

Integrated Strategic Plan 2015-2018

Moreno Valley College



President's Message

In approach to the 2015 celebration of our 25th anniversary as a campus and 6th anniversary as a college, we engaged in the opportunity to consider our future through both long-term and short-term planning efforts. The Comprehensive Master Plan completed in 2014 provides for long term planning toward meeting our mission as a California Community College to provide access, high-quality instruction, and the support services, facilities, and benefits needed by our students and the communities we serve. Today, we are excited to share our Integrated Strategic Plan 2015 – 2018 which serves as the road map for achieving our comprehensive master plan for educational programs, student support services and facility planning.



The Integrated Strategic Plan 2015 – 2018 is intended to and provide strategic direction for the next few years. It was important to us that the objectives and action plans be measureable, feasible within the assigned time frame, representative of other planning processes, and pride in ownership throughout the college. It is essential we look to our plan for direction in meeting the many opportunities and challenges presented to us by an economy that is rebounding, the employment needs of our region, and the rapid industry changes which confront our institution, our faculty, and our students.

The planning process was a shared one as demonstrated by the list of participants, organizational bodies, and shared governance groups that dedicated their time and energy to the development of this plan. We are excited about this plan and believe that it will provide direction for our College as we move forward in meeting the needs of our students and our community. I am committed to this planning effort and I thank each and every one of you for your time and effort in developing a document that will guide us as we shape a positive future for the Moreno Valley Community.

Thank you for putting the **MORE** in MOREno Valley College!

Sandra Mayo, Ed.D.
President

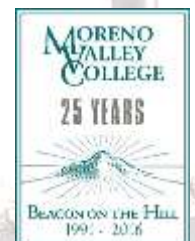


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Development of the Integrated Strategic Plan, 2015-2018

The Strategic Planning Council (SPC) reviewed the college's Integrated Strategic Plan 2010-2015 (Revised), led the college through a college-wide process to define new goals, and established a cycle for the regular evaluation of those goals. The work involved thoughtful conversations, thorough review and assessment of existing college plans, goals, data about our students, our programs and our community, and collaboration among stakeholders. The SPC sought to develop an integrated strategic plan that supported the vision embedded in the Comprehensive Master Plan, integrated goals and objectives from existing and nascent college plans, and produce measureable goals and objectives that would serve to progressively move the College forward toward the achievement of the vision of our CMP and the Mission, Vision and Values of Moreno Valley College. Based upon this review and analysis, the new plan includes revised goals, measurable objectives, action plans, identification of responsible stakeholders and a timeline for completion.

Thorough Review and Assessment

SPC held a retreat during the summer of 2014 to begin evaluation of the Integrated Strategic Plan 2010-2015 (Revised) and to review models of successful integrated strategic plans from other California Community Colleges. Review of the Integrated Strategic Plan 2010-2015 consisted of thoughtful review and discussion of data trends which included:

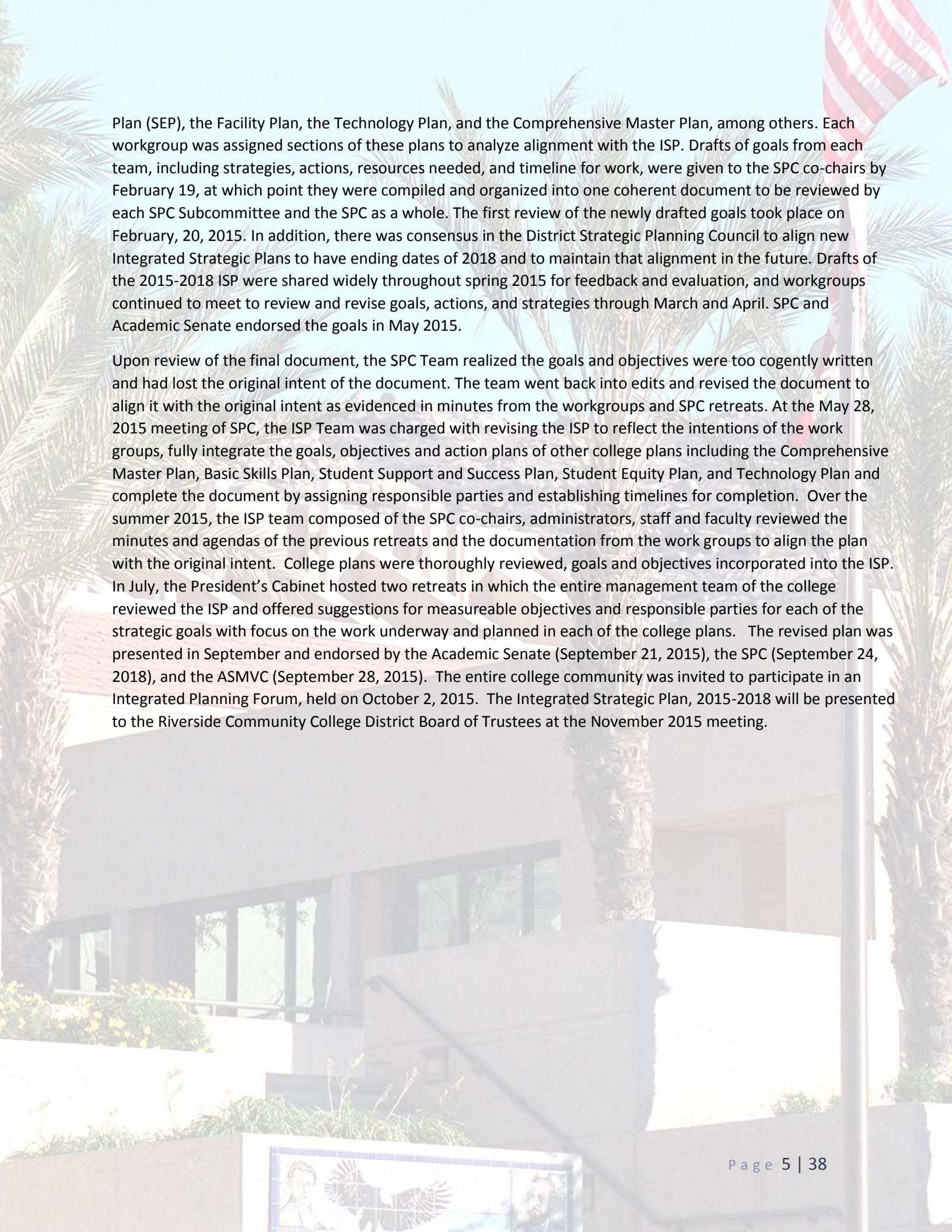
- Review and analysis of Comprehensive Master Plan Data and ScoreCard Multi-Year Trend Data
- Establishment of baseline for Institution-Set Standards and Goals for course completion
- Performance of Gap Analyses to inform Integrated Strategic Plan, Student Success and Student Equity Plans
- Analysis of California Community College System Goals and Metrics
- SWOT Analyses

Three workgroups were formed to evaluate the plan and met regularly during Fall 2014 Semester. At the September 24, 2014, SPC meeting, these workgroups presented their evaluative reports as well as their respective recommendations for new Themes, Goals, and Planning processes. SPC presented progress on the workgroups recommendations to the Academic Senate on October 20, 2014. During evaluation of the ISP 2010-2015 (Revision), the workgroups determined a number of the goals were not measurable. Moreover, the college had matured since the plan was drafted and many faculty, staff, and administrators felt it was time to take a fresh approach.

