STRATEGIC DIRECTION #1
STUDENT-CENTERED CURRICULUM
Moorpark College will develop and teach inspiring and challenging curriculum

		GOAL		METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP
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	promote ADT in Computer Science	VPAA		Some marketing has started	YELLOW	
					complete and submit Social Justice ADT [THEME 1] [THEME 3]	VPAA		ADT approved by state	GREEN	
			2	Articulation agreements of CA non-public colleges and universities available—increase from 10 in 2018-2019 to 15 by 2023-2024	Explore Arizona University and National University	VPAA		Articulation Officer working on a MOU and articulation agreement with Pacific Oaks College. Exploring feasiblity with Arizona State Univ. Have an existing (but outdated) articulation agreement with National University. Does not have time to update at agreement.	GREEN	Look at Discipline vs College wide
			3	Degrees aligned with new UC pathways—increase to 5 by 2023-2024	Explore seven new UC transfer pathways now created: Economics, Mathematics, Business Administration, History, Philosophy, Sociology and Anthropology. Investigate suitability of each for MC and develop curriculum where appropriate.]	Deans of each area	Mathematics full-time instructor	Articulation Officer and disciplien faculty will work on the pathways when the templates are available. As of now, only two are approved at the state, Chemistry and Physics.	GREEN	History and Philosophy Departments are working on the UC Transfer Pathways
					Complete Chemistry pathway	Dean of PS		Both Chemistry and Physcis pathways are approved and available for students.	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		Increase from 393 in fall 2020 to 471 in fall 2021 ; On track	GREEN	
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	Complete and promote degrees in Engineering Tech, Cybersecurity, Cloud, Data Science, Computer Science, Commercial Dance, GIS, Vet Tech.	VPAA		Only Data Science is on going. Others completed.	GREEN	Vet tech requires mandated positions
					Re-evaluate Adult Ed programs to offer program and GE for Respiratory Therapy and Surgical Tech.	VPAA			YELLOW	No funding require. Focus onother allied health program
			2	CTE alternative credentials available such as digital badges that lead to certificates —increase from 50 in 2018-2019 to 100 by 2023-2024	re-assess value to industry of CTE alternative credentials	Dean of CTE		In discussion with CNSE on offering courses specifically related to industry credentials, ie AWS, Cyber, etc.	RED	Look at aligning with CPL
			3	Pre-apprenticeship programs—increase to 3 by 2023-2024	expand biotech program, establish applied manufacturing, engineering, and IT programs	Dean of CTE, Job Placer	Biology full-time faculty	On going in Biotech. Awaiting engineering grant ; ThermoFisher	YELLOW	Integrate Maker Space with Applied Manufacturing
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	Complete online programming for Child Development, Business, Accounting, Hospitality, and Public Relations/Journalism, and explore other potential online degrees	Dean of DE	Instructional Technologist/Designer	Covid completely online	GREEN	Determine which degrees will remain online
D		Create curriculum that supports professional improvement	1	Noncredit courses for professional improvement—increase from 3 in 2018-2019 to 25 by 2023-2024	Complete curricular approval process and offer courses for Entrepreneurship, Career, Landscape and Wine for Hospitality. Develop additional non-credit programs. Develop process and support for non-credit programs.	Dean of CTE, Job Placer		Currently in development: Solar Tech Program, MakerSpace multiple NonCredit Programs (3), and Logistics	YELLOW	Need marketing of CE. ESL needs further marketing

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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 guided pathways success circles to provide resources needed to students. ☐ Expand culturally competent curriculum including exploring requiring ethnic studies [Theme 1]☐ Expand culturally competent student services [Theme 4]☐ Make progress towards having faculty and staff diversity match the diversity of our commmunity and students. Work jointly with HR to review district hiring processes. [THEME 2]	Dean of Counseling	Guided Pathway Grant; ES Coordinator- special funding; Covid funding	Success circles implemented; establish ES Dept -green; work with HR ongoing-yellow	GREEN	Divide into 3 areas,
					(1) Formalize ZTC/OER Coordinator role., (2) Create a ZTC/OER mentor program for faculty to consider, review, and adopt OER materials, (3) Develop a marketing campaign to ensure students are aware of ZTC/OER courses, (4) Ensure resources are available to make materials accessible. (5) ensure ZTC resources are culturally relevant [Theme 1]	Dean of Distance Education	Covid funding	ZTC work included in Covid response vs formalized; expanded work	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	(1) Promote and Assess Math M11 and Math M12,	Deans of Math & English	English full-time instructor; Covid funding	Requires further promotion	YELLOW	promote support courses, IT time to update self placement; utilize Math and Science Center to support student success; Need second full time faculty for Math Center
					(2) Implement MMP,			implemented; update ESL self placement	GREEN	
					(3) Disaggregate data and address equity gaps			AB705 dashboard	GREEN	
					Expand culturally competent curriculum [Theme 1]			professional development workshops, summer program scheduled	GREEN	
					Expand culturally competent student services [Theme 4]			professional development workshops	GREEN	
					Diversify full-time and part-time new hires [Theme 2]			Professional Development workshops, econvene	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	Follow up on Diversity in Hiring training this year: refining EEO definitions of diversity for hiring committees, brainstorming for interview questions, reviewing district hiring policies to see if they can be improved. [Theme 1] [Theme 2]	VP of SS	Kin/ICA Women's Basketball Coach	diversity work on-going	YELLOW	
			2	Develop a survey to measure student perception of faculty as culturally-responsive agents of Moorpark College annually	Implement survey from Community College Equity Leadership Alliance. [Theme 1] [Theme 2] [Theme 4]	Dean of IE		early contacts made	YELLOW	
			3	Course success rates—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027	Increase facutly share-outs from equity events: e.g. CHESS, A2MEND, Student Success Conf. Partner with Student Life to create student-centered equity events ☐ Create a workgroup and review at least 25% of curriculum for cultural competency [Theme 1] [Theme 2] [Theme 4]	VPSS, SEA and PD Coordinators VPAA	SEA and CHES Grant; Covid funding	scheduled meetings and updates; curriculum workshop scheduled for summer	GREEN	

