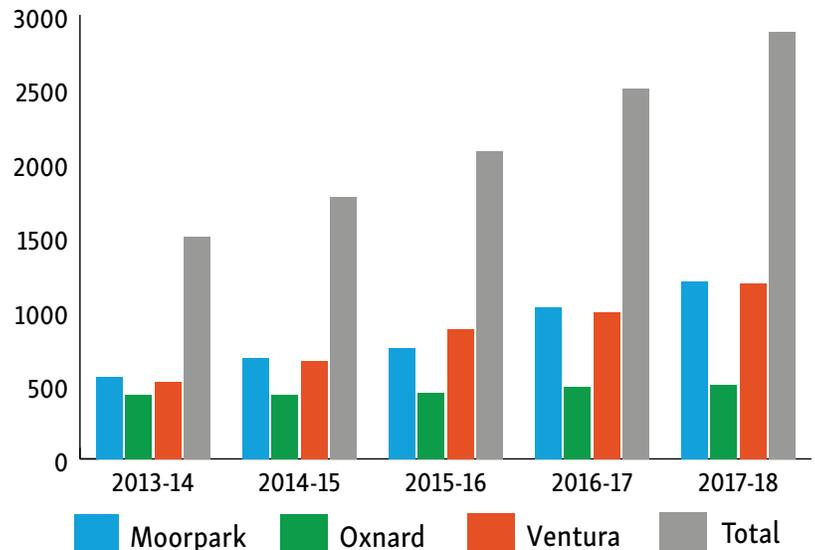
VCCCD 2017 – 2018 Degrees and Certificates



Source: CCCCO DataMart

Note: Totals do not include Proficiency Awards

VCCCD 5-Year CTE Certificates and Degree Awards



Source: VCCCD SIS



Oxnard College Fire Academy graduates are employed throughout Ventura County and the State.

college financial aid and counseling professionals committed to serving students at each of the campuses.

We have developed a student success-focused culture built within the California Guided Pathways

(www.caguidedpathways.org) framework to support students in completing college-level English and math within the first year of college. The Guided Pathways framework creates a highly structured approach to student success that:

- Provides all students with a set of clear course-taking patterns that promotes better enrollment decisions and prepares students for future success
- Integrates support services in ways that make it easier for students to get the help they need during every step of their community college experience

Seeking to serve our entire community and meet student needs, we supported the Ventura County Transportation Commission to begin providing free transportation to college students through a grant program as a way to increase access for all students.

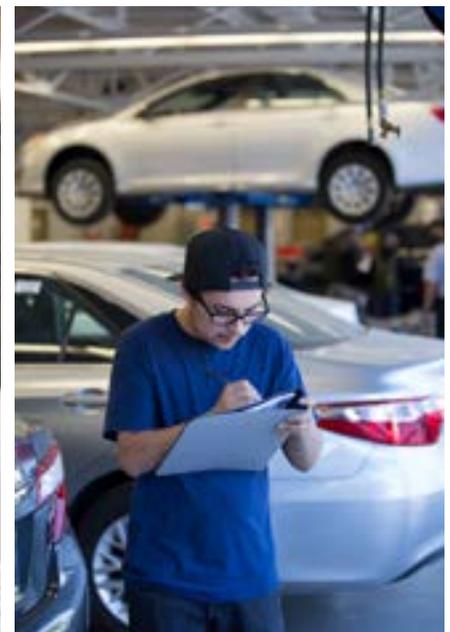
PARTNER EFFECTIVELY TO MEET COMMUNITY NEEDS

The District serves as a bridge connecting students to four-year institutions in their pursuit of higher degrees and workforce opportunities by providing programs, training, and career path planning to meet county workforce needs. “We strive to meet our students’ needs and continuously seek community partnerships aligned to meet community workforce demands,” said Chancellor Gillespie.

