Table of Contents

Introduction

   District Master Plan Overview ................................................................. 3
   Moorpark College Educational Master Plan Framework ......................... 3
   Strategic Plan: Strategic Objectives and Action Steps ........................... 3

Strategic Objective 1: Student Access ......................................................... 5

Strategic Objective 2: Retention and Success .............................................. 7

Strategic Objective 3: Responsiveness to the Marketplace in Career Training... 10

Strategic Objective 4: Effective Use of Organizational Resources ............... 11

Conclusion ..................................................................................................... 12

Appendix: Strategic Plan At-a-Glance .......................................................... attachment
Introduction

District Master Plan Overview
The District Master Plan identifies over-arching goals and objectives that serve as the foundation for the College Educational Master Plan, and Strategic Plan, Technology Plan, and Facilities Plan. The current District Master Plan was developed through a district-wide collaborative process and approved by the Board of Trustees on October 8, 2013. It covers the period from 2013 to 2019.

VCCCD 2013-2019 Strategic Goals:
1. Increase access and student success
2. Partner more effectively to meet community needs
3. Promote effective use of organizational resources

Moorpark College Educational Master Plan Framework

In fall 2009, Moorpark College conducted college-wide planning to update its 10-year long-term educational plan. The Moorpark College Educational Master Plan 2009-2019 was accepted by the College’s Education Committee for Accreditation and Planning (EdCAP) on October 27, 2009, and the Board of Trustees on December 8, 2009.

The Educational Master Plan outlines four major challenges to be met by the College in the next decade. They are in four broad areas: Student Access, Student Retention and Success, Responsiveness to the Marketplace in Career Training, and the Volatility of the Economic Climate and California Public Funding.

Through college-wide dialogue, 15 overarching recommendations emerged in response to the challenges. These recommendations provided a framework for conversation in the strategic planning and implementation process.

Strategic Plan: Strategic Objectives and Action Steps

College strategic planning operates within the framework defined by the Educational Master Plan. This document is the second of three 3-year strategic plans that will cover the College Master Plan’s 10-year planning cycle. These strategic plans will guide the college in meeting the challenges presented in the Moorpark College Educational Master Plan 2009-2019 and incorporate the new District Master Plan 2013-2019 strategic goals.

Strategic Objectives: The challenges outlined in the Educational Master Plan define Strategic Objectives for the College over time. The Strategic Objectives form the basis for institutional effectiveness measures at each annual assessment cycle, at each three-year strategic planning cycle, and inform development of the next Educational Master Plan.
Moorpark College's 2013-2016 Strategic Objectives are:

1. Student Access
2. Student Retention and Success
3. Responsiveness to the Marketplace in Career Training
4. Effective Use of Organizational Resources

**Action Steps:** Multiple Action Steps may be identified for each Strategic Objective. Action Steps are tactical, with an implementation timeline, assigned to a responsible party, and have a method of assessment. Progress will be reviewed annually.
STRATEGIC OBJECTIVE 1: STUDENT ACCESS

Action Step 1.1
Develop, implement, and assess an annual enrollment management plan to ensure sustainability and maintain strength in transfer

Elements to include:
- develop enrollment management plan and communicate campus-wide
- assess student access data and improve success and equity

Timeframe: Year 1-3
Responsible Party:
Primary - Office of Student Learning
Team: Office of Institutional Research, Deans, Student Services Faculty/Staff, Department Chairs and Discipline Faculty, Academic Senate

Assessment: Enrollment management plan completed and communicated campus-wide, Institutional Effectiveness Report completed, Student access, success, and completion data analyzed, Transfer rate increased, Course scheduling pattern reviewed and efficiency increased

Action Step 1.2
Strengthen pathways from K-12 to degree completion

Elements to include:
- build outreach and communication with area middle schools, high schools, and four year institutions
- establish relationships to facilitate high school to college readiness
- establish relationships to facilitate community college to four year university readiness

Timeframe: Year 1-3
Responsible Party:
Primary: Office of Outreach and Admissions
Team: President, Office of Student Learning, Student Services, Discipline Faculty

Assessment: Marketing plan developed, Outreach activities documented

Action Step 1.3
Strengthen paths for returning adults and nontraditional learners

Elements to include:
- increase outreach to adult education and community

Timeframe: Year 1-3
Responsible Party:
Primary: Office of Student Learning
Team: Deans, Office of Outreach and Admissions

**Assessment:** Participation in district-wide discussions documented
STRATEGIC OBJECTIVE 2: RETENTION AND SUCCESS

Action Step 2.1
Develop, implement, and assess student services and instruction-based activities that promote student engagement, retention, and success. Actively promote the integration of student service and instruction-based activities to meet these goals.