*Themes

	GOAL	METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP

Theme 1: Diversifying the Curriculum to Include the History and Culture of Black, Indigenous, LatinX, Asian and other People of Color

Theme 2: Hiring of Staff, Faculty, and Managers that Represent the Racial and Ethnic Diversity of our Student Population

Theme 3: Leadership on Racial Issues and Civic Engagement

Theme 4: Providing Culturally Responsive Student Services such as Counseling, Tutoring, Mental Health, etc

STATUS INDICATOR KEY

GREEN: On schedule to meet action

YELLOW: Somewhat behind on meeting actio

RED: Significantly behind on meeting action

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 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP
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		Continue to call students who applied but did not enroll. Work with IE to determine if calls are effective.☐ ☐ ☐ [Theme 4] Providing Culturally Responsive Student Services such as Counseling, Tutoring, Mental Health	Managers of SEA, Marketing and Outreach	Covid funding	Focused on EW and Covid related concerns; multiple panels and professional development programs	GREEN	Redirected from original actions with Covid - not match metric directly now. We would want to go back to this original action asap. To increase enrollment of DIGs - see SD 3 under Success, actions needed to help DIGs get through (eg counseling, TLC, etc.). Suggest go to 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		Identify and expand cohorts at each of three systems [Theme 2] [Theme 4]	GP Coordinator	CLU and Foundation funding	Focus of work with CLU and Foundation	YELLOW	We needed someone with first-hand knowledge of this program. How many Rising Scholars this year? TLC provided more tutoring for Rising Scholars but not well utilized.
			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		establish pathway for EMT, Map HS CTE pathways to see where we can grow [Theme 2] [Theme 4]	Dean of CTE,GP Coordinator		Partenered with VCOE and entered into discussion on program mapping and identifyng specific program alignement. Including discussion on Dual Enrollment and Articulation.	YELLOW	No first-hand experience of this program. Put aside as focus during Covid? Pick up when can. (Have they been invited to CTE Week events?)
			3	Dual enrollment students—Increase from 579 in fall 2017 to 707 by fall 2023		Continue to support faculty teaching and advising at high schools with production and promotion of Dual Enrollment Faculty Handbook and regular meetings of DE Advisiory Committee.	Dean of Dual Enrollment	Dual Enrollment Director	Hired Dual Enrollment Coordinator, handbook completed and presented to AS	GREEN	Continue PD funding for faculty working with H/S students. Keep holding DE Advisory Cttee meetings, say dept. chairs. Promote Handbook. Amazing work achieved; now institutionalize the program this and following year: green in that work done; yellow in becoming part of the process. Ensure funding of new positions in DE to do this.
						Coordinate outreach and orientation with Guided Pathway's Education and Career Alignment Design Team. [Theme 1][Theme 2] [Theme 4]	Dean of Dual Enrollment		Working on GP in new Website	YELLOW	Redirected work of GP with Covid: return to action when can.
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		Continue to offer more courses in DE.	Dean of DE	Instructional Technologist/Designer	Covid-all course offered as DE;	GREEN	We are wonderful!!!! Post-Covid: review new amount of DE courses MC should have. This would lead to more offerings. Ensure funding for faculty design of new courses.
						Continue to offer more professional Development in DE. Create student online support center.	Dean of DE	Covid funding	DE training; still need to set up online support center.	YELLOW	Need provisional IT/D (for faculty PD) and an ILT2 (for students). Ongoing funding needed for position and student help at Student Online Support desk.
						Diversify full time and part time DE faculty [Theme 2]	Dean of DE		Equity discussions on-going	YELLOW	Fund new FT faculty.

