



**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 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
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	Keep promoting ADT in computer science	Dean CTE	Promoted through PACE.	100%
			Complete and submit an Ethnic Studies ADT	Ethnic Studies Coordinator	Did not submit, it was not developed by the state	0%
		2 Articulation agreements of CA non-public colleges and universities available—increase from 10 in 2018-2019 to 15 by 2023-2024	Continue to work with CalArts for other available majors. Finalize agreement with Arizona State.	Articulation Officer	Cal Arts done, but not ASU	50%
		3 Degrees aligned with new UC pathways—increase to 5 by 2023-2024	Continue to work with discipline faculty when new UC Transfer Pathway Templates become available. Update and resubmit ADTs that are up for their 5-year review. Work with faculty to develop new ADTs as they become available. Submit new and revised courses for C-ID consideration.	Deans of each area	done	100%
		4 Students signing UC TAG agreements—increase from 671 in 2017-2018 to 738 by 2023-2024	CTC expanding marketing effort for TAG.	Dean of CTC	374 students submitted a TAG for FA22.	50%
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, Vet Tech.	Dean of CTE	Continuing to assess commercial dance and vet tech, but otherwise promoting CTE programs	80%
			Develop and promote new programming in adult ed and allied health	Allied Health Coordinator	Pursuing programming in paramedics	50%
		2 CTE alternative credentials available such as digital badges that lead to certificates —increase from 50 in 2018-2019 to 100 by 2023-2024	Explore providing industry testing for students for industry credentials.	Dean of CTE	Piloting testing facility in the fall, now we need to get CTE faculty to utilize	50%
		3 Pre-apprenticeship programs—increase to 3 by 2023-2024	expand biotech program, establish applied manufacturing, engineering, and IT programs through the work of the Impacto Grant	Dean of CTE	Impacto grant is in progress	80%
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	Implement actions from the IEPI Plan related to distance education (Areas of Focus B and C)	Dean of DE	IEPI work in progress. Currently 11 degrees identified for fully online (asynchronously) completion. More degrees	70%
D	Create curriculum that supports professional improvement	1 Noncredit courses for professional improvement— increase from 3 in 2018-2019 to 25 by 2023-2024	Evaluate landscape and viticulture programs	Dean of CTE	landscape is almost completed before sending to state, and viticulture still has not been done	50%
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	Implement equity actions from the IEPI Plan related (Area of Focus A)	DEI Coordinator	Curriculum audits completed	100%

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
		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	Pull data to determine preliminary success rates of the Engl M01A courses that are co-listed with the Engl M91AS courses. Consider adding a few more Engl M91AS courses.	Deans of Math & English	IE completed analysis	100%
			The ESL self placement guide will be given to district IT to code and place in banner.	Dean English, English and ESL.	Located Title 5 Section 55522.5 ESL Placement and Assessment doc. Will start the work to convert our current self-placement tool to	50%
			Convert Math M01 and M03 to non-credit	Dean of Math	The decision was made by the AB 705 Committee not to explore non-credit as this approach would not be approved.	100%
			Begin utilizing course program maps	Dean of Counseling	maps sent to all incoming students	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	Implement actions from the IEPI Plan related faculty professional development and hiring (Area of Focus A)	DEI Coordinator	Progress made on IEPI area of focus A	100%
		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. Adminster faculty USC survey.	DEI Coordinator	A core team reviewed the results, but collegwide review of the results delayed to fall 2022	50%
		3 Course success rates—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	Complete curriculum audit for first cohort	DEI Coordinator	second cohort completed	100%



