



**STRATEGIC DIRECTION #1**  
**STUDENT-CENTERED CURRICULUM**

*Moorpark College will develop and teach inspiring and challenging curriculum*

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
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.	VPAA	completed	100%
			Develop and launch Civic Engagement AD-T.	VPAA	in progress	50%
		2 Articulation agreements of CA non-public colleges and universities available—increase from 10 in 2018-2019 to 15 by 2023-2024	National University wants 3 Articulate Agreements	Articulation Officer VP	ongoing	60%
			3 Degrees aligned with new UC pathways—increase to 5 by 2023-2024	Develop UC Pathway for Physics	Dean of PS	completed
		Develop UC Pathway for Chemistry		Dean of PS	completed	90%
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.	VPAA	many completed	70%
			Partner with Adult Ed programs to offer program and GE for Respiratory Therapy and Surgical Tech.	VPAA	re-evaluate, cost to students too high	20%
		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	Dean of CTE	some progress	30%
			3 Pre-apprenticeship programs—increase to 3 by 2023-2024	Establish pre-apprenticeship programs in Biotech, Applied Manufacturing, Engineering by spring 2020.	Dean of CTE, Job Placer	pilot programs established
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	Dean of DE	completing grant	80%

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
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	Dean of CTE, Job Placer	Theater lighting completed. Others need to be done.	20%
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	Good progress made on most of these initiatives in spite of COVID-19 including contacted EW students	80%
			Increase usage of ZTC/OER to make textbooks affordable	Dean of Distance Education	The number of sections using ZTC/OER textbooks from Fall 2019 to Spring 2020 increased by 68 to 172 sections offering ZTC/OER materials	100%
		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 of Math & English	Math M11 and M12 will be offered in Fall 2020. In addition, we will offer a new Math M915 for support for Statistics.	100%
F	Continue to develop a body of faculty who are committed to the development of culturally-responsive course content, teaching, and academic counseling methods	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 CHESS 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	Send faculty, staff and administrators to conferences. Include in Faculty Goals & self-Eval. Survey faculty currently involved. Start with baseline. Find ways to incentivize faculty e.g., award, acknowledgement.	VP of SS	Had good attendance in equity hiring training as well as participation in conference attendance	60%
		2 Develop a survey to measure student perception of faculty as culturally-responsive agents of Moorpark College annually	Develop the survey	Dean of IE	No progress made, although developed survey related to equity in hiring committee training.	0%
		3 Course success rates—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	Fully-implement Starfish. Improve equity in the classroom to train specific faculty strategies and best practices working with DI groups, Host and offer 4-6 Professional Development-Faculty/Staff trainings and workshops	VPSS-Starfish Johnny-Student Equity Brian Burns-Professional Development	Held 2 trainings on Starfish – Fall PD and April PD. Held 4 equity-focused PD sessions.	60%



**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	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
A	<b>Increase enrollment of disproportionately impacted groups</b>	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.	Equity- Johnny Outreach-Alejandra Martinez Marketing-James Schuelke	<ul style="list-style-type: none"> <li>•841 students called for financial aid phone campaign (students who had submitted a FAFSA for MC but hadn't applied, we called to help through the enrollment process)</li> <li>•5,029 students called for PACE (to let them know about this new program available to them)</li> <li>•579 students called that dropped or withdrew from classes due to COVID-19 EW – 579 – reapplied for classes 14% success rate.</li> <li>•3354 students who had applied for Fall 19 and did not enroll in Fall or Spring 20 – 4.2% application success rate for Summer or Fall 29 (provided support through the registration process and invited to attend the zoom registration event)</li> </ul>	100%
B	<b>Improve and expand courses and services for middle and high school students</b>	1 Rising Scholars—Increase from 30 in 2018-2019 to 100 by 2023-2024	Connect with Guided Pathways- Education & Career Alignment workgroup planning. Reach out to middle school counselors. 3 School systems: Simi, Conejo, Las Virgenes. Matriculation and Dual enrollment work together. Streamline application for dual enrollment.	GP Coordinator	Identified school counselors and students within systems	60%
		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	CTE Week.Connect with Guided Pathways- Education & Career Alignment workgroup planning.	Dean of CTE,GP Coordinator	conversations starting on EMT	30%
		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	Expanded dual enrollment offerings	80%