GOAL	METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP
		Provide culturally responsive tutoring and student support for DE courses [Theme 4]	Dean of DE		Professional dev ongoing	YELLOW	PD funding needs to continue; PRT visit coming which might provide ideas here and could use its funding to implement.
	2 Friday, weekend, and evening sections—increase as total from 340 in fall 2018 to 406 by fall 2023	Continue adding Saturday sections for PACE if COVID allows, though prioritize online as preferred by PACE students	Dean of IE		PACE is pivoting away from Saturdays and is focusing on fully online courses.	RED	If this goes to online this could be green: we have moved on?
	3 Short term sections—increase from 249 in fall 2018 to 304 by fall 2023	Continue growing PACE with new cohorts and continuing cohorts. Work with IE to study whether 8 week courses have higher success rates than 16 week courses.	Dean of IE		Started new PACE cohorts as planned but had a lack of counseling hours to meet growth and fill out those cohorts, leading to a lower application to enrollment conversion rate. New counseling hours allocated, but will need additional support for counseling assistant position long-term for future expansion.	YELLOW	PACE needs more funding! Perhaps establish a way for other disciplines to engage or participate in the PACE programs?
	4 Offer a winter intersession by 2023 (if district switches to compressed calendar)	continue work on condensed calendar. continue scheduling 4 week session in January	VPAA		Discussions on-going	YELLOW	No new funds needed until decision made at district level.

*Themes

Theme 1: Diversifying the Curriculum to Include the History and Culture of Black, Indigenous, LatinX, Asian and other People of Color

Theme 2: Hiring of Staff, Faculty, and Managers that Represent the Racial and Ethnic Diversity of our Student Population

Theme 3: Leadership on Racial Issues and Civic Engagement

Theme 4: Providing Culturally Responsive Student Services such as Counseling, Tutoring, Mental Health, etc

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	GOAL		METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP
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. Developed new data reports in Argos to identify and pursue HS students with incomplete FAFSA files. 2. Developed new data reports in Argos to identify and pursue students with current aidyear FAFSA but no upcoming aidyear FAFSA and reached out to advise and assist students to encourage completion. 3. Increased outreach events at local feeder schools to increase FAFSA and CADAA. 4. Explore if there are ways to compel students to complete FAFSA in enrollment process or in HS. ☐ ☐ Provide culturally responsive students services in financial aid☐ [Theme 4]	Financial Aid Officer		Reports prepared. FAFSA training were held online virtually weekly, outreach events	YELLOW	applications nationwide are down about 18% due to covid 19
		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	(1) Complete the IOCP Grant by December 2020., (2) Hire a ZTC Coordinator for the 2020-2021, (3) Expand the coordination with OER Materials with Library Services, (4) Assess textbook lending program infrastructure	Dean of DE		Successfully completed CVC-OEI grant, Hired ZTC Coordinator, expanded library offerings, expanded ACCESS offerings	GREEN	
		3	Emergency micro grants disbursed—increase annually to $10,000 by 2023-2024	1. established EFG grant with donations from ASG and financial aid and promoted to students and faculty largely by WOM. 2. Applied for and received >2.5 million in CARES funding and distributed to students per executive team model continuing into 2021. 3. Received $100,000 in funding from AB19 to distribute to DI students in the form of emergency aid and >$200,000 distributed to AB540 students.	Financial Aid Officer	COvid funded	Establish emergency grants, offered direct aid, expanded promise promotion	GREEN	
		4	Scholarships—increase dollar amount of scholarships awarded from $174,000 in 2017-2018 to $200,000 by 2023-2024	Populate donor list in Boomering and establish foundation campaign to increase money for scholarships. Establish baseline for $ amount of unclaimed scholarships. Work with IE to dissagregate scholarship recipients by ethnicity to see if it matches college demographics.	Director of Advancement and Marketing	?Marketing Specialist?	Increased scholarships, disaggregated data on scholarships	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 disproportionally impacted students	(1) Work with architect to expand Math and Science Center, (2) Ensure students are aware of online tutoring efforts through increased communication and marketing efforts, (3) Integrate tutoring in the Student Support Hub in Canvas Provide culturally responsive tutoring [THEME 4] Work with IE to see if TLC visits ethnicity match ethnicity of college.	Dean of TLC		The expansion has happened. Increase in communication and marketing is occuring on regular basis. Culturally responsice tutor outcomes are written and embedded in tutor training. TLC visits ethnicity match the colleges.	GREEN	

