



MOORPARK COLLEGE

# STRATEGIC PLAN

2019-2020 TO 2023-2024

## STRATEGIC PLAN GOALS (2019-2020 TO 2023-2024)

### LEADING INDICATORS



### STRATEGIC DIRECTION #1 STUDENT-CENTERED CURRICULUM

*Moorpark College will develop and teach inspiring and challenging curriculum that is focused on the academic and career goals of all its students*

	GOAL	METRIC
A	<b>Clarify and develop academic programs that effectively lead to student transfer</b>	<ol style="list-style-type: none"> <li>1. Associate Degrees for Transfer available—increase from 29 in 2018-2019 to 31 by 2023-2024</li> <li>2. Articulation agreements of CA non-public colleges and universities available—increase from 10 in 2018-2019 to 15 by 2023-2024</li> <li>3. Degrees aligned with new UC pathways—increase to 5 by 2023-2024</li> <li>4. Students signing UC TAG agreements—increase from 671 in 2017-2018 to 738 by 2023-2024</li> </ol>
B	<b>Improve and expand career education programs ensuring alignment with changing labor market needs</b>	<ol style="list-style-type: none"> <li>1. CTE degrees and certificates available—increase from 29 in 2018-2019 to 34 by 2023-2024</li> <li>2. CTE alternative credentials available such as digital badges that lead to certificates — increase from 50 in 2018-2019 to 100 by 2023-2024</li> <li>3. Pre-apprenticeship programs—increase to 3 by 2023-2024</li> </ol>
C	<b>Create curriculum that supports online student success</b>	<ol style="list-style-type: none"> <li>1. Degrees, certificates, and proficiency awards able to be earned fully online—increase to 35 by 2023-2024</li> </ol>





## STRATEGIC DIRECTION #1 ~CONT'D STUDENT-CENTERED CURRICULUM

*Moorpark College will develop and teach inspiring and challenging curriculum that is focused on the academic and career goals of all its students*

	GOAL	METRIC
D	<b>Create curriculum that supports professional improvement</b>	<ol style="list-style-type: none"><li>1. Noncredit courses for professional improvement—increase from 3 in 2018-2019 to 25 by 2023-2024</li></ol>
E	<b>Provide clear pathways for students through the curriculum</b>	<ol style="list-style-type: none"><li>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</li><li>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</li></ol>
F	<b>Continue to develop a body of faculty who are committed to the development of culturally-responsive course content, teaching, and academic counseling methods</b>	<ol style="list-style-type: none"><li>1. Faculty who participate in high impact equity training once every three years, such as the Equity in the Classroom project, TMOCA, Safe Zone, Project CHES Faculty Circles, etc.—increase to 100% of full-time and 50% of part-time faculty by 2023-2024, and 100% of part-time faculty by 2028-2029</li><li>2. Develop a survey to measure student perception of faculty as culturally-responsive agents of Moorpark College annually</li><li>3. Course success rates—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027</li></ol>





## 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
A	<b>Increase enrollment of disproportionately impacted groups</b>	<ol style="list-style-type: none"><li>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</li></ol>
B	<b>Improve and expand courses and services for middle and high school students</b>	<ol style="list-style-type: none"><li>1. Rising Scholars—Increase from 30 in 2018-2019 to 100 by 2023-2024</li><li>2. Middle school events which are focused on meaningful reflection and action toward pursuing higher education—Increase from 4 in 2017-2018 to 8 by 2023-2024</li><li>3. Dual enrollment students—Increase from 579 in fall 2017 to 707 by fall 2023</li></ol>
C	<b>Expand availability of offerings to reflect the needs of all students</b>	<ol style="list-style-type: none"><li>1. Distance education FTES—increase offerings from 1,571 in 2017-2018 to 3,189 by 2023-2024</li><li>2. Friday, weekend, and evening sections—increase as total from 340 in fall 2018 to 406 by fall 2023</li><li>3. Short term sections—increase from 249 in fall 2018 to 304 by fall 2023</li><li>4. Offer a winter intersession by 2023 (if district switches to compressed calendar)</li></ol>