Collaboration among Stakeholders

Review of the ISP 2010-2015 (Revised) continued throughout the fall, culminating in a summary report presented at a second SPC retreat, held January 28-29, 2015. At this time a draft of a new ISP was begun. The January SPC retreat included students, staff, faculty, and administrators in the process of defining, drafting, and debating new college goals, strategies for achieving those goals, and actions for fulfilling the strategies. After interactive presentations on understanding the differences between goals and objectives, strategies and actions, and resources needed for achieving goals led by the SPC co-chairs, participants were divided into diverse groups of students, staff, faculty, and administrators. Each team was asked to identify how goals would be measured, who would be for each action, and when actions should be completed. Throughout the two-day retreat, SPC co-chairs solicited informal and formal feedback to evaluate the effectiveness of the sessions.

The workgroup teams met periodically throughout the Spring 2015 semester to align the ISP with other important college plans, including the Student Success and Support Program Plan (SSSPP), the Student Equity



Plan (SEP), the Facility Plan, the Technology Plan, and the Comprehensive Master Plan, among others. Each workgroup was assigned sections of these plans to analyze alignment with the ISP. Drafts of goals from each team, including strategies, actions, resources needed, and timeline for work, were given to the SPC co-chairs by February 19, at which point they were compiled and organized into one coherent document to be reviewed by each SPC Subcommittee and the SPC as a whole. The first review of the newly drafted goals took place on February 20, 2015. In addition, there was consensus in the District Strategic Planning Council to align new Integrated Strategic Plans to have ending dates of 2018 and to maintain that alignment in the future. Drafts of the 2015-2018 ISP were shared widely throughout spring 2015 for feedback and evaluation, and workgroups continued to meet to review and revise goals, actions, and strategies through March and April. SPC and Academic Senate endorsed the goals in May 2015.

Upon review of the final document, the SPC Team realized the goals and objectives were too cogently written and had lost the original intent of the document. The team went back into edits and revised the document to align it with the original intent as evidenced in minutes from the workgroups and SPC retreats. At the May 28, 2015 meeting of SPC, the ISP Team was charged with revising the ISP to reflect the intentions of the work groups, fully integrate the goals, objectives and action plans of other college plans including the Comprehensive Master Plan, Basic Skills Plan, Student Support and Success Plan, Student Equity Plan, and Technology Plan and complete the document by assigning responsible parties and establishing timelines for completion. Over the summer 2015, the ISP team composed of the SPC co-chairs, administrators, staff and faculty reviewed the minutes and agendas of the previous retreats and the documentation from the work groups to align the plan with the original intent. College plans were thoroughly reviewed, goals and objectives incorporated into the ISP. In July, the President's Cabinet hosted two retreats in which the entire management team of the college reviewed the ISP and offered suggestions for measureable objectives and responsible parties for each of the strategic goals with focus on the work underway and planned in each of the college plans. The revised plan was presented in September and endorsed by the Academic Senate (September 21, 2015), the SPC (September 24, 2018), and the ASMVC (September 28, 2015). The entire college community was invited to participate in an Integrated Planning Forum, held on October 2, 2015. The Integrated Strategic Plan, 2015-2018 will be presented to the Riverside Community College District Board of Trustees at the November 2015 meeting.

List of Participants, Shared Governance, and Other Organizational Bodies


Academic Senate

Travis Gibbs, Ph.D.	President (2014/15) Ex-Officio (2015/16)
LaTonya Parker	Vice President (2014/15) President (2015/16)
Edd Williams	Secretary Treasurer (2014/15, 2015/16)
Nick Sinigaglia	Senator-at-Large (2014/15)
Cheryl Honoré	Business & Information Technology Systems (2014/15)
Valarie Zapata, Ph.D.	Communications (2014/15, 2015/16)
George Gage	Health, Human, and Public Services (2014/15) Vice President (2015/16)
Lisa Hausladen	Health, Human, and Public Services (2014/15, 2015/16)
Sal Soto	Humanities, Arts, & Social Sciences (2014/15) Senator-at-Large (2015/16)
Adviye Tolunay, Ph.D.	Humanities, Arts, & Social Sciences (2014/15, 2015/16)
Donald Foster	Humanities, Arts, & Social Sciences (2014/15, 2015/16)
Ellen Lipkin	Science & Kinesiology (2014/15, 2015/16)
Nicolae Baciuna	Math (2014/15, 2015/16)
Chris Nollette, Ed.D.	Public Safety Education & Training (2014/15, 2015/16)
Brenee Wright	Associate Faculty (2014/15)

President's Management Council

Lisa Chavez	Director, Student Support Services Grant
Jamie Clifton	Director, Enrollment Services
Micki Clowney	Director, Upward Bound Math and Sciences
Julio Cuz	Technology Support Services Manager
Dyrell Foster, Ph.D.	Vice President, Student Services
Norm Godin	Vice President, Business Services
Julio Gonzalez	Director, Middle College High School
Melody Graveen, Ed.D.	Dean of Instruction, Career Technical Education
Julie Hlebasko	Assistant Manager, Food Services
Ron Kirkpatrick	Grounds Manager
Sandra Mayo, Ed.D.	President
Sheila Pisa, Ed.D.	Interim Dean, Institutional Effectiveness/Professor, Mathematics
Linda Pratt	Director, Student Financial Services
Jose Recinos	Director, Facilities
Maureen Rubalcaba	Associate Dean, Grants and College Support Programs
Thomas Shenton	Sergeant, Riverside Community College District Police Department
Nicole Smith	Director, Disabled Student Programs and Services
Robin Steinback, Ph.D.	Vice President, Academic Affairs
Susan Tarcon	Director, Health Services
Arthur Turnier	Dean of Instruction, Public Safety Education and Training
David Vakil	Dean of Instruction

President's Management Council (cont.)