	GOAL	METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP
		2 Course embedded tutors—increase from 25 in 2018-2019 to 50 by 2023-2024	(1) Continue to thoughtfully expand CETs based on student success data, (2) Expand the role of CETs to occur in DE formats in responses to COVID-19 and assess effectiveness on student success [THEME 4]	Dean of TLC		Have expanded the CET program to include DE classses both synchronous and asynchronous. Fall 2020 we had 26 CET's, Spring 2021-21 CET's. The decrease was due to multiple math courses getting cancelled. Received fall data and am assessing. Planning on adding Math M06 and Math M07 for fall 2021 and discontinuing Math M01 and Math M03. Will be adding Biology in Fall 2021 as well.	GREEN	
		3 Guided Path to Success (GPS) students [REBRANDED AS FYE]—increase from 120 in fall 2017 to 550 by fall 2023	We will continue to provide coaching services to all students at the college. Counseling services will remain specifc to FYE students based on hours available for our counselors. We will expand our services beyond the first-year into the Second-Year Experience so the students at MC can be supported throughout their time with us. Our goal is to provide FYE services to all first-time freshman entering the college which will require full-time staff. Our goal is to maintain a cohort of 400 sutdents for this academic year☐ [THEME 4]☐	Student Success Supervisor/Student Success Center Director / Dean of FYE	Guided Pathway Grant , Covid funding	Hired Success Coaches	GREEN	
		4 Peer mentoring—increase to 2,000 students receiving mentoring by fall 2023	Implement care circles in Fall for Spring [THEME 4]	GP Coordinator		Success Teams established.	GREEN	While success teams were established, formal peer mentoring program not active
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 disproportionally impacted students	Complete mapping in degree works. Work with counseling to utilize maps to support ed plans. ☐ Increase diversity hiring of full-time and part-time counseling faculty [THEME 2]☐ ☐ Provide culturally responsive training to student services staff [THEME 4]	Dean of Counseling, GP Coordinator	Full-time Counselor, Guided Pathway for software and coaches	Completed maps, ordered mapper software to post maps on web, proposed emailing students maps to support enrollment. Working on guided pathways landing pages with the ditstrico.	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 15 to finish campaign, and measure effectiveness. Work with IE to measure whether phone calls increased students who enrolled in 15 compared to a control group. [THEME 2] [THEME 4]	Dean of Counseling, Marketing	Marketing Specialist, Covid funding	Outreach campaign.	GREEN	Have more overall students but taking less overall units compared to Spring last year
D	Promote civic engagement, advocacy, and a global perspective	1 Sections with content connected to civic engagement—increase to 150 by fall 2023	Groups working on Social Justice themes to brainstorm ideas for how to increase civic engagement in curriculumn and provide more leadership opportunities for students on social justice issues. Also, fully implement ADT in Social Justice [THEME 1] [THEME 3]	VPAA		Social Justice WG4 lead webinars,	GREEN	Civic engagement opportunities largely outside of class;

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		2 Students engaged in advocacy through co-curricular activities—increase to 80 by 2023-2024	(1) Promote online voter registration and share deadlines for registering to vote in fall election; educate students about how to request absentee ballots if applicable. (2) Host online activities for Constitution Day (9/17/2020). (3) Increase number of students involved in advocacy for anti-hate and BLM initiviates including leadership and advocacy workshops and host town halls [THEME 3]	Dean over Student Activities + Associated Students (ASMC)	N/A	(1) Shared voter registration deadlines via social media, Canvas global announcements, emails, and in ICC meetings. Formed student-led Voter Empowerment Committee as part of AB 963 mandate. (2) Hosted virtual Constitution & Citizenship Day on 9/17/2020. (3) Increased student attendance at advocacy training (fall 2020) through MC LEADS. ASMC passed BLM resolution, which was written by leaders of the Black Student Union. Numerous Board members are attending anti-racism training offered by division dean Monica Garcia (periodically throughout spring 2021).	GREEN	
		3 Study abroad participants —increase from 12 in 2016-17 to 87 by 2023-2024	Re-evaluate after COVID-19	VPAA		halt due to Covid, resume summer 2022	RED	
		4 International students—increase from 105 in fall 2017 to 315 by fall 2023	Participate in as many live conferences as possible. They are not all in place yet, but are coming up. Offer and create live events on Facebook and Instagram. Already did a couple in Brazil, India, Bangladesh & a few African countries. Participate in at least 8 paid online recruitmet fairs. Attend NAFSA 2021 and ICEF-US and ICEF Berlin. Complete traveling abroad plan as soon as travel is possible. Work on possibly creating MC's own ESL/IEP program as many languages schools have now closed and won't reopen. MC ESL/IEP would create a big pathway into the Academic Program	Director of International & Outreach			YELLOW	
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	Conduct Career Counselor training	Dean of Counseling. GP Coordinator	Full-time Counselor	Several trainings over past few years	GREEN	On track to complete by this date.
		2 Career assessment taken by students—increase from 821 in 2017-2018 to 2,463 by 2023-2024	hire Coordinator, work with CTC to increase survey use and career options counseling	GP Coordinator, Dean of CTC		Impacted due to pandemic.	RED	Funky metric; add annual milestones
		3 Transfer and Career center workshop attendees—increase from 761 in fall 2018 to 2,283 by fall 2023	Increase resume, interview workshops, Increase job placemetn	Dean of CTC		Impacted due to pandemic.	RED	Funky metric; add annual milestones
		4 Internships—increase from 148 in fall 2018 to 444 by fall 2023	Continue efforts to reach out to industry to identify sites for additional M80 internships. For new curriculum, explore making M80 a required course similar to CNSE or Game Design.	Dean of CTE		Fall 2020: 95 interns, Spring 2021: 120 interns. Offsite interns impacted with pandemic and pause with industry partners.	YELLOW	Every discipline identify a faculty lead for internships instead of just department chairs
		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	continue to promote research opportunities, possibly with HSI grants if they are awarded	VP AA		Applied for ONR engineering grant	YELLOW	

