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Veterans Resource Center United States Army First Lieutenant Peter Joseph Gallo









GROW HERE, GO ANYWHERE

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Message from the President



Merced College is invested in growing and transforming this community. As the largest institution of higher education in Merced County, with more than 15,000 students served in 2016-2017, we are committed to student success and access—one student at a time.

Our economic footprint and impact is estimated at over \$350 million annually. We're one of the County's largest employers, and it has been reported that students who take one or more courses at Merced College see an estimated 19.4% median earning increase. Simply put: Our role in this community is vital and we could not do it

without our talented workforce and community support.

Merced College is leading innovation through best practice educational programs and services. We have model, fast-track career technical education programs, accelerated curriculum, high profile transfer agreements, robust degree and certificate programs, and one of the nation's best workforce development and training programs with our state and nationally recognized Customer Service Academy and Emerging Leaders Institute.

Recently, we completed our new Educational Master Plan with six goals to lead us into the next five years:

- 1) Strengthen Enrollment Management and Student Success
- 2) Increase Student Access
- 3) Broaden Resource Development Efforts and Allocations
- 4) Strengthen Campus Safety and Facilities Planning
- 5) Improve and Strengthen Key Stakeholder Partnerships

Through a collaborative effort among all constituencies, including community stakeholders, these goals have become our framework to transform our practices, services, and educational programs. This report highlights these goals in greater detail along with the objectives and plans for our strategic implementation plan.

As you read this report, I am confident you will recognize our institution's strengths and opportunities. Additionally, you will see a reflection of our mission, vision, and core values. We welcome your support in helping us advance our master planning efforts and innovations to better serve our students and this amazing community. I continue to be proud of the consistently great work completed at Merced College aimed at preparing students for their academic and career goals. On behalf of Merced College, the Board of Trustees, and the Merced College Foundation, thank you for your continued support.

Sincerely,

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Chris Vitelli Superindent/President

Mission

Growing our community through education and workforce training:

- \cdot lifelong learning
- \cdot basic skills
- \cdot career technical education
- \cdot transfer
- \cdot degree/certificate programs

Ensuring student success through equitable access, continuous quality improvement, institutional, and student achievement.

Profile

Merced College is one of the top employers in Merced County with 844 employees, including full-time and adjunct faculty, administrators, and classified professionals. In 2017, the College's revenues were \$112 million and expenditures were \$114 million. Students received \$28,707,392 in financial aid. A total of 1,073 degrees were conferred, including 508 Associate of Arts degrees, 216 Associate of Arts for Transfer, 124 Associate of Science degrees, and 225 Associate of Science for Transfer degrees, and 482 certificates.

Total Students

2016-2017: 15,378 Headcount







Multi-Ethnicity





<image>

Finance 2016-2017



In 2016-2017, students received \$28,707,392 in financial aid. The College's total revenue was \$112 million. The total expenditures were \$114 million.



ALL FINANCIAL AID



Growth and Development

OS BANOS CAMPU



The Los Banos Campus is a full-service educational center of Merced College, serving residents of the Westside of Merced County. The campus offers a wide variety of programs for personal, professional, and academic enrichment.

In addition to complete access to all the services and support programs at Merced College, the Los Banos campus offers students an opportunity to complete educational programs. The campus offers six Associate of Arts degrees, two Associate of Science for Transfer degrees, three Associate of Arts for Transfer, and five Certificates of Achievement. In 2016-2017, the student enrollment in both credit and noncredit classes was 8,776. Merced College anticipates significant future enrollment growth for the campus due to a relatively rapid rate of population expansion in Westside communities.

The campus recently completed the initial planting of its new Food Forest, a one-acre semicircle, in the middle of March 2018. It consisted of saplings, including 20 different fruit trees and a variety of native plants. The next phase will add a number of raised vegetable gardens. The Food Forest creates a variety of instruction opportunities as well as the potential for community events.

In another effort to make the campus more green, Los Banos became a pilot school in Pacific Gas and Electric's new EV Charge Network Program. Thanks to funds from PG&E and the San Joaquin Valley Air Pollution Control District, the College installed six EV charging stations (12 total stalls) in its Northwest parking lot.

