



**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	ACTIONS 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
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	Complete and submit ADTs for social justice and social work. Explore creating a two year schedule for all ADTs.	Dean of Social Sciences	
			Promote ethnic studies courses until an ADT is created	Dean of Social Sciences	
		2 Articulation agreements of CA non-public colleges and universities available—increase from 10 in 2018-2019 to 15 by 2023-2024	Update CLU articulation	Articulation Officer	
		3 Degrees aligned with new UC pathways—increase to 5 by 2023-2024	No action is possible this year due to the status of the UC transfer pathways workgroup. Only two have been developed so far and we are waiting for additional ones to be published.	n/a	
		4 Students signing UC TAG agreements—increase from 671 in 2017-2018 to 738 by 2023-2024	Increase number of TAG's submitted from 374 for FA22 to 450 for FA23	Dean of CTC	Additional marketing on portal, website, email, text and workshops.
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	Promote degrees in Engineering Tech, Cybersecurity, Cloud, Data Science, Computer Science, Commercial Dance, GIS. Re-evaluate Vet Tech.	Dean of CTE	Marketing funds, and hire a second job developer to establish industry partnerships
			Develop paramedics program	Allied Health Coordinator	
		2 CTE alternative credentials available such as digital badges that lead to certificates —increase from 50 in 2018-2019 to 100 by 2023-2024	Assess the feasibility of CNSE utilizing the testing center.	Dean of CNSE	
		3 Pre-apprenticeship programs—increase to 3 by 2023-2024	Hire a second job developer and task them with identifying local industries and industries where we can develop pre-apprenticeship programs.	Dean of CTE	

	GOAL	METRIC	ACTIONS 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
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	Launch marketing campaign promoting all available online degrees. Work with deans and department chairs to convert more courses to online asynchronous delivery post-COVID. Leverage POCR and ZTC programs to further promote affordability and accessibility of online programs.	Assistant Dean of DE/Dean of Marketing	Marketing funds. Funds to support and sustain (institutionalize) POCR and ZTC programs.
D	Create curriculum that supports professional improvement	1 Noncredit courses for professional improvement— increase from 3 in 2018-2019 to 25 by 2023-2024	Finalize and promote the landscape program, develop viticulture program	Dean of CTE	
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	Evaluate current curriculum audit process and identify deliverables that demonstrate the outcomes. Review prior audits to see what percentage of participants uploaded and shared their work in the repository.	DEI Coordinator	Additional funds to compensate faculty for attendance, implementation, and uploading content to the repository
		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	With the removal of Math M01 and Math M03, and the implementation of just in time Math reviews and additional Math course support sections that we are implementing in Fall 2022, we will need to assess the impact on students.	Deans of Math & English	Time for institutional research to meet with the Math department to develop and implement the survey.
			We will contact district IT to begin the work of putting our self-placement guide into Banner.	Dean English, English and ESL.	
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 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	Create a plan to scale up high impact programs with specific targets for each program.	DEI Coordinator	
		2 Develop a survey to measure student perception of faculty as culturally-responsive agents of Moorpark College annually	Review USC CUE student survey results and identify actions based on results. Administer faculty USC survey.	DEI Coordinator	consultant to review the results with the campus
		3 Course success rates—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	Establish another curriculum audit cohort	DEI Coordinator	Compensation for faculty in the cohort



## 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 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
A	Increase enrollment of disproportionately impacted groups	1 Percentage of applicants that successfully enroll—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	Pilot calling or texting students the day they applied	Director of Outreach	
B	Improve and expand courses and services for middle and high school students	1 Rising Scholars—Increase from 30 in 2018-2019 to 100 by 2023-2024	Program needs to be revised, need to go back to CLU and the safe passages partnership to re-engage with them.	Dean of Counseling	
		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	Incorporate direction of Locally Sourced grant to increase engineering awareness at middle school level.	Dean of CTE	
		3 Dual enrollment students—Increase from 579 in fall 2017 to 707 by fall 2023	Create CTE pathways for some of the new CCAP agreements.	Dual Enrollment Director	Staff - as students need assistance via the phone and/or Zoom to apply, fill out and submit MOUs, and enroll in classes
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	Continue to offer 40% or more online sections throughout 22-23 academic year. Work with deans and department chairs to identify additional courses (not currently offered online) for asynchronous online conversion. Also supports SD 1, Goal C, Metric 1.	Dean of DE	Continued faculty training and support (including funding for POCR and ZTC programs) to ensure online classes are designed for student success and retention.
			Develop job descriptions for remote student services	Dean of Counseling	
		2 Friday, weekend, and evening sections—increase as total from 340 in fall 2018 to 406 by fall 2023	No action needed--not a priority for this year	n/a	
		3 Short term sections—increase from 249 in fall 2018 to 304 by fall 2023	Increase the number of 8+8 sections	VPAA	
		4 Offer a winter intersession by 2023 (if district switches to compressed calendar)	Support the district's implementation of compressed calendar	VPAA	



