

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS	PRIORITIZED RESOURCES ALLOCATED 2021-2022	ACTION STATUS UPDATE MAR 2022	ACTION STATUS INDICATOR MAR 2022	GAP/Additional Notes	President's Response
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.	GREEN		Support effort to develop ES ADT.
			Complete and submit an Ethnic Studies ADT	Ethnic Studies Coordinator	Funds needed for an ethnic studies budget	Budget created for ethnic studies, also receiving a FT faculty member	Done.	GREEN	The FT faculty member for Ethnic Studies will be hired in Spring 2022. There is currently no Ethnic Studies ADT: only a Social Justice ADT with an emphasis in Ethnic Studies. At the state level, a new ADT is being developed which is focused on Ethnic Studies.	
		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			On target.	GREEN		
		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			On target.	GREEN		
		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			Various promotional materials and events launched	GREEN	Note that the Transfer Center (Giselle Ramirez) has a list of benefits of getting an associate degree before transferring. Also see the RP Group's study "Through the Gate."	Conduct a review of completion data for VC's Vet Tech program with the goal of assessing viability. The Vet Tech Program requires a faculty and classified hiring to establish the program. Use the LMI data and VC completion data to determine next steps for our program.
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	Allocate a budget for each new program for marketing and roll-out. (\$10,000) Veterinary Technology program: 1. Full-Time Faculty to serve as Program Director (licensed Veterinarian who is a graduate of an AVMA accredited program) 2. Full-Time ILT II – RVT (credentialed Veterinary Technician who is a graduate of an AVMA CVTEA accredited program) ** Positions 1 & 2 are required six months prior to the start of the program 3. Full-Time Office Assistant (clerical support for student admission requirements, mandatory requirements for agencies, and accreditation records; similar to Nursing & RADT)	Over \$300K for spring 2022 allocated towards CTE marketing	Continuing to assess commercial dance and vet tech, but otherwise promoting CTE programs	GREEN	The Veterinary Technology program is on hold, though both staff and faculty positions were ranked highly, because we need to allocate space for the animals. However, a have another certificate and degree option for Paramedic is being developed.	
			Develop and promote new programming in adult ed and allied health	Allied Health Coordinator			Pursuing programming in paramedics	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	Explore providing industry testing for students for industry credentials.	Dean of CTE		We plan hire to test center staff, and provide space and computers	Looking into a testing facility	GREEN		
		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	GREEN		

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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	HEERF funds needed	HEERF funds received for training	IE is collecting data on these items, DE committee reviewing policies	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	Evaluate landscape and viticulture programs	Dean of CTE			landscape went to curric and will be approved, experts identified for viticulture	GREEN		
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	HEERF funds needed	HEERF funds used for curric audits	Curric audits in progress	GREEN		
		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	Funding for the Engl M091AS courses.	Courses were funded	IE completed analysis	GREEN		
			The ESL self placement guide will be given to district IT to code and place in banner.	Dean English, English and ESL.			Waiting for implementation from state	YELLOW	The state has not yet set a firm date for implementation. MC is ready.	Wait for state decision for implementation.
			Convert Math M01 and M03 to non-credit	Dean of Math			Not going this route per AB705	GREEN		
			Begin utilizing course program maps	Dean of Counseling			Sent out to new students	GREEN		
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	HEERF funds needed	HEERF funds used for curric audits	EEO group work for hiring training and curriculum audit, other training offered for hiring and bias	GREEN		
		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			USC to come to town hall in April to review results	GREEN		
		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	HEERF funds needed	HEERF funds used for curric audits	Established second cohort	GREEN		

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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	HEERF funds needed		Full marketing mix including, Outreach calls made, campus tours, etc.; Financial Aid work (e.g., Cash for College)	GREEN	Assess effect of marketing on DI groups; Next year call out specific actions; This is focused on access (achievement under SD3)	Review data for effectiveness and reach. Continue to support campaigns.	
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	HEERF funds needed	HEERF funds allocated	Identified students and are providing tutoring; workshops (time management), swag for participants,	GREEN			
		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			Because of the pandemic The Middle School and High School day event coordinators choose to only focus on High School but the numbers went up from 20-21 to 21-22.	YELLOW	Restart middle school events	Keep pursuing the metric and increase focus on the Rising Scholar Program. Set funding in alignment with the MC Foundation.	
		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			Working with VCOE to establish paths	GREEN	Target met		
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	Ensure at least 40% of courses are offered online	Dean of DE	Hire Assistant Dean or Director of DE HEERF funds needed		done	GREEN	Actions for next year: DE webpages require overhaul (ADA compliance, etc)	Support Asst Dean position to define online programs and scheduling needs. District support for program page updates.	
			Develop job descriptions for remote student services	Dean of Counseling	HEERF funds needed		Remote work groups exploring policies and procedures for job descriptions. HR will finalize what we started	GREEN			
		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						GREEN	Reassess needs	Position filled.
		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	Counselor Assistant	Counselor Assistant hired	PACE is growing		GREEN		
4 Offer a winter intersession by 2023 (if district switches to compressed calendar)	Schedule four week class offerings January 2022	VPAA			Pivoted course. We plan to implement compressed calendar soon.		GREEN				



