

MERRITT COLLEGE

DRAFT: STRATEGIC DIRECTIONS & INSTITUTIONAL PRIORITIES 2005-2010

BACKGROUND

Academic Year 2003-2004

The new Shared Governance Model was developed and unanimously approved.

Academic Year 2004-2005

- The Task Force on Integrated Planning & Budgeting developed the first Integrated Planning and Budget Model for Merritt College Council approved Model.

- The College Council established the Integrated Planning Committee, (hereinafter referred to as the IPC) as a subcommittee of the College Council. The IPC charge is to: conduct situational analysis; recommend 3-5 Strategic Directions; recommend Annual Institutional Priorities; review, analyze & comment on unit Annual Action Plans and Administrative Review, Analysis & Recommendation (A.R.A.R.).

IPC composition: two Administrators appointed by the College President, one from Instruction and one from Student Services; three Faculty appointed by the Merritt College Academic Senate; two Classified appointed by the Merritt College Classified Senate, one of whom must be the College Research & Planning Officer; one student appointed by the ASMC.

The membership of the 2005-2006 Integrated Planning Committee includes: Rashad Andrews, Linda Berry-Camara, Anita Black, Claire Chapin, Ann Elliott, Horace Graham, Carmen Jordan-Cox, and Anika Toussant-Jackson.

TERMINOLOGY

Strategic Direction

The key institutional issues/ areas/ agenda items on which Merritt will focus over the next 5 years.

Institutional Priorities

The annual incremental steps/ focus to achieve the strategic directions.

Summer 2005

- The Integrated Planning Committee¹ (IPC) held a two day Retreat (June 28 & June 29) to review the following documents and identify critical issues and future directions related to teaching and learning; access, success, growth and diversity; workforce and economic development; facilities; technology; budget and budget process; and community engagement: Accreditation Self-Study & WASC Responses, Program Reviews, Ed Plan, College Facilities Plan, Matriculation Plan, Title III Documents, Annual Program Plans from Categorical Programs. Four Strategic Directions were drafted.
- The IPC held a half day retreat on July 15, where it refined the draft institutional effectiveness statement; and drafted 2006-07 Institutional Priorities.
- IPC endorsed the draft 2005-06 Institutional Priorities needed in order to be prepared to implement 2006/07 Priorities.

INSTITUTIONAL EFFECTIVENESS: DRAFT DEFINITION

As an effective institution committed to its mission, Merritt College galvanizes and organizes its human, fiscal and physical resources to ensure that students attain knowledge, master skills, and develop the appreciation, attitudes and values needed to succeed and participate responsibly in a democratic society. In this spirit, Merritt College constituents remain committed to continually examining and utilizing data as the basis for collegial dialogue and institutional decision-making.

¹ Please note that Audrey Trotter also attended as Title III and Scorecard Project Coordinator.

DRAFT STRATEGIC DIRECTIONS 2005-2010; INSTITUTIONAL PRIORITIES 2005/06 & 2006/07

STRATEGIC DIRECTION I: STUDENT LEARNING OUTCOMES

Improve the effectiveness of teaching and learning at Merritt College through the development and implementation of student learning outcomes for both instruction and support services.

STATEMENT OF INTENT

As reflected in our mission statement, Merritt College is committed to helping students attain knowledge, master skills, and develop the appreciation, attitudes and values needed to succeed and participate responsibly in a democratic society. Towards this end, the College will:

- a) identify expected outcomes as to what students should know and/or be able to do as a consequence of completing a course program or utilizing a support service;
- b) systematically and routinely measure the attainment of those outcomes;
- c) effectively communicate the results of this assessment; and
- d) utilize the measurement /assessment data to revamp /refine courses and support services and to inform allocation of human, fiscal and physical resources.

2005-06 INSTITUTIONAL PRIORITY

Develop agreed-upon **institutional** Student Learning Outcomes.

2006-07 INSTITUTIONAL PRIORITY

Each unit will identify expected outcomes as to what students should know and/or be able to do as a consequence of completing a course program or utilizing a support service AND develop related tools and processes for assessment of same.

STRATEGIC DIRECTION II: CULTURE OF COMMUNICATION

To have clear communication and listening be a way of life at Merritt College in order to arrive at true shared values, and develop an appreciation of the diverse perspectives in the College community.

STATEMENT OF INTENT

Consistent with Merritt's mission to develop appreciation and attitudes for success, provide lifelong learning opportunities, and foster a caring learning environment, we will develop a community that excels in the communication of ideas, values and decisions among all segments of the Merritt College community in a timely, efficient, free flowing manner. Towards this end, Merritt College will develop mechanisms to:

- a) create a shared understanding of how institutional effectiveness is defined and measured;
- b) provide regular and timely communication of ideas, information, decisions, news, priorities, action plans and progress among college constituencies; and
- c) develop a feedback loop through which college constituency can participate.