In addition, the College is in the process of building its CTE Welding Facility in Los Banos that will start offering classes in Fall 2018.

Building Strong Partnerships



PERCENTAGE OF AREA HIGH SCHOOL APPLICANTS ENROLLED IN FALL 2017

High school students make up an important and substantial portion of incoming students to Merced College.

To this end, the Office of Relations with Schools (ORS) has built strong partnerships with the 14 high schools in Merced College's service area, as well as with private, charter, and alternative schools in the area.

The ORS team consists of five high school liaisons, called Student Success and Support Program Technicians, as well as two Assessment Technicians (one in Merced, one in Los Banos), and a Director. During the 2016-2017 academic year, the team:

- Held 203 high school events
- Hosted 71 tours
- Participated in 28 community outreach events
- Assessed 4,463 students for college placement
- Completed student planning for 2,849 new students

This year's Blue Devil Preview Days welcomed 793 high school seniors to the Merced and Los Banos campuses.

WORK

Partnering with the Community



Merced offers everyone within the community their best opportunity to succeed. The College creates partnerships that connect us with businesses and industry to meet their

professional development needs, and that help us reach populations that might be underserved in our area.

Noncredit Programs

Merced College noncredit courses prepare students to pass a high school equivalency exam, to improve their English proficiency, and to seek citizenship. We provide opportunities for adults to engage in performing arts, improve computer skills, and learn new technical skills for career building. Classes in Technical Office Occupations and Medical Administrative Assisting have enabled many students to enter careers in the medical field.

These courses take place at locations throughout the county, working with public and nonprofit partners such as:

- Catholic Charities of Merced County
- Central Valley Opportunity Center
- Housing Authority, County of Merced
- Chowchilla Public Library and at Chowchilla High School.
- Merced County Office of Education
- Los Banos High School District and Delhi Unified School District

Merced College has entered into instructional services agreements with the Farmworker Institute of Education and Leadership Development (FIELD) to offer ESL classes in Planada, Atwater, Merced and Livingston. The College continues to support skill development for adults with disabilities in partnership with the Kings View Work Experience Center.

Community Services and Contract Education

Merced College's workforce training programs include the flagship Customer Service Academy, which has served hundreds of businesses who seek professional development in areas such as team building and communication in the workplace; and the Emerging Leaders Institute, which focuses on developing core leadership skills for new managers and high-potential employees.

Community Services provides opportunities for education, enrichment, and adventure, as well as specific trainings to improve job-related skills. Through the ever-popular College for Kids program, hundreds of kids get their start on a college campus by spending their summers in fitness and enrichment classes.

Planning

The Merced College Educational Master Plan (EMP) is one of the most important documents we produce as an institution. It defines who we are, and more importantly, who we want to be. It is the roadmap to what educational programs we offer to our community as well as the framework of our future Strategic Plan.

Merced College is in the process of finalizing the Educational Master Plan (EMP). A task force, consisting of administration, faculty, classified professionals, with the assistance of the Collaborative Brain Trust (CBT), a consulting firm, gathered data and reviewed stakeholder input from both internal and external partners to create the Educational Master Plan.

In additional to an Environmental Scan, the EMP development process included labor market analysis, growth forecasting, external listening sessions, campus forums, and Board of Trustees input in the plan's development. The EMP aligns with the District's mission, vision, and values, while also connecting to the Chancellor's Office Vision for Success. Student success is at the heart of the EMP and provides the outline for the Merced Community College District to thrive and be responsive to community need.

The Educational Master Plan:

- Provides direction for the College for the next five years •
- Is data-driven—developed with broad stakeholder input and based on current and future trends for higher education to serve the region
- Utilizes extensive quantitative and qualitative data to determine highpriority five-year goals and objectives
- Is the foundational document for the Strategic Implementation Plan • and the Facilities Master Plan