Eugenia Vincent	Dean, Student Services
MichaelPaul Wong, Ph.D.	Dean, Student Services (Counseling)
Ann Yoshinaga	Associate Dean, Public Safety Education and Training

Strategic Planning Council (2014/15)

Leslie Salas	Staff Co-Chair, Administrative Assistant IV, Student services
Anna Marie Amezquita	Faculty Co-Chair, Associate Professor, English
Robin Steinback, Ph.D.	Administrator Facilitator, Vice President Academic Affairs
Susan Lauda	Staff Co-Chair, Institutional Mission and Effectiveness Subcommittee
Bonavito Quinto, Ph.D.	Faculty Co-Chair, Institutional Mission and Effectiveness Subcommittee
Sheila Pisa, Ed.D.	Administrator Facilitator, Institutional Mission and Effectiveness Subcommittee
Carmen Valencia	Staff Co-Chair, Student Learning Program and Services Subcommittee
Silvia Trejo	Faculty Co-Chair, Student Learning Program and Services Subcommittee
Dyrell Foster, Ph.D.	Administrator Facilitator, Student Learning Program and Services Subcommittee
David Vakil	Administrator Facilitator, Student Learning Program and Services Subcommittee
Jackie Grippin	Staff Co-Chair, Resources Subcommittee
Abel Sanchez	Staff Co-Chair, Resources Subcommittee
Carolyn Quin, Ph.D.	Faculty Co-Chair, Resources Subcommittee
Norm Godin	Administrator Facilitator, Resources Subcommittee
Akia Marshall	Staff Co-Chair, Leadership and Governance Subcommittee
Don Foster	Faculty Co-Chair, Leadership and Governance Subcommittee
Maureen Rubalcaba	Facilitator, Leadership and Governance Subcommittee
Tyrone Macedon, Sr.	Associated Students Moreno Valley College Voting Member
Itzel Tiscareno	Associated Students Moreno Valley College Voting Member
Gerald Goodenough	Part Time Faculty voting Member

Strategic Planning Council (2015/16)

Abel Sanchez	Staff Co-Chair, Laboratory Technician Science
Robin Steinback, Ph.D.	Administrator Facilitator, Vice President Academic Affairs
Evelyn Gonzalez	Staff Co-Chair, Institutional Mission and Effectiveness Subcommittee
Bonavito Quinto	Faculty Co-Chair, Institutional Mission and Effectiveness Subcommittee
Sheila Pisa, Ed.D.	Administrator Facilitator, Institutional Mission and Effectiveness Subcommittee
Carmen Valencia	Staff Co-Chair, Student Learning Program and Services Subcommittee
Silvia Trejo	Faculty Co-Chair, Student Learning Program and Services Subcommittee
Dyrell Foster, Ph.D.	Administrator Facilitator, Student Learning Program and Services Subcommittee
David Vakil	Administrator Facilitator, Student Learning Program and Services Subcommittee
Jackie Grippin	Staff Co-Chair, Resources Subcommittee
Carolyn Quin, Ph.D.	Faculty Co-Chair, Resources Subcommittee
Amy Balent	Faculty Co-Chair, Resources Subcommittee



Strategic Planning Council (SPC) (2015/16) (cont.)

Norm Godin	Administrator Facilitator, Resources Subcommittee
Akia Marshall	Staff Co-Chair, Leadership and Governance Subcommittee
Don Foster	Faculty Co-Chair, Leadership and Governance Subcommittee
Maureen Rubalcaba	Administrator Facilitator, Leadership and Governance Subcommittee
Tyrone Macedon, Sr.	Associated Students Moreno Valley College Voting Member
Angela Johnson	Associated Students Moreno Valley College Voting Member

SPC Work Groups

Themes

Robert Fontaine	Lead, Associate Professor, Emergency Medical Services
Gerald Goodenough, M.D.	Part-Time Faculty, Physician Assistant Program
Abel Sanchez	Laboratory Technician, Science
Silvia Trejo	Alternate Lead, STEM Counselor/Coordinator
David Vakil	Recorder, Dean of Instruction
Carmen Valencia	Matriculation Program Assistant

Goals

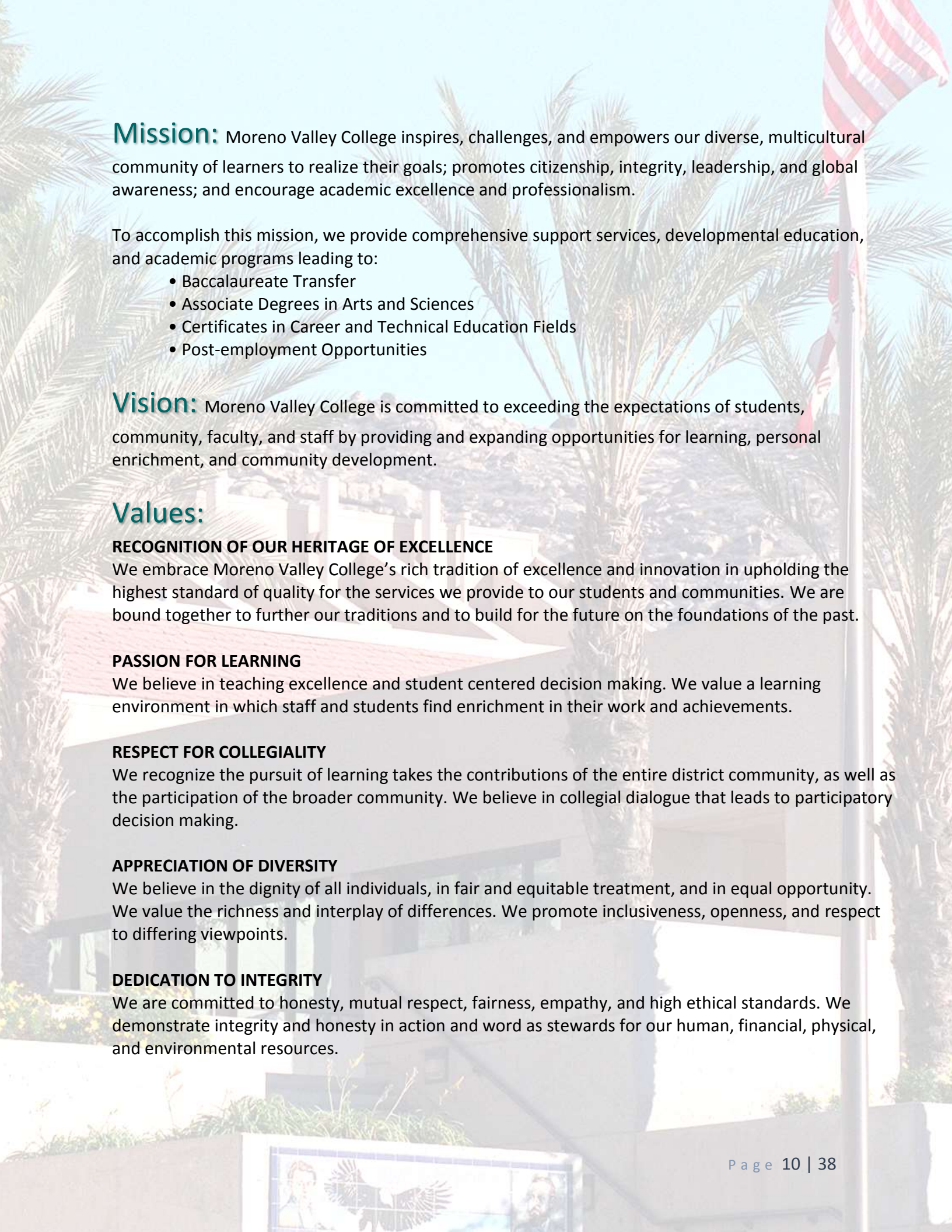
Carol Farrar, Ph.D.	Lead Alternate, Interim Vice President, Academic Affairs
Don Foster	Associate Professor, Music
Felipe Galicia	Associate Professor, Biology
Jackie Grippin	Administrative Assistant IV, Business Services
Susan Lauda	Administrative Assistant IV, Academic Affairs
Sheila Pisa	Lead, Interim Dean, Institutional Effectiveness
Jaime Rodriguez	Institutional Research Specialist
Itzel Tiscareno	Associated Students Moreno Valley College
Eugenia Vincent	Dean, Student Services
Ann Yoshinaga	Recorder, Associate Dean Public Safety Education and Training