2005-06 INSTITUTIONAL PRIORITIES

- a) Implement the new Merritt Integrated Planning and Budgeting System;
- b) Create a shared understanding of how institutional effectiveness is defined and measured; and
- c) Develop agreed-upon systems for communicating ideas, information, decisions, news, priorities, action plans and progress among college constituencies in a timely manner.

2006-07 INSTITUTIONAL PRIORITY

Each unit in the College will implement forums, systems and opportunities for communicating ideas, information, decisions, news, priorities, action plans and progress within each unit and college-wide AND evaluate the effectiveness of the forums and systems.

STRATEGIC DIRECTION III: TECHNOLOGY AND MEDIA RESOURCES

Develop and maintain technological, information and media resources that support the needs of students, faculty, and staff and that are consistent with the College's mission.

STATEMENT OF INTENT

An examination of the Colleges' technological infrastructure and media resources suggests that there are disparities in the technology and media available to various segments within the College community. Some of these disparities exist as result of resources managed by the PCCD; others are specific to the Merritt College campus. These disparities impact the ability of the College to optimize quality education and opportunities for life long learning. In order to enhance student experiences, increase faculty capacity to support growth, and improve the College's ability to provide effective instruction and College services, Merritt College will:

- a) provide technology and media resources, appropriate infrastructure modifications, and staff training sufficient to eliminate the current disparities;
- b) develop and implement College technology and media standards; and
- c) provide training so that information and learning resources may be used effectively and efficiently.

2005-06 INSTITUTIONAL PRIORITIES

- a) Implement effective and efficient processes and procedures for requesting and accessing Audio-Visual equipment and publish User Guidelines;
- b) Inventory Audio-Visual resources on campus, assess needs and develop an A-V Plan for Merritt; and
- c) Inventory Technology resources on campus, assess needs and develop a Preliminary Technology Plan.

2006-07 INSTITUTIONAL PRIORITY

Based on the 2005-06 inventory and assessment of technology and media resources on campus and the preliminary plan (a) adopt and implement a Comprehensive Technology Plan; and (b) implement the newly developed Audio-Visual Plan.

STRATEGIC DIRECTION IV: RESOURCE DEVELOPMENT

Develop an institutional approach to optimize the utilization of existing resources and develop adequate future resources to support Merritt's mission.

STATEMENT OF INTENT

In order to enhance institutional effectiveness, attain student learning outcomes, implement more effective communication strategies, and provide appropriate technological and media resources, it is imperative that the College maximize the utilization of current human, fiscal and physical resources, invest in innovation and develop new revenue streams. Specifically Merritt will:

- a) pursue business partnerships that effectively link our curriculum with industry needs as well as service learning opportunities for students;
- b) pursue grants, gifts, donations, and additional facility rental;
- c) provide faculty/staff training and mentoring as an investment in our human resources; and
- d) systematically maintain and upgrade campus facilities to provide an excellent, clean, and safe environment for learning.

2005-06 INSTITUTIONAL PRIORITY

Explore grants and partnerships that effectively link our curriculum with community/industry needs, and develop a comprehensive list of such opportunities.

2006-07 INSTITUTIONAL PRIORITY

Based on the 2005-06 exploration opportunities, establish business partnerships, create service learning initiatives, and pursue grants, gifts, donations, and additional facility rental.