TIMELINES



ANNIN (ONG-RANGE

MERCED COLLEGE

EDUCATIONAL MASTER PLAN

2018-2023

Five-Year Goals and Objectives*

EMPLOY ENROLLMENT MANAGEMENT STRATEGIES TO SUPPORT STUDENT SUCCESS, PROGRESSION, AND COMPLETION / TRANSFER

- 1. *Develop guided pathways within metamajors, including stacked credentials, and in connection with K-12 and university partners
- 2. *Strengthen scheduling to provide effective, efficient, student-centered course offerings, delivered through structured time blocks, that also maximize Full-time Equivalent Student generation
- 3. *Design and develop innovative programs and expand educational programming to meet workforce needs (especially in Agriculture, Industrial Technology, and Career and Technical Education)
- 4. Provide just-in-time and advanced technical training to meet workforce needs
- 5. Expand coursework and certificate and degree programs at Los Banos Campus to align with area workforce needs
- 6. *Create innovative packaging and delivery of programs (e.g. cohort approaches; coordinated night, weekend, & summer programs; Fast Track; etc.) and expand distance education offerings
- 7. Implement strategies to support student success, progression, and completion / goal attainment

INCREASE STUDENT ACCESS AND STREAMLINE ENTRY PROCESSES

- 1. Support student goal identification and development of individualized student education plans
- 2. Streamline registration / matriculation processes
- 3. Reach new populations of students (e.g. in outer areas of District; new growth communities; incumbent adult workforce; non-traditional; AB288; more high school students; incarcerated; etc.)
- 4. Create First-Year Experience program which integrates campus life, career counseling, educational planning, and student success strategies

MAXIMIZE FUTURE FINANCIAL STABILITY VIA DATA-DRIVEN, LONG-RANGE, INTEGRATED FISCAL PLANNING

- 1. Implement integrated, data-driven business practices and sustainable resource development and allocation
- 2. Align resources with planning processes for long-range financial planning and fiscal management
- 3. Further develop the Foundation with structure, friend-raising, and fundraising
- 4. Develop proactive funding diversification via the Foundation, grants, and private sector partnerships



EMP GOALS

ENROLLMENT MANAGEMENT & STUDENT SUCCESS

> STUDENT ACCESS

RESOURCE DEVELOPMENT AND ALLOCATION

> SAFETY AND FACILIITIES PLANING

PARTNERSHIPS

INSTITUTIONAL EFFECTIVENESS, TECHNOLOGY, AND SYSTEM DESIGN

STRENGTHEN CAMPUS SAFETY AND ALIGN FACILITIES AND TECHNOLOGY PLANNING WITH EDUCATIONAL MASTER PLANNING

- 1. Address campus safety issues across all campus locations
- 2. Ensure facilities and technology planning supports long-range educational planning
- 3. Proactively pursue facility and technology funding through both state and diversified funding sources (see also Goal #3)

STRENGTHEN EXISTING AND CREATE NEW PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS, EMPLOYERS, AND GOVERNMENT AND COMMUNITY AGENCIES TO SUPPORT EMP GOALS

- 1. Revitalize Program Advisory Committees
- 2. Strengthen University partnerships
- 3. Strengthen K-12 partnerships
- 4. Partner with Employers, Foundations, Community groups and Government agencies (city, county, state)



INVEST IN IMPROVED INSTITUTIONAL EFFECTIVENESS, TECHNOLOGY AND SYSTEMS DESIGN

- 1. *Strengthen integrated planning
- 2. *Automate processes and strengthen data access and use at various levels of the institution; employ technology effectively; provide training
- 3. Refine Committee structure to support institutional goals, the Educational Master Plan, and student success
- 4. Develop long-range staffing and professional development plans

*= 2018-2019 Focus.



Innovative Solutions

nterdisciplinary Literacy Center. The Basic Skills Student Transformation Outcomes (BSSOT) Grant Program sought to close achievement gaps by implementing an accelerated English pathway and multiple measures placement. In addition, the BSSOT Grant created an innovative, state-of-the-art Interdisciplinary Literacy Center (ILC).

In fall 2017, 145 students self-

placed into the new accelerated English course one-level below transfer. Multiple measures placed an additional 713 students into transfer-level English. Fall 2017 versus Fall 2016 throughput data shows that 703 more Hispanic students completed the transfer level English (535 finishing successfully); 19 more African-American students (12 finishing successfully); and 69 more Asian students (51 finishing successfully). Data supports similar success for Merced College's ILC, which provides just-in-time interdisciplinary reading, writing, and critical thinking remediation. In Fall 2017, during the ILC's first semester, we saw 1,410 unduplicated students with over 14,000 contact hours. Students who visited the ILC were more successful than other students on campus: during Fall 2017, students who made use of the ILC had a 91.5% completion rate with a 76.18% course success rate. These figures are well above our district average of 84.73% course completion and 69.13% course success rate.

