

Campus Forum

Strategic Implementation Plan & Accreditation Updates

November 28, 2023

Strategic Implementation Plan

Presented By:

Vice President of Student Services, Mike McCandless

Agenda

- Educational Master Plan & Strategic Implementation Plan Timeline
- Current Progress & Focus
- Review of Each Strategy Matrix + Q&A (*Examples*)
- Next Steps
- **Important to Know: Tasks include ideas from each team, as well as information gathered throughout EMP Development*

Educational Master Plan & Strategic Implementation Plan Timeline

2023-2028 Educational Master Plan Timeline

- ✓ Phase 1: Input, October 2022-December 2022
- ✓ Phase 2: Innovation, January 2023-February 2023
- ✓ Phase 3: Testing, February 2023-March 2023
- ✓ Phase 4: Synthesis, April 2023-May 2023
- ✓ Board of Trustees adoption, June 2023

Educational Master Plan & Strategic Implementation Plan Timeline

2023-2028 Strategic Implementation Plan Timeline:

- ✓ October 2022-June 2023: Action items collected throughout the EMP development process
- ✓ August 2023: Responsible Administrator identified for each Strategy
- ✓ October 2023: Strategic Implementation Plan Teams & Vivayic Consulting action item development
- ✓ November 2023: Academic Senate Input gathering
- ☐ December 2023-January 2024: Strategic Implementation Plan Refined & Finalized

Current Progress & Focus

1. Finalizing Data Gathering and Development of Action Items
2. Focus on Project Management:
 - Create tasks for action items
 - Accountability
 - Dashboard to track progress
 - Develop feedback loop
 - Stress Test
 - Evergreen



Strategies & Themes



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 audience: outreach to broad prospective student base.
- 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 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 faculty professional development and self-accountability metrics to strengthen student success metrics.
- 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.

Strategy 4

Build and maintain a handful* of sustained internal collaborations and knowledge sharing (faculty/ staff, students, disciplines).

- 4.1 Design and formalize a handful of ongoing alliances connecting students, faculty, and the community (employers and neighboring universities).
- 4.2 Build and maintain a handful* of sustained internal collaborations and knowledge sharing (faculty/staff, students, disciplines).
- 4.3 Build a handful of strategic partnerships that grow engagement, awareness, and student outcomes.

** The term "handful" is used intentionally to convey a small, strategic number without being overly specific.*

Strategy 5

Improve the Merced College experience for students and faculty/staff.

- 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 they can maintain a manageable and sustainable workload.
- 5.5 Invest in employee engagement, well-being, and happiness.

Strategy 1: Invest and grow the Merced student population through new and innovative marketing and outreach and target new populations.

*Administrators: Jill Cunningham & Mike McCandless

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

Action Items

1. Expand dual enrollment courses aligned with student need/demand
 - a. Measurable – percentage or number of students; new course offerings

2. Virtual reality tour (headsets and 3D) of campus (Leshner, Downy Center, etc.) for outreach events
 - a. Measurable – the creation of a VR tour

Strategy 1: Invest and grow the Merced student population through new and innovative marketing and outreach and target new

*Administrators: Jill Cunningham & Mike McCandless

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

1. Establish new and relevant career technical education programs, such as construction trades, agribiotechnology, advanced manufacturing, etc. *(Examples only)*
 - a. Measurable –development of new programs as needed
2. Identify academic programs and expand physical presence of classes/support services to serve South Merced instructional needs.
 - a. Measurable – Year 1, develop five year plan to accomplish physical presence in South Merced
3. Expand campus facilities, both on the Merced and Los Banos campuses as well as in new locations, through locally, state and/or federally supported funds (i.e. grants, bonds, government allocations, etc.)

Strategy 1: Invest and grow the Merced student population through new and innovative marketing and outreach and target new populations.