## 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 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
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	Call students who applied but did not enroll	Director of Outreach	Called students who applied but did not enroll	100%
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	Coordinate work with Simi and Moorpark Unified School Districts	Dean of Counseling	We have decided to pivot away from this program	0%
		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	Expand the number of schools or programs for career education week	Dean of CTE	Due to post-COVID policies with middle school attendance was virtual. Success in with multiple HSs and Career Academies in attendance	75%
		3 Dual enrollment students—Increase from 579 in fall 2017 to 707 by fall 2023	Establish career paths with local high schools	Dual Enrollment Director	Goal was reached and new CCAP agreements were signed.	100%
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	Ensure at least 40% of courses are offered online	Dean of DE	Exceeded this goal throughout 2021-2022 academic year. Fall 2021 FTEs equaled 3618.55.	100%
			Develop job descriptions for remote student services	Dean of Counseling	Group has started working with HR on job descriptions	30%
		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		no actions needed	100%
		3 Short term sections—increase from 249 in fall 2018 to 304 by fall 2023	Continue growing PACE by recruiting new cohorts and retaining existing cohorts.	Dean of IE	PACE growth has slowed down considerably	0%
		4 Offer a winter intersession by 2023 (if district switches to compressed calendar)	Schedule four week class offerings January 2022	VPAA	Compressed calendar progress made	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 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
A	<b>Provide financial support for low-income students</b>	1 Students filling out FAFSA/CADAA—increase from 11,870 in 2018-2019 to 13,330 by 2023-2024	1. weekly virtual online application assistance events 2. developing new model for registration rocks events bi-weekly 3. marketing and canvas tools for faculty to embed in canvas course shells 4. launching financial aid canvas course shell content 5. Moving forward together marketing campaign launched.	Financial Aid Officer	While our FAFSA/CADAA applications did not increase during the pandemic and while enrollments are down, we were able to increase the number of pell grant recipients over last year	100%
		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	Expand ZTC coordinator role and support faculty with stipends to convert additional courses to ZTC	Dean of DE	Approximately 425 fall courses include ZTC materials and 37 courses include LTC materials.	55%
		3 Emergency micro grants disbursed—increase annually to \$10,000 by 2023-2024	1. Received \$745,000 in state IAB funding to distribute to DI students in form of emergency aid during summer 21. Received >2.5 million HEERF II to distribute Fall 21 & Spring 22 to DI students with additional HEERF III funding to follow. 2. Moving Forward Together marketing campaign launched	Financial Aid Officer	About \$2500 disbursed in EFG funds. Expect this to increase now that HEERF funding is depleted. 25% EFG, 100% HEERF	100%
		4 Scholarships—increase dollar amount of scholarships awarded from \$174,000 in 2017-2018 to \$200,000 by 2023-2024	1) continue with 2020-21 actions. 2) continue the Foundation campaign. 3) improve access to scholarships for DI groups i.e. remove student's name from the scholarship application. 4) increase marketing about the availability of scholarships. 5) make scholarships more accessible i.e. removing GPA. 6) work with scholarship representative to change requirements to increase accessibility. 7) develop a workgroup to look into scholarship promotional materials.	Scholarship Director	All completed except #6 and #7	71%
B	<b>Improve and expand educational support programs for all students</b>	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	Continue offering online tutoring. Work with student success circles to encourage usage of tutoring.	Dean of TLC	Approximately 11,269 visits during 21-22 Academic Year (includes onground and online tutoring visits).	95%
		2 Course embedded tutors—increase from 25 in 2018-2019 to 50 by 2023-2024	Ensure CETs are offered for transfer level English and Math to support AB705 and SCFF	Dean of TLC	Fall 2022 projected to have 18 CETs covering approximately 20 courses.	36%

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
		3 Guided Path to Success (GPS) students [REBRANDED AS FYE]—increase from 120 in fall 2017 to 550 by fall 2023	This academic year will be focused on keeping our FYE students on the path (guided pathways) towards a focused goal of graduation/transfer. We continue to require FYE students to complete Math, English and College Strategies in the first year to obtain priority registration. In addition, we are doing more work with early alert so students are aware of their support options. This will increase retention rates for the college. Continue to work with outreach and counseling to ensure we are recruiting students and providing them with comprehensive ed plans and program maps.	Student Success Supervisor/Student Success Center Director / Dean of FYE	FYE, SYE and CHESS have been tracking ENG and MATH completion rates in addition to tracking how many students have completed a FAFSA or CADAA. All 3 programs have grown since last year. All classified staff in the 3 programs have been participating in guided pathways success teams work and implementation. Coaches have been visiting high schools to market and recruit for fall 2022. Utilization of Starfish	50%
		4 Peer mentoring—increase to 2,000 students receiving mentoring by fall 2023	Explore TMOCA for peer mentoring	DEI Coordinator	Done but we have decided to pivot away from this program	100%
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	significant progress made on maps in degree works and other related items	80%
		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 contacting students for the 15 to finish campaign.	Dean of Counseling	launched 8+8 campaign	100%
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	Various speakers on campus, classes invited to attend	100%
		2 Students engaged in advocacy through co-curricular activities—increase to 80 by 2023-2024	Provide opportunities for student panels, explore student cultural center	Dean of ASMC	Identified a space for cultural center, and funding, had various student panels and updates	60%

