



STRATEGIC DIRECTION #1
STUDENT-CENTERED CURRICULUM

Moorpark College will develop and teach inspiring and challenging curriculum

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
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	We have met this goal.	GREEN
		2 Articulation agreements of CA non-public colleges and universities available—increase from 10 in 2018-2019 to 15 by 2023-2024	Currently at 12.	GREEN
		3 Degrees aligned with new UC pathways—increase to 5 by 2023-2024	We now have 2, but state has been slow to approve more.	YELLOW
		4 Students signing UC TAG agreements—increase from 671 in 2017-2018 to 738 by 2023-2024	374 students	YELLOW
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	Have added more than 5 already	GREEN
		2 CTE alternative credentials available such as digital badges that lead to certificates —increase from 50 in 2018-2019 to 100 by 2023-2024	Piloting industry testing facility in the fall, now we need to get CTE faculty to utilize	YELLOW
		3 Pre-apprenticeship programs—increase to 3 by 2023-2024	We want to set one up in biotech and cybersecurity	YELLOW
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	Post-COVID, we have identified around at least 16 degrees that can be completed online. Planning to launch them fall 2022.	GREEN
D	Create curriculum that supports professional improvement	1 Noncredit courses for professional improvement— increase from 3 in 2018-2019 to 25 by 2023-2024	Added a few, including UDL course	YELLOW
E	Provide clear pathways for students through the	1 Fall to spring persistence rates—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024,	With the new 2022 equity plan, we are now focusing on just black and Hispanic students. With COVID 19,	

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
	curriculum	and fully close achievement gaps by 2026-2027	<p>persistence fell for all groups. The gap narrowed between white and black students, and widened between white and Hispanic students.</p> <p>2017-2018 Black: 67.5% Hispanic: 71.9% White: 74.8% 2020-2021 Black: 66.7% Hispanic: 65.0% White: 70.8% Difference: Black: -0.8pp Hispanic:-6.9pp White: -4.0pp</p> <p>Source: https://www.calpassplus.org/LaunchBoard/Student-</p>	YELLOW
		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	<p>With the new 2022 equity plan, we are now focusing on just black and Hispanic students. With AB705 completion of math and English improved collegewide. However, the gap widened between white and Hispanic students.</p> <p>2017-2018 Black: n/a Hispanic: 11.9% White: 15.0% 2020-2021 Black: 10.6% Hispanic: 15.8% White: 21.1% Difference: Black: n/a Hispanic: 3.9pp White: 6.1pp</p> <p>Source: https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx</p>	YELLOW
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	Need to find a way to track this data going forward. But anecdotal data suggests metric is not likely to be met.	YELLOW
		2 Develop a survey to measure student perception of faculty as culturally-responsive agents of Moorpark College annually	Done through USC CUE. Results to be presented Fall 2022.	GREEN

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
		3 Course success rates—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	<p>With the new 2022 equity plan, we are now focusing on just black and Hispanic students. Students successfully passing courses increased overall because of COVID. The gap widened between white and black students, and widened between white and Hispanic students.</p> <p>Fall 2017 Black: 61.0% Hispanic: 70.6% White: 78.2%</p> <p>Fall 2021 Black: 63.4% Hispanic: 72.5% White: 81.6%</p> <p>Difference: Black: 2.4pp Hispanic: 1.9pp White: 3.4pp</p> <p>Source: https://datamart.cccco.edu/Outcomes/Course_Ret_Success.aspx</p>	YELLOW

STATUS INDICATOR KEY

- GREEN: On schedule to meet metric
- YELLOW: Somewhat behind on meeting metric
- RED: Significantly behind on meeting metric