Planning and Reporting

Maureen Rubalcaba	Lead, Associate Dean, Grants and College Support Programs
Norm Godin	Recorder, Vice President Business Services
Rebecca Loomis	Associate Professor, Anatomy/Physiology
Tyrone Macedon, Sr.	Associated Students Moreno Valley College
Akia Marshall	Lead Alternate, Outreach Specialist
Christopher Whiteside	Dean of Instruction, Career Technical Education

SPC Retreat January 28-29

Vincent Patterson	Associated Students Moreno Valley College
Tyrone Macedon, Sr.	President Associated Students Moreno Valley College
Anne Marie Amezquita	Associate Professor, English, Faculty Co-Chair SPC
Leslie Salas	Administrative Assistant IV, Student Services, Staff Co-Chair SPC
Angie Arballo	Executive Assistant to President
Sheila Pisa, Ed.D.	Interim Dean, Institutional Effectiveness
Abel Sanchez	Laboratory Technician, Science
Ann Yoshinaga	Associate Dean, Public Safety Education and Training
Robin Steinback, Ph.D.	Vice President, Academic Affairs
Jackie Grippin	Administrative Assistant, Business Services
Akia Marshall	Outreach Specialist, Vice President CSEA
Julio Cuz	Director Technology Support Services
Dyrell Foster	Vice President, Student Services
Edward Alvarez	Assessment Specialist
Micki Clowney	Director, Upward Bound Math and Sciences
Susan Lauda	Administrative Assistant IV, Academic Affairs
Jaime Rodriguez	Institutional Research Specialist
Bonavito Quinto, Ph.D.	Associate Professor, Spanish
Rebecca Loomis	Associate Professor, Anatomy and Physiology
Maureen Rubalcaba	Associate Dean, Grants and College Support Programs
Norm Godin	Vice President, Business Services
Sandra Mayo, Ed.D.	President
Chantal Biancardi	Associated Students Moreno Valley College
Itzel Tuscarenio	Associated Students Moreno Valley College
Eugenia Vincent	Dean, Student Services
Deborah Steckman	Associated Students Moreno Valley College
Jeianne Baniqued	Associated Students Moreno Valley College
David Vakil	Dean of Instruction
Silvia Trejo	STEM Counselor/Coordinator
Travis Gibbs, Ph.D.	Professor, Psychology, President Academic Senate
Jeff Rhyne, Ph.D.	Associate Professor, English
LaTonya Parker	Associate Professor, Counseling, Vice President Academic Senate
Robert Fontaine	Associate Professor, Emergency Medical Services
Carmen Valencia	Matriculation Program Assistant
Salvador Soto	Associate Professor, Counseling, Senator-At-Large Academic Senate



Mission: Moreno Valley College inspires, challenges, and empowers our diverse, multicultural community of learners to realize their goals; promotes citizenship, integrity, leadership, and global awareness; and encourage academic excellence and professionalism.

To accomplish this mission, we provide comprehensive support services, developmental education, and academic programs leading to:

- Baccalaureate Transfer
- Associate Degrees in Arts and Sciences
- Certificates in Career and Technical Education Fields
- Post-employment Opportunities

Vision: Moreno Valley College is committed to exceeding the expectations of students, community, faculty, and staff by providing and expanding opportunities for learning, personal enrichment, and community development.

Values:

RECOGNITION OF OUR HERITAGE OF EXCELLENCE

We embrace Moreno Valley College's rich tradition of excellence and innovation in upholding the highest standard of quality for the services we provide to our students and communities. We are bound together to further our traditions and to build for the future on the foundations of the past.

PASSION FOR LEARNING

We believe in teaching excellence and student centered decision making. We value a learning environment in which staff and students find enrichment in their work and achievements.

RESPECT FOR COLLEGIABILITY

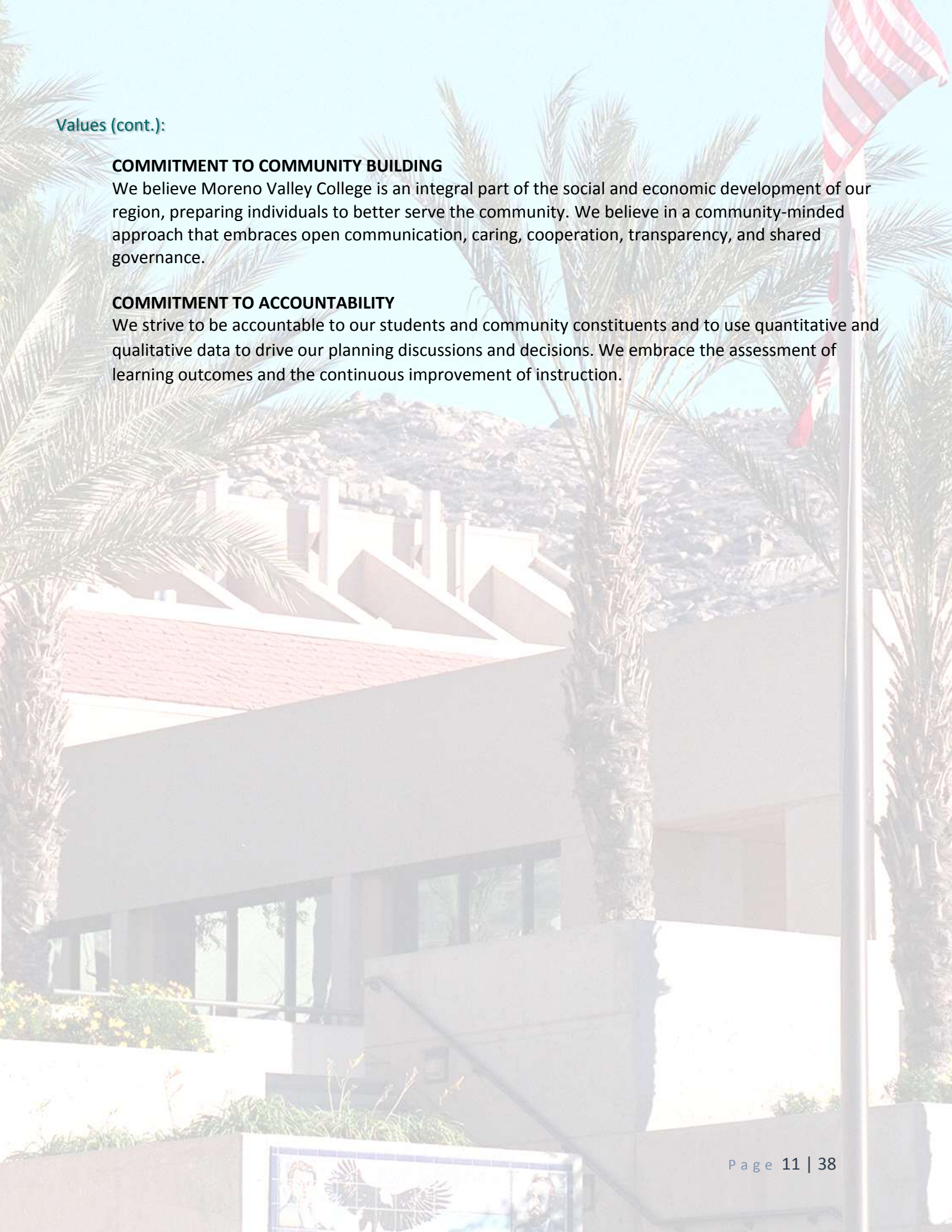
We recognize the pursuit of learning takes the contributions of the entire district community, as well as the participation of the broader community. We believe in collegial dialogue that leads to participatory decision making.

