



MOORPARK COLLEGE

Strategic Plan

2013-2016

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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

Strategic Objectives	Action Steps	Timeframe	Responsible Party	Assessment
Strategic Objective 1: Student Access	<p>1.1 Develop, implement, and assess an enrollment management plan to ensure sustainability and maintain strength in transfer</p> <p>Elements to include:</p> <ul style="list-style-type: none"> • 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 Transfer rate increased Course scheduling pattern reviewed and efficiency increased
Strategic Objective 1: Student Access	<p>1.2 Strengthen pathways from K-12 to degree completion</p> <p>Elements to include:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 Elements to include: <ul style="list-style-type: none"> • 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 	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
Strategic Objective 2: Retention and Success	2.4 Analyze success rates and develop a plan to monitor and improve student equity Elements to include: <ul style="list-style-type: none"> • identify pedagogical barriers for effective teaching to ensure 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
Strategic Objective 2: Retention and Success	2.5 Evaluate online offerings and establish benchmarks for success Elements to include: <ul style="list-style-type: none"> • examine and evaluate best practices for online courses • analyze online offerings as part of enrollment management • increase online course completion rates 	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

			Deans Department Chairs and Program Faculty	and student success documented Curriculum requirements examined and updated Online course completion rates collected and analyzed Document increased success rates
Strategic Objective 2: Retention and Success	2.6 Increase completion of certificates and degrees Elements to include: <ul style="list-style-type: none"> • increase transfer degree and certificate completion rates • communicate/market new transfer degrees to increase student awareness 	Year 1-3	Primary: Office of Student Learning Deans Program Faculty/Staff Office of Institutional Research Outreach Office	Institutional Effectiveness Data collected and analyzed Document degree and certificate completion rates Marketing plan developed and implemented
Strategic Objective 3: Responsiveness to Marketplace in Career Training	3.1 Assess local and regional employer and community needs Elements to include: <ul style="list-style-type: none"> • use environmental scans and current technology to determine trends, labor market needs • support program development and curriculum improvements based on data 	Year 1-3	Primary: Program Faculty Curriculum Committee CTE workgroup Office of Institutional Research	2-year review cycle of CTE programs implemented Program outcomes/curriculum adjusted if needed

	driven research		Office of Student Learning	
Strategic Objective 3: Responsiveness to Marketplace in Career Training	3.2 Strengthen outreach, communication, and partnerships with local and regional employers Elements to include: <ul style="list-style-type: none"> increase campus presence at local community meetings and events 	Year 1-3	Primary: President Program Faculty Career Center	College and community outreach and events documented
Strategic Objective 4: Effective Use of Organizational Resources	4.1 Enhance professional development in order to support strategic goals Elements to include: <ul style="list-style-type: none"> support campus, district, and off-site training and professional development 	Year 1-3	Primary: Professional Development Committee Office of Student Learning Office of Business Services Academic Senate	Professional development meetings and trainings documented
Strategic Objective 4: Effective Use of Organizational Resources	4.2 Align resources to meet college mission Elements to address include: <ul style="list-style-type: none"> investigate alternative funding sources align budget priorities with college strategic plan and program plans 	Year 1-3	Primary: President Office of Student Learning Office of Business Services Academic Senate Fac/Tech CAP	Program Plan Review process completed Campus-wide prioritization and decision-making processes documented