



2023-2028 Educational Master Plan

May 19, 2023

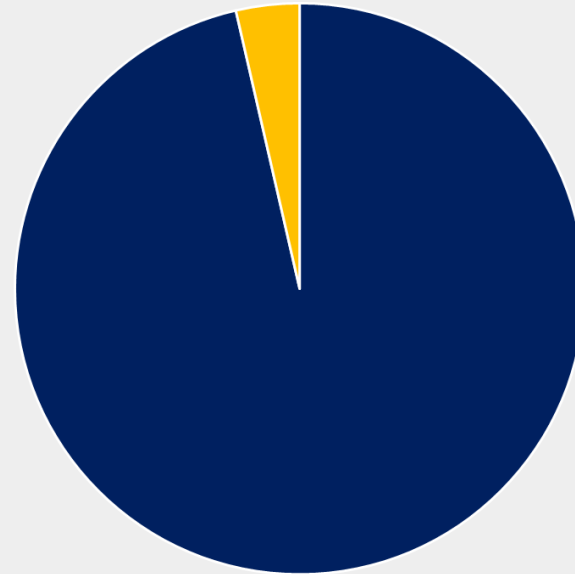
But, first. . .

A recap of the 2018-2023 EMP

- **Goal 1:** Employ enrollment management strategies to support student success, progression, and completion/transfer
- **Goal 2:** Increase student access and streamline entry processes
- **Goal 3:** Maximize future financial stability via data driven, long range, integrated fiscal planning
- **Goal 4:** Strengthen campus safety and align facilities and technology planning with educational master planning
- **Goal 5:** Strengthen existing and create new partnerships with educational institutions, employers and government and community agencies to support EMP goals
- **Goal 6:** Design streamlined, integrated technological and human systems that work effectively towards desired outcomes
- **Goal 7:** Implement innovative practices, learned as a result of the pandemic, to increase accessibility and preserve an authentic collegiate experience
- **Goal 8:** Utilize MCCD's Diversity, Equity, and Inclusion Framework to address systemic racism and social injustices within all facets of our services and programs for our community, colleagues, students, and academics

Let's have a round of applause...

SIP Tasks Progress May 2023



■ 96.4 % Complete ■ 3.6 % In Process

- **163 - Completed**
- **4 - In Process**

EMP Taskforce—Vivayic Consulting

- Worked with Vivayic consulting
- **Pronunciation:** Vī-vāy-īc
 - **Origin:** ancient Sanskrit (*suggested to the company by a linguist from India upon hearing the vision for the company*)
 - **Meaning:** the knowledge and wisdom acquired from experience

EMP Taskforce—Vivayic Consulting

Vivayic supported the Taskforce in:

- Planning
- Designing
- Building

Effective learning solution to drive the District for the next 5 -years

EMP Taskforce

Co-Chairs	Area	Title
Michael McCandless	Student Services	VP of Student Services
Julie Clark	Area 1	Mathematics Professor
Academic Senate		
Nikki Maddux	Area 3	Animal Science Professor
Saheba Khurana	Area 1	Chemistry Professor
Jennifer McBride	Area 2	English Professor/Rising Scholars Coordinator
Classified Senate		
Jennifer Henmi	BRC	Administrative Assistant II
Jourdan French	Student Services	Admissions & Records Technician
Adrian Chacon	Human Resources	Benefits Technician
CSEA		
Dustin Thompson	Student Services	Student Support Coordinator-Veterans
Kamini Singh	ITS	Business Applications Analyst
Rachel Gray	Student Services	Enrollment & Retention Specialist
Leadership		
Kimberly Freitas	Administrative Services	Associate Director, Business & Fiscal Services
Garrick Grace	Innovation	Dean, Innovation
Dee Sigismond	ITS	Dean, Institutional Effectiveness
Arlis Bortner	ITS	VP, Information Technology Services
MCFA		
Dean Caivano	Area 5	History & Political Science
R. Andrew Ornelas	Area 3	Professor Mechanized Ag
Pam Huntington	Innovation	Faculty Instructional Designer

EMP Development Process

Phase 1: Input

The goal of this phase is to assess the current state and identify trends and issues most likely to affect the ability of Merced College to fulfill its mission and vision.

Where Are We? What are We Working On? What's Coming?

- ✓ Collect stories that help form a deep and rich understanding of the perspectives of current, prospective, and former students.
- ✓ Conduct an analysis of Twitter posts mentioning Merced College for theme generation and identification of ideas and insights.
- ✓ Plan and conduct surveys of students, alumni, employers, faculty/staff, and community leaders.
- ✓ Conduct a sensemaking workshop, using all available input, to identify and prioritize the trends, challenges, and opportunities most likely influencing the future of Merced College.