APPRECIATION OF DIVERSITY

We believe in the dignity of all individuals, in fair and equitable treatment, and in equal opportunity. We value the richness and interplay of differences. We promote inclusiveness, openness, and respect to differing viewpoints.

DEDICATION TO INTEGRITY

We are committed to honesty, mutual respect, fairness, empathy, and high ethical standards. We demonstrate integrity and honesty in action and word as stewards for our human, financial, physical, and environmental resources.

The background of the page is a photograph of a modern, multi-story building with a red-tiled roof and large windows. Several tall palm trees are in the foreground and midground. An American flag is visible on the right side of the image. The sky is clear and blue.

Values (cont.):

COMMITMENT TO COMMUNITY BUILDING

We believe Moreno Valley College is an integral part of the social and economic development of our region, preparing individuals to better serve the community. We believe in a community-minded approach that embraces open communication, caring, cooperation, transparency, and shared governance.

COMMITMENT TO ACCOUNTABILITY

We strive to be accountable to our students and community constituents and to use quantitative and qualitative data to drive our planning discussions and decisions. We embrace the assessment of learning outcomes and the continuous improvement of instruction.

Teaching and Learning

Goals and Objectives



Goal #1 Provide a positive environment and necessary resources to support teaching excellence, learning and the achievement of students' educational goals.

Objectives:

1.1 Implement a process to ensure all students have a Comprehensive Student Educational Plan (CSEP) after completing 15 units of degree applicable course work or prior to the third semester of enrollment, whichever comes first.

1.2 Decrease time in remediation.

1.3 Increase students that successfully complete degree applicable or transfer courses in English and Math within the first 3 semesters of enrollment.

1.4 Improve all student achievement rates for certificates, degrees, and transfer by reducing known equity gaps.

1.5 Promote innovation in teaching and support of student learning by providing professional development opportunities for employees.

1.6 Respond to regional needs through enhancement and development of programs leading to gainful employment.

1.7 Focus use of technology on learning.



Sustainability

Goals and Objectives



Goal #2 Create a sustainable learning and working environment that takes into account human, physical, fiscal and technological resources.

Objectives:

2.1 Demonstrate sustainable principles throughout the college, restore the natural environment, and celebrate the unique character of the local ecosystem.

2.2 Initiate a “green” organizational culture by supporting professional development in sustainability and capitalizing on researched-based learning embedded in the curricula.

2.3 Construct systems that promote implementation of sustainable purchasing and business practices leading to better use of resources, conservation, and equity.

2.4 Support the technology plan by embedding the effective use of state-of-the-art technology and innovation throughout the college, allowing for regular refresh of technology resources.

2.5 Include mid- and long-range fiscal forecasts in planning and resource allocation decisions.

2.6 Implement the Comprehensive Master Plan.



Community Building

Goals and Objectives



Goal #3 Promote an environment where opportunities for personal, social and professional participation advance community and economic development.

Objectives:

3.1 Provide professional development opportunities focused on the needs of our diverse, multi-cultural community.

3.2 Advance opportunities to understand and reinforce the principles of social justice.

3.3 Increase annual participation rates in community service activities among all campus constituents.

3.4 Expand partnerships with local industry and develop innovative programs benefiting students and the community.



Organizational Quality

Goals and Objectives



Goal #4 Sustain an organizational culture in which information is used to reflect and improve organizational processes that support student learning and achievement.

Objectives:

4.1 Use qualitative and quantitative information throughout the college.

4.2 Evaluate organizational processes on a regular schedule.

4.3 Use institutional planning to drive resource allocation.



Goal 1: Provide a positive environment and necessary resources to support teaching excellence, learning and the achievement of students' educational goals.

Objective	Action Plans	Responsible Parties	Timeline
1.1 Implement a process to ensure all students have a Comprehensive Student Educational Plan (CSEP) after completing 15 units of degree applicable course work or prior to the third semester of enrollment whichever comes first.	Advertise and promote the importance of CSEP.	Vice President Student Services Dean of Counseling	Starting Fall 2015; ongoing
	Create new and alternative options for completion of CSEP.	Vice President Student Services Dean of Counseling	Spring 2016 and ongoing
	Failure to comply with CSEP will result in a Hold placed on student registration and/or loss of registration priority until such time as the CSEP is completed.	Vice President Student Services Dean of Counseling Student Success & Support Committee	Fall 2016; ongoing
	Implement Transition to Success extended orientation programs that are aligned with summer bridge activities as part of the First Year Experience Program.	Vice President Student Services Dean of Counseling Counseling Faculty Director First Year Experience Student Equity Committee	Summer 2015; ongoing
	Establish "Traveling" counselors to visit classrooms of programs and cohorts.	Dean of Counseling Counseling Faculty	Spring 2016; ongoing
	Intentionally target students with undecided majors and encourage them to enroll in a career exploration course or attend a career exploration workshop during their first term/session.	Dean of Counseling Counseling Faculty	Fall 2016; ongoing

Goal 1 (continued): Provide a positive environment and necessary resources to support teaching excellence, learning and the achievement of students' educational goals.