POSSIBLE ACRONYM TO REFLECT MERRITT'S STRATEGIC DIRECTIONS

S **Students First!**

C **Communication**

O **Outcomes**

R **Resources**

E **Evaluation**

NEXT STEPS

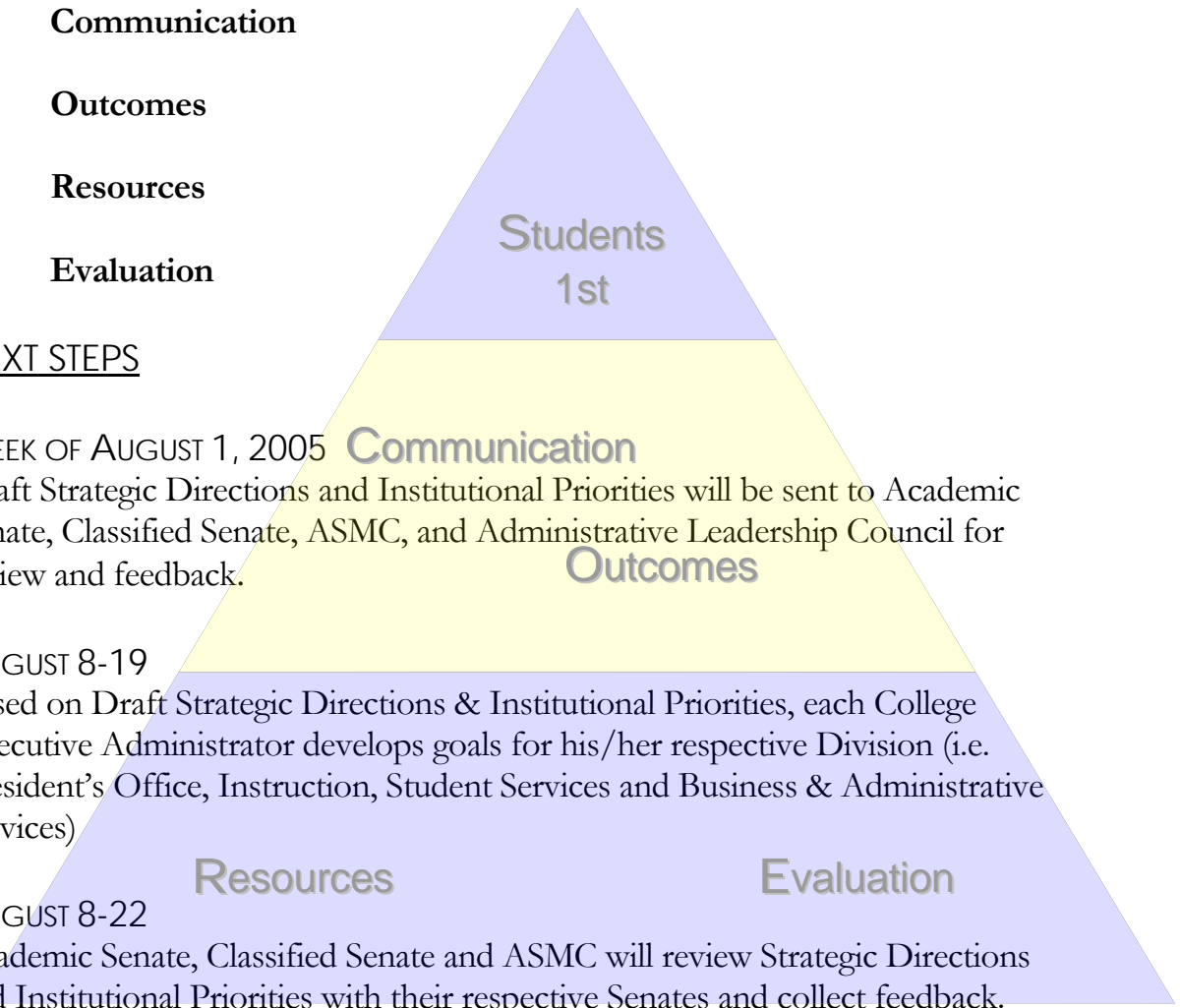
WEEK OF AUGUST 1, 2005
Draft Strategic Directions and Institutional Priorities will be sent to Academic Senate, Classified Senate, ASMC, and Administrative Leadership Council for review and feedback.

AUGUST 8-19
Based on Draft Strategic Directions & Institutional Priorities, each College Executive Administrator develops goals for his/her respective Division (i.e. President's Office, Instruction, Student Services and Business & Administrative Services)

AUGUST 8-22
Academic Senate, Classified Senate and ASMC will review Strategic Directions and Institutional Priorities with their respective Senates and collect feedback.

AUGUST 11 (1 -4 P.M.)
Campus Summit to obtain campus feedback on Strategic Directions and Institutional Priorities. (Target Audience: Student Services, Business Services, President's Office Staff, non-teaching personnel in Instruction).

AUGUST 16 (9 A.M.-NOON)



Campus Summit/Professional Day to obtain campus feedback on Strategic Directions and Institutional Priorities. (Target audience: instructional faculty).

AUGUST 19

Division goals due from each Executive Administrator for his/her respective Division (i.e. President's Office, Instruction, Student Services and Business & Administrative Services). Submit to College Research and Planning Officer.

AUGUST 22

Senates submit their feedback to College Research and Planning Officer.

AUGUST 31

College Council receives IPC recommendations and feedback from three Senates, Administrative Leadership Council and two Campus Summits; modifies (as needed), confirms and endorses Strategic Directions and Institutional Priorities.