EMP Development Process

Phase 2: Innovation

- This phase aims to allow for meaningful consideration of new ideas and perspectives in solving the opportunities and challenges presented in Phase 1 and to lead collective discernment of the strategic imperatives most likely to advance the vision of Merced College.

Key Activities and Outputs:

- ✓ Plan and conduct a two-day innovation challenge event.
- ✓ Summarize the event and generate one or more theories of change.
- ✓ Test theories against Phase 1 input and with workgroup and students.
- ✓ Summarize feedback and propose strategic imperatives for consideration.
- ✓ Facilitate the prioritization of strategic imperatives to take to Phase 3 – Testing.

EMP Development Process

Phase 3: Testing

The goal of this phase is to discern both the perceived effectiveness and perceived acceptance of the proposed strategic imperatives identified in Phase 2. Strategic imperatives – especially those that may represent a new perspective or approach – present potential for greater progress toward the college's vision but can also present a greater risk if feasibility is not fully considered. This phase helps inform the final decision-making by the steering committee in selecting strategic imperatives and related goals to drive the organization's future efforts.

Key Activities and Outputs:

- ✓ Identify key considerations for each strategic imperative to evaluate for feasibility
- ✓ Design, plan, and execute testing methods for the 4 strategic “umbrellas”.
- ✓ Collect feedback from testing efforts and synthesize findings.
- ✓ Prepare for and present findings at one or more “town hall” events to identify remaining questions and concerns while assessing the general level of buy-in for the identified imperatives.
- ✓ Prepare a final report of testing efforts for the task force.

EMP Development Process

Phase 3: Synthesis

- The goal of this final phase is to bring the planning efforts to culminate in the form of the goals and supporting evidence needed to compose the draft EMP for Board consideration and approval.

Key Activities and Outputs:

- ✓ Prepare needed evidence and data
- ✓ Prepare a draft of the Educational Master Plan
- ✓ Work with Cabinet for reviews and revisions
- ✓ Prepare for and facilitate an in-depth review session with the Board of Trustees (April 2023)
- ✓ Work with Cabinet for final revisions
- ✓ Prepare the final draft of the Educational Master Plan for Board of Trustee consideration at May 2023 regular meeting

Strategy Format

Strategy
1.1 Theme
1.2 Theme
1.3 Theme

Strategy 1

Invest and grow the Merced student population through new and innovative marketing and outreach and target new populations.

1.1 Market the value proposition of Merced to upstream audiences; outreach to broad prospective student bases.

1.2 Target new audiences. Scale to reach new students and new target audiences to grow the overall student population.

1.3 Extend certain programs and disciplines (i.e., The Rising Scholars Program, CTE, etc.)

Strategy 2

Strengthen and improve student degree and certificate completion outcomes.

2.1 Improve ease of navigation throughout the Merced system by building and communicating a straightforward, uncomplicated process to achieve a Merced degree or certificate.

2.2 Bolster and improve awareness and usage of support resources designed to guide students smoothly through their educational journey.

2.3 Create opportunities for employees to engage with student success data to inform reflection and practice to strengthen student success.

2.4 Implement new modalities of curricula (CPL, CBE, etc.) to meet the needs of targeted populations.

Strategy 3

Improve student employment outcomes by engaging the extended community.

3.1 Internal: Amplify practical, real-world skill-building through labs and skill-sharing collaborations within and across disciplines.

3.2 External: Collaborate with employers, alumni, neighbor colleges, and the broader community to connect the dots and provide pathways to employment.

3.3 Enhance CTE offerings through internships, apprenticeships, etc.

Strategy 4

Build and maintain integrated and sustainable internal collaborations and knowledge sharing (faculty/staff, students, disciplines)

4.1 Design and formalize ongoing alliances connecting students, faculty, and the community (employers and neighboring universities)

4.2 Build strategic partnerships that grow engagement, awareness, and student outcomes.

4.3 Expand sustained interdisciplinary collaborations and knowledge sharing (faculty/staff, students, disciplines)

Strategy 5

Enhance the Merced experience for students and employees.

5.1 Vigorously pursue digital inclusion for all by addressing the challenges of connectivity, training, and technology.

5.2 Improve navigation of the Merced campus and resources. Simplify signage and logistics to provide smooth access to campus and resources.

5.3 Grow engagement and connection points within and beyond Merced through events and partnerships.

5.4 Build solutions to support faculty and students to simplify choices and priorities so that they can maintain a manageable and sustainable workload.

5.5 Invest and improve student and employee engagement, well-being, and happiness.

Next Steps

- EMP for Board Approval
 - June Board Meeting
- Strategic Implementation Plan
 - Adoption fall 2023