**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 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
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	new legislation such as AB 469 which will require local education agencies (LEAs) to ensure high school seniors are completing a financial aid application goes into effect. We are partnering to host a statewide financial aid workshop in November. We will partner with additional high schools to assist in FAFSA/CADAA expansion per AB 469. Increase promotion of existing video resources for all partners and create new videos as needed.	Financial Aid Officer	budget to continue videos and create videos estimate \$10k. Project to schedule monthly workshops with all lea partners and track ab 469 progress.
		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	Select ZTC Faculty Coordinator for 2022-2023 academic year. Identify progress towards fully ZTC degrees and work to align more courses towards fully ZTC degrees. Create a team of specialists to develop ZTC ancillary materials to support and incentivize instructors in adopting ZTC materials.	Dean of DE	Increased funding to support development of ZTC/LTC content and ancillary materials.
		3 Emergency micro grants disbursed—increase annually to \$10,000 by 2023-2024	campaigns and projects to increase direct outreach to qualifying students	Financial Aid Officer	Call center campaigns and projects to increase direct outreach to qualifying students.
		4 Scholarships—increase dollar amount of scholarships awarded from \$174,000 in 2017-2018 to \$200,000 by 2023-2024	More phone calls and emails to donors to encourage them to donate more, and increase number of need based scholarships.  Develop outreach to alumni and work with local businesses and corporations to develop work based learning scholarships	Scholarship Director  Foundation Director	
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	Promote TLC Cranium Cafe Contact Cards; add to TLC web pages, Student Support Services Hub, and encourage faculty to embed contact cards (or import template pages) in course materials. Promote TLC in services and activities frequented by DI students (Athletics, Black Student Union, Raider Central, etc.)	Dean of TLC	Permanent funding source for Tutoring services.
		2 Course embedded tutors—increase from 25 in 2018-2019 to 50 by 2023-2024	Train CETs to provide student support services beyond discipline specific subject matter (connect to other campus services, technical supports with using Canvas, equipment from equipment lending program,	Dean of TLC	Permanent funding source for Tutoring services.
		3 Guided Path to Success (GPS) students [REBRANDED AS FYE]—increase from 120 in fall 2017 to 550 by fall 2023	Full guided pathways implemetations and practices to align with entire campus and mission to keep students on the path and to utilize maps to assure a timely graduation and transfer. Grow Peer Mentor program. Assure all students complete math and english in the first year. Continue to collaborate with campus partners.	Student Success Supervisor/Student Success Center Director / Dean of FYE	Full-time permanent staff. FYE, SYE and CHESS operate with only one-fulltime classified employee while all other staff are .8 temporary/provisional staff. These programs require permanent human resource to be sustainable, to grow and to improve overall.

	GOAL	METRIC	ACTIONS 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
		4 Peer mentoring—increase to 2,000 students receiving mentoring by fall 2023	no further action needed on this item		
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	1. Integrate Maps into Degree Works 2. Effectively integrate program maps (mapper) on the website. 3. Orientation to DegreeWorks in classes. 4. Develop Commons resources that support student success to import into Canvas course shells.	Dean of Counseling, GP Coordinator	
		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 promoting 8+8	Dean of Marketing	
D	Promote civic engagement, advocacy, and a global perspective	1 Sections with content connected to civic engagement—increase to 150 by fall 2023	Utilize speakers and training to support sections that want to have content connected to civic engagement	DEI Coordinator	
		2 Students engaged in advocacy through co-curricular activities—increase to 80 by 2023-2024	Establish the cultural center	Dean of Counseling	Retention grant
		3 Study abroad participants —increase from 12 in 2016-17 to 87 by 2023-2024	Promote Study Abroad programs for 2023 once Board approval is conferred.	Dean of Study abroad	
		4 International students—increase from 105 in fall 2017 to 315 by fall 2023	Explore multi-college outreach for international. Explore online short term certificates for international students.	Director of International & Outreach	International program consultant
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	Offer more career training to counselors. Measure whether the career training was effective.	Dean of Counseling	
		2 Career assessment taken by students—increase from 821 in 2017-2018 to 2,463 by 2023-2024	Employer Engagement Matrix and Handshake software integration to track career and workplace activities.	Dean of CTC	
		3 Transfer and Career center workshop attendees—increase from 761 in fall 2018 to 2,283 by fall 2023	Develop Career Exploration and Preparation activities with CTC. Host industry meetings and training. Explore opportunities with Career Launch to support DEI CE populations. Figure out how to track the data.	Dean of CTC	
		4 Internships—increase from 148 in fall 2018 to 444 by fall 2023	Use funds in Community Program grant from Department of Education via Congresswoman Brownley's office to increase paid internships.	Dean of CTE	Resources available through Congressional grant.
		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	Use funds in Community Program grant from Department of Education via Congresswoman Brownley's office to provide paid research internships.	Grants Director	Resources available through Congressional grant.