Moorpark, Oxnard, and Ventura colleges provide educational programs that offer a sequence of courses directly related to employment in both high-demand, current professions and emerging occupations. We provide hands-on, practical training needed to earn a certificate, open the door to a rewarding career, or assist in the creation of a path toward a bachelor’s degree. We collaborate with industry experts to offer relevant career training that can be completed in as little as 12 to 24 months. Our programs also offer credit for internships and “on-the-job” training that puts classroom education into practical application with planned, supervised work experience. The Division of Economic Workforce Development supports county employers by provid-



*Left: Moorpark College Exotic Animal Training and Management Program students
Right: Ventura College Automotive Program offers students many career options*



ing training for existing and new employees and serves as a resource to advance the economic vitality of Ventura County through an educated and skilled workforce.

The District participates in the Strong Workforce Program (doingwhatmatters.cccco.edu/StrongWorkforce.aspx), a California Community College initiative that addresses seven key areas to meet workforce needs: student



success, career pathways, workforce data and outcomes, curriculum, career technical education faculty, regional coordination and funding development of regional plans. We engage in partnerships with Ventura County Workforce Development Board, Economic Development Collaborative Ventura County, the Ventura County Office of Education, representatives from local Chambers of Commerce, and the South Central Coast Regional Consortium. We meet regularly with employers to develop relevant curriculum and understand

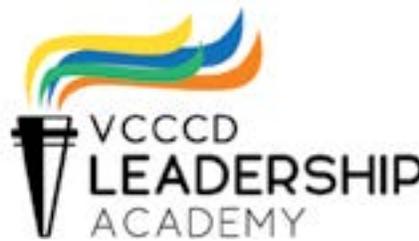
labor-market needs to ensure our students are not only successful in the classroom, but also successful in their future employment.

We actively maintain partnerships with cities, school districts, organizations, and businesses to promote educational opportunities for students and believe pursuing higher education, skill development, and career education programs enhances the quality of a student’s life and the economic vitality of our community, employers, partners and future.

PROMOTE FISCAL STABILITY AND THE EFFECTIVE USE OF ORGANIZATIONAL RESOURCES

Administrators, faculty, and staff support the District to improve academic quality and institutional effectiveness through efficient program management and budget oversight. As one of the largest public agency employers in Ventura County, the District employs more than 1,700 people. Our efforts promote student access and sustain the financial stability and sustainability of the District. The District and colleges provide student support through an array of services, including counseling, financial aid, tutoring, Veterans Resource Centers, health, and mentoring, to:

- Create clear curricular pathways to employment and further education
- Help students choose and enter their pathway
- Help students stay on their path



- Ensure that learning is happening with intentional outcomes

The Board of Trustees and Chancellor support professional development and promotional opportunities across the District for all employees. Launched in 2018, the VCCCD Leadership Academy is a year-long program designed to develop leadership and advocacy skills and create professional growth opportunities to enhance student success and institutional transformation.

Professional development not only enhances work life but also provides team building, skill development, and promotional opportunities. Faculty and classified staff are offered professional activities presented by Academic and Classified Senates and the VCCCD Professional Development Committee.

SUMMARY

Students come first. We are dedicated to the students we serve and believe success is measured by our students’ accomplishments. Quality and affordable education provides students with relevant skill development leading to in-demand, well-paying jobs. We are a leader and provide an integral gateway to higher education and career development that meets the needs of our students and community.



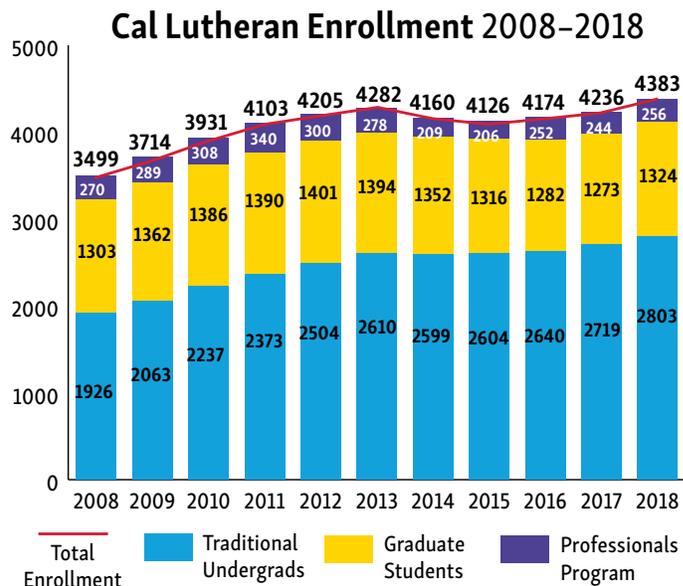


CAL LUTHERAN AT WORK IN VENTURA COUNTY

California Lutheran University has seen remarkable growth since its founding in 1959. The university keeps pace with the changing needs of students while remaining true to its mission: to educate leaders for a global society who are strong in character and judgment, confident in their identity and vocation, and committed to service and justice.

