

FOLSOM LAKE COLLEGE
2017-18 YEAR END ACHIEVEMENTS

GOAL 1: Establish effective pathways that optimize student access and success.

Indicators of Achievement:

1. *Increase the student degree and certificate completion rate from 12% to 17% by 2021.*
2. *Increase the number of students who are transfer-ready by 5% by 2021.*
3. *Define and increase the number of clearly identified pathways by 25% by 2021.*
4. *Increase the percentage of full-time students from 30% to 35% by 2021.*
5. *Provide maximum access to enrollment based on annual state funding (TBD annually).*

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GOAL 1: Establish effective pathways that optimize student access and success.

STRATEGY	ACTION STEPS	YEAR END ACHIEVEMENT DETAIL
1. Inventory and evaluate existing pathways and identify opportunities for improvement, expansion and increased promotion to students	a) Conduct data analysis and facilitate discussion. b) Recommendations to be shared college-wide.	a) The Pathways Design Team identified a team to facilitate meta major discussion in Spring 2018. Data analysis is being conducted in Summer 2018 with the expectation of draft meta major categories in early Fall 2018. b) Considerable discussion has been had, and is still needed to collaboratively define the college's understanding, disseminate this information, plan implementation strategies and efforts. Work in this regard is ongoing.
2. Implement improved class scheduling system to better meet student needs	Obtain course scheduling software and integrate education plans into the scheduling system.	Ad Astra Scheduling Software was identified and purchased to assist in schedule development. Training and implementation began in late Spring 2018. The Student Experience Lifecycle software has been put on hold.

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GOAL 1: Establish effective pathways that optimize student access and success.

STRATEGY	ACTION STEPS	YEAR END ACHIEVEMENT DETAIL
3. Promote communication channels that increase awareness of course offerings, deadlines, service, programs, resources and events	Evaluate current student outreach practices and channels to identify opportunities to strengthen communication.	<p>Implemented strategic marketing plan to reach specific student audiences/demographics via social media, digital displays (marquee and campus screens), and Los Rios Gmail.</p> <p>Collaborated with district office and ARC to select a web provider platform. In process of launching new website with improved user design for streamlined student experience.</p> <p>Restructured student services staff support team to improve communication in order to help students better navigate steps to success.</p>
4. Monitor student progress and proactively engage with at-risk students prior to key milestones (first semester, 30 units, 70 units, etc.)	Host an employee focus group to explore how they support success programs.	The Pathways Design Team and Office of Institutional Research will host focus groups in Fall 2018 for both employees and students as it relates to pathways, engaging students, and engaging employees in supporting student success.
5. Develop a comprehensive recruitment and persistence plan to achieve enrollment goals	Convene a student focus group annually to discuss and to identify effective communication approaches and potential improvements to the Pre-enrollment Steps process.	The Pathways Design Team and Office of Institutional Research will host focus groups in Fall 2018 for both employees and students as it relates to pathways, engaging students, and engaging employees in supporting student success.

FOLSOM LAKE COLLEGE
2017-18 END YEAR ACHIEVEMENTS

GOAL 2: Ensure equitable academic achievement across all racial, ethnic, socioeconomic and gender groups.

Indicators of Achievement:

1. *Achieve 71% course success rate for each student group by 2021.*
2. *Achieve a 17% degree and certificate completion rate for each student group by 2021.*
3. *Achieve proportionality in transfer-ready preparation rates for each student group by 2021.*
4. *Recruit faculty, staff and administrators to reflect the demographics of the District's service area.*
5. *Increase enrollment rates among groups who are traditionally underrepresented in higher education within the District's service area.*

FOLSOM LAKE COLLEGE
2017-18 END YEAR ACHIEVEMENTS

GOAL 2: Ensure equitable academic achievement across all racial, ethnic, socioeconomic and gender groups.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Develop and use culturally relevant curriculum and instruction.	Establish a process for identifying and allocating resources needed for new curricula intended to address community requests.	The Institutional Effectiveness (IE) Committee piloted a proposed process for IE to review and provide feedback on new program request with fiscal impacts. Although the committee has revisited this topic extensively, we have not established a clear process for allocating resources for new programs. This will be charged to an ad hoc workgroup of IE to explore in Fall 2018.