	GOAL	METRIC	ACTIONS 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
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 fall and one spring on-ground Club Rush event to market club involvement 2.Lead at least one fall and one spring workshop about how to form a new club or organization 3.Work with District Marketing/Web Management to	Dean over Student Activities + Associated Students (ASMC)	
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	Ensure 100% of courses and student services complete SLO assessments.	Dean of IE	
		2 Distance education success rates—reduce gap between on-ground, hybrid, and online classes to 2.0 percentage points by 2023-2024	Leverage local POCR process, ZTC initiatives, ITDs, and other faculty supports to promote awareness of UDL, CVC DE alignment, Peralta Equity Rubric alignment, ZTC materials, and other strategies designed to enhance equity and accessibility to online course materials and content. Provide faculty incentives to participate in essential DE development initiatives.	Dean of DE	Ongoing funding to support and sustain POCR, ZTC, and Faculty Development programs (including new UDL course). Include options to incentivize faculty participation.
		3 Honors students—increase from 210 in fall 2017 to 360 by fall 2023, with a focus on increasing participation by disproportionately impacted students	1. change to Canvas for students to track progress (from Sharepoint) 2. introduce Honors Program to EOPS students and students in Micaiah Satterwhite's men of color program. 3. create 4-year plan for honors course scheduling, onboarding honors instructors 4. complete professional-level teaser video for MyPath to attract students to apply	Dean of Honors	
		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	Discontinue Proctorio. Turnitin services to be continued and promoted by ITD team. Promote pilot testing center in Fall 2022. Offer additional PD opportunities for authentic assessments. Re-evaluate testing center at end of year.	Dean of DE and Conduct	
		5 Faculty trained in cultivating exploration and expression within a creative praxis—increase to 50 by 2023-2024	Continue to offer Professional Development activities for faculty and staff on creativity as an assessable praxis and its function in student learning (cognitive benefits) and community building (social-emotional/affective benefits) for improved student success.	Dean of Dance	



**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 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
A	Increase campus safety	1 Inclusive emergency notification system—implement by 2023-2024	-conduct regular testing of the system, fix issues identified in testing - hardware and software. -Integrated document (small work group) of procedures/protocols re: emerg. prep (e.g., how often equipment is tested) -Emergency resources checked (e.g., - check contents of emergency trailer); -User training for faculty/staff; message senders; -Communication Plan and training; -Training/instruction re: classroom emergency resources	VPBS Campus Emergency Manager	
		2 Active shooter/fire/earthquake drills—conduct one campus wide drill and three table top drills per year for each by 2023-2024	- Engage with County Emergency Services - invite their participation in EPC meetings to strengthen relationship with MC; - Conduct three (3) table-top drills - one each for fire, active-shooter, earthquake; - Plan one (1) on-campus drill (current guidelines allowing)	VPBS Campus Emergency Manager	
		3 Building monitors—complete building monitor plan by Fall 2019 and run one drill a year from 2019-2020	Approve and implement emergency communication plan.	VPBS Campus Emergency Manager	
		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	Send preparation and checklist to all faculty beginning of semester and gauge whether they are using this checklist. Deans to review classrooms for emergency equipment.	AS Senate President Deans from all areas	Funds for updates of emergency supplies
		5 CERT training—increase total number of employees that are CERT trained to 20 by 2023-2024	Reconnect with fire department to coordinate training for MC	VPBS	

	GOAL	METRIC	ACTIONS 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
		6 Title IX training—implement training created by the Districtwide Title IX committee by 2023-2024	Assess participation in online Title IX training through the student portal to determine if additional/different communication is needed to increase participation.	Title IX Coordinator	District coordination