The 225-acre main campus in Thousand Oaks, at one time the ranch of Richard Pederson, the son of Norwegian immigrants, is home to a dynamic liberal arts and science university with nearly 4,400 undergraduate and graduate students from 49 countries representing a diversity of faiths and cultures. Cal Lutheran has other locations in Woodland Hills, Westlake Village, Oxnard and Santa Maria as well as Pacific Lutheran Theological Seminary in Berkeley.

Through its College of Arts and Sciences, Graduate School of Education, Graduate School of Psychology,



Quality instruction In classes with an average of just 15 students, Cal Lutheran trains undergraduates for every endeavor that requires analytical and critical thinking skills. Our graduates have learned to transform and communicate information, to understand themselves as both heirs to and creators of history, and to integrate information and moral reflection in creative solutions to new problems.

School of Management and the theological seminary, Cal Lutheran offers bachelor's, master's and doctoral degrees and highly regarded credential and certificate programs. Distance programs, including an online MBA, are also available. A Bachelor's Degree for Professionals program meets the needs of part-time returning students.

The student body at Cal Lutheran has grown over the years, driven in the last decade by increases in the numbers of traditional undergraduates. In the fall of 2018, the university welcomed its largest freshmen class ever, with nearly 700 students.

Just over a third of Cal Lutheran's traditional undergraduates and more than half of transfer students are from Ventura County. The choice of 255 U.S. military veterans and 139 dependents of veterans at last count, the undergraduate program also attracts students from across the United States and the globe.

	Economic Output	Tax Impact	Direct Employment Impact
Ventura County	\$230 M	\$35 M	2,062
California	\$345 M	\$54 M	2,636
Nation	\$597 M	\$64 M	4,529

**2017 estimates*

Cal Lutheran has a powerful impact on the community in Ventura County by many measures. A significant part of the university's 28,000 alumni lives in the county, with approximately half of our graduates settling in Greater Los Angeles.

The university is deeply involved in service to communities in the county and beyond. Examples include affordable counseling services, professional development for nonprofit leaders, economic forecasting, a program to teach K-12 subjects using drama techniques, a community swimming pool, support for alternative communication methods for people with autism, and NPR and local news through KCLU Radio. The university's thriving arts programs promote cultural awareness and provide intellectual and educational benefits to the region.

INCLUSION

An increasingly broad and diverse community, Cal Lutheran has made inclusion one of three strategic goals through 2022. In the composition of its student body, faculty and administration, the university will seek to approximate the diversity of the state of California.

Federal grants Under the Hispanic-serving designation, the U.S. Department of Education recently funded a \$3.75 million grant for a joint project with Moorpark College to



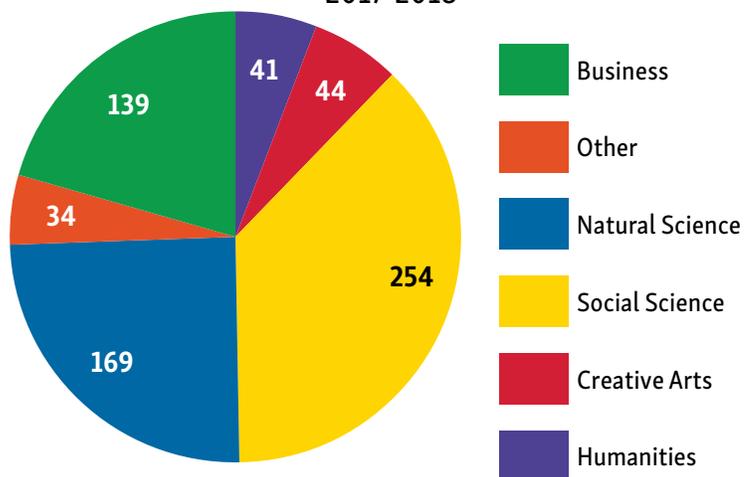
Top: An economics major and Westlake Elementary School students brainstorm ideas for startup businesses. Above: A \$34 million facility will transform science education at Cal Lutheran in Fall 2020.

increase transfer, retention and degree-completion rates for students who are Latina/o, low-income or the first in their family to attend college. With another \$2.7 million Title V grant, Cal Lutheran will address the shortage of Latina/o teachers.