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GOAL 2: Ensure equitable academic achievement across all racial, ethnic, socioeconomic and gender groups.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
2. Address the disproportionate impact of assessment, placement and prerequisites	Develop a process to meet AB 705 requirements and implement the changes for math and English.	The college has formed an AB 705 workgroup that has been working closely with the district AB 705 taskforce. English has completed their decision tree mapping, and math is developing decision trees that will incorporate students' high school grades and GPAs. Pilot testing of the new methods is slated for Fall 2018. Note – with the recent updates from the State Chancellor's office regarding guidelines for AB 705 some of the decisions that were made in 2017-18 may be subject to change.
3. Promote courageous conversations that address institutional barriers and systems of oppression	<p>a) Establish a Professional Development Center.</p> <p>b) Develop plan for a student focused Equity Center.</p>	<p>a) The college has hired a 60 percent Professional Development (PD) Coordinator, who will start in Fall 2018. Additionally, the professional development representatives for faculty, classified, and management have been working with the PD coordinator to set up physical space for professional development on campus as well as beginning to build the 2018-19 calendar of events and training.</p> <p>b) The Equity Center Subcommittee (a subset of the Multicultural & Diversity Committee) drafted and shared a proposal for a student focused equity center. Funding for 18-19 has been identified through SEP, and potential space for the center is being examined. Planning and collaboration efforts are continuing.</p>

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STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
3. Promote courageous conversations that address institutional barriers and systems of oppression (Continued)	<p>c) Increase Student Services and Success Programs Retreat from once per year (fall) to twice per year.</p> <p>d) Decrease barriers for adoption and use of technology (including ADA compliance).</p>	<p>c) Completed</p> <p>d) Representatives from FLC are participating in a districtwide Accessibility Task Force. The Learning Management System Coordinators group is reviewing accessibility software.</p>
4. Institute professional development programs that teach effective strategies for promoting inclusivity and social justice as well as mitigating bias inside and outside the classroom	<p>a) Encourage professional development (PD) and institutionalization of a New Faculty Academy, Classified PD, and student mentorship program.</p> <p>b) Implement improvements suggested by students and employees</p>	<p>a) New Faculty Academy institutionalized via the Professional Development Committee. Classified Professional Development Committee (CPDC) hosted the first annual "Classified Skills Day" on 6/6/2018 with 63 participants attending 8 different training sessions.</p> <p>b) Surveys are provided after each flex/convocation, and professional development event. Feedback is used to adjust, modify or expand offerings to students and employees. Based on feedback, adjustments have been made to times and types of workshops offered.</p>

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STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
4. Institute professional development programs that teach effective strategies for promoting inclusivity and social justice as well as mitigating bias inside and outside the classroom (Continued)	c) Coordinate and communicate sustainability efforts to implement best practices at FLC	c) This year we installed new variable frequency drives (VFDs) which improved the energy use/efficiency of our heating, ventilation and air conditioning systems. Continued sustainability efforts include custodial self-generating green chemicals, water bottle fillers, and recycling programs for paper, wood, food waste, light bulbs, and batteries. In recognition of FLC's custodial leadership on green cleaning methods, our Custodial Supervisor, Chris Raines, was appointed to serve on the national Green Clean Schools Steering Committee with the Healthy Schools Campaign. Six electric Vehicle charging stations are scheduled to be installed in Fall 2018.
5. Increase recruitment outreach to diversify applicant pools	Provide regular and ongoing hiring committee training, including strategies to increase recruitment to diverse populations	Hiring committee trainings are provided on a regular basis each semester, and each person that serves on a hiring committee is diversity and equity trained at FLC. Currently, FLC is working with a districtwide group to revise the hiring committee training to move towards an equity-mindedness stance.

FOLSOM LAKE COLLEGE
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GOAL 3: Provide exemplary teaching and learning opportunities.