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
		3 Study abroad participants —increase from 12 in 2016-17 to 87 by 2023-2024	Promote study abroad for 2023	Dean of Study abroad	Two 2023 Study Abroad programs have been approved by the college and forwarded to Chancellor's Cabinet for review and approval. If/when approved, formal marketing efforts can begin. (Note that, due to COVID limitations, we do not yet have Board approval to begin Marketing our 2023 Study Abroad programs. Our efforts have been to solicit program proposals from faculty and move those forward for Board consideration. Our Marketing efforts have been to maintain our Study Abroad website and communicate with students with questions that we plan to offer programs in Summer 2023.	30%
		4 International students—increase from 105 in fall 2017 to 315 by fall 2023	Explore multi-college outreach for international	Director of International & Outreach	Trying to establish process	70%
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	Continue Career Counselor training and create groups to facilitate discussion and share best practices. Connect to Guided	Dean of Counseling	counselors trained, careers connected to guided pathways, also created AOI pages with	100%
		2 Career assessment taken by students—increase from 821 in 2017-2018 to 2,463 by 2023-2024	Coordinate career assessment tools with guided pathways and on the new web pages	Dean of CTC	Employer Engagement tools developed by the region to support local colleges will be deployed July 1	100%
		3 Transfer and Career center workshop attendees—increase from 761 in fall 2018 to 2,283 by fall 2023	Re-establish virtual and onground workshops and training	Dean of CTC	Most workshops virtual.	100%
		4 Internships—increase from 148 in fall 2018 to 444 by fall 2023	Re-establish on ground internships	Dean of CTE	Post COVID: the CTC has averaged 150 internships/semester	100%
		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	Submit AIMS and ONR	Grants Director	Research opportunities being developed for MC interns at CLU and CSUN.	50%
F	Provide opportunities for student connection	1 Student clubs - increase student membership from 567 in fall 2018 to 652 by fall 2023.	Re-establish on ground clubs.	Dean over Student Activities + Associated Students (ASMC)	On ground clubs re-established	100%
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 in fall 2021	Dean of IE	100% of assessments complete	100%

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
		2 Distance education success rates—reduce gap between on-ground, hybrid, and online classes to 2.0 percentage points by 2023-2024	Compare success rates post-COVID. Continue expansion of POCR certified courses.	Dean of DE	Success rates by modality as of Fall 2021: Asynchronous - 77.22%, Synchronous - 74.22%, On ground - 82.34%	25%
		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. Guided Pathways Open Houses promoting Honors programs; FYE/SYE promoting Honors programs; 2. GP program maps to include Honors as an option; 3. Maybe have an introductory honors class to get students to feel more comfortable; 4. Honors program students create/participate in videos to show others how they too can be successful; 5. Module in all Canvas courses to share as a resource with students (maybe have that peer video embedded); 6. Benchmark GPA may get notified specifically; 7. All students can take an Honors course, however Honors program has a GPA requirement-need to make that distinction more clear.	Dean of Honors	AY 21-22 327 students were enrolled in an honors class. 162 students were coded as Honors students in AY 21-22 (many of whom don't graduate til next year). Sp '22 had 90 graduates from the Honors Program. DI student numbers have not changed substantively. hire student workers to handle dramatic uptick in applicants.	50%
		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	Re-evaluate proctoring software. Evaluate feasibility of a testing center.	Dean of DE and Conduct	Per recommendations from DE Committee and approved by Academic Senate, we will not renew the Proctorio contract.	100%
		5 Faculty trained in cultivating exploration and expression within a creative praxis—increase to 50 by 2023-2024	Explore how to increase expression and creativity within the online environment  Explore how to train faculty to help students express social justice in a creative praxis [Theme 1]	Dean of ASMC	Minimal progress made	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 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
A	Increase campus safety	1 Inclusive emergency notification system—implement by 2023-2024	-conduct regular testing of the system - 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	IT Director VPBS	Most actions completed, need finalize emergency communications plan	70%
		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	Various table top and campus drills scheduled, pivoting from building monitor to using M&O staff at evac sites	100%
		3 Building monitors—complete building monitor plan by Fall 2019 and run one drill a year from 2019-2020	- Alternate designation to Building Monitor program developed and shared with the campus - Identify roles & responsibilities - Draft of revised MC Emergency Operations Plan completed in which this alternate designation will be clearly defined	VPBS Campus Emergency Manager	Developing draft of MC operations, pivoted from building monitor plan to M&O staff. Emergency communications plan is being completed.	90%



	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
		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	<ul style="list-style-type: none"> <li>- Review tasks &amp; space preparation checklist for faculty &amp; staff</li> <li>- Email all faculty/staff reminder about checklist at beginning of each semester</li> <li>- Promote information sharing at division-level or department led meetings</li> </ul>	VPBS Campus Emergency Manager	Preparation and checklist sent to all faculty beginning of semester by AS President	100%
		5 CERT training—increase total number of employees that are CERT trained to 20 by 2023-2024	<ul style="list-style-type: none"> <li>- Determine local CERT training opportunities as they become available once again; promote them if offered</li> </ul>	VPSBS Dean of Student Conduct	Not implemented	0%
		6 Title IX training—implement training created by the Districtwide Title IX committee by 2023-2024	Modify Title IX training provided during New Student Welcome to include brief overview and directions for completing training video.	Title IX Coordinator	The District Title IX Committee has agreed upon the delivery of student TIX training. The District now sends out routine messages to students about upcoming Title IX training deadlines. District IT has also built the Title IX training as a task inside the student portal to make it easier for students to find.	100%