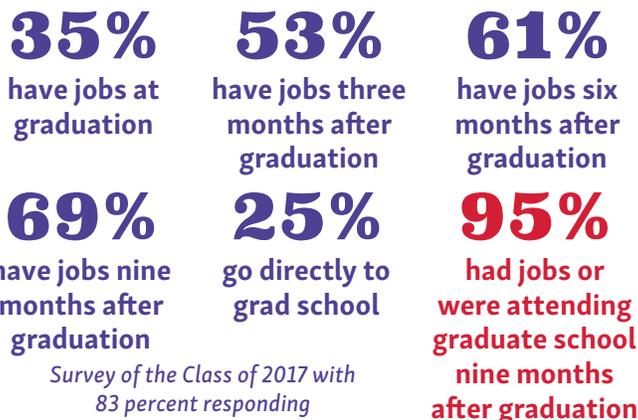
In 2016, the education department awarded Cal Lutheran \$4.63 million to support students in science, technology, engineering and mathematics, and an additional \$1.46 million for collaborating with Oxnard College on STEM programs. The goal is to increase the number of Latina/o and low-income students who graduate with STEM degrees.

Using \$1.16 million in federal funds, the university recently launched the Ronald E. McNair Post-Baccalaureate Achievement Program, an effort to diversify the pool of people with doctorates.

Traditional Bachelor's Degrees at Cal Lutheran
 2017-2018

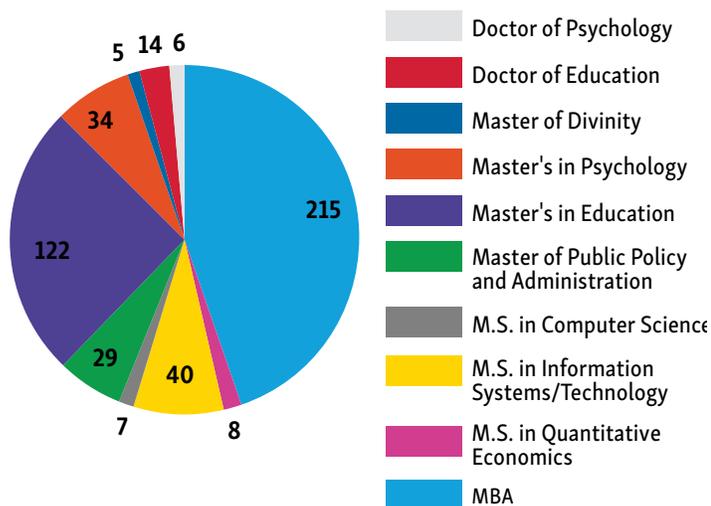


Success with a bachelor's degree



Accessible and affordable About a third of our traditional undergraduates are the first members of their families to attend college. Almost two-thirds of undergraduates earn their bachelor's degrees in four years, and the vast majority, or 96.4 percent, receive financial assistance.

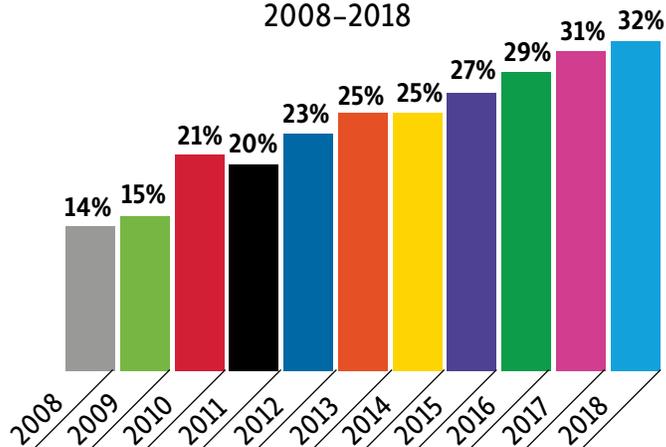
Master's and Doctoral Degrees 2017-2018



Education credentialing In addition to the Master and Doctor of Education degrees shown in the pie chart, Cal Lutheran awarded 201 credentials to aspiring teachers, counselors and administrators in 2017-18. Many go on to work in public and private schools in the county.