The ILC provides services in a café-like setting, which students find both welcoming and conducive to learning. Its use of cutting edge technology assistance across the disciplines has allowed this innovative learning solution to support all subjects, including history, biology, communication, psychology, and political science.

Online Education Initiative (OEI)

Merced College was selected to join the statewide Online Education Initiative (OEI) Consortia. The OEI Consortia's mission is to elevate student success through fully resourced, quality online courses. This initiative will increase access to students and expand our Distance Education offerings, especially in assisting our students in completing their online degree programs.

Institutional Effectiveness Partnership Initiative (IEPI) Strategic Enrollment Management (SEM) Program

Out of 34 districts statewide that applied for the IEPI SEM Program, Merced College is one of the 17 institutions selected by the State Chancellor's Office. The IEPI SEM Program will assist the College in addressing some of the ongoing challenges with enrollment and will provide assistance with changes occurring statewide.

IEPI SEM Program will assist in the implementation and scaling up of many of our ongoing initiatives and projects. The Program aims to assist in developing expertise and in achieving in-depth understanding for the foundation of a holistic SEM framework, helping to learn the best practices that will assist in adopting new and innovative processes.

ANNUAL REP<mark>ort 2018</mark>

ASMC Food Pantry



With food insecurity — a situation where consistent access to adequate food is limited by a lack of money and other resources

— a growing problem across the country and in Merced County, the Associated Students of Merced College (ASMC) passed a resolution for a hunger-free campus at the start of the Fall 2017 semester.

The establishment of the school's first Food Pantry shortly followed. The Merced College Food Pantry is located in the ASMC office and is open to students, faculty and staff five days a week.

The Pantry operates on donations and offers free water, canned goods, dry meals, instant meals, cereal and basic toiletries like shampoo, floss and toothpaste to those in need.

We invite you to stop by at the ASMC office located in the Student Union Building, room number STU-107.

Student of the Year

Stephanie Oliveira

Stephanie was born in Brazil but has lived in Merced for the past two years. She has always dreamed of being an English teacher and Merced College has given her the opportunity to learn from great professors. She works at the ILC in the Embedded Peer Mentoring program here at the College and is gaining experience working with students. She is an active member of Phi Theta Kappa and president of Alpha Gamma Sigma, both honor societies represented at Merced College and she is an active member of the Merced College Book Club.



Professor Near, who leads the Book Club, says that her insights into the books they read has been invaluable and was amazed that English was not her first language.

Stephanie wants to take what she has learned, and may consider a return to Brazil to teach English to high school students. She is excited about her ability to share what she's learned at Merced College with other students who are studying foreign languages, since English was not her first language. Professor Hull Taylor wrote that Stephanie has a "remarkable affinity to assess her peers' academic needs" and this will take her far in her chosen career. According to Professor Hull Taylor "Brazil's gain when she goes back home... will be Merced's loss."

Creative Ideas

A R H S H S



erced College offers degrees and certificate programs in the Fine and Performing Arts fields that support and encourage students in realizing their full potential in both their personal and academic pursuits. Students explore strategies creative and applications within the visual

and performing arts fields that promote enhanced career development choices and problem-solving abilities.

Particular areas of study include Fine and Digital Arts, Music, Photography and Theater Arts. Students can study curricula, including design, drawing and painting, sculpture and ceramics, as well as printmaking and art history.

In Theater Arts, students learn all aspects of stage performance including acting, stage management, technical theater including lighting, sound and set design, costume design, musical theater, and theater history. Theater Arts students develop critical skills in stage presentation, including public speaking and team collaboration.

A very exciting area of growth in the arts is in the area of digital media, which includes instruction and career technical skills development in game design, animation, motion graphics, web design, graphic design, and the integration of digital audio and video components.