Objective	Action Plans	Responsible Parties	Timeline
1.1 (continued) Implement a process to ensure all students have a Comprehensive Student Educational Plan (CSEP) after completing 15 units of degree applicable course work or prior to the third semester of enrollment whichever comes first.	Clearly define academic pathways for certificates, degrees and transfer and schedule accordingly to assist with planning and scheduling of classes.	Vice President Academic Affairs Deans of Instruction Dean of Counseling Curriculum Committee Department Chairs Faculty	2015 - 2016; ongoing
	Increase career and transfer services to include a robust Career and Transfer Center.	Dean of Counseling Counselor/Coordinator Career and Transfer	Starting Spring 2016; ongoing
	Identify key target points in students' educational careers in which there is a need for student service contacts in order to reach all students at critical points throughout their careers at MVC.	Vice President Student Services Dean of Counseling SSSP Committee	Starting Spring 2016; ongoing
	Develop and offer student success workshops for students	Dean Counseling Dean Student Services Counseling Faculty	Starting Fall 2015; ongoing
	Develop more interactive and effective on-line orientation for new students	Vice President Student Services Dean of Counseling Counseling Faculty Counseling Faculty	Starting Spring 2016; annual review

Objective	Action Plans	Responsible Parties	Timeline
1.1 (continued) Implement a process to ensure all students have a Comprehensive Student Educational Plan (CSEP) after completing 15 units of degree applicable course work or prior to the third semester of enrollment whichever comes first.	Support District-wide efforts to create an on-line student educational planning tool.	Vice President Student Services Dean of Counseling Counseling Faculty Counseling Faculty	Starting Fall 2016; ongoing
	Develop and implement an intervention program for students who place into Basic Skills courses	Counseling, Outreach, Assessment, Enrollment Services	2016-2017
	Communicate to students what factors create success in college life.	Faculty, Categorical Program Leads, Dean of Student Services, Director of 1 st Year Experience	2015-2016; ongoing
	Implement computer system modules with predictive analytics to track student progress and project schedules	Vice President Student Services Vice President Academic Affairs Associate Vice Chancellor, Information Technology & Learning Services	2017-2018

Goal 1 (continued): Provide a positive environment and necessary resources to support teaching excellence, learning and the achievement of students' educational goals.

Objective	Action Plans	Responsible Parties	Timeline
1.2 Decrease time in remediation and ensure students successfully complete degree applicable or transfer courses in English and Math within the first 3 semesters.	Develop and implement a First Year Experience program with specific academic pathways that target identified disproportionately impacted students in basic skills Math and English.	Vice President Student Services Vice President Academic Affairs Dean Instruction Dean Counseling Communication Department Chair Mathematics Department Chair Director First Year Experience Programs Student Equity Committee	Starting Summer 2016; ongoing
	Provide orientation, outreach ambassadors, peer mentors, and special programs for student success.	Dean Counseling Outreach Assessment	2015-2016; Ongoing
	Develop use of new multiple measures and alternative placement strategies for placement in Math, English, Reading and ESL.	Vice President Student Services Vice President Academic Affairs Deans of Instruction Dean Counseling Subject Matter Expert Faculty Counselors Assessment Alternatives to Placement Work Group	Starting Summer 2016
	Develop assessment intervention program targeting students who assess into basic skills, allowing for completion of intervention and reassessment.	Dean Counseling Assessment Student Equity Committee	Starting Summer 2016; ongoing annual review

Objective	Action Plans	Responsible Parties	Timeline
1.2 (continued) Decrease time in remediation	Implement computer system modules with predictive analytics to track student progress and project schedules	Vice President Academic Affairs Vice President Student Services Associate Vice Chancellor, Information Technology & Learning Services Dean Counseling	Starting Summer 2016; ongoing
1.3 Increase the number of students that successfully complete degree applicable or transfer courses in English and Math within the first 3 semesters of enrollment.	Increase sections for accelerated and compressed math and English to reduce time to reach eligibility for college-level courses.	Vice President Academic Affairs Deans of Instruction Department Chairs Subject Matter Expert Faculty	Fall 2015; ongoing
1.4 Improve student achievement rates for certificates, degrees, and transfer by reducing known equity gaps.	Increase scheduling for sections taught in formats known to increase student access, success and throughput to educational goal.	Vice President Academic Affairs Deans of Instruction Department Chairs Program Coordinators Faculty Subject Matter Experts	Fall 2016; and ongoing
	Develop a Veterans One-Stop Center that includes access to academic counseling and referrals to on-campus and off-campus services.	Vice President Student Services Dean, Student services Veterans' Specialist Counseling Faculty	Starting Fall 2015;
	Develop a Foster Youth One-Stop Center on campus that includes access to academic counseling, matriculation and transfer support and referrals to on-campus and off-campus services.	Vice President Student Services Dean, Student Services Educational Advisor Foster Youth Counseling	Starting Fall 2016

Objective	Action Plans	Responsible Parties	Timeline
1.4 (continued) Improve student achievement rates for certificates, degrees, and transfer by reducing known equity gaps.	Increase the number of students served by the UMOJA Renaissance Scholars Program (RSP) by improving student engagement through summer bridge, learning communities, a mentoring program and culturally relevant programs.	Vice President Student Services Dean, Student services Counselor/Coordinator RSP	Starting Summer 2016
	Institutionalize and expand to the extent feasible, Supplemental Instruction leveraging appropriate funding sources.	Vice President Academic Affairs Vice President, Student Services	2016-2017
	Schedule courses in sequences that expedite student completion of certificates, degrees and transfer.	Vice President Academic Affairs Deans of Instruction Department Chairs Program coordinators	2015-2016; ongoing
1.5 Promote innovation in teaching and support of student learning by providing professional development opportunities for employees.	Enhance existing data-analytic approach to enrollment management	Vice President Academic Affairs Deans of Instruction Associate Vice Chancellor, Information Technology & Learning Services Enrollment Management Committee	2016-2017
	Develop and administer employee surveys on professional development interests and needs to enhance staff development program.	College Vice Presidents Dean, Institutional Effectiveness Flex Committee	2015-2016; ongoing

Objective	Action Plans	Responsible Parties	Timeline
1.5 (continued) Promote innovation in teaching and support of student learning by providing professional development opportunities for employees.	Involve staff in professional development training in Emergency Operations, OSHA Compliance, and other required compliance areas.	Human Resources Advisory Group (HRAG) Vice President Business Services RCCD Risk Management Safety Committee	Fall 2015 and ongoing
	Recruit guest lecturers to deliver workshops for best practices in instruction.	Faculty Flex Coordinator Deans of Instruction	Fall 2016 and ongoing
	Cultivate wellness within the Moreno Valley College culture through outreach events, classroom presentations, Flex day participation, workshops, and Crisis Intervention (CIRT).	Director Student Health and Psychological Services FLEX Committee Classified Staff Development	Fall 2015 and ongoing

Goal 1 (continued): Provide a positive environment and necessary resources to support teaching excellence, learning and the achievement of students' educational goals.

