



STRATEGIC DIRECTION #1

STUDENT-CENTERED CURRICULUM

Moorpark College will develop and teach inspiring and challenging curriculum

| | GOAL | METRIC | ACTIONS 2021-2022 | POINT PERSON FOR 2021-2022 ACTIONS | RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS |
|---|---|---|--|---------------------------------------|--|
| A | Clarify and develop academic programs that effectively lead to student transfer | 1 Associate Degrees for Transfer available—increase from 29 in 2018-2019 to 31 by 2023-2024 | Keep promoting ADT in computer science | Dean CTE | |
| | | | Complete and submit an Ethnic Studies ADT | Ethnic Studies Coordinator | Funds needed for an ethnic studies budget |
| | | 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 | |
| | | | | Dean of PS | |

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|---|--|---|---|---------------------------------------|--|
| 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) |
| | | | Develop and promote new programming in adult ed and allied health | Allied Health Coordinator | |
| | | 2 CTE alternative credentials available such as digital badges that lead to certificates —increase from 50 in 2018-2019 to 100 by 2023-2024 | Explore providing industry testing for students for industry credentials. | Dean of CTE | |
| | | 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 | |
| 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 |

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| 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 | |
| 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 |
| | | | - | - | - |
| | | | - | - | - |
| | | 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. |
| | The ESL self placement guide will be given to district IT to code and place in banner. | Dean English, English and ESL. | | | |
| | Convert Math M01 and M03 to non-credit | Dean of Math | | | |

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| | | | Begin utilizing course program maps | Dean of Counseling | |
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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 | RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS |
|---|--|--|--|------------------------------------|---|
| A | Increase enrollment of disproportionately impacted groups | 1 Percentage of applicants that successfully enroll—decrease equity gaps for disproportionately impacted groups by 40% by 2023-2024, and fully close achievement gaps by 2026-2027 | Call students who applied but did not enroll | Director of Outreach | HEERF funds needed |
| B | | 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 | |
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| 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 |
| | | | Develop job descriptions for remote student services | Dean of Counseling | HEERF funds needed |
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| | | 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 | | |
| | | 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 |
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| | | 4 Offer a winter intersession by 2023 (if district switches to compressed calendar) | Schedule four week class offerings January 2022 | VPAA | |



STRATEGIC DIRECTION #3
STUDENT SUCCESS

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

| | GOAL | METRIC | ACTIONS 2021-2022 | POINT PERSON FOR 2021-2022 ACTIONS | RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS |
|---|---|---|---|--------------------------------------|---|
| C | Improve and expand academic counseling services for all students | 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 |
| D | Promote civic engagement, advocacy, and a global perspective | 4 International students—increase from 105 in fall 2017 to 315 by fall 2023 | Explore multi-college outreach for international | Director of International & Outreach | |
| E | Provide opportunities for students to link their academic programs to their career interests | 4 Internships—increase from 148 in fall 2018 to 444 by fall 2023 | Re-establish on ground internships | Dean of CTE | HEERF funds needed |

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| G | Maintain standards of intellectual rigor and creativity | 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 POQR certified courses. | Dean of DE | HEERF funds needed |
| | | 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 | |



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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|---|-----------------------------|---|---|------------------------------------|---|
| C | Increase revenue generation | 1 Meet annual FTES targets | Increase marketing | Dean or Director of Marketing | HEERF funds needed |
| | | | Increase outreach | Dean of Outreach | HEERF funds needed |
| | | | Evaluate mix of on ground, online, and hybrid offerings | VPAA | |
| | | | Promote promise program | Financial Aid Director | HEERF funds needed |
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| | | 2 Contract and community education—conduct a feasibility study by 2019-2020 | Conduct a feasibility study of contract and community | Dean of CTE | |
| | | 3 Noncredit FTES—Increase to 91 by fall 2023 | Increase number of CE non-credit certificates | Dean of CTE | |