Merced College Arts programs provide an important interface with the Merced community through our many public performances and noncredit classes and programs that are open and available to all community members. Our faculty and staff maintain many partnerships with community organizations with a focus on enhancing the arts, culture and the beautification of the Merced region.

Program Successes

Merced College CTE Programs have cause for celebration! Several programs have earned the Bronze, Silver, and Gold Stars recognition from the 2018 California Community Colleges Chancellor's Office for outstanding workforce outcomes.

Merced College is the recipient of Bronze Stars, Silver Stars and a Gold Star because graduates attained one or more of the following thresholds for economic mobility: (1) an increase in earnings by 50% or more (2) attainment of the regional living wage by 70% or more (3) 90% or more are employed in a job similar to their field of study.

GOLD STAR (attained threshold outcomes on all three metrics)

• Electrical: 102% increase in earnings, 77% of students attained the regional living wage and 100% of students are employed in a job similar to their field of study

SILVER STARS (attained threshold outcomes on two metrics)

- Diagnostic Radiology Technology: 374% increase in earnings and 75% of students attained the regional living wage
- Nursing, Registered: 355% increase in earnings and 93% of students attained the regional living wage
- Commercial Refrigeration Technician: 85% increase in earnings and 85% of students attained the regional living wage
- Nursing, Vocational: 74% increase in earnings and 76% of students attained the regional living wage

BRONZE STARS (attained threshold outcomes on one metric)

- Electronics and Electric Technology: 139% increase in earnings
- Welding Technology: 162% increase in earnings
- Automotive Technology: 175% increase in earnings
- Plant Science: 147% increase in earnings
- Agricultural Power Equipment Technology: 80% of students attained the regional living wage
- Business and Commerce, General: 75% of students attained the regional living wage
- Child Development-Early Care and Education: 64% increase in earnings
- Office Technology-Office Computer Applications: 471% increase in earnings
- Administration of Justice: 69% increase in earnings
- Fire Technology: 224% increase in earnings





ECHN CA

Serving All Students





erced College Lhas partnered with the California Department of Corrections and Rehabilitation to offer college course work to incarcerated students at Valley State Prison and California the Correctional Women's Facility.

From left: Professor McBride, Mr. Gutierrez and President Vitelli

The Merced College Prison Education Program is adopting a cohort model which places students into one cohort seeking a Certificate in General Business and/or an Associates transfer degree in Business Administration, and another cohort seeking an Associates transfer degree in Psychology. In future semesters, the college will offer further degrees based on student interest and job placement factors.

Merced College is currently serving approximately 250 incarcerated students and is dedicated to offering face-to-face instruction that leads toward degrees or certificates that result in enhanced workforce skills, which produce benefits that go beyond the needs and motives of the individual and address those of the larger, general society as well.

This year, Merced College recognized an incarcerated student as the October Merced College Student of the Month for demonstrating academic excellence in the classroom. Benito Gutierrez is a student in the Merced College program at Valley State Prison in Chowchilla. He has taken every class that Merced College has offered on the Valley State campus and holds a 4.0 GPA. He wishes to transfer to a four year university and earn a degree in Creative Writing.

In addition, Merced College will award the first AA-T in Psychology to an incarcerated student at Valley State Prison. David Richard Flores will receive two Associate of Arts degrees this May, one in Social and Behavioral Science and one in Psychology. The student completed these goals by attending classes through Feather River College, Lassen College, and Merced College.

Veterans Resource Center



The Merced College First Lieutenant Peter Joseph Gallo Veterans Resource Center completed its remodel in August and is fully servicing over 150 veterans and their dependents across campus.

Whether the veterans need someone to talk to or just a quiet space to be alone with their thoughts, the goal for the remodel was to give veterans on campus a space that could facilitate all their needs.

The Peter Gallo Memorial Foundation donated \$80,000 to the project, which took just about a year and a half to complete. Working with Darden Architects out of Fresno, the College allocated an initial \$50,000 towards the interior offices, which were completed in January. The remaining \$30,000 went towards the construction of the patio area and the new sign.

Peter J. Gallo, whom the center is named after, won a number of medals as a combat veteran in Vietnam.

Merced College hosted the fourth annual 'Field of Honor' display for Veterans Day.