**STRATEGIC DIRECTION #3
STUDENT SUCCESS**

Moorpark College will provide the resources and opportunities needed to support the academic and career success of all students

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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	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	staff, hire marketing additional support, students in FTVMA to develop promotional material, responsive & interactive way to text & engage platform backed by AI/chatbot. New portal will create new opportunities to communicate and reach students. HEERF funds needed	HEERF funds allocated to students, marketing funds used to promote Promise program	All actions completed	GREEN		
		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	HEERF funds needed	HEERF funds used for coordinator and stipends for faculty to develop ZTC resources	Expanded ZTC offerings	GREEN		
		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	responsive & interactive 2 way text platform backed by AI/chatbot. Staff, marketing campaign & tools for faculty to promote to students. Electronic applications with workflow created in onbase and automated invitation campaigns to eligible students. Canvas marketing tools needed. Staffing. HEERF funds needed.	HEERF funds used to distribute aid to students	Aid distributed to students, various marketing launched. Utilized Electronic applications with workflow created in onbase and automated invitation campaigns to eligible students	GREEN		
		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			Redesigned the Scholarship Newsletter to promote the scholarship program.	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	Continue offering online tutoring. Work with student success circles to encourage usage of tutoring.	Dean of TLC	Expand general fund for tutoring HEERF funds needed	Used HEERF funds for starfish expansion	Online tutoring offered, used Starfish to direct faculty to tutoring	GREEN		

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		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	Expand general funding for CET HEERF funds needed	HEERF funds used for CET	CETs added	GREEN		
		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	Full-time Success Coaches. The program continues to experience a high turnover of part-time staff averaging 2 coaches leaving per/year. HEERF funds needed	HEERF funds allocated and categoricals as well	Expanding FYE/SYE/CHESS	GREEN		
		4 Peer mentoring—increase to 2,000 students receiving mentoring by fall 2023	Explore TMOCA for peer mentoring	DEI Coordinator	Ongoing funding for DEI Coordinator HEERF funds needed	DEI Coordinator position funded from IEP1, and then college is committed to funding it going forward	Done	GREEN		
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			Maps are in degree works, AOI pages. Mappers presented at student update.	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	Continue contacting students for the 15 to finish campaign.	Dean of Counseling	HEERF funds needed	HEERF funds allocated to outreach to encourage students to enroll in more units	Pivoting toward 8+8 based on research	GREEN		
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			Check with Tammy	GREEN		
		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	Space for cultural center	Categorical funding for a center	Identified a space for cultural center, and funding, had various student panels and updates	GREEN		

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		3 Study abroad participants —increase from 12 in 2016-17 to 87 by 2023-2024	Promote study abroad for 2023	Dean of Study abroad			Programs have been defined, marketing department engaged for collateral	GREEN			
		4 International students—increase from 105 in fall 2017 to 315 by fall 2023	Explore multi-college outreach for international	Director of International & Outreach			Districtwide meeting to explore this approach	GREEN			
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 Pathways Success Teams.	Dean of Counseling	HEERF funds needed	USEd HEERF funds to inform students about careers	counselors trained, careers connected to guided pathways, also created AOI pages with extensive career info	GREEN			
		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				New career software, worked on new pages	GREEN		
		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				workshops still virtual but re-established, furniture bought for on ground space	GREEN		
		4 Internships—increase from 148 in fall 2018 to 444 by fall 2023	Re-establish on ground internships	Dean of CTE	HEERF funds needed	Impacto and Casa Pacifica grant		on ground internships re-established and expanded	GREEN		
		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				Recieved ONR, received LSAMP, and grant with CSUN. Submitted AIMS	GREEN		
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	GREEN			
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			SLO assessments completed close to 100%	GREEN			
		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	HEERF funds needed	HEERF funds recieved	We are still in COVID but have been reviewing data by modality throughout. POCR courses expanded.	GREEN			

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	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			Honors marketing campaign launched, various other improvements made as specified in the actions	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	Re-evaluate proctoring software. Evaluate feasibility of a testing center.	Dean of DE and Conduct	space for a testing center		Future of Proctorio currently being discussed at DE Committee; decision expected by end of year. Testing center investigated and then put on hold due to perceived lack of interest at this time. (Updated by Matt)	YELLOW	Have suggested space for testing center: FLR 4. Still an apparent need: 5 sections from math requested currently; ACCESS still contacted regularly by faculty who want testing for individual students. Issue seems to be faculty need more time to adopt the idea for their classes, eg for the Fall schedule very few online classes requiring on-ground testing. Possibly have a faculty survey to see demand for now and future? If go ahead still need supervisor to oversee the center and possibly support staff.	Approved funding for pilot Testing Center in FLR4.
	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			Need to check with Tammy/Kristen	YELLOW	We have faculty already doing this; can we use them to train others - presentations and at PD events, etc.? Also could have set trainings run across campus faculty or through external conferences etc. Survey students to find out what would help them to be more creative towards social justice. Consider stipends to encourage faculty to lead and participate in appropriate training.	MC has faculty who infuse creative solutions into their instruction. Provide additional clarity on the outcomes and how this work aligns with our DEIA and Completion initiatives.