Hispanic-serving In the next few years, the percentage of Latina/o students at Cal Lutheran is expected to grow to 40 percent. A milestone was reached in 2016 when the U.S. Department of Education designated Cal Lutheran a Hispanic-serving institution, making it eligible for grants to benefit its growing Latina/o population and other students. See Page 13 for more on \$12.5 million in recent grant awards.

Latina/o Undergraduate Enrollment
 2008-2018



INNOVATION

With innovation as one of three strategic goals through 2022, the university will continue to explore new programs and revise existing ones. Among many recent examples, the university has launched a new undergraduate major in hospitality and tourism management.

Internships One part of Cal Lutheran's impact on the workforce in Ventura County comes through student internships. Well over half of traditional undergraduates — and more than 500 every year — do paid and unpaid internships at thousands of local companies and organizations during college. Sometimes thought of as long job interviews, internships lead to employment for roughly six in 10 participating students.

INVESTMENT

With investment as one of three strategic goals through 2022, the university continues to improve its physical plant in Thousand Oaks as well as off-site centers in Oxnard, Westlake Village and elsewhere. The next transformation on the main campus will be the construction by Fall 2020 of a three-story, 47,000-square-foot science center.

Engine of opportunity A key player in striking the agreement, Cal Lutheran joins this year with 35 other independent universities in California to provide a guaranteed pathway for community college students wanting to transfer to four-year institutions. The agreement will help the state fill the need for more workers with bachelor's degrees. The Public Policy Institute of California forecasts a statewide shortage of 1.1 million qualified workers by 2030.

Callutheran.edu



Oscar and Monica are lifelong residents and products of the educational system in Ventura County. They attended Lemonwood Elementary School, Fremont and Frank intermediate schools, Channel Islands High School and Cal Lutheran.

CAL LUTHERAN POWER HOUSE IN OXNARD

At the ages of 32 and 28, a brother and sister alumni duo in 2016 became two of the youngest elected leaders in the City of Oxnard. In the first generation of their family to attend college, they hold two degrees each from Cal Lutheran.

Oscar Madrigal '06, MPPA '10, was elected to the city council on his fourth attempt, and Monica Madrigal Lopez '10, M.S. '13, ran for school board and won.

Both kept their full-time jobs. Oscar teaches Spanish and coaches soccer at Oaks Christian School in Westlake Village, and Monica works as a counselor on the staff of a federally funded Cal Lutheran program supporting first-generation, low-income and disabled students.

They have two more sisters, and the youngest, Leslie, is a Cal Lutheran junior majoring in criminal justice and Spanish.

Last year, Monica helped Cal Lutheran to host some 500 Oxnard-area students in grades 3 through 8 in a series of half-day visits during summer. She wants "a college-going culture" for Oxnard kids, who should be aware of the option by the time they start high school.

Participants "got to run on the field" and work with undergraduates in real private-university classrooms, Monica said.

Although it's a short drive, she observed, some youngsters had never been up the grade to Thousand Oaks.

Oscar has been working on housing issues and improving parks, and looks forward to tackling homelessness.

Given that brother and sister live together in the family home in La Colonia, a certain amount of city business gets heard there.

"Sometimes it bleeds over," Oscar confirmed.

"It makes my parents excited to hear what's going on, and my little sister when she's home," said Monica.

CSUCI FACTS & FIGURES

California State University Channel Islands (CSUCI) is reimagining higher education for a new generation and era. CSUCI is an innovative higher education institution that enables students to succeed and thrive, serves as an engine for social and economic vitality and provides the intellectual resources necessary for a thriving democracy.