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	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
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	<p>This metric is no longer a reliable indicator of access as it has been skewed by a large influx of applications over the past few years, possibly a significant portion of it fraudulent. While this metric still exists in the new equity plan, the college will explore changing the metric to increasing the overall headcount of hispanic and black students.</p> <p>2017-2018 Black: 37.9% Hispanic: 46.2% White: 50.1% 2020-2021 Black: 33.8% Hispanic: 45.3% White: 30.4% Difference: Black:-4.1pp Hispanic:-0.9pp White:-19.7pp</p> <p>Source: https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx</p>	YELLOW
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	We are re-envisioning the program.	RED
		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	Middle school events put on hold during COVID	YELLOW
		3 Dual enrollment students—Increase from 579 in fall 2017 to 707 by fall 2023	Goal met. Fall 2021=944 Source: https://datamart.cccco.edu/Students/Education_Status_Summary.aspx	GREEN
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	11,735 in 2020-2021, but during COVID. Source: https://datamart.cccco.edu/Students/FTES_Summary_DE.aspx	GREEN
		2 Friday, weekend, and evening sections—increase as total from 340 in fall 2018 to 406 by fall 2023	Enrollement demands have shifted to online.	RED

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
		3 Short term sections—increase from 249 in fall 2018 to 304 by fall 2023	321 in fall 2021	GREEN
		4 Offer a winter intersession by 2023 (if district switches to compressed calendar)	Compressed calendar to be implemented.	GREEN

STATUS INDICATOR KEY

GREEN: On schedule to meet metric

YELLOW: Somewhat behind on meeting metric

RED: Significantly behind on meeting metric



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	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
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	9902 in 2021-2022, impacted by COVID enrollment decrease. However, there is a new HS graduation FAFSA requirements. Source: https://studentaid.gov/data-center/student/application-952-ZTC-and-LTC-sections-in-2021-2022-including-summer-2022	YELLOW
		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	952 ZTC and LTC sections in 2021-2022 (including summer 2022)	GREEN
		3 Emergency micro grants disbursed—increase annually to \$10,000 by 2023-2024	About \$2500 disbursed in EFG funds. Expect this to increase now that HEERF funding is depleted. 25% EFG, 100% HEERF	YELLOW
		4 Scholarships—increase dollar amount of scholarships awarded from \$174,000 in 2017-2018 to \$200,000 by 2023-2024	The amount awarded this fiscal year 2021-2022 is \$202,796.48	GREEN
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	Approximately 11,269 visits during 21-22 Academic Year (includes onground and online tutoring visits).	GREEN
		2 Course embedded tutors—increase from 25 in 2018-2019 to 50 by 2023-2024	Fall 2022 projected to have 18 CETs covering approximately 20 courses.	YELLOW
		3 Guided Path to Success (GPS) students [REBRANDED AS FYE]—increase from 120 in fall 2017 to 550 by fall 2023	441 in fall 2021	GREEN
		4 Peer mentoring—increase to 2,000 students receiving mentoring by fall 2023	Pivoting away from peer mentoring.	RED

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
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	Significant progress made on maps in degree works and other related items	GREEN
		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	With the new 2022 equity plan, we are now focusing on just black and Hispanic students. The percent of students completing 15+ units increased overall. However, the gap widened between white and black students, and widened between white and Hispanic students. 2017-2018 Black: 6.1% Hispanic: 7.5% White: 10.3% 2020-2021 Black: 6.3% Hispanic: 8.9% White: 12.9% Difference: Black: 0.2pp Hispanic: 1.4pp White: 2.6pp Source: https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx	YELLOW
D	Promote civic engagement, advocacy, and a global perspective	1 Sections with content connected to civic engagement—increase to 150 by fall 2023	Need to find way to track this metric. We have had high profile speakers on campus and some instructors invited students to attend.	YELLOW
		2 Students engaged in advocacy through co-curricular activities—increase to 80 by 2023-2024	Identified a space for cultural center, and funding, had various student panels and updates	YELLOW
		3 Study abroad participants —increase from 12 in 2016-17 to 87 by 2023-2024	0 in 2021-2022 because of COVID, but we plan to re-start study abroad next year.	RED
		4 International students—increase from 105 in fall 2017 to 315 by fall 2023	64 in fall 2021 because of COVID source: https://datamart.cccco.edu/Students/Citizenship_Status_Summary.aspx	RED
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	On schedule to meet this goal, training is being offered and most new counselors are now trained in career advising	GREEN
		2 Career assessment taken by students—increase from 821 in 2017-2018 to 2,463 by 2023-2024	Assesments decreased during COVID, need to re-establish baseline metrics	YELLOW
		3 Transfer and Career center workshop attendees—increase from 761 in fall 2018 to 2,283 by fall 2023	Difficulty in tracking metric, but likely declined during COVID due in part to dropping enrollment.	YELLOW
		4 Internships—increase from 148 in fall 2018 to 444 by fall 2023	Post COVID: the CTC has averaged 150 internships/semester	GREEN