	GOAL	METRIC	ACTIONS 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
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	Continue to work with Ruben Castro to expand the ability to meet student and community needs. Complete student housing grant actions.	VPSS	
		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	In conjunction with IE, a new survey should be conducted to assess interest.	Dean of Kin	Institutional research time and faculty time in the development of a new survey.
		3 Food outlets—provide access to hot and nutritious meals for students throughout the instructional day (8am to 9pm) by 2023-2024	Explore additional food options like food trucks or franchises, including exploring space in the cafeteria	VPBS	
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	Offer PD on the importance of submitting BIT reports on behalf students with concerning behavior. Continue offering QPR training and re-institute offering MHFA. Continue offering SAFEZONE training.	Dean for Health Center/Coordinator, SHC and Dean Student Conduct	No additional resources needed to offer the trainings, however based on the planning retreat info, accommodations may be needed for classified staff to attend..
		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	CPR Trainings have evolved and are now offered as part of other committees on campus (e.g. Emergency Management). While Health Education faculty teach these trainings, it is recommended that these trainings	Dean of SHC and Dean of PD	It is recommended that this item be relocated to professional development so that a certified list of faculty and staff can be maintained.



**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 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
A	<b>Improve campus physical infrastructure, with a focus on sustainability</b>	1 Complete facilities projects that are fully funded and aligned with the Facilities Master Plan	Complete OTC Roof, Phase 1 of Sand Volleyball, complete redesign of Amphitheater, complete the Quad Improvements, begin reconstruction of the Administration Building	Director of Facilities, Maintenance & Operations	Sufficient funding for projects. Hire Assistant Director of FM&O.
		2 Complete technology projects that are fully funded and aligned with the Technology Master Plan	Complete technology projects as defined in technology master plan	Director of IT	
		3 Develop a Sustainability Plan by 2019-2020	With students returning to campus, re-engage students to actively participate in updating sustainability plan.	Director of Facilities, Maintenance & Operations	Possible day/time change for Environment Committee to meet. Participants often state the day/time conflicts with class
B	<b>Improve campus organizational infrastructure with a focus on inclusive decision-making</b>	1 Integrated planning—investigate creation of a centralized process for resource allocation, both categorical and general funds by 2021-2022	no further action needed		
		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	Explore which other committees could add more classified chairs and membership	VPAA and Classified Senate President	
		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 multi-year budget that includes TCO	VPBS	

	GOAL	METRIC	ACTIONS 2022-2023	POINT PERSON FOR 2022-2023 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2022-2023 ACTIONS
C	Increase revenue generation	1 Meet annual FTES targets	Continue implementing action items from the marketing action plan, including piloting Motimatic Explore implementing outreach related items from the marketing action plan such as expanded campus tours	Dean of Marketing Director of Outreach	
			Implement recommendations from IE Communications [Jamie's] study including exploring opt-in messaging, reducing canvas and bookstore emails	Dean of Marketing	
			Explore employer partnerships including tuition reimbursement	Dean of CTE	
		2 Contract and community education—conduct a feasibility study by 2019-2020	Partner with the district to grow contract and community ed	Dean of CTE	
		3 Noncredit FTES—Increase to 91 by fall 2023	Finalize MakerSpace and MakerShop Programs, and market all noncredit FTES programs.	Dean of CTE	
		4 Grant application submissions—increase to 12 per year by 2023-2024	submit 3 grant applications aligned with college's priorities such as DEI	Director of Grants	
	5 Bond—encourage the district to place on ballot by 2023-24	no action this year			
D	Reinforce culture of continuous improvement through professional development	1 Faculty annually participating in professional development events—increase to 150 by 2023-2024	Work with PD committee to develop and implement appropriate offerings including DEI and safety.	Dean of PD	
		2 Classified staff professional development events—increase from 8 in 2017-2018 to 24 by 2023-2024	PD committee to define classified staff PD needs including DEI and Safety.	Dean of PD	
		3 Faculty and staff knowledgeable of universal design—increase from 43 in 2017-2018 to 250 by 2023-2024	Promote UDL training sessions during Fall 2022 PD and ITD UDL Workshops. Determine current knowledge base of UDL at Moorpark College.	Deans of DE and PD	Funding to provide financial incentives for faculty to participate in comprehensive UDL training.
		4 Students participating in leadership development—increase from 29 in 2018-2019 to 70 by 2023-2024	Continue student leadership workshops post-COVID in person on campus	Dean of Student Activities and Student Activities Specialist	