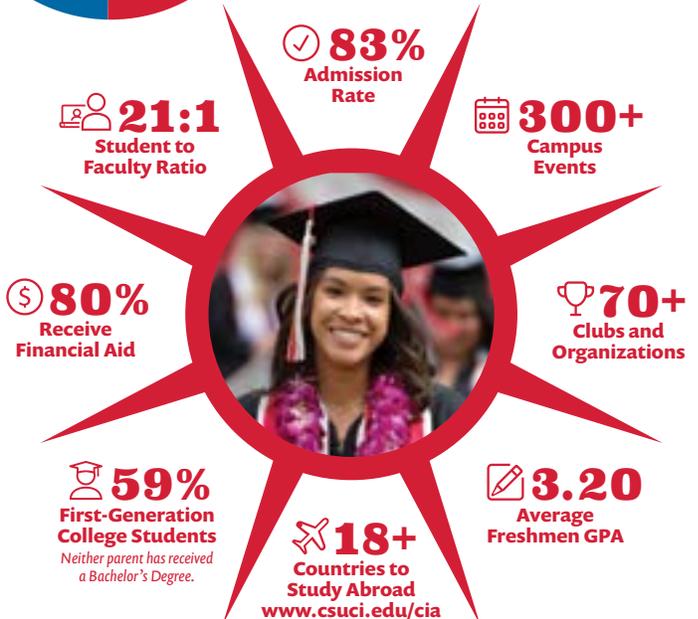
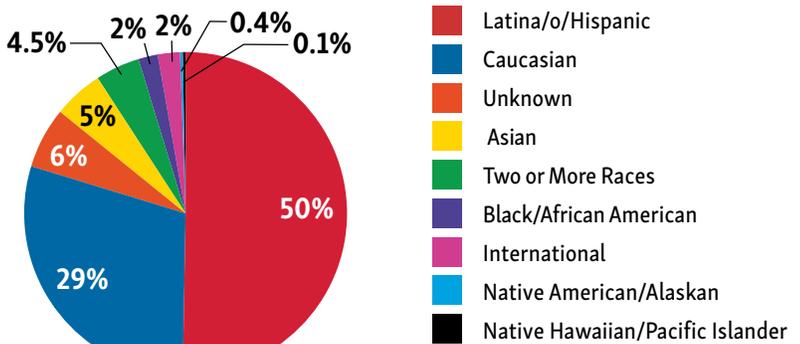
The campus is nestled on 1,200 acres at the base of the Santa Monica Mountains, blending striking 1930's Mission-Revival and Spanish Colonial-Revival architecture with state-of-the-art facilities and technology. In addition to the main campus in Camarillo, select academic programs are also offered in Santa Barbara and Goleta, as well as a research station on Santa Rosa Island.

Students benefit from small class sizes, close collaboration with faculty and peers and a strong sense of community. The curriculum emphasizes an interdisciplinary, real-world approach in which students tackle community problems, conduct meaningful research and make a difference in our communities.

With more than 7,000 students, 1,200 employees and 16,000 alumni, CSUCI is poised to grow in size and distinction, while maintaining one of the most student-focused learning environments in public higher education.

Visit www.csuci.edu.

7,000+ Students



2018-2019 ESTIMATED COST OF ATTENDANCE

Undergraduate Students

Housing Plans	With Parent	On-Campus	Off-Campus
Tuition & Fees*	\$6,802	\$6,802	\$6,802
Books & Supplies	\$2,002	\$2,002	\$2,002
Room & Board	\$5,418	\$16,954	\$15,150
Transportation	\$1,586	\$1,472	\$1,544
Personal	\$1,480	\$1,480	\$1,480
Loan Fees	\$130	\$130	\$130
Total	\$17,418	\$28,840	\$27,108

Credential and Graduate Students

Housing Plans	Credential Off-Campus	Graduate Off-Campus
Tuition & Fees*	\$7,720	\$8,236
Books & Supplies	\$2,002	\$2,002
Room & Board	\$15,150	\$15,150
Transportation	\$1,544	\$1,544
Personal	\$1,480	\$1,480
Loan Fees	\$130	\$220
Total	\$28,026	\$28,632



REIMAGINING HIGHER EDUCATION FOR A NEW GENERATION AND ERA

By the year 2030, California is projected to experience a shortage of more than 1.1 million employees with bachelor’s degrees. According to the Public Policy Institute of California, there won’t be enough highly educated professionals to meet economic demand and the pipelines for the state’s colleges and universities will need to widen significantly.