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F		Provide opportunities for student connection	1	Student clubs - increase student membership from 567 in fall 2018 to 652 by fall 2023.	1) Work with ASMC to innovate ways to host virtual club rush for Fall 2020. 2) Identify at least one student to serve on each campus shared governance committee for the entire year. 3) Help the ASMC Programming Committee financially support club activities (e.g., field trips, conference attendance, on-campus events, and others) so clubs are more enticing and enriching for students. 4) Help club leaders identify effective ways to outreach to students while working remotely. 5) Support student clubs involved in anti racism and social justice [THEME 3]	Dean over Student Activities + Associated Students (ASMC)	N/A	1) Hosted two virtual Club Rush events, one in fall 2020 and another in spring 2021. 2) Every member of the Associated Students Board of Directors is serving on a shared governance committee; service was not disrupted from fall to spring. 3) ASMC Programming Committee has been meeting weekly to review funding requests from clubs, organizations, and service units. 4) ASMC Director of	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	Work with SLO Committee to figure out specific examples of what these discussions could look like and process to capture those discussions. Explore adding social justice learning outcomes in all courses. [Theme 1]	Dean of IE		We have not engaged in this discussion yet, instead the focus has been on rolling out eLumen. Many programs are still in the phase on revising their SLOs, but it's on the right path to meet this goal next year. The committee has not yet discussed adding social justice learning outcomes in all courses.	YELLOW	Action could read "social justice learning outcomes in appropriate courses". Lack of consistent SLO recommendations across the college. Cross disciplinary discussions to share techniques. SLO committee has yet to discuss social justice SLO's in courses.
			2	Distance education success rates—reduce gap between on-ground, hybrid, and online classes to 2.0 percentage points by 2023-2024	(1) Obtain Local POCR certification, (2) Establish a POCR process with DE Subcommittee to approve new courses, (3) Obtain funding to support POCR reviews, (4) Assess aligned courses versus non-aligned courses (5) work with IE to study success in sequential coursesc comparing online vs face to face (6) study synchronous vs asynchronous courses (7) Continue laptop lending program for students and employees and explore how to expand internet access to more students. (8) Reduce DE caps to 40 and increase sections to offset.	Dean of DE Director of IT VPAA	Instructional Technologist/Designer; CVC-OEI grant paid coordinator and POCR; on-going work Covid funded	Successful completion of CVC-OEI outcomes, 19 courses, POCR approved team;additional course work for Spring; no process for institutioning process	GREEN	
			3	Honors students—increase from 210 in fall 2017 to 360 by fall 2023, with a focus on increasing participation by disproportionally impacted students	Continue to promote Honors with outreach activities	Dean of Honors		New outreach to high schools; new honors courses; need to work on diversifying and increasing access. Argos report used to identify DI students just below threshold to promote the honors program. Added COUN M01H. MyPath will help facilitate targeted promotion of honors.	YELLOW	Scheduling conflicts between honors courses. Clarity on past on ground requirement in our brave new world. More and/or targeted marketing to encourage enrollment; work with counselling to encourage students to consider 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	(1) Determine academic integrity software and ongoing funding source (2) Provide training for faculty, staff, and students on the use of software	Dean of DE and Conduct	Instructional Technologist/Designer hired; covid funding overtime and training	hired ID, Provided training for faculty and staff	GREEN	New level of need post Covid

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		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 AMC	FRAWG approved purchase of new photo equipment to be loaned out to students in online Photography courses: 4 Profoto Studio Lighting Kits; New 35 mm analog film cameras (10); Vivitar V3800N SLR kit with 28-70mm lens; New large format view cameras (10); Medium format film cameras (3).	New large format view cameras (10) order is in process. All other purchases have been received and are being loaned out to students this semester.	GREEN	

<u>*Themes</u>
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YELLOW: Somewhat behind on meeting action
RED: Significantly behind on meeting action

