



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
		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	
		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	
	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		

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
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

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
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
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		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				

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
			Begin utilizing course program maps	Dean of Counseling	
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 CHES 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
		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	
		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



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	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
		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	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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	
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

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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
		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
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
		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

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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.
		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	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
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
		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

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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
		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
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	Dean of Counseling, GP Coordinator	
		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

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
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	
		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
		3 Study abroad participants —increase from 12 in 2016-17 to 87 by 2023-2024	Promote study abroad for 2023	Dean of Study abroad	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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	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
		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	
		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	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		4 Internships—increase from 148 in fall 2018 to 444 by fall 2023	Re-establish on ground internships	Dean of CTE	HEERF funds needed
		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	
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)	
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	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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
		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	Dean of Honors	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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
		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	



STRATEGIC DIRECTION #4
CAMPUS SAFETY AND WELLNESS

Moorpark College will provide an environment that promotes both safety and the wellness of all its employees and students

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
A	Increase campus safety	1 Inclusive emergency notification system—implement by 2023-2024	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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)
		2 Active shooter/fire/earthquake drills—conduct one campus wide drill and three table top drills per year for each by 2023-2024	<ul style="list-style-type: none"> - 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	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		3 Building monitors—complete building monitor plan by Fall 2019 and run one drill a year from 2019-2020	<ul style="list-style-type: none"> - 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	
		4 Work-space preparation—increase number of employees implementing training in their classrooms/workspaces at the start of each semester to 310 by 2023-2024	<ul style="list-style-type: none"> - 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	
		5 CERT training—increase total number of employees that are CERT trained to 20 by 2023-2024	<ul style="list-style-type: none"> - Determine local CERT training opportunities as they become available once again; promote them if offered 	VPSBS Dean of Student Conduct	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
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	VPSS	HEERF funds needed
		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	
		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	
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	
		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	



STRATEGIC DIRECTION #5
ORGANIZATIONAL EFFECTIVENESS

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

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
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.
		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
		3 Develop a Sustainability Plan by 2019-2020	Update as needed.	Director of Facilities, Maintenance & Operations	
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	
		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	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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	

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
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
		2 Contract and community education—conduct a feasibility study by 2019-2020	Conduct a feasibility study of contract and community education	Dean of CTE	
		3 Noncredit FTES—Increase to 91 by fall 2023	Increase number of CE non-credit certificates	Dean of CTE	
		4 Grant application submissions—increase to 12 per year by 2023-2024	submit 3 grant applications	Director of Grants	
		5 Bond—encourage the district to place on ballot by 2023-24	no action this year	President	
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

	GOAL	METRIC	ACTIONS 2021-2022	POINT PERSON FOR 2021-2022 ACTIONS	RESOURCES NEEDED TO IMPLEMENT 2021-2022 ACTIONS
		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
		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	Dean of ACCESS	
		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	