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
		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	Projected with AIMS, Impacto, LAMPS to have 50+ students involved in research opportunities	GREEN
F	Provide opportunities for student connection	1 Student clubs - increase student membership from 567 in fall 2018 to 652 by fall 2023.	35 clubs renewed or were implemented in 2021-2022 (35 x 10.5 person estimate) = 367 students participating.	YELLOW
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	On track with 100% of courses and programs assessed or planned out over five years, data created in Tableau dashboards	GREEN
		2 Distance education success rates—reduce gap between on-ground, hybrid, and online classes to 2.0 percentage points by 2023-2024	The gap has widened to 5.1 pp in fall 2021 between DE and on ground source: https://datamart.cccco.edu/Outcomes/Course_Return_Success.aspx	YELLOW
		3 Honors students—increase from 210 in fall 2017 to 360 by fall 2023, with a focus on increasing participation by disproportionately impacted students	Numbers are not final yet for fall 2022 but applications have grown substantially due to a marketing campaign	GREEN
		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	Proctorio discontinued, piloting testing center	YELLOW
		5 Faculty trained in cultivating exploration and expression within a creative praxis—increase to 50 by 2023-2024	Held 3-4 PD sessions on creativity over the past 2 years. About one a semester. 20-30 people per session.	GREEN

STATUS INDICATOR KEY

- GREEN: On schedule to meet metric
- YELLOW: Somewhat behind on meeting metric
- RED: Significantly behind on meeting metric



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	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
A	Increase campus safety	1 Inclusive emergency notification system—implement by 2023-2024	Implemented ENS in 2020-2021	GREEN
		2 Active shooter/fire/earthquake drills—conduct one campus wide drill and three table top drills per year for each by 2023-2024	Re-strated drills post-COVID, have had tabletops but not all campus	GREEN
		3 Building monitors—complete building monitor plan by Fall 2019 and run one drill a year from 2019-2020	Pivoted from building monitor plan to staff trained in emergency procedures	YELLOW
		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	COVID impacted activity on campus. Creating new collateral summer 2022 to put in all classrooms.	GREEN
		5 CERT training—increase total number of employees that are CERT trained to 20 by 2023-2024	Were not able to make progress because of COVID, has to be done in person.	YELLOW
		6 Title IX training—implement training created by the Districtwide Title IX committee by 2023-2024	District has implemented training, embedded into the student portal	GREEN

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
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	Done and launched.	GREEN
		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	COVID impacted progress on this study	RED
		3 Food outlets—provide access to hot and nutritious meals for students throughout the instructional day (8am to 9pm) by 2023-2024	COVID impacted progress on exploring more options like food trucks	YELLOW
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	Progress impacted because of COVID. Need to establish method to capture this metric.	YELLOW
		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	While there were some trainings offered, it was difficult to offer this resource during the COVID-19 pandemic.	YELLOW

STATUS INDICATOR KEY

- GREEN: On schedule to meet metric
- YELLOW: Somewhat behind on meeting metric
- RED: Significantly behind on meeting metric



**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	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
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	All projects on target	GREEN
		2 Complete technology projects that are fully funded and aligned with the Technology Master Plan	All projects on target	GREEN
		3 Develop a Sustainability Plan by 2019-2020	Insufficient student participation	YELLOW
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	Merged EdCAP/Fiscap Committee	GREEN
		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	Progress on this has been slower than expected because of COVID.	RED
		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	Multi year budgets created, does not yet include TCO	YELLOW