Indicators of Achievement:

1. *Provide districtwide resources to ensure all new faculty have the opportunity to participate in a faculty academy at all four colleges by fall 2018.*
2. *Increase student course success from 68% to 71% by 2021.*
3. *Increase the number of students who say they feel “engagement with their learning experience” by 5% by 2021, as measured by the Community College Survey of Student Engagement.*

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2017-18 END YEAR ACHIEVEMENTS

GOAL 3: Provide exemplary teaching and learning opportunities.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Collaborate with faculty to develop a new faculty academy at each of the colleges.	Encourage professional development (PD) and institutionalization of a New Faculty Academy, Classified PD, and student mentorship program.	<p>a) New Faculty Academy institutionalized via the Professional Development Committee.</p> <p>b) Surveys are provided after each flex/convocation, and professional development event. Feedback is used to adjust, modify or expand offerings to students and employees.</p> <p>c) The college hired a 60 percent Professional Development Faculty Coordinator, who will start in Fall 2018. Additionally, the professional development representatives for faculty, classified, and management will complete a proposal for the professional development center this semester.</p>

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2017-18 END YEAR ACHIEVEMENTS

GOAL 3: Provide exemplary teaching and learning opportunities.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Collaborate with faculty to develop a new faculty academy at each of the colleges. (Continued)	Encourage professional development (PD) and institutionalization of a New Faculty Academy, Classified PD, and student mentorship program.	d) Classified Professional Development Committee (CPDC) hosted the first annual "Classified Skills Day" on 6/6/2018 with 63 participants attending 8 different training sessions.
2. Increase professional development opportunities related to teaching methods, equity, instructional technology, discipline-specific knowledge and student services.	See strategy 1.	
3. Explore the personnel review and evaluation process to improve the effectiveness of mentoring, peer input and student evaluations.	See strategy 1.	
4. Ensure that all classroom personnel, with a focus on new and adjunct faculty, have the necessary resources to engage in improvement of curriculum, teaching and learning.	See strategy 1.	
5. Ensure each college has regular opportunities outside of FLEX to	See strategy 1.	

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GOAL 3: Provide exemplary teaching and learning opportunities.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
support the scholarship of teaching and learning.		
6. Provide resources to enhance student learning outcomes, development and assessment.	See strategy 1.	
7. Improve the assessment-for-placement process through diagnostic assessment, multiple measures and increased preparation prior to assessment.	Develop a process to meet AB 705 requirements and implement the changes for math and English.	The college has formed an AB 705 workgroup that has been working closely with the district AB 705 taskforce. English has completed their decision tree mapping, and math is developing decision trees that will incorporate students' high school grades and GPAs. Pilot testing of the new methods is slated for Fall 2018. Note – with the recent updates from the State Chancellor's office regarding guidelines for AB 705 some of the decisions that were made in 2017-18 may be subject to change.
8. Offer academic events, internships and other opportunities for teaching and learning outside the classroom.	See strategy 1.	The college dedicated a portion of Strong Workforce and Perkins funding for the purpose of professional development for CTE faculty. Faculty receiving Perkins funding for professional development include these learning opportunities in their individual program plans. Similarly faculty receiving Strong Workforce funding for professional development agreed to add a PDF section specific to teaching and learning in CTE programs.

FOLSOM LAKE COLLEGE
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GOAL 4: Lead the region in workforce development.

Indicators of Achievement:

1. *Increase the number of students who participate in work-based learning experiences in their areas of study by 15% by 2021.*
2. *Complete an enhanced industry alignment review of all CTE programs by 2021 to ensure the District is addressing regional workforce needs.*
3. *Increase the number of completers and skills builders who secure employment at a living wage by 10% by 2021.*
4. *Increase external funding by 50% by 2021 to support workforce and economic development.*

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GOAL 4: Lead the region in workforce development.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Develop regional advisory committees by industry sector to inform the program development process.	Establish a process for identifying and allocating resources needed for new curricula intended to address community requests.	The Institutional Effectiveness (IE) Committee piloted a proposed process for IE to review and provide feedback on new program request with fiscal impacts. Although the committee has revisited this topic extensively, we have not established a clear process for allocating resources for new programs. We will place the establishment of an ad hoc committee to address this during fall 2018.

