



## **Strategic Plan Tracker -- 2017-2018**

**1/30/2018**

**Strategic Plan Tracker -- 2017-2018**

Assigned	Goal Objective
	<b>1 Assure student access and success.</b>
VPSS	1.1 Provide students with support systems, programs, and development opportunities that maximize success.
VPI/VPSS	1.2 Develop and improve student success strategies which are data-driven and research-based.
VPSS	1.3 Increase equitable access and success for a diverse population of learners with varied interests and goals.
VPSS	1.4 Increase student success by building partnerships with organizations that educate and support students.
Dir. HR	1.5 Support effective teaching and services through ongoing professional development for all employees.
	<b>2 Foster a culture of positive communication, effective collaboration, and academic excellence throughout the District.</b>
Dir. HR	2.1 Strengthen intergroup understanding via regular communication, professional development, dialogue, and exchange.
Dir. I.A.	2.2 Enhance public relations outreach and develop and implement a branding initiative.
VPI	2.3 Promote an atmosphere of academic excellence.
	<b>3 Assure continuous quality improvement of technology and systems integration.</b>
CTO	3.1 Provide professional development training opportunities on the effective use of technology for all employees.
CTO	3.2 Improve accessibility and navigation of the public website, portal, and telephone system.
CTO	3.3 Ensure appropriate use and support of technology in the delivery of instruction, student services, and administrative units.
CTO	3.4 Assess and implement system integration to streamline processes.
	<b>4 Partner with the community</b>
Pres./Dean OIE	4.1 Dev. alternative funding sources through the private sector, fed & state agencies to diversify & stabilize the District's revenue sources.
Dir. I.A.	4.2 Encourage and facilitate alumni engagement.
Dir. I.A.	4.3 Pursue mutually beneficial relationships with the community-at-large.
Dir. I.A.	4.4 Enhance Merced College Foundation donor relations.
	<b>5 Promote a Sustainable, Supportive, and Safe Learning Environment.</b>
VPAS	5.1 Promote environmental stewardship.
Dir. HR	5.2 Develop a campus environment that fosters a productive and motivated team and links service areas with instruction.
VPAS	5.3 Ensure continuous improvement of college-wide safety initiatives.
VPSS	5.4 Improve campus life for students.
VPAS	5.5 Maintain fiscal stability.
Dir. HR	5.6 Ensure effective use of human resources.
VPAS	5.7 Ensure effective and efficient planning, development, and use of facilities and grounds.
	<b>6 Foster a culture of institutional effectiveness and excellence.</b>
VPAS/Dean OIE	6.1 Integrate and align planning and resource allocation.
VPI/Dean OIE	6.2 Promote a culture of data-driven decision making.
VPI/Dean OIE	6.3 Ensure accreditation standards are met or exceeded.

Strategic Plan Tracker -- 2017-2018 - Goals and Objectives Implementation Status

Assigned	Goal	Objective	●	●	●	Tot
	<b>1</b>	<b>Assure student access and success.</b>	<b>29</b>	<b>9</b>	<b>7</b>	<b>45</b>
VPSS	1.1	Provide students with support systems, programs, and development opportunities that maximize success.	5	0	3	8
VPI/VPSS	1.2	Develop and improve student success strategies which are data-driven and research-based.	6	2	0	8
VPSS	1.3	Increase equitable access and success for a diverse population of learners with varied interests and goals.	7	4	1	12
VPSS	1.4	Increase student success by building partnerships with organizations that educate and support students.	6	0	2	8
Dir. HR	1.5	Support effective teaching and services through ongoing professional development for all employees.	5	3	1	9
	<b>2</b>	<b>Foster a culture of positive communication, effective collaboration, and academic excellence throughout the District.</b>	<b>22</b>	<b>5</b>	<b>3</b>	<b>30</b>
Dir. HR	2.1	Strengthen intergroup understanding via regular communication, professional development, dialogue, and exchange.	9	3	0	12
Dir. I.A.	2.2	Enhance public relations outreach and develop and implement a branding initiative.	5	0	1	6
VPI	2.3	Promote an atmosphere of academic excellence.	8	2	2	12
	<b>3</b>	<b>Assure continuous quality improvement of technology and systems integration.</b>	<b>16</b>	<b>4</b>	<b>16</b>	<b>36</b>
CTO	3.1	Provide professional development training opportunities on the effective use of technology for all employees.	5	0	5	10
CTO	3.2	Improve accessibility and navigation of the public website, portal, and telephone system.	7	2	4	13
CTO	3.3	Ensure appropriate use and support of technology in the delivery of instruction, student services, and administrative units.	0	2	3	5
CTO	3.4	Assess and implement system integration to streamline processes.	4	0	4	8
	<b>4</b>	<b>Partner with the community</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>24</b>
Pres./Dean OIE	4.1	Develop alternative funding sources through the private sector, fed & state agencies to diversify & stabilize the District's revenue sources.	3	2	3	8
Dir. I.A.	4.2	Encourage and facilitate alumni engagement.	2	5	0	7
Dir. I.A.	4.3	Pursue mutually beneficial relationships with the community-at-large.	3	0	2	5
Dir. I.A.	4.4	Enhance Merced College Foundation donor relations.	2	1	1	4
	<b>5</b>	<b>Promote a Sustainable, Supportive, and Safe Learning Environment.</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>54</b>
VPAS	5.1	Promote environmental stewardship.	3	0	6	9
Dir. HR	5.2	Develop a campus environment that fosters a productive and motivated team and links service areas with instruction.	0	4	1	5
VPAS	5.3	Ensure continuous improvement of college-wide safety initiatives.	2	2	1	5
VPSS	5.4	Improve campus life for students.	4	1	0	5
VPAS	5.5	Maintain fiscal stability.	3	5	8	16
Dir. HR	5.6	Ensure effective use of human resources.	2	5	8	15
VPAS	5.7	Ensure effective and efficient planning, development, and use of facilities and grounds.	2	2	3	7
	<b>6</b>	<b>Foster a culture of institutional effectiveness and excellence.</b>	<b>17</b>	<b>4</b>	<b>4</b>	<b>25</b>
VPAS/Dean OIE	6.1	Integrate and align planning and resource allocation.	1	2	4	7
VPI/Dean OIE	6.2	Promote a culture of data-driven decision making.	9	2	0	11
VPI/Dean OIE	6.3	Ensure accreditation standards are met or exceeded.	7	0	0	7
<b>Total</b>			<b>110</b>	<b>49</b>	<b>55</b>	<b>214</b>

Goals and Objectives Implementation Status Indicator: ● Completed -- 75-100%; ● In Progress - On Schedule to Meet Goal -- 51-74%; ● Somewhat Behind on Meeting Goal -- <50%; ● Action item discontinued as part of this cycle of Strategic Plan; Tot -- Total


# Merced College



## Strategic Plan Tracker -- 2017-2018




<b>Key - Current Status Indicator</b>
● <b>Completed -- 75-100%</b>
● <b>In Progress - On Schedule to Meet Goal -- 51-74%</b>
● <b>Somewhat Behind on Meeting Goal -- &lt;50%</b>
● <b>Action item discontinued as part of this cycle of Strategic Plan</b>




### 1. Assure student access and success

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
1.1 Provide students with support systems, programs, and development opportunities that maximize success.	1.1.a	Expand academic support services (e.g. tutorial, LC, Study Central, Student Success workshops, peer support, library hours and reserve text books). ILC, SSC LB	Program Review for each of these areas; Equity Plan; Basic Skills Initiative Plan: LRC Program Review. SmartThinking.		80	●
	1.1.b	Assess and fully implement all components of SSSP--Orientation, Assessment, Comp Ed Plan campaign.	Counseling Dept Program Review and SSSP Plan; student satisfaction/student life survey. Student Services survey.	Dean of SE hired; Increased hours in test proctoring; Increased textbook reserve in library; Working to increase number of EOPS students served; Expanding special populations services	80	●






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1.1 Provide students with support systems, programs, and development opportunities that maximize success.	1.1.c	Expand redesign of program offerings, including identifying specific counseling services in the manner of CTE/TAAACT grant; Add ARTS program as a goal for embedded counseling Explore year round schedule Articulating Medical terminology class with Delhi Medical Academy. Implementing CNA class Spring 2016 with Delhi Unified School District Medical Academies. Add ARTS program as a goal for embedded counseling Explore year round schedule.	Instructional Program Review(s) and schedule; SSR & SCR; Cohort Enrollment Cohort Enrollment. Intrusive Counselor CTE.	Special populations and career counselor job posting in progress. Need instructional input.	30	








Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
1.1 Provide students with support systems, programs, and development opportunities that maximize success.	1.1.d	Enhance online tools and commit to training students with their use, including Student Services online tools (portal, student ed planning tools, etc.). SmartThinking, AskMerced, Navigate, Online Orientation, Canvas, Zoom (Counseling and Tutoring).	Documented use of online systems; workload measures	<p>Still a discussion on campus; Expanded online services tools have been purchased but not implemented</p> <p>CO is moving away from BlackBoard; The State Online Education Initiative is developing student readiness materials and tutoring for online learners. Once those are completed, we will implement them here. In the meantime, we have developed our own materials are are waiting to put it on our new web page once the District website is ready for roll-out. In addition, we are working with @One on a "train-the-trainer" program and to offer online training for 30 faculty in fall 2015.</p> <p>Expanded Library database access. Enhance Access to E-book collection. Just in time student training in accessing Portal, email, and WebAdvisor. Adding tutorial online Library webpage SharePoint Portal [need Library input].</p> <p>Tech Support Logs CITD-GT&amp;L Online Resources on international business Developing 18 mo duties on International Trade Accessibility Tutorials: Going Online BB: 2 year Contract LB Guides Planning a drop in center for DE</p>	75	
	1.1.e	Commit to providing current, relevant technology and software for students and faculty	Industry Survey or CTE Advisory Committees; computer inventory, software standards	Work in-progress; Nothing substantial to report at this time	10	






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1.1 Provide students with support systems, programs, and development opportunities that maximize success.	1.1.f	Develop and implement FYE and Re-entry Program--Access Points. Curriculum. FYE for Fall 2018, Guided Pathways.	Curriculum Development docs; SSR & SCR	The new Dean of SE is beginning to explore options for a FYE; This will be one of the new components of the revised SE plan with the goal of implementing a pilot in 2015-15 at Merced College; need to consider mandatory vs. optional (financial aid considerations, completion considerations, etc.)	60	
	1.1.g	Commit to using student demographic metrics to inform practices. Program Review data discussion. eLumen.	Student Equity Plan	The new data dashboard now provides increased analytics to inform practices based on demographic metrics. The next phase is scheduled for Oct 2015 with a data dashboard for student equity efforts to track and report success rates by student demographic and population group.	80	
	1.1.h	Expand 2+2 articulation agreements	CTE Transitions and Perkins Annual Plan	Unknown at this point; (previous: not much funding needed; CTE Dean to send VPI articulation agreement information)	10	




Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
1.2 Develop and improve student success strategies which are data-driven and research-based.	1.2.a	Identify successful teaching and learning strategies and provide professional development	Number of symposia and follow-up research	<p>Data element not determined; mentoring program, Peer review, PR/SLO outcomes-CATs, AH Mentors Mentoring program, Flex opportunities for adjuncts.</p> <p>Professional development in areas related to online teaching.</p> <p>Song-Brown Grant - Allied Health &amp; Theatre Arts</p> <p>HUM-15 Team taught class</p> <p>Ongoing training for faculty on effective use of technology on training surveys</p> <p>NCCER certification for 3 faculty and 1 staff member (July 2015)</p> <p>Management association: Emerging Leaders Institute - Round 1 &amp; 2 (8 modules each series)</p> <p>HR Workshops (2workshops) LCW.</p>	65	
	1.2.b	CTE redesign: block scheduling, cohort, counseling, LC	Attendance & retention	<p>Presentation was made by the Dean of CTE to the Board of Trustees during the December 2017 board meeting which detailed student persistence, retention, and completion.</p>	75	
1.2 Develop and improve student success strategies which are data-driven and research-based.	1.2.c	Expand CTE internship & apprentice programs	Increased number of students in internships and apprenticeships; umber of added internships and apprenticeships,	<p>Working on expanding CTE internship &amp; apprentice programs. CTE Dean attended an Apprenticeship Meeting at COS; Expanding CTE internship &amp; apprentice programs.</p> <p>Merced College is the lead institution behind the regional Workplace Internship Development Project funded through the CTE Enhancement Fund</p>	75	
















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1.2 Develop and improve student success strategies which are data-driven and research-based.	1.2.d	Improve student engagement and rapid classroom assessment through appropriate technology and strategies	Document different approaches and their success- Measure baseline users Using clicker, Skills Lab, EMT, Simulations, Trainers, Mech Ag, Ind. Electronics, Automotive, Computer Networking	Noncredit and Contract Education are and will play a role in regional Adult Education services related to internship and apprenticeship offerings. Art portfolio development courses, CITD-GT&L - ongoing professional development or internationalizing curriculum, E-Learning labs have been added to CTE Programs linking to online assessments.	65	
	1.2.e	Prof. Dev. for all staff: Canvas, pedagogy technology	Training attendance; implementation feedback	Several trainings have occurred and will continue designed to provide faculty an opportunity to gain expertise in navigating CANVAS and develop an understanding of the best pedagogical practices in online instruction.	100	
	1.2.f	Implement mobile platform: portal; Ellucian Mobile	Purchased. Planned, Installed, tested, implemented.	Ellucian Mobile was installed in 2015, setup in 2016 with Student Services guidance, implemented in beta Spring/Summer 2017. Fully functional	100	
	1.2.g	Online database--LRC	Tracking student use of online LRC databases.	This is an ongoing LRC function which LRC personnel to track student use of online resources.	100	
	1.2.h	Create a DE webpage with online resources.	Dean of LRC and subordinate staff.	A DE website was created with instructional videos, training calendar, link to the DE Handbook, and a link to approved faculty who teach online as well as best pedagogical practices for those teaching online. A student website was also created that provides students with assistance with their online classes.	100	


Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
1.3 Increase equitable access and success for a diverse population of learners with varied interests and goals.	1.3.a	Identify population gaps using college data, AB86, Student Equity, and SSSP plans	Reports: MIS, AB86, Student Equity data, SSSP w/ census	Completed through research and reports provided in the 2014-2017 Student Equity Plan; identification of population gaps in regional services as well as educational access barriers were completed in the AB86 planning grant (March 2015), Skill Standard reports were completed for Maintenance Mechanics in Manufacturing as well as Customer Services in Retail, Hospitality, and Tourism within the past 3 years through EWD grant-funded programs.	90	
	1.3.b	Develop research-based programs/activities/services for gap targeted populations (1.3.a)	Equity Plan, AB86 Plan	In-progress; Programs, services and activities are outlined in the Student Equity Plan and implementation has begun. Revised plan is being developed and will be completed by Nov 2015	70	
	1.3.c	Implement targeted outreach/marketing/advertising for credit, non-credit, certificate programs, and transfer for targeted populations (1.3.a)	Marketing plan; outreach plan; Equity Plan. Lots of focus on outreach.	Targeted outreach has begun via the Student Equity plan; Focus groups were conducted with an outside firm to assess "access" issues/barriers for targeted population groups	90	
	1.3.d	Develop retention strategies/pathways for each population students with internal and external resources (i.e. early alert system)	Retention strategies/pathways; SSSP; Student Equity Plan. Program Review revamped for intervention. Academic renewal.	Initial conversations have begun and exploration of early alert programs/software; Veterans, DSPS, TAA/CCCT Strategies, own cohort, peer mentoring. Navigate.	70	
	1.3.e	Train all relevant personnel regarding new and existing resource tools (i.e. early alert, MIS data, progress reports, SARS, etc.)	Prof. Dev. Plan. Dean trainings.	Nothing has happened to date; Plans are being discussed	50	
	1.3.f	Research and implement career exploration tools (i.e. technology, webinars, videos)	Career Exploration Tools. Navigate, Guided Pathways.	Nothing has happened to date; Plans are being discussed	50	
	1.3.g	Offer parents/students open house nights to highlight and experience for different programs departments to expose community	3 open houses (STEM, Allied Health, CTE). Transfer Nights.	Nothing has happened to date; Plans are being discussed	30	

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1.3 Increase equitable access and success for a diverse population of learners with varied interests and goals.	1.3.h	Develop CTE high school bridge programs in order to determine career pathways. EOPS bridge, FYE bridge.	1-week summer program	Nothing has happened to date; Plans are being discussed; We don't have a Bridge Program but Articulations are a form of Bridge Program. We have Career Pathways in Delhi, LeGrand, MUHSD, Medical Academies, offering in summer and in fall. 1 week summer thing for Career Exploration is in planning stage and is funded through CTE Career Pathways Trust Grant. There is opportunity through CDPC Noncredit by partnering with HS teaching Noncredit CTE classes	50	
	1.3.i	Provide help desk support (extended hours)--student support	Campus EAI; call log	Increased service via online help desk for students.	100	
	1.3.j	Increase communication to students highlighting support services available for students	White sheet information pages and/or webpages. More effective communication needed.	New tools are currently being purchased to increase communication services to students (i.e. texting tool integrated with SARS)	50	
	1.3.k	Analyze the need to add hours of academic tutorial in evenings/weekends--implement as needed	Log-in sheets. Survey done.	SARS data is being analyzed to assess the need	100	
	1.3.l	Develop a comprehensive 3-Year Student Equity Plan.	Equity Plan	Completed	100	