Elements to include:
- implement Student Services Center in Fountain Hall
- develop Student Success Plan
- expand opportunities for student/campus connections
- enhance campus culture utilizing integrated student success strategies within classrooms and disciplines based on data driven research

Timeframe: Year 1-3
Responsible Party:
- Primary: Office of Student Learning
- Team: Facilities and Operations Department, Student Services Council, Office of Student Activities, Student Success Task Force, Professional Development Committee, Department Chairs and Discipline Faculty

Assessment: Student Services Center in Fountain Hall completed, Welcome Desk created, first year experience program developed and implemented, Professional development activities documented, Student Success Plan completed

Action Step 2.2
Align Basic Skills with student success and campus community needs.

Elements to include:
- integrate Basic Skills “best practices” into the full campus community
- pilot accelerated program for Basic Skills

Timeframe: Year 2-3
Responsible Party:
- Primary: Co-Chairs of Basic Skills Committee
- Team: Basic Skills Committee, Math Faculty, Professional Development Committee

Assessment: Basic Skills plan developed and implemented, Professional development activities documented
**Action Step 2.3**  
**Evaluate effectiveness of technology in support of student success**

Elements to include:
- expand opportunities for students to develop on-line career and education plans
- develop, implement, and assess online orientation
- update collection of MIS data reporting to accurately reflect required data
- assess online placement and early alert data

**Timeframe:** Year 1-3  
**Responsible Party:**  
Primary: Deans of Student Services  
Team: Dean for Distance Education and Technology, Math and English Faculty, Student Services Council

**Assessment:** Institutional Effectiveness Data collected and analyzed, MIS data collected

**Action Step 2.4**  
**Analyze success rates and develop a plan to monitor and improve student equity.**

Elements to include:
- identify pedagogical barriers for effective teaching to ensure student equity

**Timeframe:** Year 2-3  
**Responsible Party:**  
Primary: Office of Student Learning  
Team: Student Success Task Force, Office of Institutional Research, Deans, Department Chairs and Faculty/Staff

**Assessment:** Institutional Effectiveness Data collected and analyzed, Student Equity Report completed

**Action Step 2.5**  
**Evaluate online offerings and establish benchmarks for success**

Elements to include:
- examine and evaluate best practices for online courses
- analyze online offerings as part of enrollment management
- increase online course completion rates

**Timeframe:** Year 1-3  
**Responsible Party:**
Primary: Office of Student Learning  
Team: Dean of Distance Education, Deans, Department Chairs and Program Faculty, Curriculum Committee

**Assessment:** Vision and mission statement for online education documented, Research and Professional development activities related to best practices for online instruction and student success documented, Curriculum requirements examined and updated

**Action Step 2.6**
Increase completion of certificates and degrees

Elements to include:
- increase transfer degree and certificate completion rates
- Communicate/market new transfer degrees to increase student awareness

**Timeframe:** Year 1-3  
**Responsible Party:**  
Primary: Office of Student Learning  
Team: Deans, Department Chairs and Program Faculty/Staff, Office of Institutional Research, Outreach Office

**Assessment:** Institutional Effectiveness Data collected and analyzed, Marketing plan developed and implemented
STRATEGIC OBJECTIVE 3: RESPONSIVENESS TO THE MARKETPLACE IN CAREER TRAINING

Action Step 3.1
Assess local and regional employer and community needs

Elements to include:
- use environmental scans and current technology to determine trends, labor market needs
- support program development and curriculum improvements based on data driven research

Timeframe: Year 3
Responsible Party:
- Primary: Program Faculty
- Team: Curriculum Committee, CTE workgroup, Office of Institutional Research, Office of Student Learning

Assessment: 2-year review cycle of CTE programs implemented, Program outcomes/curriculum adjusted if needed

Action Step 3.2
Strengthen outreach, communication, and partnerships with local and regional employers

Elements to include:
- increase campus presence with local community meetings and events

Timeframe: Year 1-3
Responsible Party:
- Primary: President
- Team: Program Faculty, Career Center

Assessment: College and community outreach and events documented
STRATEGIC OBJECTIVE 4: EFFECTIVE USE OF ORGANIZATIONAL RESOURCES