*Administrators: Jill Cunningham & Mike McCandless

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

1. Build a state-of-the-art Agriculture Innovation Center with interdisciplinary and experiential learning opportunities. (Real-world situations/scenarios like math classes for agriculture students)
 - a. Measurable – determine which disciplines this makes the most sense for. Consider transferability. Final output – list of recommendations and process.
2. Apply for and offer at least one bachelor degree program.
 - a. Measurable – Successful application and offering of bachelorette degree

Strategy 2: Strengthen student degree and certificate completion outcomes.

*Administrator: Karissa Morehouse

Theme 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.

1. Develop Program Mapping for Online-only Students
 - a. Measurable – maps are created for online-only students
2. Promote, highlight, and build awareness of the “School of...” for clarity and identity for students and pathways
 - a. Measurable – Building signs, publications, office signs, t-shirts, table skirts/displays, electronic media, etc. with the “Schools of...” names

Strategy 2: Strengthen student degree and certificate completion outcomes.

*Administrator: Karissa Morehouse

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

1. Create a “Student Resources and Aid” shell in Canvas
 - a. Measurable – Creation of shell
2. Adopt Open Education Resources (OER) as appropriate for classes offered at Merced College
 - a. Measurable – 50% of all courses have moved in this direction over the next five years.

Strategy 2: Strengthen student degree and certificate completion outcomes.

* Administrator: Karissa Morehouse

Theme 2.3 - Create opportunities for faculty professional development and self-accountability metrics to strengthen student success metrics.

1. Provide summary course-level success metrics and data at the end of each primary term for individual faculty to use for continuous quality improvement of courses.
 - a. Measurable – Summary data sent to faculty at the end of each semester with success metrics and disaggregated data at the course-level
2. Provide PD workshops for faculty to learn teaching strategies to work with diverse populations
 - a. Measurable – two workshops offered per year.
3. Create a “Center for Professional Development and Engagement” for employees
 - a. Measurable – Professional development office is realized.
 - b. Measurable – Director of Professional Development is hired to increase the PD opportunities.

Strategy 2: Strengthen student degree and certificate completion outcomes.

*Administrator: Karissa Morehouse

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

1. Utilize the Military Articulation Platform to better articulate military training and experience for service people
 - a. Measurable – Adopt CPL for specific courses (CLARIFYING NOTE – in addition to the current practice of general education CPL)
2. Implement CBE curriculum through the approval process – pilot with child development and agriculture technology
 - a. Measurable – CBE curriculum approved

Strategy 3: Improve student employment outcomes by engaging the extended community.

*Administrators: Arlis Bortner & Mike McCandless

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

1. Embrace and integrate the latest advances in AI into operations, processes, and learning experiences
2. Adopt and implement immersive learning technologies into instructional and student support services (e.g., virtual reality in labs and classes; Dreamscape Learn Labs).
 - a. Measurable – implementation process mapped (e.g., curriculum/services changes identified (courses, counseling, etc. impacted), funding sources secured, location, modality, etc.)
 - b. Measurable – VR technologies are implemented to improve student experience
3. Cross-discipline courses that simulate questions to solve industry problems (e.g., business and agriculture)
 - a. Measurable – Engage the existing advisory committee to inform the industry problem
 - b. Measurable – Use the identified industry problem to inform course and/or program modifications/development

Strategy 3: Improve student employment outcomes by engaging the extended community.

*Administrators: Arlis Bortner & Mike McCandless

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

1. Enhance the focus of career activities, services, and programs
 - a. Measurable – Increase by 10%, internships [note – this measurement needs clarification on the unit of measurement – students? Courses that offer internships? Etc.]
 - b. Measurable - Advertise services offered at the career center (e.g., mock interviews, resume building, etc.)
 - c. Measurable – host job fairs for viable employers

2. Explore local industry (big ag, hospitality, manufacturing) education opportunities for employees
 - a. Measurable – Conduct a needs analysis to identify gaps in educational opportunities for local employees.
 - b. Measurable – Create program (e.g. series of 6 courses) based on needs analysis to address local employee needs (similar to customer service academy).