Objective	Action Plans	Responsible Parties	Timeline
1.6 Respond to regional needs through enhancement and development of programs leading to gainful employment.	Survey alumni, industry, and business leaders to determine regional needs.	Dean Institutional Effectiveness Dean CTE Dean PSET CTE Advisory Committees	2016-2017
	Track alumni for 6 months or more to the extent feasible after program completion.	Dean Institutional Effectiveness Outreach	2016-2018
	Develop contextualized English and Math courses for CTE programs and degree pathways.	Deans of Instruction Department Chairs	2017-2018
	Broaden the representation on advisory committees for all CTE programs.	President Dean CTE Dean PSET	2016-2017
	Develop new programs based upon regional data about high growth sectors.	Vice President Academic Affairs Deans of Instruction Department Chairs	2017-2018

Goal 1 (continued): Provide a positive environment and necessary resources to support teaching excellence, learning and the achievement of students' educational goals.

Objective	Action Plans	Responsible Parties	Timeline
1.7 Focus the use of technology on learning.	Continue Implementation of the technology plan.	Vice President Business Services Director, Technology Support Services Resources Committee (TRAG)	Ongoing
	Develop a comprehensive Distance Education Plan.	Vice President Academic Affairs Distance Education Committee Resources Committee (TRAG)	2016-2018
	Provide flex/professional development activities focused on brain-based learning and technology.	Distance Education Committee Flex Committee	Spring 2016 and ongoing
	Explore the feasibility for implementing a Distance Education Training Academy incorporating a mentor structure.	Vice President Academic Affairs Distance Education Committee Flex Committee	2016-2017
	Enhance technical support for students and employees.	Director Technology Support Services; HRAG	Ongoing
	Enhance a community of support for learning technology.	Director Technology Support Services Technology Resources Advisory Group; Faculty Development	Ongoing

Goal 2: Create a sustainable learning and working environment taking into account human, physical, fiscal, and technological resources.

Objective	Action Plans	Responsible Parties	Timeline
2.1 Demonstrate sustainable principles throughout the college, restore the natural environment, and celebrate the unique character of the local ecosystem.	Develop and implement a college-wide recycling plan.	Vice President, Business Services Facilities Director Custodial Manager Resources Subcommittee Physical Resources Advisory Group	Spring 2016
	Create a tranquility garden.	Facilities Director, Grounds Supervisor Resources Subcommittee Physical Resources Advisory Group	2016-2017
	Transition landscaping to more drought resistant plants.	Grounds Supervisor Resources Subcommittee Physical Resources Advisory Group	2015-2016 and ongoing
	Research the feasibility of replacing grass on the field and plaza with synthetic turf.	Grounds Supervisor Resources Subcommittee Physical Resources Advisory Group	2015-2016
	Research the viability of inductive charging stations for use by students.	Facilities Director	2016-2017

Goal 2 (continued): Create a sustainable learning and working environment taking into account human, physical, fiscal, and technological resources.

Objective	Action Plans	Responsible Parties	Timeline
2.1 (continued) Demonstrate sustainable principles throughout the college, restore the natural environment, and celebrate the unique character of the local ecosystem. 2.2 Initiate a “green” culture by supporting professional development in sustainability and capitalizing on research-based learning embedded in the curricula.	Use electronic media, including social media, for distribution of information.	Director Technology Support Services Public Information Officer TRAG	2015-2016 and ongoing
	Incorporate “green” concepts into the curricula.	Curriculum Committee Department Chairs Faculty	2017-2018
	Research and develop the Total Cost of Ownership (TCO) to build a community water conservation garden to be used for research and outside classroom and community events.	Vice President Business Services Director Facilities Grounds Supervisor Dean of Instruction Faculty	2015-2016 & ongoing
	Schedule visiting speakers on “green” topics.	Deans of Instruction Faculty	2016-17 and ongoing
	Organize outreach events on “green” topics.	Public Information Office	2016-17
	Develop a plan to construct a natural habitat for the population of swallows.	Director, Facilities Grounds Supervisor Physical Resources Advisory Group; Science Faculty	2015-2016

Goal 2 (continued): Create a sustainable learning and working environment taking into account human, physical, fiscal, and technological resources.

Objective	Action Plans	Responsible Parties	Timeline
2.3 Construct systems that promote implementation of sustainable purchasing and business practices leading to better use of resources, conservation, and equity.	Develop and implement use of electronic payroll, signatures and fillable forms to replace all standard paper forms.	Vice President Business Services Director, Technology Support Services RCCD Finance and Business Services	2015-2016 and ongoing
	Perform a feasibility study to implement solar power, including solar power carports.	Facilities Director Physical Resources Advisory Group RCCD, Facilities Planning & Development	2016-2017
	Research the viability of electric car charging stations.	Facilities Director Grounds Supervisor Physical Resources Advisory Group	2016-2017
	Employ “green” vendors and supply chain technology.	Vice President Business Services RCCD Finance & Administration	2016-2017
2.4 Support the technology plan by embedding the effective use of state-of-the-art technology and innovation throughout the college, allowing for regular refresh of technology resources.	Continue the hierarchical refresh of college technology resources.	Director, Technology Support Services Technology Resources Advisory Group	Ongoing

Goal 2 (continued): Create a sustainable learning and working environment taking into account human, physical, fiscal, and technological resources.

Objective	Action Plans	Responsible Parties	Timeline
2.5 Include mid- and long-range fiscal forecasts in planning and resource allocation decisions.	Continue to provide resources to support implementation of the Technology.	Vice President Business Services Director, Technology Support Services	Ongoing
	Annual assessment of the Integrated Resource allocation and planning Report and revision for continuous quality improvement, as appropriate.	Vice Presidents Strategic Planning Committee & Subcommittees	Ongoing
	Complete the Staffing Plan.	Resources Committee Human Resources Advisory Group	Fall 2015
	Incorporate current and potential grants and external resources in the planning process	Strategic Planning Committee Grants Advisory Committee	Ongoing

Goal 2 (continued): Create a sustainable learning and working environment taking into account human, physical, fiscal, and technological resources.

Objective	Action Plans	Responsible Parties	Timeline
2.6 Continue implementation of the Comprehensive Master Plan.	Implement the Site Safety Improvement Plan.	Vice President Business Services Director, Facilities RCCD Facility & Planning	2015-2016 through 2018-2019
	Complete the Student Services Building Renovation Project	Vice President Business Services Director, Facilities RCCD Facility & Planning	2015-2016 through 2018-2019
	Pursue State & Local Funding for the New Library Resource Center and Science Buildings	Vice President Business Services Director, Facilities RCCD Facility & Planning	2016-2017 through 2017-2018
	Provide training to employees on the Comprehensive Master Plan.	Vice President Business Services Vice President Academic Services Vice President Student Services	Ongoing

Goal 3: Promote an environment where opportunities for personal, social, and professional participation advance community and economic development.