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1.4 Increase student success by building partnerships with organizations that educate and support students.	1.4.a	Identify current partnerships & resources (i.e., AB86 findings & department/disciplines input; business/industry)	AB86 Findings; department surveys; partner lists; Adult School-Kingsview; Adult School - Kingsview Identification of partners and resources for student success was completed in the AB86 planning grant (March 2015). In addition, a Frontline/Receptionist training will be conducted on 9/15/15 from 2-4 p.m. to review these regional resources and fill out the resource tool with additional sources of support (as needed). Lastly, a Disabilities Summit will be conducted on 10/16/15 from 8-12 p.m. to review mental, physical, and learning disabilities for faculty/staff working in regional Adult Education programming	Nothing completed to date; VPSS needs to check-in with Dir of ORS; NOTE: need to differentiate between those resources for students vs. general/other; Merced Symphony Association Partnership established, Work with Mercy Hospital and are clinical affiliates, Work with City and County Fire and Police Dept. Facilities, 2014-15 Business/Industry contract log, 2014-15 Business/Industry Advisory Committee Meetings (fall14/sp15/fall15), 2014-15 HR Director Meetings (3), Created MOU with MCOE to support the early childhood intervention program.	80	
	1.4.b	Create partner meetings in areas of need to identify and for developing missing resources [and communicate to potential partners]	Agenda targets	New Dean of EWD hired; VPSSS needs to worked with Dean of EWD to start working on this activity; Meeting with Countywide technology managers to gather information about the technology used by students at different levels, Bi-weekly WIB Meetings, Central/Mother Lode Region Consortium (quarterly meetings), Contract Ed Practitioner Workgroup (bi-monthly meetings).	0	
	1.4.c	Develop internship/externship programs and job developer. Hired intrusive Counselor.	Internship Program	Discussion have begun on how to best meet this activity; Possible restructure of Career Center; Requested Job Director of Business - TAA/CCCT until Oct, then CTE Enhancement Fund (40%) Regional partnership	80	






Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
1.4 Increase student success by building partnerships with organizations that educate and support students.	1.4.d	Outreach to district-wide employers to engage in "volunteer" and donation opportunities. Check with Business, Industry, and Community Services Director.	Website(s) with listing of opportunities; Trackers, minutes	Unknown progress at this time; VPSS will work with Dir of IA on this activity; Advisory Board Volunteers, Donations for Hospital support equipment & nurse's salary. Allied Health Dean will send list - Lakreddy/Rosetti Grants; Merced College is the lead institution behind the regional Workplace Internship Development Project funded through the CTE Enhancement Fund regional 40%. Business Director is approved to head up the Merced College Workplace Internship Development Office. Currently Merced College is actively placing students from the Welding, Mech Ag, and Industrial Electrical Technician Programs, City of Merced - Student Photographers, Noncredit externships with Mercy hospital and local medical offices, Noncredit externships (Career Advancement Academy); Dignity Health Donation - Pays for a teacher, Hospital support fund account.	10	
	1.4.e	Facilitate communication between partners on an ongoing basis. Advisory Committee.	2 meetings annually	New Dean of EWD hired; VPSS needs to worked with Dean of EWD to start working on this activity; Indust Tech - Nov Advisory CDLV Nurses, CAN, LVN, RN Medical Asst	100	
	1.4.f	Design a website to host all information with partners /employers	Website complete.	New website is being developed and progress is being made to meet this activity for community partners	100	
	1.4.g	Develop and establish a fully funded and staffed Career Development Center	Established, staffed Career Dev. Ctr.	Discussion have begun on how to best meet this activity; Possible restructure of Career Center	100	
	1.4.h	Increase opportunities for on-campus tours for community partners. ORS completes.	Number of tours; participants; evaluation	More focus has been given to providing on-campus tours; The ORS has implemented a student ambassador program to provide more on campus tours; Work is being done to develop a selfguided tour as well as an online tour of campus	100	

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1.5 Support effective teaching and services through ongoing professional development for all employees.	1.5.a	Expand staff development committee to include classified, management, faculty	Regular meetings & set of recommendations	Early implementation steps: report out & receive feedback from campus community; fiscal implications & budget; Staff development committee consists of classified, faculty, and management.	75	
	1.5.b	Strengthen relationships with neighboring districts to identify professional development opportunities	Identifying best practices, attendance, participation	Activities include: classified staff development day, Flex activities', convocation, ELI leadership training, and supervisors training, the OMS system is an organizational management system to house the districts professional development calendar. OMS will track the data analytics necessary to provide feedback and improve professional development.	80	
	1.5.c	Review & identify reallocation of funding sources for professional development to remain within areas	A complete set of recommendations	Classified staff continue to have the ability to receive tuition and associated schooling cost reimbursement of up to \$500 per year	35	
	1.5.d	Speaker series/ internal, external	Identify specific speakers & presentation topics	Guest lecture and performance series. (flyer, posters)	80	
	1.5.e	Recruit trainers or professional experts for short-term purposes	Define feasibility; Outreach & Contact Resources	Keynote speaker, student equity for fall convocation (insert bio)	50	
	1.5.f	Designated time to meet and review program review/SLO/SAO	Meeting schedule; increased consistency	Area Meetings, dean's meetings, Dean role & responsibilities, Annual LRC staff meeting to review PR, Flex opportunities. Winter FLEX day to review SLO/SAO	50	
	1.5.g	Prof. Dev. Coordinator Position/Office	Job description	Ongoing use of web site, CITD-GT&L purchased EMSI date subscription for MCCD; Staff development coordinator position on hold for budget determination.	70	
	1.5.h	Incentive Program for faculty & staff?	Educational stipends	Classified employees earn up to a \$700 annual stipend for units. Faculty and management receive stipend for Doctorate.	100	








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1.5 Support effective teaching and services through ongoing professional development for all employees.	1.5.i	Onboarding program for new employees (ELI)	Attendance certificates	On boarding program enhanced with MC traditions provided in spring and fall, for all employees. Employee orientations for classified include classified Senate and CSEA program.	80	






## 2 Foster a culture of positive communication, effective collaboration, and academic excellence throughout the District


Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
2.1 Strengthen intergroup understanding via regular communication, professional development, dialogue, and exchange.	2.1.a	Increase quality and frequency of digital communication: website redesign (consultant?); mobile MC app	Screen shots of before and after; consultants contract; minutes of planning meetings ; random surveying; pre- and post-surveys; event/activity surveys	Website designer hired in ITS, website design to launch in fall 2015. Completed	100	
	2.1.b	Improve digital communication: standards for social media	Standards for FB/web in place; acceptable use policies	Instituted an acceptable use acknowledgment to utilize districts work for web access	80	
	2.1.c	Improve digital communication: hire social media coordinator	Dashboards	Need to move the new position forward through hiring/union negotiation process; Currently utilizing release time for social media coordinator from faculty, until budget and prioritization identify ability to hire.	75	
	2.1.d	Improve committee communication: training	Training schedule; attendance lists	Soft launch of OMS system.	85	
	2.1.e	Improve committee communication: E-newsletter on "this week" bullets	Copies of newsletter	Include information in Campus Digest; Communications: campus digest, MC – all study central online training/blackboard for instructors.	80	
	2.1.f	Improve committee communication: Committee tab on web page	Hyperlink to webpage	Completed	100	
	2.1.g	Increase Prof. Dev.: create prof. dev. Plan & structure, inc. prioritization plan	Professional development plan; list of planned activities	On hold for resource allocation funding.	70	





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2.1 Strengthen intergroup understanding via regular communication, professional development, dialogue, and exchange.	2.1.h	Increase Prof. Dev.: fund prof. dev. Activities	Evidence of budget	On hold for resource allocation funding.	51	
	2.1.i	Communicate MC events to community: E-newsletter for sports news/events	Web pages; email lists	Campus and community flyers; Microsoft IT Academy-300 courses available, online training for seven staff & Instructors (2015-16): WpLRC, Assoc. Training Dev. (ATD) Membership \$10K in classes taken (MP's (DSN);	80	
	2.1.j	Communicate MC events to community: cultural arts	Web pages; email lists; press releases; advertising	Social media networks district Facebook and twitter; hire a FT public information assistant; start Friends of the Arts giving circle. Performance & Lecture Series continuing on and Annual Performance Events, Art Gallery Exhibitions, Music Clinic on May 1st	100	
	2.1.k	Communicate MC events to community: open houses/campus events	Web pages; email lists; press releases; advertising	Campus and community publication, flyers, and social media; use social media; increase advertising budget; Performing Arts calendar-by semester; Webpage & social media, Local press Release, Student Life magazine, Posters, Ongoing LRCpublishes information about cultural events to collex webpage and social media sites, Chamber of Commerce-Kick off for CSA/ELI open to public classes, Campus Digest, Student Life Magazine.	100	
	2.1.l	Encourage social gatherings & collaboration across groups: college-wide picnic? Speakers, panels, etc.	Flyers; email announcements; social media	Celebrate personal and professional accomplishments of staff;Fall convocation spring classified staff development day	100	




Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
2.2 Enhance public relations outreach and develop and implement a branding initiative.	2.2.a	Elicit input from student leadership groups	Student survey; Visits to student groups by managers; student meeting notes	Established mechanism for data elements outside of Elucian; Commitment to create and implement a calendar	100	
2.2 Enhance public relations outreach and develop and implement a branding initiative.	2.2.b	Develop relationships w/ community organizations--NAACP, Merced Chambers, ...	Develop a target list of organizations conducive to growth and aims of college; College joins organizations; Consolidate College memberships to maximize impact: Designate staff to attend meetings	Developed relationships with local leaders of NAACP, MC Chamber, local hospitals, Merced Hispanic Chamber, and other organizations. Significant progress has been made in the past 2 years.	100	
	2.2.c	Increase District support for Foundation & have managers and areas attend and host events	Photos, guest books, donor sign in sheets; program; staff calendars; increase in payroll deductions	Hired new Director of Institutional Advancement to begin in January 2018; Significant work still needs to be completed on this action item.	25	
	2.2.d	Improve District social media presence	Number of posts and "hits", social media analytics	There has been significant improvement in this area with the assistance of faculty member and a recently hired (new position) full-time social media strategist to host analytics. Assist PIO now manages social media sites. Significant improvement has been made.	100	
	2.2.e	Develop district brand with professional marketing group	Branding campaign/consultant report	District hired outside consultant to facilitate and develop new brand and logo for the District. Completed June/July 2017. Posted on the website at <a href="http://www.mccd.edu/brand/">http://www.mccd.edu/brand/</a>	100	
	2.2.f	Create a branding manual illustrating outlining District standards	Branding manual	Designed by the consultant and printed in-house; Posted on website at <a href="http://www.mccd.edu/brand/">http://www.mccd.edu/brand/</a>	100	
2.3 Promote an atmosphere of academic excellence.	2.3.a	Promote concept of centralized Noncredit classes and tutorial in a new technology center/open lab	Increased awareness of services; increased no. of students using services	Included in Educational Master Plan Fall 2015, Fully service one-stop at the BRC for admissions, fiscal services, counseling, and instruction to serve business/industry as well as nontraditional students in Noncredit or credit/not-for-credit offerings.	20	





Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
2.3 Promote an atmosphere of academic excellence.	2.3.b	Use the needs/interests page of the college application to send an automated email to applicants about selected academic services	Increased awareness of services; increased no. of students using services	To date, the college has not used the college application to send an automated email to applicants about selected academic services.	100	
2.3 Promote an atmosphere of academic excellence.	2.3.c	Implement strategies to promote Retention Alert and train faculty are to proactively in referring students to student success services and programs	Increased awareness of services; increased no. of students using services	New orientation for Adjunct / FT.	60	
	2.3.d	Provide professional development opportunities for faculty and staff to stay on cutting edge of expertise with applicable assessments; General Ed, program assessment; CTE provides funds for CTE faculty professional development provided by 3-party Technical Trainers for all CTE Disciplines; General Ed, program assessment.	Increased enrollment; increased customer satisfaction (survey?), ATD (ASTD): Assessments of Online Instructional Design & ROI Biz CTE & Contract Education (survey ?) (survey?)	ARC Co-Chair - Bringing guest speaker on PR/SLO in Spring 2016 as part of an Area meeting. Flex training provided, IT Academy, ELI, CITD-GT&L purchased ESMI Data, CITD-GT&L sends faculty to training and conferences-Academic Senate President to the CCCA&E Conference, dent Climate survey training with 6 staff at BRC, Fall Student Success Symposium w/VPSS Spring Student Success Symposium. eLumen rollout / faculty training needed.	60	
	2.3.e	Highlight and/or market student success stories, student of the month and professor and staff accomplishments (i.e. newspapers, community events, etc.)	Increased enrollment; increased persistence	Marketing and promotion of the college through the Campus Digest, the Merced County Times and the Merced Sun-Star showcasing activities occurring at the college, instructional programs, students, and faculty have occurred and will continue to occur to increase awareness regarding the college within the service area.	90	
	2.3.f	Hire vocation-specific expert/expert counselors and/or paraprofessionals/advisors for academic and embedded services	Increased retention, persistence, completion	Through the Strong Workforce Grant, embedded counselors have been retained to work with CTE students in Area 3 programs. This is an ongoing activity.	100	







Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
2.3 Promote an atmosphere of academic excellence.	2.3.g	Market graduates who successfully gain employment as a result of attending Merced College and link with business partners when applicable	There are many graduates who have successfully gained employment as a result of completing our programs. In the Medical Admin. Assisting program, the students are placed in internships where they often are employed after they complete. Their successes on the job are communicated by faculty to other employers. This helps with successfully placing other interns. Graduates from contract programs such as the LiUNA training are highlighted in publications of the International Laborers Union. Contracts for new CSA classes are obtained by promoting the success of the program to new companies. Need a FT PIO This continues to be true. We need assistance with social media marketing, as well as with marketing the success rates of program graduates at obtaining employment.	Need a FT PIO. This continues to be true. We need assistance with social media marketing, as well as with marketing the success rates of program graduates at obtaining employment.	100	




Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
2.3 Promote an atmosphere of academic excellence.	2.3.h	Link with business partners when applicable to provide internship and job placement opportunities for students	Dean of CTE	Strong workforce funds have been used and will continue to be used to develop internship opportunities for CTE students which link up with business and industry in the greater Merced area. Funds have been directed toward retaining a full-time embedded counselor to assist students who engage in internships through the college. Job placement has occurred with local business and industry with a focus on the manufacturing sector and agriculture.	100	
	2.3.i	Outreach to middle schools and high schools to bring them students and counselors to the Merced College campus to see academic excellence	increased enrollment; increased persistence, completion	The are several events that bring K-12 students on campus funded with Perkins dollars and including many sponsored events by many programs including Allied Health, Agriculture, and Nurtition and Business. Examples of these events would include Field Day, Nurtition and Food Day, tours of the Child Development Center, and STEM outreach activities through the Math Science area. These events are annual in nature.	100	
	2.3.j	Host a Friday night movie (or similar event) event to bring community on campus at least one time per month with 5-minute student success profile before movie	Community awareness	There has been discussion to create a Friday Night movie event in the college theater although staffing and budget have prevented this acitivity from occurring.	10	
	2.3.k	Increase communication and interaction between student services programs/services and instructional faculty	Office of Instruction/Office of Student Services	Beginning with the Fall 2017 semester, the Office of Instruction and the Office of Student Services have been meeting on a monthly basis to share information and activities and work to develop stronger communication and integration between the operations. This is an ongoing activity.	100	










Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
2.3 Promote an atmosphere of academic excellence.	2.3.l	Research and secure funding to promote an atmosphere of academic excellence.	Office of Instruction	The BSSOT grant has been used to promote an atmosphere of academic excellence through creation of the ILC and the introduction of Habits of Mind. The college is currently pursuing a number of grants including Title V, Title III, and Guided Pathways as well as ongoing funding including Perkins, Strong Workforce, AEBG, and Prop. 39 funding.	100	

### 3 Assure continuous quality improvement of technology and systems integration










Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
3.1 Provide professional development training opportunities on the effective use of technology for all employees.	3.1.a	Determine technology training needs of district	Identify district needs	Identified the need to create a Educational Technology Training Center. The center is in development.	30	
	3.1.b	Schedule ongoing trainings for district	Schedule posted on website	Under the guidance of the Dean of the LRC and Distance Education, training sessions for faculty to facilitate migration from BlackBoard to Canvas have been occurring with completion transition to Canvas occurring by Fall 2018.	95	
	3.1.c	Create accessible location to view available trainings and sign up	No. of enrollees signed up for training	Web design is in progress. OMS system has been installed and not yet in use. Recent effort has been directed toward developing an Educational Technology Center which would be utilized by faculty engaged in distance education as well as students who need assistance in completing distance education classes.	80	
	3.1.d	Promote the trainings on district portal	Log of portal postings	Schedule of trainings is not finalized so there has been no promotion.	0	





Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
3.1 Provide professional development training opportunities on the effective use of technology for all employees.	3.1.e	Videotape all trainings & post on website/portal	Archive of training videos	This will start as soon as the official trainings begin in early February	0	
	3.1.f	Ensure new and continuous employees have access to training opportunity information	Web based sign-up site with list of available training offerings	Developed a prototype for training as a result of the new phone system deployment; see attachment that includes LRC training response for more detail; Community Services offers Microsoft Office, Social Media, and a large number of technology platforms through both in-person and online offerings, FT Faculty Orientation, Peer Mentoring, IT Academy, AV Brochure, PT Faculty Orientation.	30	
	3.1.g	Training for Instructional Systems: DE Loan School	Orientation material & website updates. LRC and ITS published information flyers on training sessions available from AV and the TRC. AV published list of online courses available through the Microsoft IT Academy.	Community Services offers Microsoft Office, Social Media, and a large number of technology platforms through both in-person and online offerings; FT Faculty Orientation; PT Faculty Orientation; Peer Mentoring; IT Academy; AV Brochure; LRC Orientation of faculty; AV open house; MC-ALL Announcements; Flex.	70	
	3.1.h	Training for Business Systems in Colleague: Fiscal, Student, HR/Payroll, Fin Aid, Core	Department managers and ITS as well as training website.	Currently the manufacturer provides primary training on overall system. We will start providing area specific trainings.	20	
	3.1.i	Training for Desktop Productivity	Orientation material & website updates	This is now provided through the LRC	80	
	3.1.j	Training for Web-Based Resources	Orientation material & website updates	Web Master provides training on Omni Update and Specialist provides training on SharePoint	100	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
3.2 Improve accessibility and navigation of the public website, portal, and telephone system.	3.2.a	Redesign the MCCD website with uniform templates for standardization.	New MCCD website	VPAS, VPIS and ITS have researched other sites, analyzed back end structure and located a consultant to assist with the process of web design. The cost relates to back end upgrades and consultant; A redesign of the MCCD website is in progress the targeted implementation date is November 2015. The website will be optimized for multiple platforms and content will be managed in OmniUpdate OU Campus CMS to allow for standardization and uniformity of webpages.	100	
	3.2.b	Conduct monthly evaluation/review of the MCCD website for currency of information and relevancy content.	Updated/current information throughout website. Usage reports.	Need to determine all of our web pages and determine who actually updates them and who should update them (this will not include faculty web pages); The top-level pages of the MCCD website are reviewed monthly to ensure information is current and relevant; to prepare for the new website, an in-depth review of existing content is ongoing and includes content audit meetings with editors and/or managers from each department. The web implementation team has developed the edit protocol and web pages templates.	70	
	3.2.c	Ensure public has access to all dept program reviews and all required compliance materials & documents (i.e. open access to Curricunet, Course Outlines of Records, etc.)	Posted documents on the website and/or links to Curricunet	RFP issued results were insufficient to meet District needs and RFPs will be resubmitted fall semester	100	


Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
3.2 Improve accessibility and navigation of the public website, portal, and telephone system.	3.2.c	Provide responsible faculty, staff, and managers ongoing training on updating and/or maintaining website content	Monitor training workshops	Training and support is provided on an as-needed basis for the current content management system, SharePoint Designer, and will be provided for all editors using the new content management system, OmniUpdate OU Campus. Ongoing support and training will include documentation, how-to videos and workshops	100	
	3.2.d	Establish and implement a notification/pathway process when changes are made to the website (i.e. who made what changes when)	CMS Reports	Change management maintained by CMS Omni Update.	100	
	3.2.e	Redesign the MCCD portal with uniform templates for standardization.	New MCCD portal	This is part of the process to develop the new web design.	0	
	3.2.f	Conduct monthly evaluation/review of the MCCD portal for currency of information and relevancy content.	Updated/current information throughout portal	Need to determine all of our web pages and determine who actually updates them and who should update them (this will not include faculty web pages); (responsibility should be the VP or President)	20	
	3.2.g	Assess the current and future telephone system needs with the development of an improvement plan for the District system.	The approved bid for new phone system and physical implementation of new system.	A team has been established to analyze the District needs of a new phone system, & the new phone system is now implemented.	100	
	3.2.h	Develop website content standards and approval process for posting to the District website.	Web governance documents	Website content standards are complete & the process for posting is in progress.	80	
	3.2.i	Provide high accessibility for mobile devices to all District web-based content	Show accessibility test results or access by mobile device	Access to web based resources varies.	30	
	3.2.j	1. Conduct user satisfaction surveys	Satisfaction survey results	Faculty librarians conduct user faculty satisfaction surveys. IS, Network, and AV will each submit a separate satisfaction survey as well.	20	
	3.2.k	2. Develop District Standards for the purchase of Instructional Technology	Documented process	A framework has already been written and is being modified for district use.	60	















Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
3.2 Improve accessibility and navigation of the public website, portal, and telephone system.	3.2.l	3. Develop process for the installation of technology in classrooms.	Documented process	A framework has already been created and is being used.	100	
3.3 Ensure appropriate use and support of technology in the delivery of instruction, student services, and administrative units.	3.3.a	Compile and assess inventory of hardware and software districtwide operational effectiveness	Evidence of current asset inventory database	The district is looking as several levels of asset management options	0	
	3.3.b	Upgrade and replace software & hardware based on operational needs as determined by assessment in 3.3a	Account line activity againsts Life Cycle replacement line	Replacement of hardware is based on the availability of Life Cycle funding	80	
	3.3.c	Educate college community on appropriate use of technology	Update board policies and create training materials.	Created Operation technology committee. Updated Acceptable Use Policy	75	
	3.3.d	Provide and prioritize support for technology training districtwide	identify district needs	Identified the need to create a Educational Technology Training Center. The center is in development.	30	
	3.3.e	Assess current level of technology integration and support staffing and plan for operational needs as determined by assessment	Assessment documentation	Assessments need to be done per department. Staffing requests are currently reviewed and implemented by Cabinet.	51	
	3.3.f	Develop measurements for effective use of data in executive decision making ie enrollment report/staffing etc.	Measurement data that supports decisions that were made. Not an ITS role perhaps.	Created Enrollment Management database and modeling tools to support Instruction. Started to create business intelligence tools to support Student Services. Starting work on BI tool sto support Fiscal Services.	40	
3.4 Assess and implement system integration to streamline processes.	3.4.a	Compile a list of District Wide information management systems and other processes	List of existing sytems	Several list need to be completed.	0	
	3.4.b	Analyze existing information systems for functionality, integration, and overall efficiencies	Evaluation Report	One analysis has been completed on HR/Payroll System	30	






Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
3.4 Assess and implement system integration to streamline processes.	3.4.c	Determine ITS staffing levels and knowledge base vs. consultant support for Implementation Plans	Evaluation report May 2018	Create overall staffing evaluation report of IS, Network, and AV areas	40	
	3.4.d	Determine feasibility of consolidation or alternative software	Feasibility Report/coast benefit analysis	This process is ongoing. It is being performed constantly.	100	
	3.4.e	Develop Implementation plans	Implementation Plan	Implementation plans are continuously being created and acted on.	100	
	3.4.f	Prioritize plans	Prioritized List of projects	Priorities are re-assigned at the time a new plan is instantiated.	100	
	3.4.g	Implement	List of completion projects.	Implementations are completing regularly,	100	
	3.4.h	1. Develop process for effective transfer of student data to Automated Library System.	Process and scripts for automating this process	Working with AV manager now to complete this.	10	


#### 4 Partner with the community





Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
4.1 Develop alternative funding sources through the private sector and federal and state agencies to diversify and stabilize the District's revenue sources.	4.1.a	Increase utilization of district lands/resources for private use	Establish excess capacity and develop a plan for use. Create long-term & short-term lease & rental revenue strategies	The Facilities Master Plan is expected to be completed in Dec 2018 and will include potential locations for private use. Farm property is currently leased in LB and Merced. To complete this essential work, the District recently created a new position, Dir of Landscape, Farm Mgmt, and Special Projects, and it has been staffed as of Jan 2018.	60	



Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
4.1 Develop alternative funding sources through the private sector and federal and state agencies to diversify and stabilize the District's revenue sources.	4.1.b	Attract industries/business to create investment opportunities, long-term partnerships & student programs	Developing a marketing strategy for advertising and enticing participation. Generate additional revenue or increase savings; Title V Grant - VPI BRC - Contract Ed; Prison Education; CTE Dean; in RHT Sector DSN-Regional "Skill Standard" Process (2014); DSN-Bus/Ind. Contacts; Partnerships w/Chamber.	The BRC has a number of partnership opportunities for outreach to the private sector as well as federal/state agencies, but the development of a "wish list" of items, time, programs, or funding need to be established to market and/or engage these private sector and federal/state agency prospective partners. New Director of I.A. will assist with this action step starting in January 2018. Contract education, prison education, and other partnerships have expandd during the past three years.	55	
	4.1.c	Explore and prioritize cost saving & federal funding incentives for resource conservation & green initiatives	Cost reduction & revenue	Master lanscape design was created; New Director of Landscape hired starting in Jan. 2018; Sustainability measures have been implemented including water bottle stations; new irrigation system; exploring solar in LB, energy efficiency projects in buildings. The District has been able to implement numerous energy savings projects through Prop 39, including more efficient HVAC systems, charging stations, increased e-forms, pool pumps, etc.	100	
	4.1.d	Explore and prioirtize projects/initiatives for additional funding by capitalizing on the district's designation as H.S.I./Ag campus	Increase federal revenues, grants	Awarded several grant. More in progress. Dean of OIE update with Grants Tracker. The District is currently going after Title V and Title III grants. State funding and state grants, such as the competitive BSSOT grant, have helped with guided pathways initiatives. Progress has been made and the Distrcit will continue to prioritize this important action item.	80	
	4.1.e	Allocate funding for a full-time grant writer	increased funding through grant awards	No funding is currently allocated for this action. The District has hired a Dean of Institutional Effectiveness to oversee grants and is contracting with grant writers as needed.	75	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
4.1 Develop alternative funding sources through the private sector and federal and state agencies to diversify and stabilize the District's revenue sources.	4.1.f	Allocate ongoing funding for a grants management software system	Find grant opportunities & generate revenue	A grants management system was purchased but was determined to not meet our ongoing needs so we are still looking for a long-term software solution. Subscription cancelled. This activity has been discontinued for this cycle of the strategic plan.	0	
	4.1.g	Explore the feasibility of bond issue	Generate revenue	AG-IT building needs completing but exploration and feasibility has been discussed. The District is waiting on matching funds from the state for this project. Another bond will be explored after the AG-IT building is completed. The FMP will also drive the priorities for the next bond measure.	25	
	4.1.h	Develop an alternative funding strategy for the build out of the Facility Master Plan		Fundraising efforts have lacked during the past 3 - 5 years related to this action step. The new Dir of I.A. will be tasked with capital campaign efforts to improve in this area.	0	
4.2 Encourage and facilitate alumni engagement.	4.2.a	Provide training to Instructional Deans on Alumni relations	Conference registration;	No action completed at this time.	0	
	4.2.b	Convert microfilm student records to include as viable resource of alumni participants	Database of current alumni; alumni search service contract	Establish District Policy and Procedures	0	
	4.2.c	Increase participation in Athletic Hall of Fame	Number of participants	This event has been institutionalized and participation has increased in the past 4 years.	100	
	4.2.d	Create process to identify Alumnus of Year	Selection criteria; support of community	No action completed at this time; This activity has been discontinued for this cycle of the strategic plan.	0	
	4.2e	Contact students as part of the graduation process and include a follow-up contact	Printed card respondents; list of alumni contacts	No action completed at this time; This activity has been discontinued for this cycle of the strategic plan.	0	







Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
4.2 Encourage and facilitate alumni engagement.	4.2f	Develop social media platforms so that alumni can post current information and success stories	Social media metrics	Social media platforms have been created. Efforts now need to be made to encourage alumni participation.	75	
	4.2g	Provide alumni benefits, rewards and privileges	Purchase order for items	No action completed at this time; This activity has been discontinued for this cycle of the strategic plan.	0	
4.3 Pursue mutually beneficial relationships with the community-at-large.	4.3.a	Promote MC as the hub for the community's social/cultural activity (come to us)	Increase attendance rates / List of partners that use facilities / # of people who attend events / # of events / tickets (free and sold) / Multi-cultural events	The District continues to host numerous community activities and events, including events for the career development, college exploration, community non-profits, performing arts, sporting events, etc.	80	
	4.3.b	Promote use of facilities for community use (connect and use facility with us)	Increase use of facilities / Communications to public about availability (postings on social media/website/e-signage)	The District has continued to provide facilities for community usage and, when appropriate, communicates them to the community.	100	
	4.3.c	Develop speaker's bureau	"College Experts" appear at community meetings / Performance & Speakers Lecture / Spring newsletter with speakers to go out to service clubs, senior center, students, alumni of speakers / Authors series, Dance groups / Student performances	This activity will require additional public information staff; No action has been completed on this task. This activity has been discontinued for this cycle of the strategic plan.	0	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
4.3 Pursue mutually beneficial relationships with the community-at-large.	4.3.d	Identify and provide for community needs for non-credit & Community Services programs; check with Director of Non-Credit Programs and Area 6 Dean on more CDCP, new certification of completion - AB86; Regional Deputy Sector Navigators and statewide Sector Navigators can provide curriculum expertise and industry trends that should be considered when developing new or refreshed programming options.	New program development that generates income	Check with Non-Credit Program and Area 6 Dean - more CDCP, new certification of completion - AB86;	75	
		New programming options funded by contracts with the WDB in Merced (LiUNA), the WDB regional network in Fresno (Slingshot), have resulted in student enrollment in classes/programs that address industry needs.		Three new CDCP certificate programs are in place:		
		ENG 121-122				
		MAT 101-102				
		GED, EDU 112, and GUI 101 or 102				
		EDU 112D – Skills Acquisition for Student Success – English was added to the Basic Skills Program				
		Investment to develop additional CDCP and/or short-term not-for-credit offerings are needed in order to enhance these areas of growth;				
New partnership with LiUNA and WDB has resulted in not-for-credit job training program, with more than 120 program graduates. New not-for-credit Building Inspector Training program, funded by WDB, resulted in 20 graduates.						





Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
4.3 Pursue mutually beneficial relationships with the community-at-large.	4.3.d	New programming options funded by contracts with the WDB in Merced (LiUNA), the WDB regional network in Fresno (Slingshot), have resulted in student enrollment in classes/programs that address industry needs.	New program development that generates income	Through AB86 and other funding and CDCP apportionment; Area 6 will work with AB86 Consortium to identify community needs for summer/fall 2015; Needs identified in Delhi, Chowchilla – new ESL and GED programs have been started and are enrolling students. CITD-GT&L-purchased EMSI data subscription for MCCD; AB86 ongoing partnership meetings. Merced College is fiscal agent for AB 288 Consortium. New partnerships with Catholic Charities, Los Banos High School District, Delhi High School, Chowchilla Public Library, Chowchilla Elementary School, Valley State Prison and Central California Womens Facility, have resulted in adult education classes in ESL, GED preparation, English and Math in those locations.	75	
	4.3.e	Promote community service and volunteerism	Staff become more involved in community	Establish a framework of hours served by faculty and staff; No action has been completed on this task. This activity has been discontinued for this cycle of the strategic plan.	10	
4.4 Enhance Merced College Foundation donor relations.	4.4.a	Develop a staffing plan for the Merced College Foundation.	Merced College Foundation Staffing Plan	Plan for staffing additions over 2-3 years. Director has presented staffing needs through Program Review and through several requests to the Superintendent/President; Increased staff has been assigned to this area.	100	
	4.4.b	Facilitate and develop events and/or activities to strengthen relationships between donors, students and Merced College staff	Events and donations as a result of each event/activity; Increased attendance at events/activities	Annual State of the College event has been hosted by the District and increased participation has been achieved.	75	




Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
4.4 Enhance Merced College Foundation donor relations.	4.4.c	Honor and recognize donors by establishing donor levels and publishing and promoting donor contributions when possible, including an annual Foundation Report for all donors.	Annual Foundation Report; Foundation-related publications (i.e. student success stories, donor stories, etc.)	The Foundation has not developed or published an annual report. However, under the new Superintendent/President, the District published the first annual report in 2017 and plans to continue this practice. The Foundation should consider also publishing an annual report to highlight donor relations, funding opportunities, fundraising efforts, etc.	50	
	4.4.d	Develop onboarding information and introduction to the Foundation for new employees, including information as to how employees can contribute to the Foundation.	New Employee Orientation; Material provided to new employees	Executive Director has invited Foundation board members to attend Fall MC Traditions workshop. Foundation will continue to market employee giving. This action item has not made significant progress.	25	




## 5 Promote a Sustainable, Supportive, and Safe Learning Environment







Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.1 Promote environmental stewardship.	5.1.a	Develop landscaping plan that reduces water consumption	Measure reduced water usage	Water conservation plan is in place. New Director hired.	0	
	5.1.b	Implement landscaping plan	Measure reduced water usage	Landscaping plan pending funding. New Director hired.	0	
	5.1.c	Facilitate implementation of student initiative to manage recycling; waste management	Implementation plan	AGS Club and LB campus students maintain recycle cans/plastics.	100	
	5.1.d	Set ITS and purchasing standards to reduce e-waste	Standards changed	Purchasing has set standards for e-waste disposal.	100	
5.1 Promote environmental stewardship.	5.1.e	Develop solar energy plan	Committee Action; meeting minutes	Continue to explore options for funding. Los Banos Campus Solar Project.	10	
	5.1.f	Train grounds on environmental friendly methods pertaining to water reduction	Completion of training	Grounds crew are receiving regular scheduled trainings	5	


















Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.1 Promote environmental stewardship.	5.1.g	See 5.7.c--Develop and complete a district-wide conservation and sustainability plan in cooperation with campus and community partners (i.e. Instruction, PG&E, MID, etc.)	District-wide written conservation and sustainability plan.	Operations and grounds have developed and are implementing water conservation measures; have completed a draft sustainability plan; completed RFP process for water management system.	25	
	5.1.h	Implement green building standard for future buildings and retrofits of existing buildings--requires assistance from an architect	District green design standard	Plans are in progress.	25	
	5.1.i	Implement electricity savings campaign to reduce phantom electricity use, e.g. computer auto off etc--working on this with scheduled maintenance and Prop 39	Measure amount of electrical savings	Implemented two series of Prop 39 Energy Savings Projects and are developing year three projects; lab computers are currently turned off at night and weekends.	75	
5.2 Develop a campus environment that fosters a productive and motivated team and links service areas with instruction.	5.2.a	Promote the integration of courses/curriculum with District programs/departments/areas to use our campuses as learning environments.	EMP and FMP Non-traditional classroom evidence, changes in curriculum; Botanical Gardens-used to teach with Campus Farm, Food Forest, Industrial Tech uses campus, Taher Internships, Sustainability Vision-ASMC, Culture & Cuisine Event-May, Student Art Project, Dia de las Muertos in LRC in conjunction with Puente; Botanical Gardens - used to teach with Campus Farm; Food Forest; Industrial Tech uses campus; Taher Internships; Sustainability Vision - ASMC; Culture & Cuisine Event - May.	Sustainable landscaping, water conservation faculty currently in the design stage.; for board authorization; student art project; Dia de las Muertos in LRC in conjunction with Puente. Additionally, the development of the Botanic Garden and the Food Forest at the Los Banos Campus will provide on campus learning environments for students.	74	






Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.2 Develop a campus environment that fosters a productive and motivated team and links service areas with instruction.	5.2.b	Develop mentorship program with staff/students/faculty	mentorship program; Mentoring of Part-time Faculty Task Force (IMPC)	Mentorship program: need to determine the needs of students and availability of staff. Currently providing work experience through work-study program; What's the need/purpose?	49	
	5.2.c	Conduct and assess the findings of a college-wide climate survey to assess "campus culture"	Survey results	Climate survey, to assess college culture not yet developed. Possible avenues for discussion and creation of survey through college counsel	70	
	5.2.d	Identify Program Review surveys already in place and identify common themes to assess "campus culture"	Program Review Surveys; Deans Summaries; Campus climate survey	Program review survey: program reviews to be compiled: once done with accreditation self-study team can discuss common themes to assess campus culture.	55	








Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.2 Develop a campus environment that fosters a productive and motivated team and links service areas with instruction.	5.2.e	Promote dialogue and integration by creating activities across areas/divisions/classifications.	Sign-in sheets, activities, events, documented dialogue, agendas, minutes; Culture & Cuisine Performance & Arts Learning Communities, Song Brown Special Projects, Workplace Learning Resource Center and CTE areas regularly create activities across areas for contract / partner needs. i.e., industrial maintenance not-for-credit, fee-based training offerings; i.e. social media for yhour business and microsoft office and training offerings RHT(LE) Sector Hosts Career Events at any H.S./Industry site (as requested) Lecture and Performance Series Library Cultural events and displays CITD-GT&L does flex training for faculty to engage them in international business and regional skill requirement of employers Dia delos Muertos poets in Library Chem 21 tour in library Engl 85 and 1A tours through the Library	Integration of activities to be developed; Workplace Learning Resource Center and CTE areas regularly create activities across areas for contract/partner needs. i.e., industrial maintenance not-for-credit, fee-based training offerings; i.e. social media for yhour business and microsoft office and training offerings; RHT(LE) Sector Hosts Career Events at any H.S./Industry site (as requested); Lecture and Performance Series; Library Cultural events and displays; CITD-GT&L does flex training for faculty to engage them in international business and regional skill requirement of employers; Dia de los Muertos poets in Library; Chem 21 tour in library; Engl 85 and 1A tours through the Library.	55	
5.3 Ensure continuous improvement of college-wide safety initiatives.	5.3.a	Security measures should be incorporated with the campuswide landscaping plan	Meeting minutes; completed landscaping plan	Already implemented, tree pruning pending funding. New Director hired.	50	
	5.3.b	Assess the number of security/safety incidents to determine trends on campus	Police, incident reports, and workers compensation reports	Implemented as part of Cleary Act report completed annually.	100	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.3 Ensure continuous improvement of college-wide safety initiatives.	5.3.c	Develop and implement an anonymous safety reporting process	Receipt of anonymous safety reports; follow-up	WeTip under Injury Illness Plan that has been implemented.	100	
	5.3.d	Develop comprehensive security/safety plan based on data from security/safety incidents reported and anonymous safety reporting	Completed plan	Ongoing process currently done by Campus Police and Risk Manager.	50	
	5.3.e	Develop and implement new employee and recurring safety training and include mental health environment	Training plan; training records	Completed and going through vetting process. Mental health training is currently being conducted through the student health center for student services to include fees.	25	
5.4 Improve campus life for students.	5.4.a	Create major events which bring "community" to our campus. Transfer Day. College Nights.	Calendar of events per semester (summer incl.)	Nothing substantial has been done to meet this activity; VPSS needs to meet with Dir of BIC	80	
	5.4.b	Increase the usage of social media platforms for campus activities. Commercials, etc.	Usage/hits/click-throughs; track via analytics	Student Equity funds have been allocated towards funding increase staffing for social media outreach efforts	80	
	5.4.c	Develop more student success stories to improve campus morale. Campus Digest. Student of the Month.	Production of PR and Media pieces	Student Equity funds have been allocated towards funding increase staffing for social media outreach efforts; Need to hire public information asst.	70	
	5.4.e	Conduct regular annual student satisfaction surveys	Survey results	CCSSE surveys have been conducted and analysis is currently in place	75	
	5.4.f	Arrange more user-friendly student eating, lounging spaces	Facilities plan; Los Banos-Mural in Cafeteria, Discussion/Planning for use of Amphitheater	Cafeteria renovation was completed to provide a more student-friendly environment	100	
	5.4.g	Assess and plan for "social safety net" services required to aid in student success	Facilities plan, Los Banos-Mural in Cafeteria, Discussion/Planning for use of Amphitheater	Student Equity planning assists with meeting this activity: More work needs to be done on this activity; partner social services. Student Equity. Partnering with High Schools, etc.	60	




Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.5 Maintain fiscal stability.	5.5.a	Develop district-wide scheduled maintenance plan	Detailed lists of facility components		100	
5.5 Maintain fiscal stability.	5.5.b	Develop equipment life cycle list, plan and regular funding streams	Detailed lists of equipment (technology, Mowers)	This has not yet been initiated (other than the technology lifecycle list maintained by ITS)	10	
	5.5.c	Establish an oversight committee for monitoring generation of FTES (monitor fluctuations); Recreate MAPLE or some version of it	Annual attendance report w/ minimum unfunded FTES; No Report	Cabinet performs this function currently; there has been recent discussion of organizing such a specialized group once new VPI is on board. Beginning with the Fall 2017 semester, the Office of Instruction established the Strategic Enrollment Management Committee. This committee meets on a bi-weekly basis to review enrollment data and best practices under SEM for the express purpose of developing recommends for the college and Office of Instruction regarding managing the instructional program.	100	
	5.5.d	Actively engage in CCC funding issues and legislation	MCCD key employees on statewide committees	Continue to participate in trainings and workshops and receive Chancellor's Office updates.	100	
	5.5.e	Long-range forecasting of revenue and expenditures	Written report of projections w/analysis of state & federal trends	This is currently in progress	50	
	5.5.f	Develop model to analyze addition of new programs (projects) to ensure sustainability	Develop analysis tool (beyond grant request form)	Cabinet has begun to review staffing, FTES, 50% calc FON and other indicators and is looking at the campus as a whole rather than as divisions; ongoing dialog.	25	
	5.5.g	Develop alternative Revenue sources: explore adding other international students;	NEED!	Assign to VP Student Services	25	
	5.5.h	Develop alternative Revenue sources: Develop District Wide grant priorities	NEED!	While overall priorities have not been developed, grant received to purchase sustainable vehicles which is a priority.	25	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.5 Maintain fiscal stability.	5.5.i	Develop alternative Revenue sources: Increase Community Ed	NEED!	Community Education has remained stable in terms of student enrollment from 2014 to present. The Dean of Area 6 and the Office of Instruction have been in discussions regarding the future of the program and how the program fits with regard to contract education and the non-credit program. In order to grow community education, specific areas of student demand will need to be identified.	25	
	5.5.j	Develop alternative Revenue sources: Explore electric charging stations	NEED! -- Solar	Currently exploring charging stations. We are looking to utilize grant funding to install charging stations at the LB campus and subsequently install a few at the Merced campus	50	
	5.5.k	Develop alternative Revenue sources: Explore cell tower lease income	NEED!	Looking at opportunities and have had three inquiries. Need to continue pursuing options	50	
	5.5.l	Develop alternative Revenue sources: Develop Donors	NEED!	Assign to Dir. I.A.	25	
	5.5.m	Develop Expenditure reduction sources: Review all large expenditures for possible savings	NEED!	Reviewing large expenditures as part of Prop 39 process ie. Gas & Electric, Ellucian Contract reduction, TouchNet (credit processing fees) and Custodian bid supplies. Continued as an ongoing process as part of the overall budget process.	50	
	5.5.n	Educate campus community on the elements of fiscal stability	NEED!	Continue to explore ways to provide education via board presentations, campus forums, committee discussions, emails, etc.	50	
	5.5.o	Develop a plan to fund OPEB liability	NEED!	Need to develop a funding plan and include this as a discussion item during annual budget development discussions.	10	



Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.5 Maintain fiscal stability.	5.5.p	Develop a process to that includes periodic review of fixed costs ie contracts, benefits	NEED!	This is done as part of the annual budget development process	50	
5.6 Ensure effective use of human resources.	5.6.a	Determine adequate staffing needs for all areas (Pres/Instruction/AdminSvcs/StudSvcs) for all levels of employees for safe and effective output of services	Baseline of employees responsible to every area; Staffing plans in progress	In progress; based on resource allocations, priorities and strategic plan; development of a staffing reorganization process and procedure is needed with mandatory outline of required information, matrix for scoring, Cabinet review timelines, and explanation of the approval and implementation process.	70	
	5.6.b	Create a plan to systematically review all areas.	Board report	Areas have submitted the proposed staffing plans. Submitted resource allocation requests. Until prioritization is authorized and funding is available for hiring. Next steps are to receive final budget and availability for staffing. Cabinet will identify resources for critical needs. in progress.	74	
	5.6.c	Analyze department needs for all areas and programs	Workload measures	IPEDS data: <a href="http://www.mccd.edu/about_us/merced_college/accreditation/IEPI/IPEDSDFR2014_MC.pdf">http://www.mccd.edu/about_us/merced_college/accreditation/IEPI/IPEDSDFR2014_MC.pdf</a> ; Copy of Resource Allocation Template (evidence folder) continuing progress; Resource Staffing Prioritization (in-progress); development of a staffing reorganization process and procedure is needed with mandatory outline of required information, matrix for scoring, Cabinet review timelines, and explanation of the approval and implementation process.	51	
	5.6.e	Align and adjust department needs and staffing to college mission and strategic plan	Rubric showing alignment	Reorganization of Areas 2 and 5 to increase efficiency and better align programs under these instructional areas (2016-17). Pending reorganization of Areas 5 and 4 are reasons previously stated (2017-18).	74	






Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
5.6 Ensure effective use of human resources.	5.6.d	Evaluate measures for trends and demand	Report from OIE	Re-evaluating measures	100	
	5.6.f	Establish parameters for outside review of all programs & services	Bid document RFQ	Review of programs based on parameters defined by accreditation self study. in progress	90	
	5.6.g	Develop Action Plans base on analysis and review	Specific HR Action Plan	In progress; based on resource allocations, priorities and strategic plan	60	
5.7 Ensure effective and efficient planning, development, and use of facilities and grounds.	5.7.a	Establish a formal process for facility use fee allocations, including an assessment of facility use fees and how we determine where the funds are allocated.	Formal report assessing facility use fees and fund allocations; a written formal process for facility use fees.	An assessment was completed and a new fee schedule was approved by the Board in August 2015.	100	
	5.7.b	Investigate and implement an electronic event management system integrated with Colleague to maximize efficient use of facilities and to streamline facility reservation & scheduling processes, billing, etc.	Implementation of event/facilities management software product (starting w/facilities).	Data elements may not be feasible for this item.	75	
	5.7.c	Develop and begin implementing a district-wide conservation and sustainability plan in cooperation with campus and community partners (i.e. Instruction, PG&E, MID, etc.)	District-wide written conservation and sustainability plan.	This is a repeat of 5.1	25	
	5.7.d	Develop strategies that promote the use of grounds as a "learning lab" and teaching tool, including special projects integrating facilities/grounds and instruction (i.e. walking arboretum tour, botanical garden, etc.).	Integration with FMP; fundraising efforts/events; completion of the actual projects; maintenance/operations training w/ Instruction	Updated Facility plan went to the board in November 2017 and grants and other sources of funding are being sought to support the development of the Botanic Garden and Food Forest at the Los Banos Campus.	10	

















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5.7 Ensure effective and efficient planning, development, and use of facilities and grounds.	5.7.e	Utilize the space utilization study data to maximize efficiency of current space, supporting student access & success.	Written space utilization studies and plans/proposals.	The District has a space utilization plan but it only includes how space is identified not how it could be used; need to work with deans and directors to more efficiently use the entire District facility. To that end, the district is now reviewing software designed to manage classroom and event space on campus in order to maximize classroom utilization in terms of class and room caps, the scheduling of classes, and inventory technology in the classroom setting. This software will also benefit those involved in planning event activities on campus.	20	
	5.7.f	Educate campus at large of internal facility usage and develop measures of facility usage (i.e. cafeteria, Lesher, library, etc.)	Usage report	Need to clarify the aim of this action; in process of developing communication plan to go out District wide for unauthorized classes and or personal use.	50	
	5.7.g	ADDITIONAL ITEM: Need to institute a recycling program for paper products as well as bottles/cans at the BRC (and throughout the District).			50	

## 6 Foster a culture of institutional effectiveness and excellence

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
6.1 Integrate and align planning and resource allocation.	6.1.a	Align planning and budget calendars	eLumen	In progress.	50	
	6.1.b	Shorten resource allocation plan cycle	Budget Committee	In dialogue; automate resource needs from eLumen	25	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
6.1 Integrate and align planning and resource allocation.	6.1.c	Identify access points for budget (resource allocation, planned expenditures, and life cycle) for safety, maintenance, and growth - enhance student success and experience	Equipment management (request --> effectiveness); SLO vs. Goal	Presented to Master Planning committees to include EMPC.	100	
	6.1.d	Staffing plan	HR Staffing Plan; EEO Plan	Cabinet is reviewing for implementation.	50	
	6.1.e	Capital expenditure plan	Facilities Master Plan [FMP]	Began to develop individual plans and need to consolidate.	10	
	6.1.f	Lifecycle and inspection process for facilities (facilities audit and preventative maintenance plan)	Fusion, FMP	In progress. Previously reviewed demos from prospective vendors and need to decide on which product to pursue	10	
	6.1.g	Lifecycle and inspection process for technology (audit and preventative maintenance plan)	Technology Master Plan	In progress; work on grant and in-direct rate strategies to support resources for life cycle and facility maintenance with grant managers. [Differ until Technology Masterplan].	20	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
6.2 Promote a culture of data-driven decision making.	6.2.a	SAC will establish a plan to ensure accreditation standards are met, consistent with continuous quality improvement.	Plan incorporated into SAC goals & objectives	As an institution, we need to have some dialogue and come to some agreement re: Core Indicators of Students Success (performance measures/standards; Criteria and Outcomes for performance reporting, funding and accountability measures. This would include identifying our data sources, our goals and baseline, and our historical, current and projected performance levels. We need to ensure the organizational structure and resources can support an efficient and integrated effort. SAC did oversee the development of the 2016 Self-Evaluation Report and established a plan to produce this report. The report was submitted to ACCJC in November of 2016 and was used by the ACCJC visiting team during the spring 2017 visit.	80	
	6.2.b	Review new accreditation standards and adjust Strategic Plan to ensure alignment	Written report	During the development of the 2016 Self-Evaluation Report there was an effort to ensure the Strategic Plan was referenced and aligned to the Self-Evaluation Report.	90	
	6.2.c	Incorporate plan into annual research calendar.	Annual Research Calendar	The new dean of institutional effectiveness and the ALO will need to ensure the Strategic Plan and the data needed to assess the plan is built into the research calendar.	100	
	6.2.d	Train key people in new accreditation standards.	Attend ACCJC workshop; post training survey; FLEX, local workshops	This training occurred throughout the development of the 2016 Self-Evaluation Report.	100	
	6.2.e	Establish district-wide orientation & ACCJC training program (online & workshops)	Training program is established, communicated & documented	Training regarding the ACCJC guidelines regarding the reaffirmation of accreditation and the development of the Self-Evaluation Report as well as the vetting of that report occurred both the spring and fall semesters of 2016.	100	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
6.2 Promote a culture of data-driven decision making.	6.2.f	Monitor progress per Strategic Plan	Develop processes & technology system to support regular reporting.	In progress and will be completed once the EMP is completed	50	
	6.2.g	Identify the data elements that need attention across the institution	Attrition Report	Institutional Effectiveness Metrics at OIE MC4Me. Report done annually	100	
	6.2.h	Identify the core indicators of Student success	Integrated Plan	State Chancellor's Office:Stud. Success Scorecard; SSSP and IEPI Metrics. Done	100	
	6.2.i	Identify tools to allow us to track real time performance metrics	IEPI, ACCJC Annual Report	Community Services and Workplace Learning Resource Center are researching integration of Augusoft with Colleague for registration tracking and reporting as well as full utilization of Launchboard data to drive decisions in all district programming.	100	
	6.2.j	Identify performance targets for metrics	IEPI, CCCC Student Success Scorecard	Done and ongoing	100	
	6.2.k	Define and implement the organizational structure and resources necessary to support an efficient and integrated effort	EMS, HR EEO Plan, Employee Engagement Study	EMS study in progress. The EEO Plan updated	50	
6.3 Ensure accreditation standards are met or exceeded.	6.3.a	Identify at a district level the data elements or KPI (key performance indicators) necessary to drive effective decision making.	IEPI Metrics. Data elements/KPI	In progress	75	
	6.3.b	Identify the specific data elements or KPI relevant to each ACCJC standard committee, necessary to drive effective decision making. Beyond those data defined for the district.	Document in list form with description openly available.	Done	100	
	6.3.c	Make current, relevant data available at all meetings to guide decision making.	Committee minutes	Development of dashboards through Augusoft for fee-based not-for-credit (Community Services) as well as Access database for contracted not-for-credit programming (Contract Education) are available for data-driven decision making.	100	

Operational College Goal / Objective	Action Steps	Target Metric to meet 2017-2018 Goal	Source of Data - Evidence	Status on Operational Goals - General Comments	Percent Completed	Current Status Indicator
6.3 Ensure accreditation standards are met or exceeded.	6.3.d	Provide comprehensive training on accreditation standards college wide	SAC	Done	100	●
	6.3.e	Expand number of recommendations to ACCJC team visits	Self Evaluation Report, Mid-Term Report	Done during the last self evaluation visit; Follow-up Report in progress	100	●
	6.3.f	Develop strategies and/or activities that promote a culture of continuous quality improvement	eLumen SLO, Program Review and Curriculum Modules	Implementation in progress anticipate to go live in December 2017	100	●
	6.3.g	Place accreditation on every master planning committee	Agendas, Minutes	Done during the last self evaluation visit; Follow-up Report in progress	100	●