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
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 DE	Four sections of the DE Certification Course were completed in 2019-2020. There were 38 more DE sections offered in Spring 2020 than Fall 2020. DE course data success rates to be analyzed. The Math testing center was not established.	100%
		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 IE	Expanded PACE to three new degree programs	100%
		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 IE	Expanded PACE to three new degree programs	100%
		4 Offer a winter intersession by 2023 (if district switches to compressed calendar)	Offer 4 week winter session courses in 2020.	VPAA	pilot completed. Condensed calendar work ongoing	100%



**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	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
A	Provide financial support for low-income students	1 Students filling out FAFSA/CADAA—increase from 11,870 in 2018-2019 to 13,330 by 2023-2024	FAFSA shift to onboarding with student support. Adopt FA application is mandatory 2. Target feeder high schools with below 53% statewide completion rate with additional application assistance and follow up 3. additional promotion of weekly Wednesday workshop hands-on assistance available on campus 4. each lead to visit assigned target feeder hs weekly for one hour window to increase apps 11%	Financial Aid Officer	President Sokenu held forum with local schools where they indicated they are very satisfied with the FAFSA /CADDAA support they receive from MC.	10%
		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	Hire ZTC Coordinator, complete ZTC/OER grant . enhance current textbook lending libraries in the VRC and the college library	Dean of DE	The ZTC Coordinator was hired for the academic year. The IOCP grant was extended to December 2020. The grant is on track for completion. The textbook lending library was expanded in 2019-2020.	75%
		3 Emergency micro grants disbursed—increase annually to \$10,000 by 2023-2024	1. implement form for students to apply fall 2019 2. outreach to campus community to explain form & process 3. fa staff to process daily as received 4. promote & ensure ongoing funding. 5. begin a low-key donor campaign from faculty/classified direct from paycheck. Also moving other donors to online process. 6 Evaluate the goal to go in perpetuity.	Financial Aid Officer	established 3 emergency funds and distributed >\$215,000 to students in direct emergency aid.	95%
		4 Scholarships—increase dollar amount of scholarships awarded from \$174,000 in 2017-2018 to \$200,000 by 2023-2024	Establish donor database and populate donor prospect lists	Director of Advancement and Marketing	Total scholarships awarded in 2019-20: \$173,592.. Purchased Boomerang software.	20%

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
B	Improve and expand educational support programs for all students	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	Increase tracking of students ID with database. Increase use of drop-in tutoring by equity-related programs (VRC, Athletics, Foster Youth, ACCESS and EOPS); TLC provide academic support workshops [Equity Plan]	Dean of TLC	12,828 visits occurred in the 2019-2020 academic year. Data shows that a greater number of DI students attending the TLC.	100%
		2 Course embedded tutors—increase from 25 in 2018-2019 to 50 by 2023-2024	Increase placement of CET. Faculty PD. TLC provide tutorial workshops	Dean of TLC	There were 35 CETs in Fall 2019 and Spring 2020. Faculty received an orientation training on how to work with a CET. Workshops were provided to support CET work.	100%
		3 Guided Path to Success (GPS) students—increase from 120 in fall 2017 to 550 by fall 2023	Connect and align with Guided Pathways Student Support Design team; expand GPS to be for all (100%) incoming freshmen. Have Spanish speakers at orientations.	Dean of GPS	Program has undergone name change from GPS to FYE - First-Year Experience. We are at 75% completion for aligning with Guided Pathways and are part of the Student Support Design Team and working collaboratively with the GP lead to create support circles.	75%
		4 Peer mentoring—increase to 2,000 students receiving mentoring by fall 2023	Connect with Guided Pathways Student Support Design team. Explore funding feasibility. Set up as course for credit	GP Coordinator	designed care circle	20%
C	Improve and expand academic counseling services for all students	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	Complete Guided Pathway Mapping. Input into Degreeworks. Look at Scheduling software. .a coordinated effort.	Dean of Counseling, GP Coordinator	Mapping completed, degree works to be done over summer.	70%
		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.	Dean of Counseling, Marketing	Students were contacted but measurement was not taken yet to gauge effectiveness.	80%