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
C	Increase revenue generation	1 Meet annual FTES targets	COVID led to FTES decrease, enrollment not yet recovering, but decline has slowed down.	YELLOW
		2 Contract and community education—conduct a feasibility study by 2019-2020	No longer feasible, absorbed by district	RED
		3 Noncredit FTES—Increase to 91 by fall 2023	13 in fall 2021	RED
		4 Grant application submissions—increase to 12 per year by 2023-2024	We're submitting about 3-5 per year but 12 is likely unrealistic. New Institutional Advancement and Community Relations position created.	YELLOW
		5 Bond—encourage the district to place on ballot by 2023-24	District is in the process of exploring bond options.	RED
D	Reinforce culture of continuous improvement through professional development	1 Faculty annually participating in professional development events—increase to 150 by 2023-2024	Around 130	GREEN
		2 Classified staff professional development events—increase from 8 in 2017-2018 to 24 by 2023-2024	Progress has been slow on this metrics because of COVID and the transition to back on campus.	YELLOW
		3 Faculty and staff knowledgeable of universal design—increase from 43 in 2017-2018 to 250 by 2023-2024	UDL workshops were created by an IT/D with input from ACCESS. Initial training in UDL has occurred for 10 faculty. Professional Development has made UDL a focus for Fall 2022 FLEX.	YELLOW
		4 Students participating in leadership development—increase from 29 in 2018-2019 to 70 by 2023-2024	Around 74 students in 2021-2022	GREEN

STATUS INDICATOR KEY

- GREEN: On schedule to meet metric
- YELLOW: Somewhat behind on meeting metric
- RED: Significantly behind on meeting metric

LAGGING INDICATORS

ALIGNED WITH THE VISION FOR SUCCESS AS REQUIRED BY AB 1809

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
1	Completion	<ul style="list-style-type: none"> Increase the number of students who earned one or more of the following: Chancellor's Office approved certificate, associate degree, and/or CCC baccalaureate degree by 27.6% from 1,683 in 2016-2017 to 2,148 by 2021-2022 	Increased 19.1% from 2016-2017 to 2020-2021, though COVID will likely impact progress on this goal based on falling persistence rates and FTES. Source: https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx	YELLOW
2	Associate Degrees for Transfer	<ul style="list-style-type: none"> Increase the number of students who earned an Associate Degree for Transfer by 35% from 851 in 2016-2017 to 1,149 by 2021-2022 	Increased 23.3% from 2016-2017 to 2020-2021, though COVID will likely impact progress on this goal based on falling persistence rates and FTES. Source: https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx	YELLOW
3	Average number of units accumulated for associate degree completers	<ul style="list-style-type: none"> Decrease from 83 in 2016-2017 to 79 by 2021-2022 	77 in 2020-2021. While the original target was hit, the state revised the criteria so the baseline is now actually 78 in 2016-2017. Guided Pathways should help this metric. Source: https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx	YELLOW

	GOAL	METRIC	METRIC STATUS UPDATE JULY 2022	METRIC STATUS INDICATOR JULY 2022
4	Exiting CTE students who report being employed in their field of study	<ul style="list-style-type: none"> Maintain from 83% in 2016-2017 to 83% by 2021-2022 	71% in 2017-2018 64% in 2018-2019 76% in 2019-2020 74% in 2020-2021 Source: https://www.calpassplus.org/LaunchBoard/Student-	YELLOW
5	Equity gaps for disproportionately impacted groups for the above measures	<ul style="list-style-type: none"> Decrease by 40% for each measure by 2021-2022, and fully close achievement gaps by 2026-2027 □ 	Completion increased at a higher rate for black and hispanic students than for white students from 2016-2017 to 2020-2021. However, fluctuations in enrollment make this metric less reliable than cohort completion rates. Black: +25.0% Hispanic: +36.3% White: +0.2% ADTs increased at a higher rate for for black and hispanic students than for white students from 2016-2017 to 2020-2021. Black: n/a Hispanic: +46.7% White: -0.7%	GREEN

STATUS INDICATOR KEY

- GREEN: On schedule to meet metric
- YELLOW: Somewhat behind on meeting metric
- RED: Significantly behind on meeting metric