**Strategic Plan**

**2016-2019**

**DRAFT 2.5**

**Moorpark College**

## Introduction

### 2013-2019 VCCCD Strategic Goals

The Ventura County Community College District and its Board of Trustees have identified the following Strategic Goals:

* Increase access and student success
* Partner more effectively to meet community needs
* Promote effective use of organizational resources

**Moorpark College Mission and Vision**

With a “students first” philosophy, Moorpark College empowers its diverse community of learners to complete their goals for academic transfer, basic skills, and career technical education. Moorpark College integrates instruction and student services, collaborates with industry and educational partners, and promotes a global perspective.

We value a learning environment that embraces innovative thinking, a culture of creativity and excellence through:

* Community: Embrace a shared commitment to the development of relationships among internal and external constituents to foster a culture of student success
* Integrity: Commit to transparency, civility, collegiality, and collaboration in all relationships
* Equity: Recognize and respect individuals and perspectives through equitable access and participation in the campus community
* Dialogue: Foster open and productive communication between all campus and community constituents in evidence-based decision-making
* Access: Create an environment in which the institution responds to the evolving needs of all while using its constituents and technology to enhance human development and connection
* Responsibility: Live a commitment to the well-being of self, others and promoting a culture of service
* Citizenship: Promote purposeful and proactive involvement in a local and global society

### Moorpark College Educational Master Plan Framework

In fall 2009, Moorpark College conducted college-wide planning to update its 10-year longer-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. In response to the ever-changing landscape of education, in fall 2016 the College community reviewed, updated, and identified one additional challenge. These challenges form the following five strategic directions, identified at the Fall 2016 strategic planning retreat, for all college planning initiatives for the next three years:

* Student Access
* Student Retention and Success
* Responsiveness to Marketplace through Career Preparation and Training
* Effective Use of Organizational Resources
* Campus Safety and Security

### Strategic Plan: Strategic Directions and Goals

College strategic planning operates within the framework defined by the Educational Master Plan. This document is the third 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*.

**Strategic Directions:**

The challenges identified above define the college’s Strategic Directions for the next three years. These Strategic Directions form the basis for institutional effectiveness measures at each annual assessment cycle, at each three-year strategic planning cycle, and inform the development of the next Educational Master Plan.

**Goals:**

The college’s planning decisions align with the Strategic Directions through the achievement of the established goals that have been identified for each of the Strategic Directions. These goals form the basis for institutional effectiveness metrics and progress on these metrics is reported annually to the community through the California Community College Chancellor’s Office as part of the annual Institutional Effectiveness Partnership Initiative (IEPI) and the Student Success Scorecard.

**Action Steps and Outcomes:**

Multiple action steps may be identified for each goal. Action steps are tactical and are assigned a responsible party, with an implementation timeline. Measureable outcomes have been defined as appropriate and progress will be reviewed annually as part of the program planning process.

### Strategic Direction 1: Student Access

**Goal 1.1: Increase the profile of Moorpark College throughout our community, specifically reaching out to adult-learners and historically underrepresented populations within our community.**

Elements to include:

* Increased marketing
* Create and expand First Year Experience program (“Guided Pathways to Success”)
* Establish and promote dual enrollment programs with local high schools
* Improve information availability on college website and social media outlets
* Increase diversity in faculty, classified, and management employees
* Promote international student program

**Goal 1.2: Reduce barriers to registration and enrollment for all students.**

Elements to include:

* Simplify application process for entry into college
* Increase outreach through mobile and enhanced technology
* Develop and promote enhanced non-credit courses
* Direct students to the Student Success Center for assistance with completion of their application and their Student Success Checklist.

### Strategic Direction 2: Student Retention and Success

**Goal 2.1: Increase successful course completion.**

Elements to include:

* Increase tutoring services and supplemental instructors (embedded tutoring)
* Provide read and write literacy software to assist students with learning disabilities
* Expand program review and planning to include discipline level and course level data
* Continue disaggregation of student outcomes data across programs
* Research and remedy potential barriers to basic skills completion
* Increase student support by providing students access to student success coaches and peer mentoring
* Increase placement in gateway English and Mathematics
* Adopt and integrate the Common Assessment and Multiple Measures within the existing placement process
* Set-up and expand student bridge and “Quick Fix” sessions

**Goal 2.2: Increase semester-to-semester retention (persistence).**

Elements to include:

* Increase student support by providing students access to student success coaches and peer mentoring
* Set-up and expand student bridge and “Quick Fix” sessions
* Funding for student travel/student conferences
* Expand follow-up services for at-risk students
* Develop support services for Dreamers
* Develop support services for Student Veterans
* Develop support services for Foster Youth
* Set up central resource website to promote existing resources for student equity and success

**Goal 2.3: Provide clear pathways for students to complete the requirements for transfer, degree attainment, and certificate of achievement completion.**

Elements to include:

* Expand First Year Experience program (“Guided Pathways to Success”)
* Enhance DegreeWorks planning tool to provide real-time degree and certificate progress to students and advisors
* Carry out further research to determine potential barriers to completion
* Attend local university transfer events
* Expand counseling services across programs, both online and on on-campus
* Increase consistency and clarity of degree and certificate requirements on department websites

**Goal 2.4: Connect Student Services with Academic Departments**

Elements to include:

* Create website to connect Student Services with Instruction
* Move counselors’ offices into division offices as pilot project
* Continue emphasis on blending Student Services and Instruction with creation of new executive management positions and in subsequent division re-organizations

### Strategic Direction 3: Responsiveness to Marketplace through Career Preparation and Training

**Goal 3.1: Link Moorpark College’s Career Technical Education(CTE) programs with labor market needs and careers within the local community.**

Elements to include:

* Establish Regional Center of Excellence(COE) at Moorpark College
* Expand COE to provide District data on jobs and placement for CTE programs
* Develop a job placement program for students
* Strengthen role of CTE Advisory Committees in CTE planning and resource
* Develop additional certificates and awards as defined in the Strong Work Force Program to meet local labor market needs
* Provide contextualized remediation for career pathways, including ESL

**Goal 3.2: Provide clear career pathways for our students.**

Elements to include:

* Revise CTE marketing material to reflect current programs
* Expand CTE marketing within the campus and community
* Develop or update 1-2 year scheduling plans for each program
* Develop a CTE Week on campus

**Goal 3.3: Provide work-based learning opportunities to enhance student success and employability.**

Elements to include:

* Utilize grants and employer outreach to expand Internship/Work based opportunities for Moorpark students
* Evaluate the opportunities to integrate hands-on learning in curriculum by utilizing technology such as Makerspace, design fabrication, etc.

**Goal 3.4: Strengthen links with local high schools to provide collegiate opportunities for high school students.**

Elements to include:

* Develop CTE and Dual Enrollment courses, pathways, and additional high school articulations
* Develop ways to institutionalize the “Ventura County Innovates” Pathways

**Strategic Direction 4: Effective Use of Organizational Resources (including human, facility, financial, and technology resources)**

**Goal 4.1: Establish an organizational structure that enables the college to effectively accomplish our mission while maintaining our integrated and collaborative culture.**

Elements to include:

* Reorganize the management structure
* Update *Making Decisions at Moorpark College* to reflect the current needs and processes of the college

**Goal 4.2: Articulate the resource allocation process to improve clarity and inclusiveness in the determination of resources across campus.**

Elements to include:

* Streamline the integrated planning processes
* Increase transparency of resource allocation process and results
* Enhance resources and revenue generation

**Goal 4.3: Cultivate and support a culture of professional growth to promote excellence in the development of faculty and staff in support of students.**

Elements to include:

* Coordinate various professional development opportunities across campus
* Continue expanding professional development opportunities from faculty FLEX days to providing activities throughout the academic year and for all staff
* Create and implement Professional Development Coordinator position to plan growth opportunities for both faculty and classified staff
* Provide comprehensive training for increased opportunities and challenges of distance education

**Goal 4.4: Create and enhance modernized learning environments that support student learning.**

Elements to include:

* Progress towards implementing facility improvement needs in support of students
* Create sustainable, environmental-friendly facilities and grounds

### Strategic Direction 5: Campus Safety and Security

**Goal 5.1: Complete and implement a sustainable Moorpark College emergency plan.**

Elements to include:

* Complete the Moorpark College Emergency Plan
* Implement campus-wide emergency preparedness trainings

**Goal 5.2: Improve day-to-day campus safety**

Elements to include:

* Implement Title IX training across campus community
* Promote knowledge of the safety resources of our college throughout campus community
* Update and increase effective security technologies (such as panic buttons, video surveillance, communication technologies, and door-locking systems)
* Provide professional development to help faculty and staff understand all elements of our student populations (including veterans, foster youth, Dreamers, homeless students, students with mental illness, and LGBTQIA students)

## Strategic Plan Scorecard Metrics (Incomplete)

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