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
D	Promote civic engagement, advocacy, and a global perspective	1 Sections with content connected to civic engagement—increase to 150 by fall 2023		Julius	n/a--no action completed in 2019-2020	n/a
		2 Students engaged in advocacy through co-curricular activities—increase to 80 by 2023-2024	1) Promote voter registration via MC-branded TurboVote page during campus-wide civic engagement events like Constitution Day; 2) Host at least one 2020 Census information booth on campus to educate students on importance of participating in census; 3) Increase voter turnout in ASMC elections by enhanced marketing and promotional efforts.	Dean over Student Activities + Associated Students (ASMC)	(1) Campus hosted Constitution Day on 9/17/19, and collaborated with the Make Moorpark Count Committee on Animal Census Days at the America's Teaching Zoo on 2/8/20 and 2/9/20. (2) Invited Justine Fischer, Partnership Specialist -Ventura County US Department of Commerce, 2020 U.S. Census to present at the Inter-Club Council on 11/6/19, and to table to outreach to MC students on 2/10/20 and at the Spring Festival event (which was canceled) on 3/14/20. (3) ASMC conducted 30+ in-person and virtual classroom presentations to promote Associated Student government elections.	100%
		3 Study abroad participants —increase from 12 in 2016-17 to 87 by 2023-2024	Marketing.	VP AA	established several study abroad options	90%
		4 International students—increase from 105 in fall 2017 to 315 by fall 2023	Expand partnership with international recruiters.	Director of Outreach and International Students	Events got cancelled due to COVID . - attended 2/3 events scheduled. However the last event was the most important one - NAFSA 2020	66%
E	Provide opportunities for students to link their academic programs to their career interests	1 Counselors trained and involved in career counseling—90% of counselors by 2023-2024	Establish GP Design Team, CareerCounselor training	Dean of Counseling, GP Coordinator	Design team established, but training not done	50%
		2 Career assessment taken by students—increase from 821 in 2017-2018 to 2,463 by 2023-2024	Connect with Guided Pathways Student Support Design team to add this into the 1st year experience they are designing. Prioritize career assesment tools. Map out how this work flows "career buckets"	GP Coordinator, Dean of CTC	establish Guided Pathways Career Pathway Coordinator	80%
		3 Career center workshop attendees—increase from 761 in fall 2018 to 2,283 by fall 2023	Increase resume, interview workshops, Increase job placemtn	Dean of CTC	strong work on soft skills, resume workshop, good job placement	90%
		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	very successful	100%

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
		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	Increase undergrad research opportunities	VP AA	increase opportunities with 2 new grants with CSUN	70%
F	Provide opportunities for student connection	1 Student clubs - increase student membership from 567 in fall 2018 to 652 by fall 2023.	1) Host at least one Club Rush event per semester; 2) Collaborate with Outreach and GPS offices to speak about clubs at orientation programs during Summer and/or Fall 2019; 3) Train club leaders to outreach to faculty and deliver presentations about their organizations to appropriate classes during the fall semester; 4) Train ASMC leaders to outreach to faculty and deliver presentations about getting involved on campus to appropriate classes during the year.	Dean over Student Activities + Associated Students (ASMC)	(1) Hosted two 2-day Club Rush events, first in the fall on Sept 10/11, 2019 and second in the spring on Jan 28/29, 2020. (2) Presented about student life during fall 2020 New Student Welcome and in Professor E. Beltran's College Strategies courses Oct 16/17, 2019. (3) This training for club leaders did not occur. (4) ASMC delivered presentations, especially during spring 2020, to promote ASMC and clubs.	75%
G	Maintain standards of intellectual rigor and creativity	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	Work with SLO Committee to figure out specific examples of what these discussion could look like and process to capture those discussions.	Dean of IE	Pivoted focus to migrating to eLumen, which will help to better track these conversations.	50%
		2 Distance education success rates—reduce gap between on-ground, hybrid, and online classes to 2.0 percentage points by 2023-2024	Continued professional development for faculty in DE. Continue CVC-OEI work to align more courses with their rubrics.	Dean of DE	To date, we have three CVC-OEI aligned courses. We have an additional 12 courses that went through the review process through the IOCP grant. Moorpark College has applied to be a Local POCR (Peer Online Course Review) campus. Aligned courses reduce the gap between on-ground and online.	75%
		3 Honors students—increase from 210 in fall 2017 to 360 by fall 2023, with a focus on increasing participation by disproportionately impacted students	Direct mail postcards to potential Honors students. GPS orientation to include Honors. Complete curriculum on additional Honors courses.	Dean of Honors	Postcards sent and other outreach.	100%
		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	Proctoria professional development. Testing Center	Dean of DE and Conduct	Proctorio is funded through the CVC-OEI through December 2020. Due to COVID-19, more faculty have utilized Proctorio with mixed reviews. Proctorio training was provided to faculty by ITDs.	50%
		5 Faculty trained in cultivating exploration and expression within a creative praxis—increase to 50 by 2023-2024	Support conferences . Prof development	Dean of AMC	Limited conferences due to COVID	20%



