

**Merritt College FY 14-17 Strategic Goals and Objectives**  
**(DRAFT PREPARED 7/18/14 AND 8/12/14)**  
**Facilitator: Dr. Elmer Bugg**

**District Goal #1**      *Advance Student Access, Equity and Success*

**College Goal #1**      *Create an environment of exceptional student access, equity and success*

- Year 1

1. Increase recruitment, retention and success of male students (particularly African American and Latino males) by 2% (FY 12-13 Base Year)
2. Increase in-class tutorials and other academic support services by 10% (FY 12-13 Base Year)
3. Increase percentage of Certificate and Associate Degrees and Transfers by 15% (FY 12-13 Base Year)

- Year 2

1. Increase recruitment, retention and success of male students (particularly African American and Latino males) by 2% (FY 12-13 Base Year)
2. Increase overall student retention by 25%
3. 100% of all new students will have a Student Education Plan (SEP)

- Year 3

1. Increase recruitment, retention and success of male students (particularly African American and Latino males) by 3% (FY 12-13 Base Year)

**Group 1: Dr. Ambriz-Galaviz, Lasana Hotep, Ahmad Mansur, Dr. Love**

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**District Goal #2**      *Engage Our Communities and Partners*

**College Goal #2**      *Engage our Community through respectful dialogue to create partnerships and opportunities for our students*

- Year 1

1. Conduct a quantitative/qualitative evaluation of (a) the college's current community engagement; (b) community partnerships; and (c) opportunities for student, including available resources.

2. Complete an environmental needs assessment to determine the college strengths, weaknesses, opportunities and threats as relates to strategic capacity to achieve its mission.

- Year 2

1. Develop specific programs to meet the needs of (a) community engagement, (b) community partnerships, and (c) opportunities for student, including available resources.

2. Evaluate existing and proposed programs to ascertain effectiveness in meeting transfer, workforce development, and basic skills priorities.

3. Select and prioritize programmatic areas for continued development and innovation.

- Year 3

1. Define and establish processes for new program implementation that includes service area assessment, outreach strategies, connection to Annual Program Updates, Program Reviews, and the College's Education Master Plan.

**Group 2: Dr. Rivas, Dr. Chavez, Dr. Del Rosario, Ron Perez**

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**District Goal #3      *Build Programs of Distinction***

**College Goal #3      *Create and implement effective and innovative programs that meet the diverse needs of our community***

- Year 1

1. Develop and conduct 3 "pre-assessment" Workshops serving 60 students

2. Assess modular math and English needs in all CTE programs.

3. In collaboration with Department Chairs, create Math and English modules in response to the above assessment

4. In collaboration with Department Chairs, create a marketing plan to advertise and pilot job readiness workshop for 1 CTE program

- Year 2

1. Conduct 6 "pre-assessment" Workshops serving 120 students

2. Implement modularized curriculum in pilot program; assess program success; and scale to serve 5 programs.

Year 3

1. Scale the "pre-assessment" workshop to serve 120 students per semester per each program

**Group 3: Doris Hankins, Molly Sealund, Stephanie Harding, Don Lawson**

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**District Goal #4**      *Create a Culture of Innovation*

**College Goal #4**      *Through collegial governance, support institutional communication, innovation and interdisciplinary collaboration*

- Year 1

1. All collegial governance committees will develop, with the first month of FY 14-15 academic year, measurable strategic outcomes based on the strategic goals of the college and an analysis of student learning data.
2. Progress on accomplishment of the college's strategic goals, including major actions and issues will be reported out monthly to the College Council and the campus community.

- Year 2

1. Identify, develop, submit and secure 3 grant (\$1M) to advance and institutionalize learning communities at Merritt.
2. Develop and sustain 15 integrated learning projects across disciplines, programs and departments.
3. Organize an all-campus book club ("Merritt Reads") with students and faculty reading and discussing common books on student success and strategies.
4. Plan and implement a holistic, integrated project among Allied Health programs, including EMT, Radiologic Sciences, Nursing, and Dietetics and Nutrition

- Year 3

1. Develop a collaboration between the SLOAC and Professional Development Committees as an institutional means of infusing development strategies in pedagogical approaches and student learning.

**Group 4: Sheila Metcalf Tobin, Ann Elliott, Jennifer Yates, Steve Pantel**

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**District Goal #5**      *Develop Resources to Advance and Sustain our Mission*

**College Goal #5**      *Develop human, fiscal, and technological resources to advance and sustain our mission*

- Year 1

1. Evaluate and assess the college's current telephone system and develop a reconfiguration model that updates the system for maximum services to internal and external constituencies.
2. Conduct mandatory training for all new support staff employees on budgeting and fiscal guidelines within the first 6 weeks of employment.
3. Create and implement annual training updates in the areas of budgeting and fiscal guidelines.
4. Develop and implement a resource development plan targeted at generating \$2M of alternative resources annually to support curricular innovation, student success and operational efficiency.
5. Through collaboration of faculty, staff and administrators create a climate and culture that values individuals by (a) ensuring that 100% of all evaluation are completed, and (b) at least one professional goals is established for each individual evaluated.

- Year 2

1. Develop and implement ongoing staff development for classified staff on departmental operations and functions in the following areas: (a) instructional divisions, A&R, Financial Aid, Counseling, Offices of Instruction, Student Services, and Business and Administrative Services to promote cohesiveness, effectiveness, timeliness, and improved delivery of services.

**Group 5: Waduda Karim, Denise Woodward, Tae-Soon Park, Dr. Trotter**