MOORPARK COLLEGE
ENROLLMENT MANAGEMENT PLAN 2019-2020

Moorpark's Enrollment Management Plan is a subset of its Educational Master Plan.
It is developed to optimize student success and access. Solid enrollment management is required to maintain and build fiscal stability. It considers the declining high school graduation expected over the next few years, an increase in students taking a gap year, the high employment rate, and the large pool of adults in our community with some or no college looking for new careers or advancement.

The Plan is built with three main focuses drawn from the strategic directions of the Educational Master Plan. The first focus is on providing student centered curriculum. New curriculum will provide the transfer opportunity and the skill development our students and community need. This curriculum includes 6 new CTE offerings, 2 noncredit programs, digital badges for career exploration, and collaboration with adult schools and modifications to the ESL program.

The second area of focus is student access and success. Activities and best practices have been defined to improve student success; increased retention and success will improve enrollment. One of the programs highlighted is '15 to Finish'. Access will be improved by increasing the offerings and providing more online degrees.   Scheduling will be optimized including a 4 week option over winter. Access for high school students will be provided through dual enrollment,

The third focus is organizational effectiveness. This includes expanded marketing efforts for specific programs such as ESL, special populations, and general marketing.

STRATEGIC DIRECTION #1
STUDENT-CENTERED CURRICULUM
Moorpark College will develop and teach inspiring and challenging curriculum

	GOAL		METRIC	ACTIONS 2019-2020	LEAD(S)	NEW RESOURCE NEEDS
A	Clarify and develop academic programs that effectively lead to student transfer	1	Associate Degrees for Transfer available—increase from 29 in 2018-2019 to 31 by 2023-2024	Develop and launch Computer Science AD-T.	Curriculum Co-chairs, Program Specific Deans,	Dean, Admin Assistant for Dean, Faculty for newly approved programs
				Develop and launch Civic Engagement AD-T.	Curriculum Co-chairs, Program Specific Deans, faculty level	Dean, Admin Assistant for Dean, Faculty for newly approved programs
		3	Degrees aligned with new UC pathways—increase to 5 by 2023-2024	Develop UC Pathway for Physics	Department Chair of Physics, Curriculum co-chair, Articulation Officer, Deans	n/a
				Develop UC Pathway for Chemistry	Department Chair of Chemistry, Curriculum co-chair, Articulation Officer, Deans	n/a
B	Improve and expand career education programs ensuring alignment with changing labor market needs	1	CTE degrees and certificates available—increase from 29 in 2018-2019 to 34 by 2023-2024	Offer additional programming in Engineering Tech, Cybersecurity, Cloud, Data Science, Computer Science, Commercial Dance, GIS, Vet Tech.	Deans and Chairs of respective areas	n/a
				Partner with Adult Ed programs to offer program and GE for Respiratory Therapy and Surgical Tech.	Deans and Chairs of respective areas	Dean, Admin Assistant for Dean, Faculty for newly approved programs
		2	CTE alternative credentials available such as digital badges that lead to certificates —increase from 50 in 2018-2019 to 100 by 2023-2024	Will complete curricular approval process and offer courses for career exploration badge by spring 2020	CTE Counselor and Career Transfer Center	Dean, Admin Assistant for Dean
		3	Pre-apprenticeship programs—increase to 3 by 2023-2024	Establish pre-apprenticeship programs in Biotech, Applied Manufacturing, Engineering by spring 2020.	Career Transfer Center	Dean, Admin Assistant for Dean
C	Create curriculum that supports online student success	1	Degrees, certificates, and proficiency awards able to be earned fully online—increase to 35 by 2023-2024	Using funds from the CVC-OEI grant, complete online programming for Child Development, Business, Accounting, Hospitality, and Public Relations/Journalism	Deans and Chairs of respective areas, and Dean of DE	n/a
D	Create curriculum that supports professional improvement	1	Noncredit courses for professional improvement— increase from 3 in 2018-2019 to 25 by 2023-2024	Will complete curricular approval process and offer courses for Entrepreneurship, Career, Theater Lighting, Landscape and Wine for Hospitality by spring 2020	Deans and Chairs of respective areas	Dean, Admin Assistant for Dean, Faculty for newly approved programs
E	Provide clear pathways for students through the curriculum	1	Fall to spring persistence rates—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	In alignment with the Student Equity Plan: enhance tutoring services connect more students with a student success coach increase awareness of mental health and professional development for faculty provide high impact equity training for faculty Implement Starfish Contact students who dropped and get them re-enrolled for spring	Dean of Counseling, Dean of Tutoring, Student Health Director, Dean of Professional Development, Director of IT, Director of Outreach	Additional Starfish features, counseling hours
				Increase usage of ZTC/OER to make textbooks affordable	Dean of Distance Education	n/a
		2	Completion of transfer-level math and English in first year—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	Complete curriculum process for Math M11 and M12 and 900 support courses and offer courses by fall 2020 in compliance with AB705.	Dean and Chair of Math	Faculty for Math and English

STRATEGIC DIRECTION #2
STUDENT ACCESS
Moorpark College will provide ready access to a college education for all members of the community it serves