The Merced Sunrise Rotary Club, in partnership with Merced College, installed 1,000 U.S. flags in honor of those that have served and fallen in action from Merced County on the Merced College front lawn. Large U.S. flags are placed on eight-foot poles in a perfect grid to honor veterans, active duty military members, and first responders with a visually moving display.

The 'Field of Honor' is an important acknowledgement of the sacrifices made by so many from Merced County. The visual impact is very powerful and creates an immediate sense of community pride.

N N N

Athletics

Merced College Athletics works hard to perform with distinction on the field and off. The department offers a gender-balanced intercollegiate program, six male sports (football, water polo, basketball, baseball, track & field and swimming) and six female (volleyball, water polo, basketball, softball, track & field and swimming).

Highlights from the 2017-18 MC athletics year:

- The football Blue Devils had a record of 9-2; they were league cochampions (with Monterey Peninsula College). They played in a second consecutive bowl game
- Football: head coach Bob Casey named Golden Coast League Coach of the Year.
- Women's basketball won 28 games and lost six. The Lady Devils were Central Valley Conference co-champions (with Sequoias and Fresno) with a 5-1 record. They advanced to the final eight, where they finished second in the state to Mt. San Jacinto College.
- Women's Basketball head coach Allen Huddleston was named North Region State Coach of the Year.
- Women's volleyball posted an 11-4 CVC record under head coach Jessica Casey.
- Men's water polo, under head coach Scott McCall, had a conference record of 7-2 and advanced to the NorCal playoffs.
- Under new head coach Billy Halpin, the women's water polo team had a league record of 6-4. They advanced to the NorCal playoffs as well.
- Baseball finished in fourth place in the CVC (22-18 overall, 12-9 in conference) with head coach Chris Pedretti closing out his career with 840 wins.
- Softball went 14-7 in CVC play, good for fourth place, and finished 22-18 overall.

Additional News:

- In May of 2017, Athletic Director Steve Cassady, was inducted into the state Softball Coaches' Association Hall of Fame. He joins five other Blue Devil head coaches honored with HOF induction in their respective sports: Don Odishoo and Anthony Lewis (football); Don Reid (basketball); Butch Hughes (baseball); and Bob Pollitt (men's aquatics). Certain to join this group in the future: Bill Halpin (women's aquatics) and current baseball coach Chris Pedretti, the winningest Blue Devils coach of all, with 840 victories.
- In October, 2017, the District honored Blue Devils aquatics coaching legend Bob Pollitt by naming the swimming pool, the "Bob Pollitt Aquatics Center."
- MC athletes continue to matriculate at a healthy level. 83 % of the 2017-18 second-year participants are on-track to receive an AA degree and/or fulfill transfer requirements, or join the military within three years of first enrollment.

As much as it does for their performance on the courts and the fields, the entire department takes pride in the academic achievement of its student-athletes.

MC Foundation

It's an honor to introduce myself as the new Executive Director of the Merced College Foundation. As an alumna of Merced College, I am humbled and excited to lead the Foundation into its next chapter. I'm lucky to join such a dynamic team and inspiring community.

I am proud of Merced College and the accomplishments of our students and alumni, the caliber of our faculty and staff



and the support we receive from the community. Your partnership is essential to our continued success, and I'm dedicated to upholding your values and trust to ensure that support for years to come.

Since 1973, the Merced College Foundation has raised millions of charitable dollars that benefit Merced College students in a variety of ways. By providing financial assistance ranging from scholarships and grants to supplies and stipends, the Foundation makes a critical difference in the academic lives of thousands of students every year. As new programs and facilities provide new opportunities to excel, we find the resources to realize them. Last year the Foundation provided more than \$673,000 in program support, including scholarships.

Your gift is at the center of what we do. What you may not know is that the Merced College Foundation doesn't charge upfront gift fees. Every dollar you give goes exactly where you want it to go. If you are not already a supporter of Merced College, I invite you to become one now. Your giving will be celebrated every day on campus as students take steps toward success!

Sincerely,

Jui Cunshan

Jill Cunningham Executive Director

The Merced College Foundation is a 501 (c) 3 incorporated, tax-exempt non-profit overseen by a volunteer Board of Directors. Our tax ID number is 23-7385578.

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