**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	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
A	Increase campus safety	1 Inclusive emergency notification system—implement by 2023-2024	RFP, impliment system	Dan	The required emergency notification system servers have been built and configured. The client software has been installed on several computers on the various campus networks. Communications testing between the servers and clients has begun.	15%
		2 Active shooter/fire/earthquake drills—conduct one campus wide drill and three table top drills per year for each by 2023-2024	Map responsibilities. Sylvia coordinates with Chief. Earthquake-Great Shake Out Day. Active Shooter, coordinate with PD. Fire, schedule once a year. Reestablish County Services with MC and monthly meeting. Develop a plan. Create a position or add responsibilities	Silvia	Participated in Great Shake Out Drill; Conducted monthly Emerg. Response Team mtgs; Began table-top discussion of active shooter scenario	20%
		3 Building monitors—complete building monitor plan by Fall 2019 and run one drill a year from 2019-2020	Define and train building monitors. Supply Equipment. Partner with Local Emergency Services. Night version of training.	VPBS	Building monitors identified	10%
		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	Training and Professional Development. Functional training on classified CERT. Partner with local emergency agencies for professional training search and rescue. Need baseline to determine if workspace. Oleg's office will collect data	VPBS	Emails send to campus at beginning of semester reminding eveyone of emergency preparation activities to conduct in classroom with students & in work spaces; baseline data not collected; no search & rescue training conducted	10%
		5 CERT training—increase total number of employees that are CERT trained to 20 by 2023-2024	Establish a CERT Chapter	VPSS	CERT training scheduled for spring 2020 canceled due to COVID-19	0%
		6 Title IX training—implement training created by the Districtwide Title IX committee by 2023-2024	Tracking of communication and enforce. District tracks, Establish mechanisms for supervisory checking certificates. Supply certificate copies. Need assessment of who did not take course.	Title IX Coordinator	Training was scheduled to happen during the spring of 2020 but was not able to happen because of COVID-19	0%

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
B	Provide support for students' basic daily needs	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	Town Hall meeting topic. Examine funding and feasibility study	Dean of Counseling	Presented to various stakeholders, identified location, presented to foundation	100%
		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	Feasibility study	Dean of Kin	This feasibility study will occur in 2020-2021.	0%
		3 Food outlets—provide access to hot and nutritious meals for students throughout the instructional day (8am to 9pm) by 2023-2024	Evaluate food outlet options	VPBS	RFP prepared (but not yet flown) by T. Cobos for contracted food services	5%
C	Provide professional development for faculty and staff to be able to recognize and support students with mental and physical health challenges	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	Mental Health training, implement training, K-12. Add classified staff.	Lisa	Did various workshops on suicide prevention, also social media posts outreach efforts, and recieved a grant	100%
		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	Increase training	Dean of Kin	CPR trainings were interrupted by COVID-19	25%



**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	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
A	Improve campus physical infrastructure, with a focus on sustainability	1 Complete facilities projects that are fully funded and aligned with the Facilities Master Plan	Update Facilities Master Plan to reflect current Education Master Plan. -Completed facilities and ground	Director of Facilities, Maintenance & Operations	A matrix has been completed that that links the comments gathered at the 19-20 Planning Retreat to the Education Master Plan finalized the the same event. This matrix was recently approved at the May 29, 2020 F/TCAP meeting.	50%
		2 Complete technology projects that are fully funded and aligned with the Technology Master Plan	Producing new Tech Master Plan. Light up Tech with WiFi. FTVM decent classroom. Break down priorities and funding. New signage, Dan to add topline items. Repairs and modifications	Dan	Added 33 wireless access points on campus. Created new computer lab for FTVM. Added 2 additional laptop carts on campus. Upgraded the software applications in all labs. Refreshed computers for faculty and staff. Complete grant funded audio visual upgrades in Tech building.	75%
		3 Develop a Sustainability Plan by 2019-2020	Complete the Campus Sustainability Plan	Director of Facilities, Maintenance & Operations	Working with the Moorpark College Associated Students, a sustainability plan framework as seen from the student perspective was developed.	75%
B	Improve campus organizational infrastructure with a focus on inclusive decision-making	1 Integrated planning—investigate creation of a centralized process for resource allocation, both categorical and general funds by 2021-2022	1. Re-examine 'Decision Making at MC'; study alternate models; map dovetailing committees with overlapping charges (EdCAP/Fiscal; F/TCAP and CTE Workgroup, etc); consider how to build cooperation between these committees; update 'Decision Making at MC'.	President	Revised 'MC Participatory Governance Handbook' approved by Associated Students, Classified and Academic Senates, and College President, May 2020. Process put in place for Fiscal and EdCAP to hold Joint Meeting in Spring semester to review results of all resource prioritization processes in alignment with Strategic Plan and make any recommendations.	100%
		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	Look at Making Decision Handbook — classified	President	In updated 'MC Participatory Governance Handbook' number of tri-chairs remains at two; classified reps added to Standing Committees as follows: Fiscal 2 new reps for a total of 5, in EdCAP 2 new reps, in SLO 1 new rep, in SEA 2 new reps, and in Curriculum 1 new non-voting rep.	100%
		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	Create a centralized grant application and process. Share with Admin Council and Senate.	VPBS	Identified possible process and staffing, but we still need to formalize the grant application process with Admin Council and Senate	60%