		GOAL	METRIC	ACTIONS 2019-2020	LEAD(S)	NEW RESOURCE NEEDS
A		Increase enrollment of disproportionately impacted groups	1 Percentage of applicants that successfully enroll—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	Call students who applied but did not enroll. Also, for students who applied but did not enroll in Business, ECE, and Computer Science, contact those student through various marketing channels including email and Facebook to see if the PACE program could be a better fit for their schedules.	Director of Outreach and International Relations, Director or Marketing, Dean of PACE	Dean, Admin Assistant for Dean, Marketing Specialist, Call Center
B		Improve and expand courses and services for middle and high school students	3 Dual enrollment students—Increase from 579 in fall 2017 to 707 by fall 2023	Continue to expand dual enrollment course offerings. Expand CCAP MOU to two additional HS districts. Optimize operations and scheduling. Establish workgroup to optimize student/faculty success.	Dean of Dual Enrollment, Deans and Chairs of respective areas, Academic Senate President	Dean, Admin Assistant for Dean, Outreach Specialist, Faculty for Math and English and dual enrollment
C		Expand availability of offerings to reflect the needs of all students	1 Distance education FTES—increase offerings from 1,571 in 2017-2018 to 3,189 by 2023-2024 4	Provide two additional DE certification training sessions. Offer more sections of DE. Collect data on new DE courses to monitor student success. Establish Math testing center.	Dean of Distance Education, Deans and Chairs of respective areas, Academic Senate President	n/a
			2 Friday, weekend, and evening sections—increase as total from 340 in fall 2018 to 406 by fall 2023	Add 6 Saturday hybrid sections as part of PACE	Dean of PACE, Deans and Chairs of respective areas, Academic Senate President	Dean, Admin Assistant for Dean, Counseling Assistant hours, Counseling hours, Marketing Specialist
			3 Short term sections—increase from 249 in fall 2018 to 304 by fall 2023	Add 44 short term sections as part of PACE	Dean of PACE, Deans and Chairs of respective areas, Academic Senate President	Dean, Admin Assistant for Dean, Counseling Assistant hours, Counseling hours, Marketing Specialist
			4 Offer a winter intersession by 2023 (if district switches to compressed calendar)	Offer 4 week winter session courses in 2020.	Deans and Chairs of respective areas, Academic Senate President	n/a

STUDENT SUCCESS
Moorpark College will provide the resources and opportunities needed to support the academic and career success of all students

	GOAL	METRIC		ACTIONS 2019-2020	LEAD(S)	NEW RESOURCE NEEDS
C	Improve and expand academic counseling services for all students	2	Completion of 15+ units per semester—decrease equity gaps for disproportionately impacted groups by 40% by fall 2023, and fully close achievement gaps by fall 2026	Continue activities for the 15 to finish campaign including contacting students who enrolled in 12 or more units. Measure effectiveness of campaign. Explore whether a campaign for 30 to finish may be more effective adding in summer.	Financial Aid Officer, Dean of Counseling, Director of Marketing	Marketing Specialist
D	Promote civic engagement, advocacy, and a global perspective	4	International students—increase from 105 in fall 2017 to 315 by fall 2023	Expand partnership with international recruiters.	Director of Outreach and International Relations	Dean, Admin Assistant for Dean, Director position
E	Provide opportunities for students to link their academic programs to their	4	Internships—increase from 148 in fall 2018 to 444 by fall 2023	Continue efforts to reach out to industry to identify sites for additional M80 internships. For new curriculum, explore making M80 a required course similar to CNSE or Game Design.	Dean of CTE and Career Transfer Center	Dean, Admin Assistant for Dean
G	Maintain standards of intellectual rigor and creativity	3	Honors students—increase from 210 in fall 2017 to 360 by fall 2023, with a focus on increasing participation by disproportionally impacted students	Direct mail postcards to potential Honors students. GPS orientation to include Honors. Complete curriculum on additional Honors courses.	Dean of Honors, Faculty Coordinator of Honors, Curriculum Chair	Marketing Specialist

	GOAL		METRIC	ACTIONS 2019-2020	LEAD(S)	NEW RESOURCE NEEDS
C	Increase revenue generation	1	Meet annual FTES targets	Develop a marketing campaign for Moorpark College and for specific populations like LatinX and adult learners	Director of Outreach and International Relations, Director of Marketing, Deans and Chairs of respective areas	Marketing Specialist
				Develop and market ESL program	Dean of ESL	Marketing Specialist
				-Optimize course scheduled timing around the needs of students to ensure students are able to complete their programs of study -Optimize which courses are offered each semester to ensure students are able to complete their programs of study -Optimize room utilization to ensure course offerings meet students needs -Create new data reports to advise department chairs on past student enrollment patterns	Deans and Chairs of respective areas	n/a
				-Evaluate software programs that allow scheduling to meet student Ed Plan requirements	Dean of Counseling	New software
				-Explore expanding waitlist from 5 to 20 so that they can be used in decision making to offer new sections	Deans and Chairs of respective areas	n/a
				-Utilize classroom time to advise students on enrollment selection	Deans and Chairs of respective areas	Dean, Admin Assistant for Dean, Marketing Specialist
				Explore having spring start later in alignment with LACCD.	VPAA	n/a
				Explore the processes the college uses when a class is cancelled or delayed to encourage students to enroll in another class. Explore ideas such as there should be a similar process used across all divisions, and that students should be automatically and immediately contacted with suggestions for similar classes in the same timeslot whether by email or preferably by phone.	VPAA	n/a
				Explore modifying the drop policy for non-payment. Explore ideas such as extending the periods for payment; investigating the insurance policies for non-payment that other districts use; clarifying the information on non-payment sent to students; sending out warning notices to students before being dropped; utilizing the faculty to follow up with students before they are dropped	Bursar	n/a
		2	Contract and community education—conduct a feasibility study by 2019-2020	Conduct a feasibility study of contract and community education	VPAA	Dean, Admin Assistant for Dean, Marketing Specialist, Professional Expert to conduct feasibility study
		3	Noncredit FTES—Increase to 91 by fall 2023	Expand ESL offerings	Dean and Chair of ESL, Dean of CTE, Director of International Students and Outreach	Dean, Admin Assistant for Dean, Marketing Specialist