**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

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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	-New sat phone -New walkie-talkie with FCC license (hand-held radios) -Funds for FEMA training (ICS) for PIO & other potential 'message senders' - Additional AEDs (approx. 10 - 12)	New walkie talkie's purchased, hired professional expert to help with emergency	Testing is ongoing of ENS	GREEN		
		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	GREEN		
		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	GREEN		
		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	- Review tasks & space preparation checklist for faculty & staff - Email all faculty/staff reminder about checklist at beginning of each semester - Promote information sharing at division-level or department led meetings	VPBS Campus Emergency Manager			Preparation and checklist sent to all faculty beginning of semester by AS President	GREEN		
		5 CERT training—increase total number of employees that are CERT trained to 20 by 2023-2024	- Determine local CERT training opportunities as they become available once again; promote them if offered	VPSBS Dean of Student Conduct			May pivot from this training	YELLOW	Was not offered at all during COVID - not a financial issue; only issue will be getting people to dedicate the time - it's a 12-16 hr certification process	
		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			Done.	GREEN	Need to make sure new employees (as part of onboarding) they get this training immediately	

Assess the various training needs for Emergency situations and fund through safety budget.

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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	HEERF funds needed	HEERF funds used.	Done.	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	Conduct the feasibility study with the KIN faculty.	Dean of Kin			Not started	RED	What are the barriers? Is insurance an issue? Other?	Define the current need for a Fitness Center and re-evaluate options post-Covid.
		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			Need to re-asses post-COVID	RED	During COVID - impossible; Not enough people on campus to draw vendors; in-house solution for food service - too costly; solution would need to involved subcontractors and rented space - need to break even	Define the need for hot meals and re-evaluate sustainable options post-Covid.
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		HEERF funds used.	Mental health trainers provided to students	GREEN	Weren't able to offer as many sessions for MHFA trainers to maintain their certification. Mental Health funding can be used for this, but time has been an issue; QPR is still happening	Obtained new grant to support mental health needs.
		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			CPR trainings continued	GREEN		



**STRATEGIC DIRECTION #5
ORGANIZATIONAL EFFECTIVENESS**

Moorpark College will ensure it has the organizational framework to fulfill the strategic directions within its Educational Master Plan

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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	Approval from F/TCAP.		FMP projected to be done by end of year	GREEN		Prioritize the development of a Sustainability Plan for FY22/23 and define associated costs.
		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	HEERF funds	HEERF funds used	FLRs completed, loaners and hot spots completed, 30 hyflex rooms	GREEN		
		3 Develop a Sustainability Plan by 2019-2020	Update as needed.	Director of Facilities, Maintenance & Operations			Insufficient student participation	YELLOW	Possibly changing the time of the meeting needed, but no additional fiscal resources needed right now	
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, pilot being evaluated	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	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	GREEN		
		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			Check with Jennifer	GREEN		

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS	PRIORITIZED RESOURCES ALLOCATED 2021-2022	ACTION STATUS UPDATE MAR 2022	ACTION STATUS INDICATOR MAR 2022	GAP	President's Response	
C	Increase revenue generation	1 Meet annual FTES targets	Increase marketing	Dean or Director of Marketing	HEERF funds needed	Perkins/SWP, streamlining grant funds used	Marketing increased	GREEN			
			Increase outreach	Dean of Outreach	HEERF funds needed	HEERF funds used	Outreach increased	GREEN			
			Evaluate mix of on ground, online, and hybrid offerings to meet student demand	VPAA			Surveyed students about modality preference	GREEN			
			Promote promise program	Financial Aid Director	HEERF funds needed	AB19 funds used	Promise campaign launched	GREEN			
		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 vs	Dean of CTE				RED		Community Education. Identify the scope of offerings to be delivered at the College and District.	
		3 Noncredit FTES—Increase to 91 by fall 2023	Increase number of CE non-credit certificates	Dean of CTE				GREEN			
		4 Grant application submissions—increase to 12 per year by 2023-2024	submit 3 grant applications	Director of Grants				GREEN			
		5 Bond—encourage the district to place on ballot by 2023-24	no action this year	President				GREEN			
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	HEERF funds needed	HEERF funds used	Curric audit and bias training provided	GREEN			
		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	HEERF funds needed	HEERF funds used	Bias training provided but participation may not be widespread	YELLOW	Exploring offering some type of incentives to classified staff to attend, as well as additional compensation to the classified trainers. We could also pay an outside speaker to provide additional training.	Work with PD Committee and DEI Coordinator to support and define outcomes. Define the needs and identify 3 or more PD activities in alignment with the PRT plan.	
		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			Accessibility training offered, but still more could be done for UDL. A pilot UDL course will be offered in April 2022	YELLOW	Would like to see if the course is effective before determining if any additional resources are needed	UDL workshop has been developed. The PD Committee will assess the effectiveness of the workshops in accomplishing the outcomes of the College's Annual Plan. Continue to deliver the workshops and evaluate its integration into delivery of instruction and services.	
		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 will provide leadership opportunities	GREEN			