

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

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

1. Expansion of dual enrollment courses
 - a. Measurable – percentage or number of students; new course offerings
2. Expansion of additional night and weekend courses
 - a. Measurable – a percentage of new courses offered or new course offerings
3. Explore, design, and implement courses, such as computer literacy, for re-entry/adult learners (Explore what re-entry and adult learners need. Do we know this audience and what they need?) **Final output – list of recommendations based on what they need.**
 - a. Measurable – What is the tool we are using? It can't just be surveys.
4. Design and create virtual reality tours (headsets and 3D) of campus (Leshner, Downy Center, etc.) for outreach events
 - a. Measurable – the creation of a VR tour

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

1. Explore, design, and implement the development and implementation of new and relevant career technical education programs, such as construction trades, dental assisting, agribiotechnology, advanced manufacturing, etc. **To start, explore the development and implementation of one CTE program**
 - a. Measurable – development of a process to explore the addition of new programs to benefit the community
2. GED to certificate or associate degree for transfer program/pipeline
 - a. Measurable – Support services for GED Students specifically to get them to a certificate or associate degree transfer
3. Explore the development and implementation of in-demand computer-based learning (modalities vary) certificate programs
4. Identify academic programs to serve South Merced's instructional needs.
 - a. Measurable – identify tools to reach the population to determine what they need
 - b. Measurable – create an advisory board representing the community/ geographic region

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

1. Explore, design, and implement the development and implementation of new and relevant career technical education programs, such as construction trades, dental assisting, agribiotechnology, advanced manufacturing, etc.

- a. Measurable – Once the Theme 1.2 process has been developed, what programs make sense for Rising Scholars, for example.
 - b. Work with the Director of Rising Scholars to develop (or determine a need to develop) a handbook for working with adult and juvenile learners.
- 2. 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.

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Strategy 2: Strengthen student degree and certificate completion outcomes.

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. Explore and implement Program Mapping for Online-only Students
 - a. Measurable – maps are created for online-only students
2. Student feedback on the planning process
 - a. Measurable – develop tools (survey, forum, focus groups, brown bags, etc.) for student feedback on all relevant process

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.

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

1. Develop training modules for faculty
 - a. Measurable – Canvas shell is developed with training modules
2. Develop trainings to teach and equip data coaches with the know-how to deliver discipline, course, and section data. Specifically, how to communicate the data
 - a. Measurable – Faculty receive their section-specific data
3. Faculty learn how to interpret and use the completion and success data to better support disproportionately impacted populations
 - a. Measurable – Prompt is added to program review for discussion.
4. Provide PD workshops for faculty to learn teaching strategies to work with diverse populations
 - a. Measurable – two workshops offered per year.
5. Create a “Center for Professional Development and Engagement” for employees
 - a. Measurable – Director of Professional Development is hired to increase the PD opportunities.
 - b. Measurable – Professional development office is realized.

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 servicepeople

- a. Measurable – Adopt CPL for specific courses (CLARIFYING NOTE – in addition to the current practice of general education CPL)
 - 2. Create a task force to create smoother pathways for the implementation of CBE curriculum through the approval process – pilot with child development and agriculture technology
 - a. Measurable – CBE curriculum approved
 - 3. Improve visibility of CPL in course catalogs by creating a task force to develop communications plans, processes for implementation, and marketing.
 - a. Measurable – pathways, processes, and timely completions (final output is a table demonstrating a crosswalk of pathways, processes, and completion) are listed in course catalogs
 - 4. Take steps to determine relevant and unique bachelor's degree(s) appropriate to Merced College
- Measurable - List of recommendations for appropriate degrees.

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

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
 - a. Measurable – A task force is created
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 – process to identify the relevant programs/services
 - b. Measurable – process to compare VR technologies
 - c. Measurable – implementation process mapped (e.g., curriculum/services changes identified (courses, counseling, etc. impacted), funding sources secured, location, modality, etc.)
 - d. Measurable – VR technologies are implemented to improve student experience
3. Develop 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

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. Enhance the focus of transfer activities, services, and programs
 - a. Measurable - the groundwork for transfer partnerships has been developed (articulation agreements, transfer workshops, transfer fairs on campus)
3. Expand and improve upon the Merced County Worknet program
 - a. Measurable – Establish an office for Worknet case manager on campus to facilitate more collaboration
4. Explore and engage with local industry (big ag, hospitality, manufacturing) to develop 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).

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

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

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 internal partnerships
 - a. Measurable – Leverage the existing Area Meetings to facilitate the development of new or advanced cross-curricular partnerships
 - b. 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, etc.)

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 – audit the current agenda (format) for New Student Orientation
 - b. 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.

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. Highlight technology training currently available
 - a. Measurable – communication strategy developed to share resources

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

1. Explore the development of a Merced College App with Google Map Integration for improved campus navigation
 - a. Measurable – The app is developed
 - b. See 5.3-2a below for another measurable

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. Explore 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”)

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. Create a “Student Resources and Aid” shell in Canvas
 - a. Measurable – The course shell is created
2. 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
3. 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

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

1. Develop a more robust onboarding and offboarding process
 - 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. Explore options for employees to have days off to volunteer or be involved in other civic engagement
 - b. 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 (*NOTE – clarify the distinction between this and the Emerging Leaders Institute and Leadership Academy)