

EXECUTIVE SUMMARY

Student Equity Plan 2019-2022

Merritt College was opened in September 1954 on Grove Street in Oakland, California. In 1971, the campus was moved to the east hills of Oakland. Merritt is one of four colleges in the Peralta Community College District of Alameda County. The College offers comprehensive day, evening, weekend, online, and hybrid courses for the purposes of certificate completion, degree attainment, and transfer to four - year institutions in the fields of Liberal Arts, Career Education which includes: Child Development, Horticulture, Allied Health disciplines of Nutrition, Nursing, Medical Assisting, Radiologic Technology; Public Safety which includes Administration of Justice, Emergency Medical Technician -EMT, Fire Science; Landscape/Horticulture; Cyber Security; STEM fields such as Biology, Chemistry, Microbiology, Math, Geology, Geography; and the three Biosciences, Genomics, Histo-technology, Microscopy and other majors.

Merritt College is committed to meeting the educational needs of the diverse community and student population it serves. This is reflected in the College's core values of Student Success, Caring Spirit, Teamwork, Inclusion, Campus Climate, and Diversity through its genuine efforts to ensure that equity is included in all College plans, goals and activities such as: Braiding funding, Guided Pathways and Participatory Governance.

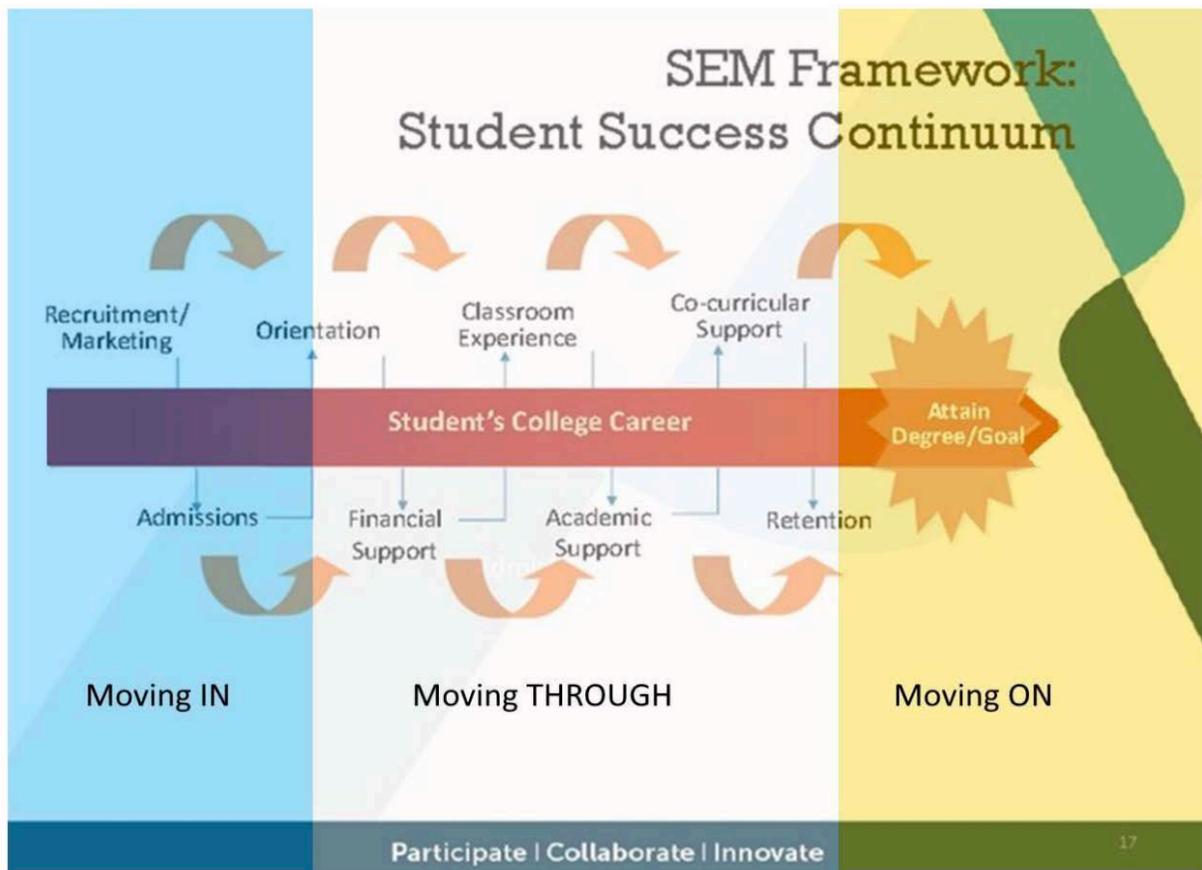
The College continues to exemplify its mission statement and supports student success and equity by integrating equity into the very DNA of the College – through its integrated SSSP/Equity/BSI Plan and by keeping Merritt College's Educational Master Plan updated to include the operational activities and College plans such as the Strategic Planning Summits, the Strategic Enrollment Management Plan, and the Career Education Plan (CE). The College continues to work on its Technology and Distance Education plans to mirror the equity-mindedness that is included in other College plans.