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 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP
A	Increase campus safety	1	Inclusive emergency notification system—implement by 2023-2024	Conduct additional testing of communicatios from the various Moorpark College campus networks to the Emergency Notification System (ENS) server. Install the ENS client software on all staff computers. Install the required infrastructure to support the displays, speakers, and strobes. Install the displays, speakers, and strobes and test. Provide training to all staff on the ENS client software and the mobile app.	IT Director		ENS installed and tested	GREEN	
		2	Active shooter/fire/earthquake drills—conduct one campus wide drill and three table top drills per year for each by 2023-2024	Map responsibilities of 'Campus Emergency Manager' posn (PE) and hire; Reestab relations with VC Emergency Services - invite to mtgs; Develop a plan for fire response; schedule one (1) drill/yr as soon as it is safe to return to campus; Complete one (1) table-top emergency drill; Continue Great Shake Out participation to the best of our ability with remote employees.	VPBS		Begin development of emergency plan, tabletop exercise scheduled; did California Great Shakeout in October 2021 from home; will be doing tabletop exercises during Emergency Response Team meetings; COVID has impacted some of these exercises on campus.	YELLOW	Due to COVID, these drills have not been able to happen.
		3	Building monitors—complete building monitor plan by Fall 2019 and run one drill a year from 2019-2020	Communicate widely to increase awareness of identified Building Monitors and their responsibilties . Train and supply equip to BMs. Involve local emergency services orgs to build relationships	VPBS		Begin conversation regarding building monitors and required training; drills are not currently possible due to COVID; focusing on communication plan; this will help define if buidling monitors are needed;	RED	
		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	The following action are contingent upon faculty and students returning to campus: Collect baseline data for work-space preparation; identify faculty leads to review/encourage preparation process in classrooms; identify managers/staff leads for office spaces; conduct division/department training and document for future use	VPBS		Begin conversation on plan; COVID has prevented any activity on campus; with the CA Great Shakeout we asked people to check their homes and develop awareness if there were an earthquake or fire to develop a communication plan with their family; this is a workspace preparation and awareness. District is working on adding an emergency app and button on work computer; there will be extensive training; software has been installed;	RED	
		5	CERT training—increase total number of employees that are CERT trained to 20 by 2023-2024	Advertise all CERT training offerings in the area. Focus on identified Building Monitors, Emergency Response Team, and other willing participants to be trained first	VPSBS & Dean of Conduct		Identified OSHA training; Community Emergency Response Team (CERT); this training has not been offered due to COVID;	RED	

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		6 Title IX training—implement training created by the Districtwide Title IX committee by 2023-2024	New regulations are now in place that will go into affect by August of 2020. Coordinator will need to receive extenisive training on new federal regulations for the first part of fall 2020 and extend training for Title IX deputies in spring 2021	Title IX Coordinator		District working on implimenting new regulations;	YELLOW	

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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	Launch Basic Needs Center	Dean of Counseling	PAWG: "Funds to update an existing, underutilized space into a functional Basic Needs Center" - (how much?)	Food and basic needs being distributed,coordinator hired, facilities needs work when return to campus; hired a new case manager to be shared with SHC to better match students in need with	GREEN	IProject is well underway. Carpet is ordered as well as FF&E. The funding sources that are currently being used to help move the Basic Needs Center, they are not on going. Need to identify stable
		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, Department Chair of KIN	Kin/ICA full-time Women's Basketball Head Coach	Looking to making the FC available for open times.	RED	Funding of instructor of record? Will the FC get utilized enough?
		3	Food outlets—provide access to hot and nutritious meals for students throughout the instructional day (8am to 9pm) by 2023-2024	Evaluate additional food trucks and/or food resources with variety/healthy options when it is safe to return to campus; Develop a food voucher system for students in need	VPBS		Due to COVID, nothing has been done. On vouchers, Raider Central is providing some service such a groceries.	RED	
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	Provide culturally responsive mental health training to faculty and staff [THEME 4]	Dean for Health Center		Offered mental health workshops. Stopped due to COVID.	YELLOW	increase demand due to Covid, expansion needed
		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 will resume when it is safe to return to campus.	Dean of Kin		CPR courses identified	YELLOW	

*Themes

Theme 1: Diversifying the Curriculum to Include the History and Culture of Black, Indigenous, LatinX, Asian and other People of Color

Theme 2: Hiring of Staff, Faculty, and Managers that Represent the Racial and Ethnic Diversity of our Student Population

Theme 3: Leadership on Racial Issues and Civic Engagement

Theme 4: Providing Culturally Responsive Student Services such as Counseling, Tutoring, Mental Health, etc

STATUS INDICATOR KEY

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YELLOW: Somewhat behind on meeting action

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	GOAL		METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP
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	Append the approved matrix to the Facilities Master Plan. Incorporate the the facilities improvements included on the matrix into the body of the Facilities Master Plan.	Director of Facilities, Maintenance & Operations	Facilities funded: 6 x High requests: Speakers in PAC; cinder-block dugouts; Main stage speaker cluster; ?rigging system in PAC; new speakers for Mainstage; replace exterior doors of Music Bldg. 14 x Medium	Completed or on-going	GREEN	PAC Speakers - Working with ENgineer to provide plans & specifications. Baseball dugout design nearly complete. New exterior doors for Music Building - not started; repairs made to existing
		2	Complete technology projects that are fully funded and aligned with the Technology Master Plan	Complete audio visual equipment installations in FH classrooms. Complete refresh of computers in the photo lab. Complete ENS. Add video into classroom to implement hyflex.	Director of IT	List some/all of TRAWG funded items here? Make PS-134 a smart classroom (Geology)130; Microsoft surface pro tablet for T-114 (Chem)	Chemistry doesn't know if surface pro for T-114 is ordered. Last update: Rick/Dan getting requisition together.	GREEN	
		3	Develop a Sustainability Plan by 2019-2020	Finalize sustainability plan	Director of Facilities, Maintenance & Operations			YELLOW	COVID-19 was largest impact to completing, no additional resources needed per se
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	Implement and evaluate Fiscal and EdCAP Joint Meeting in Spring semester to review results of all resource prioritization processes in alignment with Strategic Plan and make any recommendations.	VPAA and Academic Senate President			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	Ensure classified co-chair positions and committee slots for classified staff are filled and those staff feel they are able to successfully engage in the committee work.	VPAA and Classified Senate President			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			RED	Not enough time, an Assistant Director would have helped to make this happen