**Action Step 4.1**
Enhance professional development in order to support strategic goals

Elements to include:
- support campus, district, and off-site training and professional development

**Timeframe:** Year 1-3  
**Responsible Party:**  
Primary: Professional Development Committee  
Team: Office of Student Learning, Office of Business Services, Academic Senate

**Assessment:** Professional development meetings and trainings documented

**Action Step 4.2**
Align resources to meet college mission.

Elements to include:
- investigate alternative funding sources  
- align budget priorities with college strategic plan and program plans

**Timeframe:** Year 1-3  
**Responsible Party:**  
Primary: President  
Team: Office of Student Learning, Office of Business Services, Academic Senate, Fac/Tech CAP

**Assessment:** Program Plan Review process completed, Campus-wide prioritization and decision-making processes documented
Conclusion

The Strategic Plan promotes continuous improvement over time. The college assesses the effectiveness of actions taken toward achieving the strategic objectives annually, and produces a progress report to reinforce and sustain the college dialogue on the college's long-term and short-term goals.

The *Moorpark College Strategic Plan 2013-2016* methodically develops objectives and action steps that address the Educational Master Plan challenges and recommendations. In creating incremental, achievable, and measurable objectives in the *Moorpark College Strategic Plan 2013-2016*, we hope to focus our community and our resources to fulfill our Mission. The guiding spirit of this strategic plan, and all planning activities at the college, is always program and institutional improvement to benefit student learning and student success.
### Moorpark College Strategic Plan 2013-2016 At-a-Glance

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Action Steps</th>
<th>Timeframe</th>
<th>Responsible Party</th>
<th>Assessment</th>
</tr>
</thead>
</table>
| **Strategic Objective 1:** Student Access | 1.1 Develop, implement, and assess an enrollment management plan to ensure sustainability and maintain strength in transfer  
- develop enrollment management plan and communicate campus-wide  
- assess student access and completion data to inform enrollment management decisions and improve success and equity | Year 1-3 | Primary: Office of Student Learning  
Office of Institutional Research  
Deans  
Student Services  
Faculty/Staff  
Department Chairs and Faculty  
Academic Senate | Enrollment management plan completed and communicated campus-wide  
Institutional Effectiveness Report completed and communicated campus-wide  
Student access, retention and success data analyzed  
Course scheduling pattern reviewed and efficiency increased |
| **Strategic Objective 1:** Student Access | 1.2 Strengthen pathways from K-12 to degree completion  
- build outreach and communication with area middle schools, high schools, and four year institutions  
- establish relationships to facilitate high school to college readiness  
- establish relationships to facilitate transfer to four year university readiness | Year 1-3 | Primary: Office of Outreach and Admissions  
President  
Office of Student Learning  
Student Services  
Discipline Faculty | Marketing plan developed  
Outreach activities documented |
| Strategic Objective 1: Student Access | 1.3 Strengthen paths for returning adults and nontraditional learners  
Elements to include:  
• increase outreach to adult education and community | Year 1-3 | Primary: Office of Student Learning  
Deans  
Office of Outreach and Admissions | Participation in district-wide discussions documented |
|-------------------------|-------------------------------------------------|----------|---------------------------------|--------------------------------------------------|
| Strategic Objective 2: Retention and Success | 2.1 Develop, implement, and assess student services and instruction-based activities that promote student engagement, retention, and success. Actively promote the integration of student service and instruction-based activities to meet these goals.  
Elements to include:  
• implement Student Services Center in Fountain Hall  
• develop Student Success Plan  
• expand opportunities for student/campus connections  
• enhance campus culture utilizing integrated student success strategies within classrooms and disciplines based on data driven research | Year 1-3 | Primary: Office of Student Learning  
Facilities and Operations Department  
Student Services Council  
Office of Student Activities  
Student Success Task Force  
Professional Development Committee  
Department Chairs and Discipline Faculty | Student Services Center in Fountain Hall completed  
Welcome Desk created  
First year experience program developed and implemented  
Professional development activities documented  
Student Success Plan completed |
| Strategic Objective 2: Retention and Success | 2.2 Align Basic Skills with student success and campus community needs  
Elements to include:  
• integrate Basic Skills “best practices” into the full campus community  
• pilot accelerated program for Basic Skills | Year 2-3 | Primary: Co-Chairs of Basic Skills Committee  
Basic Skills Committee  
Math Faculty  
Professional Development Committee | Basic Skills plan developed and implemented  
Professional development activities documented |
| Strategic Objective 2: Retention and Success | 2.3 Evaluate effectiveness of technology in support of student success | Year 1-3 | Primary: Deans of Student Services, Dean for Distance Education and Technology, Math and English Faculty, Student Services Council | Institutional Effectiveness Data collected and analyzed, MIS data collected  