## STRATEGIC DIRECTION #3 STUDENT SUCCESS

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

	GOAL	METRIC
A	<b>Provide financial support for low-income students</b>	<ol style="list-style-type: none"><li>1. Students filling out FAFSA/CADAA—increase from 11,870 in 2018-2019 to 13,330 by 2023-2024</li><li>2. Sections with zero and low textbook costs—increase zero textbook cost sections from 328 in 2018-2019 (including summer 2019) to 769 by 2023-2024, which will represent about 20% of all sections; increase low textbook cost sections to 1,192 by 2023-2024, which will represent about 31% of all sections</li><li>3. Emergency micro grants disbursed—increase annually to \$10,000 by 2023-2024</li><li>4. Scholarships—increase dollar amount of scholarships awarded from \$174,000 in 2017-2018 to \$200,000 by 2023-2024</li></ol>
B	<b>Improve and expand educational support programs for all students</b>	<ol style="list-style-type: none"><li>1. Teaching and Learning Center—increase visits from 10,800 in 2017-2018 to 11,880 by 2023-2024, with a focus on increasing visits from disproportionately impacted students</li><li>2. Course embedded tutors—increase from 25 in 2018-2019 to 50 by 2023-2024</li><li>3. Guided Path to Success (GPS) students—increase from 120 in fall 2017 to 550 by fall 2023</li><li>4. Peer mentoring—increase to 2,000 students receiving mentoring by fall 2023</li></ol>
C	<b>Improve and expand academic counseling services for all students</b>	<ol style="list-style-type: none"><li>1. Customized education plans—80% of first-time students will complete a customized education plan by 2023-2024, with a focus on disproportionately impacted students</li><li>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</li></ol>





## STRATEGIC DIRECTION #3 ~CONT'D

### STUDENT SUCCESS

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

	GOAL	METRIC
D	<b>Promote civic engagement, advocacy, and a global perspective</b>	<ol style="list-style-type: none"><li>1. Sections with content connected to civic engagement—increase to 150 by fall 2023</li><li>2. Students engaged in advocacy through co-curricular activities—increase to 80 by 2023-2024</li><li>3. Study abroad participants —increase from 12 in 2016-17 to 87 by 2023-2024</li><li>4. International students—increase from 105 in fall 2017 to 315 by fall 2023</li></ol>
E	<b>Provide opportunities for students to link their academic programs to their career interests</b>	<ol style="list-style-type: none"><li>1. Counselors trained and involved in career counseling—90% of counselors by 2023-2024</li><li>2. Career assessment taken by students—increase from 821 in 2017-2018 to 2,463 by 2023-2024</li><li>3. Career center workshop attendees—increase from 761 in fall 2018 to 2,283 by fall 2023</li><li>4. Internships—increase from 148 in fall 2018 to 444 by fall 2023</li><li>5. Research opportunities—increase the number of students that enroll in courses that offer research opportunities with universities from 10 in 2018-2019 to 50 by 2023-2024</li></ol>
F	<b>Provide opportunities for student connection</b>	<ol style="list-style-type: none"><li>1. Student clubs—increase student membership from 567 in fall 2018 to 652 by fall 2023</li></ol>





## STRATEGIC DIRECTION #3 ~CONT'D STUDENT SUCCESS

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

	GOAL	METRIC
G	<b>Maintain standards of intellectual rigor and creativity</b>	<ol style="list-style-type: none"><li>1. SLO discussions— increase the number of programs that hold discussions for SLO relation to academic rigor in juxtaposition to: assignments, norming, rubrics, grading, and/or assessment of the outcomes to 47 in 2023-24</li><li>2. Distance education success rates—reduce gap between on-ground, hybrid, and online classes to 2.0 percentage points by 2023-2024</li><li>3. Honors students—increase from 210 in fall 2017 to 360 by fall 2023, with a focus on increasing participation by disproportionately impacted students</li><li>4. Academic integrity—increase to 150 by 2023-2024 the number of faculty that utilize technology such as Turnitin.com and Proctorio to minimize cheating</li><li>5. Faculty trained in cultivating exploration and expression within a creative praxis—increase to 50 by 2023-2024</li></ol>





## STRATEGIC DIRECTION #4 CAMPUS SAFETY AND WELLNESS

*Moorpark College will provide an environment that promotes both safety and the wellness of all its employees and students*

	GOAL	METRIC
A	<b>Increase campus safety</b>	<ol style="list-style-type: none"><li>1. Inclusive emergency notification system—implement by 2023-2024</li><li>2. Active shooter/fire/earthquake drills—conduct one campus wide drill and three table top drills per year for each by 2023-2024</li><li>3. Building monitors—complete building monitor plan by Fall 2019 and run one drill a year from 2019-2020</li><li>4. Work-space preparation—increase number of employees implementing training in their classrooms/workspaces at the start of each semester to 310 by 2023-2024</li><li>5. CERT training—increase total number of employees that are CERT trained to 20 by 2023-2024</li><li>6. Title IX training—implement training created by the Districtwide Title IX committee by 2023-2024</li></ol>
B	<b>Provide support for students' basic daily needs</b>	<ol style="list-style-type: none"><li>1. Basic Needs Center (to provide guidance on housing, food insecurity, health programs, affordable childcare options, etc.)—conduct a feasibility study by 2020-2021 to explore the viability of creating this center</li><li>2. Fitness Center—conduct a feasibility study by 2020-2021 to explore the viability of offering open labs to students without registering for a class</li><li>3. Food outlets—provide access to hot and nutritious meals for students throughout the instructional day (8am to 9pm) by 2023-2024</li></ol>