Strategy 4: Build and maintain a handful of sustained internal collaborations and knowledge sharing (faculty/ staff, students, disciplines).

*Administrator: Kelly Avila

Theme 4.1 - Design and formalize a handful of ongoing alliances connecting students, faculty, and the community (employers and neighboring universities).

1. Explore expanded student opportunities (e.g., student study abroad opportunities, work experience, apprenticeships, and internships)
 - a. Measurable – Identify and prioritize additional opportunities
 - b. Measurable – Outline a process for implementation of student opportunities of interest
 - c. Measurable – Implement at least one new expanded student opportunity

2. Work with the community to build a more environmentally friendly campuses with sustainability practices (i.e., recycling program, water reduction, gray water reuse, etc.).
 - a. Measurable – Identify and prioritize environmentally sustainable practices at Merced College
 - b. Measurable – Outline a process for implementation of environmentally sustainable practices to Merced College
 - c. Measurable – Implement at least one new environmentally sustainable practice at Merced College

Strategy 4: Build and maintain a handful of sustained internal collaborations and knowledge sharing (faculty/ staff, students, disciplines).

*Administrator: Kelly Avila

Theme 4.2 Build and maintain a handful of sustained internal collaborations and knowledge sharing (faculty/staff, students, disciplines).

1. Utilize the “School of” structure to create stronger internal partnerships
 - a. Measurable – Establish innovation grants to support cross-curricular partnerships
2. Elevate Merced College’s brand by highlighting innovations and best practices at local, state, and federal levels
 - a. Measurable - Documented occurrences of thought leadership in any relevant form (e.g., conference presentations, news articles, podcasts, state and national awards, etc.)

Strategy 4: Build and maintain a handful of sustained internal collaborations and knowledge sharing (faculty/ staff, students, disciplines).

*Administrator: Kelly Avila

Theme 4.3 - Build a handful of strategic partnerships that grow engagement, awareness, and student outcomes.

1. Use New Student Orientation as a platform to identify internal partnerships and strategically engage students
 - a. Measurable – recommend ways to be more strategic with engaging students in the breadth and depth of student opportunities

Strategy 5: Improve the Merced College experience for students and faculty/staff.

*Administrator: Joe Allison

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

1. Explore options for students to have access to technology on the weekends/outside of normal hours
 - a. Measurable – Documented plan for student access to technology during non-work hours (e.g., laptop loaner or leasing program)
2. Enhance customer service by adding outdoor concierge and welcome services on a regular and ongoing basis.

Strategy 5: Improve the Merced College experience for students and faculty/staff.

*Administrator: Joe Allison

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

1. Develop a Merced College App with Google Map Integration for improved campus navigation
 - a. Measurable – The app is developed
2. Invest in outdoor digital navigation with campus and support resources through interactive software and apps.

Strategy 5: Improve the Merced College experience for students and faculty/staff.

*Administrator: Joe Allison

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

1. Communicate new or existing events hosted by Merced College that bring the community to the campus
 - a. Measurable – communication strategy developed to share events
2. Create unique, innovative, and interactive experiences for students/employees and community members when visiting campus
 - a. Measurable – Gather data from the “user experience” outside of a survey (e.g., action research with end-users asking them to audit the campus for “was it welcoming” or “was it easy to get around”)

Strategy 5: Improve the Merced College experience for students and faculty/staff.

*Administrator: Joe Allison

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

1. Implement a 16-week schedule for students
 - a. Measurable – develop a communications plan and FAQ for students prior to implementation
 - b. Measurable – Implement the 16-week schedule
2. Explore the adoption of a 4-day work week with “HyFlex” Friday options for students and employees
 - a. Measurable – Develop a task force to develop recommendations for implementation

Strategy 5: Improve the Merced College experience for students and faculty/staff.

*Administrator: Joe Allison

Theme 5.5 – Invest in employee engagement, well-being, and happiness.