Aligned with the Vision for Success goals in which equity is at the forefront, Merritt College has embraced the Guided Pathways model as a framework for decision-making, goal-setting, and allocation of funds. Harnessing the creativity of Merritt students, faculty, staff and administrators, Guided Pathways empowers the College to plan a thoughtful redesign of its programs, processes and practices from the inside out to ensure equitable and timely student success.

In establishing a Guided Pathways governing structure, cross-functional inquiry was the integral component. Merritt College's Guided Pathways is "overseen" by the Core Team, a five-person work group consisting of an Administrative Lead, Faculty Lead, Classified Professional Lead, Research Lead, and a classified Project Manager. Guided Pathways is organized around a "Four Pillar" structure, wherein each pillar represents one component of the student's journey and experience. To operationalize this concept, the Core Team opted to organize Four Pillar Teams who defined goals for each pillar, which emphasizes student success and equity in alignment with the Vision

for Success from the State Chancellor's Office, the Peralta Community College District and the Merritt College goals. To institutionalize Guided Pathways at Merritt, the Core and Pillar teams will function not as another layer of participatory governance, but as strategists who embed Guided Pathways into Merritt's existing participatory governance structure and all College plans, goals and activities.

Strategic Enrollment Management Frame Work



In addition, Merritt College held three (3) strategic planning meetings in Spring 2018 to develop strategic goals for 2018-19. The meetings were called "Strategic Planning Summits". In the summits, it was decided that the College would align its strategic goals with the California Community College Chancellor's Office strategic goals. In Spring 2019, the College held another Strategic Planning Summit to review progress of its strategic goals and to ensure that the College is making progress towards student success and equity, particularly with regard to those populations that are disproportionately impacted. The aligned strategic goals include the following:

1. Increase the number of degrees and certificates by 20% over the next 5 years;
2. Increase transfers to CSU and UC by 6% annually;
3. Reduce excess units necessary to achieve academic goals;
4. Maintain 82% of students attaining employment in the field of study; and

5. Decrease achievement gaps for African American, multi-ethnic and male students.

Furthermore, Merritt College has developed its Strategic Enrollment Management Plan, under the leadership of the Academic Senate, to support student success and equity.

Strategic Enrollment Management Goal: By the completion of Academic Year 2019-2020, Merritt College intends to increase FTES from the current, 4,100 (2016-2017 baseline) to 4,400 at a productivity of 17.5, and do so in line with the vision, core values, mission and strategic planning of the college.

To reach that goal, the Enrollment Management Committee has developed a framework of one, two, and three - year objectives and related activities that fall within the areas of “Moving In,” “Moving Through,” and “Moving On” as prescribed by the District’s Summer of 2016 Strategic Planning Summit. Activities are organized across the following five (5) objectives:

1. **Establish Guided Pathways** - provides students with clear, educationally coherent program maps that include specific course sequences, progress milestones, and program learning outcomes;
2. **Engage in Effective Schedule Development** - provides students with the class schedule they need at the days/times they need to achieve their educational goals through the use of college enrollment and related data;
3. **Enhance Collaborative Instructional and Student Services Support** - provides students with a seamless learning experience through integrated instructional and student services support;
4. **Promote Non-Credit Offerings** - provides students with non-credit courses that facilitate skill-building experiences leading to entry into credit courses and job opportunities;
5. **Enhance Distance Education** - provides students with a flexible and quality learning experience through student support, instructional programs, and technical support.

Merritt College Enrollment Management Plan is meant to be broad and comprehensive, but particularly mindful of the need to improve and support the educational outcomes of disproportionately impacted student groups.

Therefore, to ensure that all students continue to receive the support they need, Merritt’s Student Services area is currently undergoing a substantive reorganization which will include establishing a more functional and practical administrative structure, bringing on a new financial aid director, making enhancements to the Admissions and

Records office, and braiding funding requests from student services with general and categorical funds while maintaining compliance.

The table below displays expenditures of equity funds over five (5) years beginning in 2014-15.