## STRATEGIC DIRECTION #4 ~CONT'D CAMPUS SAFETY AND WELLNESS

*Moorpark College will provide an environment that promotes both safety and the wellness of all its employees and students*

	GOAL	METRIC
C	<b>Provide professional development for faculty and staff to be able to recognize and support students with mental and physical health challenges</b>	<ol style="list-style-type: none"><li>1. Mental Health First Aid Training including suicide awareness—increase to 100% of full-time and 50% of part-time faculty trained by 2023-2024, and 100% of part-time faculty trained by 2028-2029</li><li>2. CPR trainings—increase number of faculty and staff trained in CPR from 13 per year in 2018-2019 to 64 per year by 2023-2024</li></ol>





## STRATEGIC DIRECTION #5 ORGANIZATIONAL EFFECTIVENESS

*Moorpark College will ensure it has the organizational framework to fulfill the strategic directions within its Educational Master Plan*

	GOAL	METRIC
A	<b>Improve campus physical infrastructure, with a focus on sustainability</b>	<ol style="list-style-type: none"><li>1. Complete facilities projects that are fully funded and aligned with the Facilities Master Plan</li><li>2. Complete technology projects that are fully funded and aligned with the Technology Master Plan</li><li>3. Develop a Sustainability Plan by 2019-2020</li></ol>
B	<b>Improve campus organizational infrastructure with a focus on inclusive decision-making</b>	<ol style="list-style-type: none"><li>1. Integrated planning—investigate creation of a centralized process for resource allocation, both categorical and general funds by 2021-2022</li><li>2. Classified representation—increase number of classified co/tri-chairs on standing committees from 2 in 2018-2019 to 5 in 2023-2024 and increase the number of seats held by classified staff from 8.5% in 2018-2019 to 20% of committee members by 2023-2024</li><li>3. Develop a project management structure that includes a total program cost and timetable for implementation: all new projects/initiatives will document the human, fiscal and physical resources as well as the outcome(s) required for the project over a set time period by 2023-2024</li></ol>
C	<b>Increase revenue generation</b>	<ol style="list-style-type: none"><li>1. Meet annual FTES targets</li><li>2. Contract and community education—conduct a feasibility study by 2019-2020</li><li>3. Noncredit FTES—Increase to 91 by fall 2023</li><li>4. Grant application submissions—increase to 12 per year by 2023-2024</li><li>5. Bond—encourage the district to place on ballot by 2023-24</li></ol>



## STRATEGIC DIRECTION #5 ~CONT'D ORGANIZATIONAL EFFECTIVENESS

*Moorpark College will ensure it has the organizational framework to fulfill the strategic directions within its Educational Master Plan*

	GOAL	METRIC
D	<b>Reinforce culture of continuous improvement through professional development</b>	<ol style="list-style-type: none"><li>1. Faculty annually participating in professional development events—increase to 150 by 2023-2024</li><li>2. Classified staff professional development events—increase from 8 in 2017-2018 to 24 by 2023-2024</li><li>3. Faculty and staff knowledgeable of universal design—increase from 43 in 2017-2018 to 250 by 2023-2024</li><li>4. Students participating in leadership development—increase from 29 in 2018-2019 to 70 by 2023-2024</li></ol>



## **LAGGING INDICATORS**

### ***ALIGNED WITH THE VISION FOR SUCCESS AS REQUIRED BY AB 1809***

	<b>GOAL</b>	<b>METRIC</b>
<b>1</b>	<b>Completion</b>	<ul style="list-style-type: none"><li>• Increase the number of students who earned one or more of the following: Chancellor’s Office approved certificate, associate degree, and/or CCC baccalaureate degree by 27.6% from 1,683 in 2016-2017 to 2,148 by 2021-2022</li></ul>
<b>2</b>	<b>Associate Degrees for Transfer</b>	<ul style="list-style-type: none"><li>• Increase the number of students who earned an Associate Degree for Transfer by 35% from 851 in 2016-2017 to 1,149 by 2021-2022</li></ul>
<b>3</b>	<b>Average number of units accumulated for associate degree completers</b>	<ul style="list-style-type: none"><li>• Decrease from 83 in 2016-2017 to 79 by 2021-2022</li></ul>
<b>4</b>	<b>Exiting CTE students who report being employed in their field of study</b>	<ul style="list-style-type: none"><li>• Maintain from 83% in 2016-2017 to 83% by 2021-2022)</li></ul>
<b>5</b>	<b>Equity gaps for disproportionately impacted groups for the above measures</b>	<ul style="list-style-type: none"><li>• Decrease by 40% for each measure by 2021-2022, and fully close achievement gaps by 2026-2027</li></ul>





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