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
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 Marketing	Hired a marketing specialist	100%
			Develop and market ESL program	Dean of ESL	no progress	0%
			-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	VPAA	three term enrollment report created, schedule timing and courses were evaluated, room utilization discussions started, COVID disrupted enrollment management—dramatic increase in summer enrollment and a decline in fall enrollment.	90%
			-Evaluate software programs that allow scheduling to meet student Ed Plan requirements	VPAA	no progress	0%
			-Explore expanding waitlist from 5 to 20 so that they can be used in decision making to offer new sections	VPAA	discussion was had, but no consensus on moving further	50%
			-Utilize classroom time to advise students on enrollment selection	VPAA	completed in certain divisions, in collaboration with student services	50%
			Explore having spring start later in alignment with LACCD.	VPAA	no progress, this is related to compressed calendar discussions	0%
			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	had discussion several times to improve the process	80%
			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	VPSS	extensive meetings at DAC, MC, and BOT on this issue which are continuing into 2020-21	80%
			2 Contract and community education—conduct a feasibility study by 2019-2020	Conduct a feasibility study of contract and community education	VPAA	no progress
3 Noncredit FTES—Increase to 91 by fall 2023	Expand ESL offerings	Dean of ESL	completed approved for non-credit curriculum for ESL and BIW	50%		
4 Grant application submissions—increase to 12 per year by 2023-2024	Establish process for new grants. Submit 3 grant applications, including DHSI. Establish metric vetting process for grants.	Director of Institutional Advancement	Submitted 6 grant applications including DHSI and counting 3 for Aspen	100%		

	GOAL	METRIC	ACTIONS 2019-2020	POINT PERSON	ACTIONS 2019-2020 EOY Status	ACTIONS 2019-2020 EOY % COMPLETE
		5 Bond—encourage the district to place on ballot by 2023-24		President	n/a	n/a
D	Reinforce culture of continuous improvement through professional development	1 Faculty annually participating in professional development events—increase to 150 by 2023-2024	Investigate software for PD - Professional Learning network integrated into Vision Resource Center.	Dean of PD	Review college of canyons process	65%
		2 Classified staff professional development events—increase from 8 in 2017-2018 to 24 by 2023-2024	Increase PD offering	Dean of PD	Increased offerings for classified staff including canvas, zoom, and other tools for remote work. PD also offered on stress reduction.	100%
		3 Faculty and staff knowledgeable of universal design—increase from 43 in 2017-2018 to 250 by 2023-2024		Dean of ACCESS	Sessions on closed captioning, and website Drupal accessibility training, and zoom accessibility training, and documents training PD for faculty and staff	100%
		4 Students participating in leadership development—increase from 29 in 2018-2019 to 70 by 2023-2024	Finalize structure of MC LEADS (Leadership Education and Development for Students; free workshops for students) by Fall 2019.	Dean of Student activities	Finalized structure of MC LEADS version 1.0 in Fall 2019. Created website (moorparkcollege.edu/mcleads) and marketing materials and promoted program in January 2020, and implemented first workshops in Spring 2020. Planning for MC LEADS 2.0 for Fall 2020 is underway. Participants	100%

<b>AVERAGE 2019-2020 ACTION %COMPLETE: 61.5%</b>
<b>AVERAGE 2018-2019 ACTION %COMPLETE: 59.6%</b>