	GOAL		METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP
C	Increase revenue generation	1	Meet annual FTES targets	Develop a marketing campaign for Moorpark College and for specific populations like LatinX and adult learners	Director of Marketing	Marketing Specialist	Several marketing campaign, additional planned	GREEN	
				Develop and market ESL program	Dean of ESL	Marketing Specialist		YELLOW	Even with new marketing specialist, she is already spread thin. May need more marketing capacity, especially for website
				update enrollment management plan in light of COVID	VPAA		Need to update	GREEN	
				Utilizing guided pathways, encourage students to enroll in english and math in first year, and encourage students to enroll as full-time students	VPAA	Marketing Specialist	Outreach to high schools, use of maps	YELLOW	Even with new marketing specialist, she is already spread thin. May need more marketing capacity, especially for website
				Explore feasibility of expanding hyflex courses	VPAA		Limited usage, expand offerings, order equipment	YELLOW	Faculty still need requested equipment and a strategy for buying the right equipment. Needs a point person assigned to this.
				Explore ways to contact students who were dropped for non-payment to get them to re-enroll and measure the impact of that	VPSS		Outreach to high schools, use of maps	GREEN	
		2	Contract and community education—conduct a feasibility study by 2019-2020	Conduct a feasibility study of contract and community education	VPAA			RED	There needs to be a Dean assigned to this as a first step, may require other
		3	Noncredit FTES—Increase to 91 by fall 2023	Expand ESL and BIW offerings	Dean of ESL; Dean of Business			YELLOW	More marketing capacity needed. Need more instructors to teach these courses.
		4	Grant application submissions—increase to 12 per year by 2023-2024	Submit 3 grant applications, though may be difficult to find grants as a result of COVID.	Director of Institutional Advancement		covid 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	Align PD events with social justice and online pedagogy . Collaborate with Shaun Harper's group on these events. Create student services toolkit including training on bias, have student services division read a book together like white fragility [Theme 1, Theme 2, Theme 3, Theme 4]	Dean of PD		workshops, econvene, multiple webinars	GREEN	
		2	Classified staff professional development events—increase from 8 in 2017-2018 to 24 by 2023-2024	Align PD events with social justice and online pedagogy [Theme 1, Theme 2, Theme 3, Theme 4]. Collaborate with Shaun Harper's group on these events.	Dean of PD		many PD events,Black History Month, Women History Month	GREEN	
		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	Instructional Technologist/Designer	workshops; interupted because of COVID	YELLOW	Need a professional expert to conduct this training. Would help if people who participants recieve a
		4	Students participating in leadership development—increase from 29 in 2018-2019 to 70 by 2023-2024	(1) Work with campus marketing to enhance online marketing to reach students in online environment. Utilize club contacts and partnerships with student service units to expand participation. Continue to use spring 2020 data to inform fall 2020 and spring 2021 training topics. (2) Support students involvment in social justice work groups [Theme 1, Theme 2, Theme 3, Theme 4]	Dean of Student Actvities and Student Activities Specialist	Marketing Specialist	Teamed up with FYE/SYE, EOPS, and other student service units to advertise MC LEADS program widely. In fall 2020, 35 students completed the MC LEADS program (attended minimum 6 of 7 two-hour leadership training sessions). First session of the spring 2021 MC LEADS series	GREEN	

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Other allocated resources   **Notes**

FT FACULTY:

Biology

Mathematics

Comm. Studies

English

CNSE

Counselor

Kin/ICA Women's Basketball Coach

CLASSIFIED PROFESSIONALS

Inst. Technologist/Designer

Marketing Specialist

PLANNING (PAWG)

Basic Needs Center space

FACILITIES (FRAWG)	**Item number**	**Cost category**	
Speakers in PAC	267	high; $100k+	
Baseball and softball cinder block dugouts	62	high; $100k+	
Need to replace main stage speaker cluster (PAC)	262	high; $100k+	
Rigging system in the PAC	266	high; $100k+	
Replace Exterior Doors	86	high; $100k+	high
Zoo Van replacement (15 pasenger)	7	medium; $15k-$99k	
Replace Wildlife Theater sound booth	218	medium; $15k-$99k	
M&O Boom Lift - JLG 1200	232	medium; $15k-$99k	
Galapagos tortoise yard expansion and guard rail addition; alligator, tortoise and av	215	medium; $15k-$99k	
Storage unit for track and field equipment	230	medium; $15k-$99k	
Replace pole vault pit cover/garage	229	medium; $15k-$99k	
Replace climbing structures and rubber cushioning on CDC playgrouns	224	medium; $15k-$99k	
CATS cable run throughout the PAC	90	medium; $15k-$99k	
Replacement pianos in practice rooms, classrooms, and some offices; Music	238	medium; $15k-$99k	
New Hammer/Disc Rings for Kinesiology	64	medium; $15k-$99k	
Kiln auto controller replacement on older kiln	219	medium; $15k-$99k	