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
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	Increasing marketing/outreach to students. Work with new hire to let students know additional resources available (housing, childcare etc.). How do faculty make referrals to this resource? Include	VPSS	Basic needs center expanded and marketed	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	Conduct the feasibility study with the KIN faculty.	Dean of Kin	The data collection for several factors was conducted by Associated Students a few years ago. I was interviewed multiple	0%
		3 Food outlets—provide access to hot and nutritious meals for students throughout the instructional day (8am to 9pm) by 2023-2024	- Re-establish food trucks on campus Fall 2021 with greater presence of students on campus; - As more students return to campus, with enough demand, additional food supply/resources will be added;	VPBS	Brought coffee truck but otherwise minimal progress	10%
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	Met with 3 remaining certified MHFA trainers to assess willingness to resume trainings. All are anxious to do so.	Dean for Health Center/Coordinator, SHC	MHFA trainers still working with MHFA to re-establish training credentials. Have continued QPR trainings in classrooms and online. Third trainer is in TOT	90%
		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	Continue CPR trainings	Dean of Kin	While there were some trainings offered, it was difficult to offer this resource during the COVID-19 pandemic.	20%



**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 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
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	Change the effective dates for FMP to coincide with the Educational Master Plan.	Director of Facilities, Maintenance & Operations	FMP Updated planning to 2025	100%
		2 Complete technology projects that are fully funded and aligned with the Technology Master Plan	Continue with COVID related tech including FLRs, loaners, hot spots, more Hyflex, etc.	Director of IT	Most items done but still waiting on some equipment due to supply chain issues	80%
		3 Develop a Sustainability Plan by 2019-2020	Update as needed.	Director of Facilities, Maintenance & Operations	Our sustainability plan did not get updated for 2021-22. Student participation was poor.	25%
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	Pilot combining EdCAP and Fiscal as one committee (CAP)	VPAA and Academic Senate President	Edcap/fiscal combined	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	Continue support of classified participation in campus committees	VPAA and Classified Senate President	There has been an increase in classified participation, likely due to zoom	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 multi year budget that includes TCO	VPBS	Currently setting it up, projected to complete by end of year, but may not include TCO	50%

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
C	Increase revenue generation	1 Meet annual FTES targets	Increase marketing	Dean or Director of Marketing	Marketing increased	100%
			Increase outreach	Dean of Outreach	Outreach increased	100%
			Evaluate mix of on ground, online, and hybrid offerings to meet student demand	VPAA	Surveyed students about modality preference	100%
			Promote promise program	Financial Aid Director	Promise campaign launched	100%
		2 Contract and community education—conduct a feasibility study by 2019-2020	Conduct a feasibility study of contract and community education, decide what should be offered by college	Dean of CTE	Contract and Community Ed is now a district service. Recommend this metric be removed.	0%
3 Noncredit FTES—Increase to 91 by fall 2023	Increase number of CE non-credit certificates	Dean of CTE	Landscape is almost completed before sending to state, Solar Tech is complete and in the Catalog	75%		
4 Grant application submissions—increase to 12 per year by 2023-2024	submit 3 grant applications	Director of Grants	Applications also submitted to AACC Cyber Security, Community Projects via Brownley's office,	60%		
5 Bond—encourage the district to place on ballot by 2023-24	no action this year	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	Implement actions from the IEPI Plan related to professional development (Areas of Focus A & D)	DEI Coordinator	Curric audit and bias training provided	100%
		2 Classified staff professional development events—increase from 8 in 2017-2018 to 24 by 2023-2024	Implement actions from the IEPI Plan related to professional development (Areas of Focus A & D)	DEI Coordinator	Bias training provided but participation may not be widespread	50%
		3 Faculty and staff knowledgeable of universal design—increase from 43 in 2017-2018 to 250 by 2023-2024	Integrate UDL PD sessions into FLEX and other trainings. Continue to expand training on accessibility.	Dean of ACCESS	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	50%
		4 Students participating in leadership development—increase from 29 in 2018-2019 to 70 by 2023-2024	Continue student leadership workshops	Dean of Student Activities and Student Activities Specialist	Leadership workshops held by President, ASMC, and honors society	100%

AVERAGE 2021-2022 ACTION %COMPLETE: 72.2%

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	END OF YEAR STATUS ACTIONS 2021-2022	% COMPLETE ACTIONS 2021-2022
					AVERAGE 2020-2021 ACTION %COMPLETE: 72.7%	AVERAGE 2019-2020 ACTION %COMPLETE: 61.5%
					AVERAGE 2018-2019 ACTION %COMPLETE: 59.6%	