Objective	Action Plans	Responsible Parties	Timeline
3.1 Provide professional development opportunities focused on the needs of our diverse, multi-cultural community.	Provide periodic professional development opportunities for employees to attend and/or present on social justice topics.	President FLEX Committee Diversity Committee CSEA Vice President President's Management Council	Fall 2015 and ongoing
3.2 Advance opportunities to understand and reinforce the principles of social justice.	Develop student learning outcomes across curricula addressing social justice.	President FLEX Committee Diversity Committee Associated Students, MVC Curriculum Committee Department Chairs Faculty Diversity Committee	2016-2017 and ongoing
3.3 Increase annual participation rates in community service activities among all campus constituents.	Determine Moreno Valley College's current participation rates to establish a baseline.	Dean Institutional Effectiveness	2016-2017
	Expand opportunities for participation in community service activities	President Department Chairs Faculty	2017-2018
3.4 Expand partnerships with local industry and develop innovative programs benefiting students and the community.	Develop a plan for service-based learning tied to both educational and categorical programs.	Vice President, Student Services Vice President, Academic Affairs Deans	2017-2018
	Seek and provide opportunities for faculty and staff to be involved in community activities.	President Department Chairs Faculty	2017-2018

Goal 3 (continued): Promote an environment where opportunities for personal, social, and professional participation advance community and economic development.

Objective	Action Plans	Responsible Parties	Timeline
3.4 (cont.) Expand partnerships with local industry and develop innovative programs benefiting students and the community.	Hold annual awards for participation by students, employees, and the community.	President	Ongoing
	Implement a topic-based community summit.	President Academic Senate Deans	2016-2017
	Develop a college-based speaker pool.	Academic Senate Dean of Counseling Outreach	2016-2017
	Increase internship/externship opportunities for students.	Deans of Instruction	2016-2017 and ongoing
	Expand student employment placement with outside agencies.	Deans of Student Services Student Employment	2015-2016 and ongoing
	Increased visibility of MVC participation in community events.	Dean of Counseling Outreach	2016-2017
	Survey the community to determine program needs.	Institutional Effectiveness	2017-2018

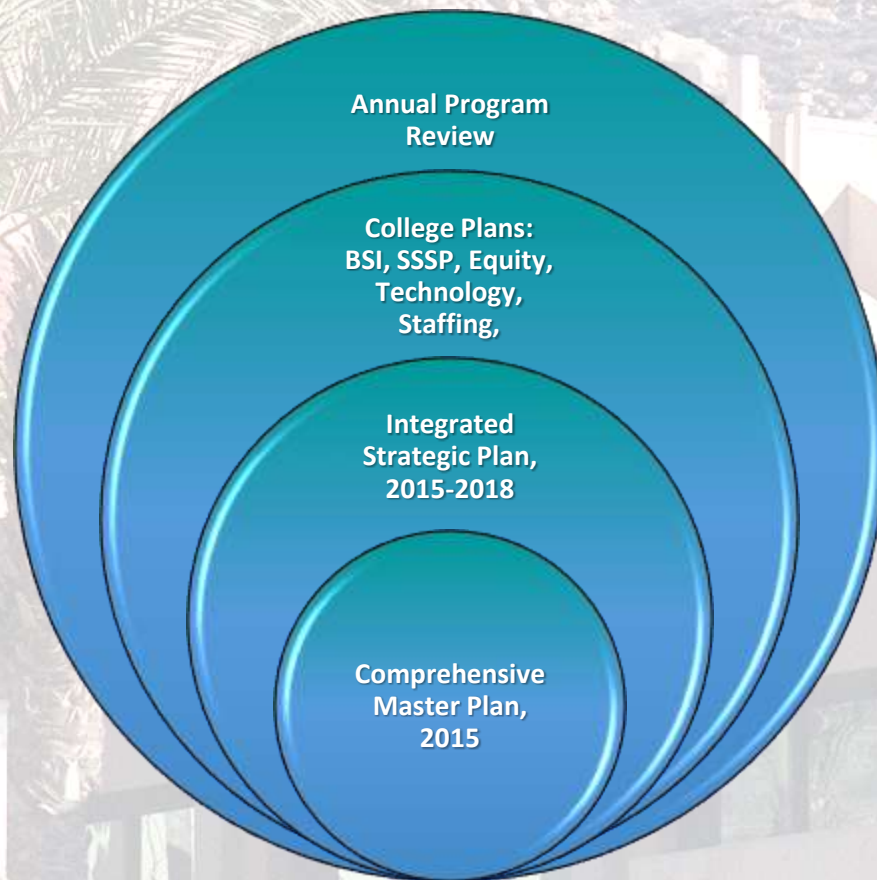
Goal 4: Sustain an organizational culture in which information is used to reflect and improve organizational processes that support student learning and achievement.

Objective	Action Plans	Responsible Parties	Timeline
4.1 Use qualitative and quantitative information throughout the college.	Provide training on methods and tools available to develop more meaningful assessments.	Dean, Institutional Effectiveness	2016-2017
	Develop a repository of quality assessment plans for use as templates.	Dean, Institutional Effectiveness	2016-2017
	Create sustainable, affordable ways to perform alternative studies/assessments.	Dean, Institutional Effectiveness	2015-2016 and ongoing
	Continue process of defining and measuring student learning and service area outcomes.	Department Chairs Deans Dean, Institutional Effectiveness Deans of Student Services Academic Senate	2015-2016 and ongoing
	Implement empirically based programs to facilitate equity for all students.	Student Equity Committee	2015-2016 and ongoing
4.2 Evaluate organizational processes on a regular schedule.	Establish a standardized and annual evaluation model for the continuous improvement of outcome assessment, program review, planning, and resource allocation.	Strategic Planning Council President's Management Council Dean of Institutional Effectiveness College Mission and Institutional Effectiveness Subcommittee.	2015-2016 and ongoing

Goal 4: Sustain an organizational culture in which information is used to reflect and improve organizational processes that support student learning and achievement.

Objective	Action Plans	Responsible Parties	Timeline
4.2 (continued) Evaluate organizational processes on a regular schedule.	Establish a standardized and annual evaluation process for all shared governance groups.	Strategic Planning Council Dean of Institutional Effectiveness College Mission and Institutional Effectiveness Subcommittee	Spring 2016 and ongoing
4.3 Use institutional planning to drive resource allocation.	Develop retreats focused on the program review process.	President's Management Council Resources Subcommittee	On-going
	Continue to improve program review process through incentives and disincentives.	Vice Presidents Resources Subcommittee	On-going

Moreno Valley College Plans



[2015 Comprehensive Master Plan,](#)

[Student Success and Support Plan](#)

[Student Equity Plan](#)

[Basic Skills Plan, 2015-2016](#)

[Technology Plan](#) (updated, Spring 2015)

[Staffing Plan](#) (9/1/15 version Human Resources
Advisory Group, Resources Committee)