Elements to include:  
- expand opportunities for students to develop on-line career and education plans  
- develop, implement, and assess online orientation  
- update collection of MIS data reporting to accurately reflect required data  
- assess online placement and early alert data |
| 2.4 Analyze success rates and develop a plan to monitor and improve student equity | Year 2-3 | Primary: Office of Student Learning, Student Success Task Force, Office of Institutional Research, Deans, Department Chairs and Faculty/Staff | Institutional Effectiveness Data collected and analyzed, Student Equity Report completed  

Elements to include:  
- identify pedagogical barriers for effective teaching to ensure student equity |
| 2.5 Evaluate online offerings and establish benchmarks for success | Year 1-3 | Primary: Office of Student Learning, Dean of Distance Education, Curriculum Committee, Professional Development Committee | Vision and mission statement for online education documented, Research and professional development activities related to best practices for online instruction  

Elements to include:  
- examine and evaluate best practices for online courses  
- analyze online offerings as part of enrollment management  
- increase online course completion rates |
### Strategic Objective 2: Retention and Success

#### 2.6 Increase completion of certificates and degrees

<table>
<thead>
<tr>
<th>Elements to include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• increase transfer degree and certificate completion rates</td>
</tr>
<tr>
<td>• communicate/market new transfer degrees to increase student awareness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Primary:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3</td>
<td>Office of Student Learning</td>
</tr>
<tr>
<td></td>
<td>Deans</td>
</tr>
<tr>
<td></td>
<td>Program Faculty/Staff</td>
</tr>
<tr>
<td></td>
<td>Office of Institutional Research</td>
</tr>
<tr>
<td></td>
<td>Outreach Office</td>
</tr>
</tbody>
</table>

| and student success documented |
| Curriculum requirements examined and updated |
| Online course completion rates collected and analyzed |
| Document increased success rates |

### Strategic Objective 3: Responsiveness to Marketplace in Career Training

#### 3.1 Assess local and regional employer and community needs

<table>
<thead>
<tr>
<th>Elements to include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• use environmental scans and current technology to determine trends, labor market needs</td>
</tr>
<tr>
<td>• support program development and curriculum improvements based on data</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Primary:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3</td>
<td>Program Faculty</td>
</tr>
<tr>
<td></td>
<td>Curriculum Committee</td>
</tr>
<tr>
<td></td>
<td>CTE workgroup</td>
</tr>
<tr>
<td></td>
<td>Office of Institutional Research</td>
</tr>
</tbody>
</table>

<p>| 2-year review cycle of CTE programs implemented |
| Program outcomes/curriculum adjusted if needed |</p>
<table>
<thead>
<tr>
<th>Strategic Objective 3: Responsiveness to Marketplace in Career Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2 Strengthen outreach, communication, and partnerships with local and regional employers</td>
</tr>
<tr>
<td>Elements to include:</td>
</tr>
<tr>
<td>- increase campus presence at local community meetings and events</td>
</tr>
<tr>
<td>Year 1-3 Primary: President Program Faculty Career Center</td>
</tr>
<tr>
<td>College and community outreach and events documented</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective 4: Effective Use of Organizational Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Enhance professional development in order to support strategic goals</td>
</tr>
<tr>
<td>Elements to include:</td>
</tr>
<tr>
<td>- support campus, district, and off-site training and professional development</td>
</tr>
<tr>
<td>Year 1-3 Primary: Professional Development Committee Office of Student Learning Office of Business Services Academic Senate</td>
</tr>
<tr>
<td>Professional development meetings and trainings documented</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective 4: Effective Use of Organizational Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 Align resources to meet college mission</td>
</tr>
<tr>
<td>Elements to address include:</td>
</tr>
<tr>
<td>- investigate alternative funding sources</td>
</tr>
<tr>
<td>- align budget priorities with college strategic plan and program plans</td>
</tr>
<tr>
<td>Year 1-3 Primary: President Office of Student Learning Office of Business Services Academic Senate Fac/Tech CAP</td>
</tr>
<tr>
<td>Program Plan Review process completed</td>
</tr>
<tr>
<td>Campus-wide prioritization and decision-making processes documented</td>
</tr>
</tbody>
</table>