Item	Number	Priority
Replace shade cloth at Wildlife Theather	217	medium; $15k-$99k
Control Consoles (6) for ADA compliance for entire FTMA Program	226	medium; $15k-$99k
4 Profoto Studio lighting kits for photography	244	medium; $15k-$99k medium
Wherehouse dock leveler for M&O	184	low; <$15k
New 35 mm analog film cameras (10); vivitar V3800N SLR kit with 28-70mm lens (P	206	low; <$15k
Classroom recalbing and network redesign for CNSE (LMC-139)	152	low; <$15k
Seat training station (4) for gym (taping area)	176	low; <$15k
Storage unit for track and field equipment	177	low; <$15k
Clorox Total 360 System electrostatic sprayer disinfectans and sanitizers (Custodial)	155	low; <$15k
Industrial rolling chairs (36) for make-up and costume labs (Theatre Arts)	212	low; <$15k
New large format view cameras (10) for photography	207	low; <$15k
Medium format film cameras (3) for photography	208	low; <$15k
Lab refrigerator for Biology	142	low; <$15k
Update Black Box lighting equipment (Dance)	157	low; <$15k
Tiple beam balances for Biology labs	135	low; <$15k
Privacy screening along CDC playground fence	148	low; <$15k
Improved housing and pool for snapping turtle (Zoo)	115	low; <$15k
Additional Music stands for students	194	low; <$15k
Projectors for T-212 and LMC-139 (CNSE)	153	low; <$15k
Three locking rolling cabinats to store game consoles and games (Game Design)	172	low; <$15k
Hoofstock barn (1) for Zoo	114	low; <$15k
FORUM lights repair/update (FTMA)	49	low; <$15k
-20 C freezer for Biology	134	low; <$15k
Rolling adjustable height drafting chairs (25) for Art	129	low; <$15k
Wookworking bench with vice for Art	128	low; <$15k
Adjustable rolling stools with backs for Sculpture Studio (Art)	126	low; <$15k
Sturdy wooden podiums (10) in all English classrooms	158	low; <$15k
Book return at remove outdoor location (Library)	178	low; <$15k
Install dimmed lighting in CDC-114 and CDC-132	27	low; <$15k
Upgrade portable toilet near observatory for students during lab (Astro/Physics)	19	low; <$15k low
		total

TECHNOLOGY (TRAWG)   **Item number**

Data collector for our Transit (Anthro)	17

Capstone College/University License	28
Access points and power over ethernet switches (IT)	142
Apple device management (IT)	143
Install Wi-Fi in Music Building (Music)	167
Managed workgroup switches (14) (IT)	141
Simple K Professional Edition Locksmith Software (M&O)	162
Smart classroom updates for AA-136 for Art (large screen and move projector, etc.)	23
ELMO Document Camera (2) for Astro/Physics	32
Computers (7) for classrooms on 2nd floor of PS building (astro/physics)	36
Laptop computer replacments (4) for CDC	54
Smart classroom for PS-135 (Geography/GIS)	129
Make PS-124 a smart classroom (Geology)	130
Department computer workstation for Astro/Physics	30
Replace old smart classroom equipment (IT)	146
Refresh of computers (IT)	145
Repair existing audio system in M-114 & M-109 (Music)	169
Photocopier for VITA and other Accounting needs	4
Large screen monitors (2) for Accounting	6
New scantron machine (Accounting)	7
Two large wall-mounted monitors (Accounting)	8
Desktop computers (2) and phones (2) for Zoo	10
Acid-free plastic bags (Anthro)	16
Marshalltown trowels (5) for Anthro	18
Eastwing Pick hammers (3) for Anthro	21
Higher quality projector for T-108 (Art)	22
Replace LCD projector and sound in AA-115 (Art)	24
4k LED desktop monitor (Art)	26
Desktop computer (astro/physics)	31
Laptop for observatory (astro/physics)	33
Pasco 550 Universal Interface (2) (astro/physics)	35
Scantron scanning machine (Biology)	38
Microsoft surface pro tablet for T-114 (Chem)	49
Color printer (CDC)	51
Computer classrom including Office 2016 and Visual Studio (CIS)	56

Student engagement platform (Student Activities)	203	
Temporary bleacher rental and set-up for 2 days, JumoTron rental (Student Activiti	204	
IT support from District and Starfish training and customoizaiton (TLC)	207	
CI Track (Veterans Center)	213	
Desktop computer, iPad, or Tablet (Veterans Center)	214	total

GREEN
YELLOW
RED

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46