

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.

- A1: Expand dual enrollment courses and programs throughout the service area
- A2: Expand non-traditional class modalities/days/times to meet student need
- A3: Explore, design, and offer courses, such as computer literacy, for re-entry/adult learners
- A4: Design and create virtual reality tours (headsets and 3D) of campus (Leshar, Downy Center, etc.) for outreach events

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

- A1: Expand and create a robust pipeline of non-credit to credit programs
- A2: Explore, develop, and implement in-demand computer-based learning (modalities vary) certificate programs
- A3: Identify academic programs to serve South Merced's instructional needs and establish of "brick and mortar" presence in the South Merced area.
- A4: Target stop-out student populations by demystifying the college experience, bringing students onto campus, and following up with them at regular intervals.
- A5: Bring registration events to the community throughout the service area

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

- A1: Explore, design, and offer new and relevant career technical education programs, such as construction trades, dental assisting, agribiotechnology, advanced manufacturing, etc.
- A2: 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)
- A3: Work to secure funding to expand CTE programs at the Los Banos Campus to align with the Facilities Master Plan.

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.

A1: Design and implement Program Mapping for Online-only Students

A2: Design and implement program maps and degree/certificate pathways for local high school partners to Merced College

A3: Automate key student processes to eliminate stress and anxiety while increasing completion

A4: Explore and develop an action plan for degree and certificate auto-awarding options

A5: Design and intertwine student feedback on the planning process to continually improve services to students

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

A1: Create a “Student Resources and Aid” shell in Canvas

A2: Adopt Open Education Resources (OER) as appropriate for classes offered at Merced College

A3: Conduct a tutoring outreach campaign at the start of each semester and before midterms/finals, promoting awareness of all academic support services.

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

A1: Develop training modules for faculty for data assessment of disproportionately impacted student populations

A2: 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

A3: Conduct workshops to aid faculty in course and program level interpretation and use of completion and success data to better support disproportionately impacted populations

A4: Provide professional development workshops for faculty to learn teaching strategies to work with diverse populations

A5: Create a “Center for Professional Development and Engagement” for employees

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

A1: Utilize the Military Articulation Platform to better articulate military training and experience for service members

A2: Create a task force to design and implement smoother pathways for the implementation of CBE curriculum through the approval process – pilot with child development and agriculture systems certificate

A3: Improve the visibility of CBE by creating a task force to develop communications plans, processes for implementation, and marketing.

A4: Improve the visibility of CPL in course catalogs by creating communications plans and processes for implementation and marketing.

A5: Take steps to determine relevant and unique bachelor's degree(s) appropriate to Merced College with the goal of implementing at least one (1) applied bachelor's degree program.

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.

A1: Embrace and integrate the latest advances in AI into operations, processes, and learning experiences.

A2: Develop and implement recommendations to improve mobile access for students

A3: Adopt and implement immersive learning technologies into instructional and student support services (e.g., virtual reality in labs and classes; Dreamscape Learn Labs).

A4: Develop cross-discipline courses that simulate questions to solve industry problems (e.g., business and agriculture)

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

A1: Enhance career activities, services, and programs directed to improve student employment preparedness

A2: Enhance the focus of transfer activities, services, and programs to increase student awareness of transfer opportunities, deadlines, and ability to successfully transfer on track and on time

A3: Explore and engage with local industry (big ag, hospitality, manufacturing) to develop education opportunities for employees

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).

A1: Explore and develop expanded student opportunities to better prepare society-ready graduates (e.g., student study abroad opportunities, work experience, apprenticeships, and internships)

A2: Work with faculty to develop articulation agreements, increasing degree completion opportunities for international students

A3: Work with the community to build a more environmentally friendly campus with sustainability practices (i.e., recycling program, water reduction, gray water reuse, etc.).

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

A1: Utilize the “School of” structure to create internal partnerships by developing branding and identity with each school

A2: Elevate Merced College’s brand by highlighting innovations and best practices at local, state, and federal levels (e.g., awards, presentations, rankings, etc.)

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

A1: Use New Student Orientation as a platform to identify internal partnerships and strategically engage students

A2: Capitalize on the visibility of athletics and student government to build a positive, fun, and more engaging student experience and campus culture for students

A3: Engage academic programs in the student experience to drive retention and student engagement

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.

A1: Explore and put into practice options for students to have access to technology outside of normal hours

A2: Automate processes and improve technology utilization by adopting and implementing more “self-service” (and other) functions to improve student and employee experiences, interactions, and overall efficiency as a District (e.g., Colleague self-service options, Navigate, Laserfische)

A3: Highlight technology training currently available

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

A1: Explore, with the intent to make available, the development of a Merced College App with Google Map Integration for improved campus navigation

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

A1: Communicate new or existing events hosted by Merced College that bring the community to the campus

A2: Complete and open the new Merced College/UC Merced Student Housing Project to assist in increasing overall transfer rates to UC Merced and other 4-year institutions.

A3: Explore unique, innovative, and interactive experiences for students/employees and community members when visiting campus

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

A1: Implement a 16-week schedule for students

A2: Explore the adoption of a 4-day work week with “HyFlex” Friday options for students and employees

A3: Expand services to students that focus on mental and physical well-being

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

A1: Develop a more robust onboarding and offboarding process for employees.

A2: Invigorate alumni relations and bring past employees back to campus in a meaningful way

A3: Create opportunities for employees to volunteer or be involved in other civic engagement during traditional work hours

A4: Improve the leadership capacity of all Merced College employees through opportunities to upskill and further develop their leadership acumen.