The future of our innovation economy — one where we solve social problems, invent life-changing technology and engage each other in informed, rigorous debate — will require more college-educated citizens than ever before.

CSUCI President Erika Beck believes that in order to avoid this shortage, higher education must reimagine itself for a new student population and era. She says that CSUCI’s students, staff, faculty and community partners are perfectly positioned to do just that.

“The regional state university serves as an engine for social mobility and economic vitality,” Beck said. “It serves as the building block of our democracy. And when it works in direct partnership with the broader community, higher education elevates everyone.”

The entry point for addressing the degree shortfall is helping students graduate in a timely manner. Compared to other universities, CSUCI admits and graduates a higher percentage of low-income and first-generation students. Beck believes that the University can emerge as a national leader at this and can leverage data to support students while still maintaining high academic expectations.

“Ensuring that our students have the ability to graduate in a timely manner is absolutely essential,” Beck said. “A public university serves a public purpose. We all benefit from the individual learning of our students — our community is the direct beneficiary of our students’ citizenship.”

Beck also looks to the first line of the University’s mission statement — “Placing students at the center of the educational experience” — in visualizing the future



CSUCI graduates keep the Ventura County and California economy moving forward.

classroom. CSUCI will need to build deeper and seamless collaborations between faculty and staff members to create the ideal space.

“The entire University community will work to strengthen collaborative efforts toward constructing clear pathways to graduation,” she said. “It’s important that we continue to build a culture that emboldens creativity and innovation, as well as encouraging all individuals from the CSUCI community to channel their potential.”

Above all, Beck believes that a commitment to inclusive excellence — engaging the rich diversity of the campus community and ensuring that everyone has the opportunity to reach their potential — will help CSUCI begin to think about this reimagination. Above all, she says, the University is in the business of changing family trees.

“When our students participate at commencement, they bring their brothers and sisters, their cousins — they’re role modeling the value of a college degree as a vehicle for social and economic mobility,” she said. “The majority of our students are the first in their family to graduate from college, so every student who crosses that stage emerges on the other side as a role model for what is possible for everyone else around them. For me, that’s really the great power of higher education.”

EMPOWERING STUDENTS TO BECOME NAVIGATORS OF THEIR OWN SUCCESS

A few years into her academic career at CSUCI, Jennifer Rueda '18 got a job as a student engagement and outreach mentor with Peer Education and Equity Programs (PEEP). The Health Science student knew that she'd be talking to Ventura County high schoolers and their families about going to college. But she didn't know that she was about to unlock an entire support system of CSUCI staff and peers in PEEP, leading her to feel more connected to the campus.

"During my first two years here at CSUCI, I didn't venture out and ask for the support I needed. This was for many reasons, including feeling out of place, being intimidated to speak up, and simply not knowing who to go to for support," she said. "Once I became involved with an organization on campus, this new network guided me. This role helped me gain various skills and learn how to help other students."

CSUCI's array of student success initiatives help students like Rueda have life-changing experiences. They engage in peer-learning communities, assume leadership and mentoring roles, participate in faculty-led research, spearhead community service projects and shape their path to graduation and beyond. Since 2010, CSUCI's Student Academic Success and Equity Initiatives have leveraged \$25.6 million in external funding to strengthen services and facilitate student success in Ventura and Santa Barbara counties.

The impact of these initiatives has led CSUCI to formally launch Channel Your Success, a campuswide campaign that will help the University community understand the magnitude of this work and advance equity and inclusion.

"There are so many ways that our students can channel their success," said Associate Vice Provost for Student Success & Community Engagement Amanda Quintero, Ph.D. "There are so many opportunities for them to become a successful navigator of their own success at CSUCI."

The core elements of Channel Your Success are a wide-scale peer mentor referral program, as well as



Jennifer Rueda (center) helped other students as a mentor and graduated in May.

culturally relevant practices to support social transition and student engagement among first-time freshmen and second-year students, particularly Latinx/Chicanx and first-generation students. Faculty and staff have already found great success in these practices — Quintero says that programs like Noche de Familia and the ¡Sí Se Pudo! graduation celebration foster student connection.