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GOAL 4: Lead the region in workforce development.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
2. Assess current CTE program offerings and align them with emerging and current regional industry needs.	Conduct biennial community surveys (in 2018 and 2020) to evaluate public perception of FLC programs so we can better meet the needs of the community.	CTE steering and advisory committee evaluated this goal and determined that it could be met through their ongoing work which includes evaluating CTE programs, and aligning the programs with current regional and industry needs.
3. Increase dual enrollment for CTE programs.	Dual enrollment agreements with feeder high schools.	Concurrent enrollment agreements are completed with Visions in Education, Folsom Cordova Unified School District, and Carver High School.
4. Expand work-based internships and learning opportunities by integrating these activities into CTE courses and programs.	Adopt New World of Work curriculum.	New World of Work curriculum developed into Human/Career Development (HCD) 345: 21 st Century Workplace Skills. Being offered at Sacramento Youth Detention Facility. New World of Work training offered to CTE faculty. Being incorporated across the curriculum in Work Experience, Business, and Administration of Justice courses.
5. Increase marketing of CTE programs to students, employers and community partners.	More and variety of CTE marketing.	Hired CTE Student Personnel Assistant Outreach Specialist: Developed CTE brochures; article published in Sacramento News & Review; increased faculty, staff and community participation in Spotlight Night.

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GOAL 4: Lead the region in workforce development.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
5. Increase marketing of CTE programs to students, employers and community partners. (cont.)	More and variety of CTE marketing (cont.)	<p>Developed plan for a CTE focused call center in Spring 2018 with the goal of increasing communication with students and community partners. Implementation planned for Fall 2018.</p> <p>Hired Makerspace Project Manager and Jobs/Internship Developer for Makerspace Open House was held on May 3.</p> <p>Outreach efforts at Intel, Inductive Automation, and StemExpress.</p>
6. Increase support for CTE job placement services.	Better connections between CTE, Work Experience, and the Career Center.	Career Center staff are now supervised by the CTE Dean to increase connection and collaboration among the units.

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GOAL 5: Foster an outstanding working and learning environment.

Indicators of Achievement:

1. *Increase employee satisfaction by 5% as measured by the biennial District Employee Satisfaction Survey to be conducted in spring 2017, 2019 and 2021.*
2. *Increase the number of employees who participate in safety training programs by 25% by 2018.*
3. *Complete the implementation of the District's 2016 Five-Year Technology Plan by 2021.*
4. *Expand and enhance a comprehensive wellness program by 2018.*
5. *Produce an Annual Sustainability Report that highlights District efforts and results beginning in 2017.*

FOLSOM LAKE COLLEGE
2017-18 END YEAR ACHIEVEMENTS

GOAL 5: Foster an outstanding working and learning environment.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Increase staff and manager participation in professional development activities.	Establish a Professional Development Center	The college has hired a 60 percent Professional Development (PD) Coordinator, who will start in Fall 2018. Additionally, the professional development representatives for faculty, classified, and management have been working with the PD coordinator to set up physical space for professional development on campus as well as beginning to build the 2018-19 calendar of events and training.
2. Encourage broader participation in safety, health and wellness programs and explore developing employee incentives for engaging in health and wellness programs.	See strategy 1.	

FOLSOM LAKE COLLEGE
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GOAL 5: Foster an outstanding working and learning environment.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
3. Support leadership and career pathways for interested employees by utilizing professional development inventories and assessment tools and identifying cross-training and mentorship opportunities.	Establish a Professional Development Center.	The college has hired a 60 percent Professional Development (PD) Coordinator, who will start in Fall 2018. Additionally, the professional development representatives for faculty, classified, and management have been working with the PD coordinator to set up physical space for professional development on campus as well as beginning to build the 2018-19 calendar of events and training.
4. Coordinate and communicate college sustainability efforts to further implement best practices across the District.	a) Create a webpage. b) Report out semi-annually through the In Touch newsletter or similar college publication.	a) In progress. Postponed pending the website redesign. b) Completed.
5. Streamline business processes, including appropriate use of technology to improve workforce efficiency and better serve students.	a) Update website	a) