



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	PRESIDENT RESPONSE TO GAP	
A	Clarify and develop academic programs that effectively lead to student transfer	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		GREEN	Look at Discipline vs College wide	Provide financial support for summer project to develop strategies for optimizing articulation pipelines to increase transfer	
		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	Support on-going efforts
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		GREEN	Vet tech requires mandated positions	Identify funding for position and evaluate LMI data for commercial dance	
				Re-evaluate Adult Ed programs to offer program and GE for Respiratory Therapy and Surgical Tech.	VPAA		YELLOW	No funding require. Focus onother allided health program	Agree with recommendation to discontinue efforts on these projects	
		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	Provide funding mechanism for CPL testing by faculty
		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	Moorpark does not hav applied manufacturing program at this time. Define MC's role as manufacturer. Meet w/ local community to establish manufacturing needs and alignment.
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	GREEN	Determine which degrees will remain online	Support work of Deans & faculty to define on-line programs.	
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		YELLOW	Need marketing of CE. ESL needs further marketing	Continue to support marketing efforts . CE from SWP funding and ESL from HSI & SEA funding.	

	GOAL	METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP	PRESIDENT RESPONSE TO GAP	
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	<p>Implement guided pathways success circles to provide resources needed to students.</p> <p>Expand culturally competent curriculum including exploring requiring ethnic studies [Theme 1]</p> <p>Expand culturally competent student services [Theme 4]</p> <p>Make progress towards having faculty and staff diversity match the diversity of our community and students. Work jointly with HR to review district hiring processes. [THEME 2]</p>	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,	Continue to support GP efforts through implementing the grant. Next year work on sustainability plan.
		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	Help support on-going work on AB705. Integrate AB705 work and GP.

****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

GREEN: On schedule to meet action

YELLOW: Somewhat behind on meeting action

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	PRESIDENT RESPONSE TO 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	On-going work funded by HEERF
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.	Re-evaluate Rising Scholar Program and align with SVUSD tutoring program, work group to establish priority of college. Middle school pathways needed too.
		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		Partnered with VCOE and entered into discussion on program mapping and identifying specific program alignment. 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?)	Continue to support HS CE pathway. Further engage dual enrolment in the work.
		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 Advisory 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	Project completed.
			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.	Project to be completed Fall 2021.
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. Clarify vision for DE at MC for the next 5-10 years.	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.	Offering DE degrees and ensuring courses leading to degree completion.
			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.	Online support desk to be funded by HEERF
			Diversify full time and part time DE faculty [Theme 2]	Dean of DE		Equity discussions on-going	YELLOW	Fund new FT faculty.	On-going work to diversity faculty

GOAL	METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP	PRESIDENT RESPONSE TO 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.	Support financially Curricula Audit to ensure ongoing PD in this area.
	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?	Program providing online scheduling
	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?	Counseling will work with PACE to meet needs.
	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.	Awaiting District decision on condensed. Continue to schedule 4 week January courses.

****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

GREEN: On schedule to meet action

YELLOW: Somewhat behind on meeting action

RED: Significantly behind on meeting action



**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 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP	PRESIDENT RESPONSE TO 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	Continue and expand FAFSA campaign.
		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	Review evaluation of Success Teams. Mentoring program what's the plan?
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 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	Continue to support marketing efforts
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 curriculum 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;	Support development of clubs and trainings.
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	Add to CTC program plan.
		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 placement	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	Add to CTC program plan. Encourage Dept Chair or CTE Liason to communicate with disciplines.
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.	Work with DEI Coordinator to coordinate campus discussions on DEI SLOs.

GOAL	METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP	PRESIDENT RESPONSE TO GAP
	3 Honors students—increase from 210 in fall 2017 to 360 by fall 2023, with a focus on increasing participation by disproportionately 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	Include in Program plan. Work with faculty to determine best practices regarding academic integrity.
	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	

***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

- GREEN: On schedule to meet action
- 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	PRESIDENT RESPONSE TO GAP
A	Increase campus safety	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.	Continue to support on-line table top exercises.

	GOAL	METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP	PRESIDENT RESPONSE TO GAP
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	GREEN	Project 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	Continue the multi-dimensional support for basic needs.
		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?	Review Program Plan.
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	Increase support for Mental Health work using HEERF.

***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

- GREEN: On schedule to meet action
- YELLOW: Somewhat behind on meeting action
- RED: Significantly behind on meeting action



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 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP	PRESIDENT RESPONSE TO 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 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.	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;	Check on Music Building doors to ensure functionality.
		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	On-going.
	Improve campus organizational infrastructure with a focus on inclusive decision-making	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	Evaluate financial needs within Business Service

	GOAL	METRIC	ACTIONS 2020-2021	POINT PERSON	PRIORITIZED RESOURCES ALLOCATED 2020-2021	ACTION STATUS UPDATE FEB 2021	ACTION STATUS INDICATOR FEB 2021	GAP	PRESIDENT RESPONSE TO GAP
<p>Increase revenue generation</p> <p>Reinforce culture of continuous improvement through professional development</p>		1 Meet annual FTES targets	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,	<p>Review and prioritize Marketing Strategic Plan outcomes.</p> <p>Review and prioritize Marketing Strategic Plan. Two provisionals have been hired</p> <p>A faculty has been identified and is being financially supported. Equipment has been ordered.</p> <p>Feasibility studies needs to be completed.</p> <p>Review and prioritize Non credit Marketing goals and outcomes in Strategic Plan.</p> <p>Provide suggestion to Prof Develop Committee for future programing.</p>
			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,	
			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	
		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	
		3 Noncredit FTES—Increase to 91 by fall 2023	Expand ESL and BIW offerings	Dean of ESL; Dean of Business				More marketing capacity needed. Need more instructors to	
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; interrupted because of COVID		YELLOW	Need a professional expert to conduct this training. Would help if people who participants receive a		

***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

GREEN: On schedule to meet action

YELLOW: Somewhat behind on meeting action

RED: Significantly behind on meeting action