Channel Your Success is grounded in the work CSUCI is doing for the CSU's Graduation Initiative 2025, a plan to raise graduation rates for 475,000 students across 23 campuses. By 2025, the University must raise the four-year freshmen graduation rate from the current 25 percent to 40 percent and the two-year transfer graduation rate from the current 42 percent to 54 percent. It also must erase the achievement gaps for undergraduate minority and Pell Grant-eligible students.

Rueda also believes that the campaign will be aspirational and empowering for her peers, helping them to take advantage of the support at their fingertips.

"Channel Your Success involves mentors going out to find students that need additional support and guidance," she said. "Once students know that there are initiatives and individuals on this campus ready to help them through their journey at CSUCI, Channel Your Success will resonate with them."



GABRIEL GUILLÉN, '11 BSN AND '16 MBA

Gabriel Guillén enrolled at CSU Channel Islands to earn a bachelor's degree in nursing and graduated with a mission to uplift his Ventura County community.

A bright kid who graduated from Santa Paula High School at 16 years old, Guillén had earned an associate degree in administration of justice from Ventura College by 18. He tried to get into law enforcement but was turned away because of his heavy accent.

After starting a family and spending nearly a decade working at the local corrugated packaging plant, Guillén and his wife Rosario understood that things would never really improve for them if he stayed at the plant. "I knew we had to do something to plan for the future," remembers the father of four teenagers.

Guillén graduated from Moorpark College in 2009 with his R.N. degree and a job at a hospital soon followed. But by then he'd already seen how education could provide access to new opportunities. He wanted to stay in school.

The Bachelor of Science in Nursing (BSN) at CSUCI made the most sense along with the campus location, affordability and more



flexible schedule. Counselors also met with Guillén to find scholarship opportunities; he eventually earned three. The aid eased the family's financial burden and gave Guillén the access he needed to focus on his path.

Community college may have prepared Guillén to be a nurse, but the courses at CSUCI ignited a passion. He learned how communities could be transformed through preventative measures like vaccinating children, teaching good nutrition and smoking cessation, and holding regular preventive screenings for chronic diseases like type 2 diabetes and heart disease.

Meanwhile, he was excelling on campus and graduated magna cum laude with his BSN in 2011. While continuing to work full-time,

Guillén then earned a master's degree in business and economics from CSUCI in 2016.

When Guillén isn't working at St. John's Regional Medical Center in Oxnard or St. John's Pleasant Valley Hospital in Camarillo as a Palliative Care RN Coordinator, he motivates CSUCI nursing students to succeed. Guillén simply hopes his work makes a direct impact on the health of those around him.

ALLISON CLAYTON, '16 B.A. ART

Christmas occurs in summertime and people say "cheers" instead of "thank you." These are some of the elements of the place CSUCI alumna Allison Clayton has called home for almost two years now — Sydney.

Armed with a degree in Studio Art with a minor in Business Management, the 26-year-old graduate found a job she loves Down Under.

Clayton is an account executive and content producer for L&A Social Media, a firm that manages social media accounts for 50 to 60 clients. She takes photos, writes copy and interacts with the clients, an ideal fit for the photography and marketing skills she learned at CSUCI.

The Camarillo native's journey to a dream job in Australia began with a camera she got for Christmas as a young teenager. She took more photography classes at Rio Mesa High School and realized that's what she wanted to do most. After applying to several colleges, she decided



on CSUCI because of the smaller class sizes and individual attention from professors.

It was an Art professor who suggested she apply to be a student photographer for CSUCI's Communication & Marketing office. She got the job and was so good at it that she was hired as a full-time photographer after graduation.

Clayton then decided to pursue a dream: to explore life in Australia.

"My mom's family is from Australia, so we've been going to Sydney every year since I was a baby," she said. "I thought it would be cool to just live there and experience life rather than just three weeks at a time."

Clayton obtained a work visa and landed her job with L&A shortly after she arrived. Clayton loves the beauty and diversity of Australia, where the "sand seems whiter, the ocean seems bluer," she said. "Sydney is definitely the type of city I could see myself living in for a long time."

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