1. Robust onboarding and offboarding process for employees
 - a. Measurable – implement an offboarding process based on industry best practices
 - b. Measurable – revise onboarding processes to ensure a welcoming environment for new employees
2. Options for employees to have days off to volunteer or be involved in other civic engagement
 - a. Measurable – Develop a task force to develop recommendations for implementation
3. Improve the leadership capacity of all Merced College employees
 - a. Measurable - Create a leadership academy

Next Steps

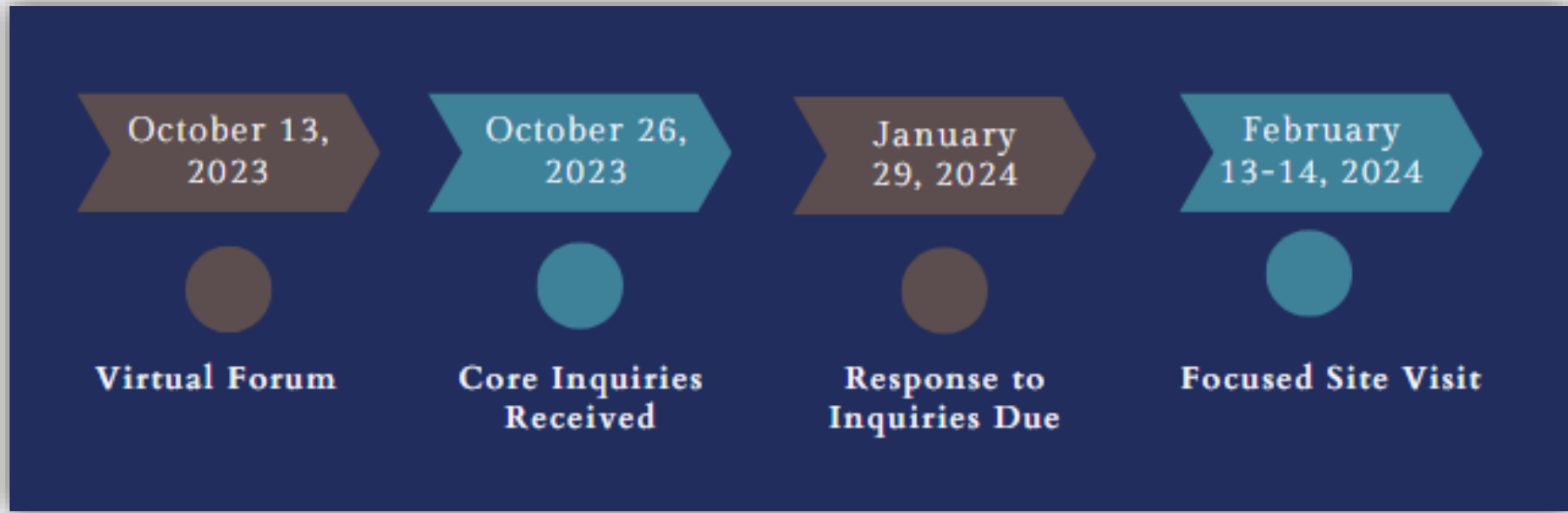
- Finalize Tasks, Action Items, & Measurables
- Accountability and Check-Ins
- Wordsmith
- Adopt & Implement (Spring 2024)

Accreditation

Presented By:

Vice President of Instruction, Karissa Morehouse

Accreditation



Accreditation – 4 Core Inquiries

TWO INQUIRIES FOR ADDITIONAL EVIDENCE:

- 1. Understand how results of learning outcomes are used to inform continuous improvement of courses**
- 2. Understand how the College uses disaggregated data to inform improvements across and within instructional modalities**

TWO INQUIRIES TO LEARN MORE AND CELEBRATE:

- 1. The new LRC and how the use of data and planning culminated in the development of the new space, ongoing use, and sustainability of the facility and programs**
- 2. Collaboration across multiple student success efforts and how various constituencies across the college engage in planning, developing and implementing those initiatives**

Q&A / Discussion