Merritt College Equity Budget

2014-2015, 2015-2016, 2016-2017, and 2017-2018

OBJECT CODE	DESCRIPTION	2014-15	2015-16	2016-17	2017-18
1000	Counseling, Faculty and Other Salaries	\$232.00	\$63,278.00	\$153,353.00	\$144,026.00
2000	Classified, Non-Academic and Other Salaries	\$9,090.00	\$177,216.00	\$293,715.00	\$152,050.00
3000	Benefits	\$16.00	\$7,543.00	\$64,270.00	\$49,893.00
4000	Supplies and Materials	\$0	\$41,700.00	\$59,916.00	\$4,987.00
5000	Consultant, Professional Service	\$25,758.00	\$28,776.00	\$76,898.00	\$30,234.00
6000	College Library Books, Equipment & Other Capital Outlay	\$0	\$2,868.00	\$69,833.00	\$0
	Grand Total	\$35,096.00	\$321,381.00	\$717,985.00	\$381,190.00

Merritt College had a particularly tough 2018-19 academic year due to the loss of the District Chancellor, Vice Chancellor General Services, Vice Chancellor Finance, the Vice-President for Student Services, an Merritt College Academic Dean and the College Researcher. In addition, mid-year, a new Vice President for Instruction was hired.

Although this last academic year presented many challenges, Merritt College committed to closing the achievement gaps in many of our severely impacted populations as planned from previous academic years. Here are the positive results from the Student Equity Plan Analytics:

- Approximately 72% of metric goals meet minimum equity through Merritt's efforts and activities.
- Approximately 29% meet full equity through Merritt's efforts and activities.
- Merritt College exceeded its baseline for:
 - Transferred to a Four-Year Institution

- Retained from Fall to Spring at the Same College
- Enrolled in the Same Community College
- Attained the Vision Goal Completion Definition
- Furthermore, Merritt College has made 25% to 100% progress in meeting full equity in five (5) other metric, goals.

These results were achieved through activities such as:

Expanding Learning Communities to attract under-served and disproportionately-impacted students had an extremely positive effect on student retention and performance. Given their high persistence and success rates, Merritt College's First Year Experience and Adelante Summer Bridge Programs have been touted by the Peralta Community College District Vice Chancellor as models of success that our sister colleges should emulate.

The Learning Center worked to augment various aspects of the tutor training process. Efforts included instituting a new tutor training course, scheduling meetings between tutors, Learning Center staff, and instructional faculty. The Learning Center also focused attention on augmenting the embedded component of its program to support the implementation of AB 705. Cultivating the expectation of collaboration, professionalism, and academic excellence has clearly had an immediate and positive impact on our students.

The dedication and expertise that permeates within support service areas such as Student Accessibility Services (SAS) also accounts for the success we have experienced in terms of retention and completion. SAS's tireless commitment to ensuring that all students have adequate accommodations, resources, and support to achieve academic success accounts for much of the progress that we have made in the areas.

Partnerships with four year institutions such as the CSUs, UCs, local private universities, and HBCUs have yielded positive results in the area of transfer. The Merritt College Transfer Center facilitated concurrent enrollment agreements with UC Berkeley, CSU East Bay, Mills College, and Holy Names University. Students also participated in a HBCU (Historically Black Colleges and Universities) campus tours that helped to reinforce a "culture of college going." Merritt students are also able to avail themselves of workshops that focus on navigating the admission process, financing their education, and academic major/career exploration. Finally, we hosted a successful College Fair where there were over thirty colleges and universities represented and Transfer Day.

In addition, Merritt College committed to transforming remedial education by adopting the state mandate AB 705. Beginning Fall 2019, students are now being placed directly into transfer level Math and English courses with recommended or required co-requisite support courses to enable students to gain understanding of a concept or technique. Embedded tutors are also available in these gateway courses to assist the student during class time.

To increase support, The College Learning Center is also available Monday through Friday to serve students with free tutoring (face-to-face and on-line) to support and organize study groups. In addition, the college is running successful Math and English Jams to build student confidence before entering their courses or taking state exams. These efforts will assist the College in increasing the number and percentage of students who “Completed both transfer-Level Math and English...”

In ensuring consistent practices and learning, Merritt is involved in a PCCD district-wide community of practice to provide new instructors with sound pedagogy and develop teaching instruments proven to be effective in an academically and culturally diverse classroom. These efforts should have a positive effect on the number of students who successfully complete transfer level math and English, and their persistence from fall to spring.

The analytics and results demonstrate the positive impact of the commitment and work of the Merritt College administration, faculty, staff, and students to ensure that students and the community achieve success. Much work needs to be done in light of the changing landscape and demands of the community, economy, and legislations. Nevertheless, Merritt College continues to meet these challenges and is positioning itself for success through thoughtful and methodical alignment of goals and conscious planning.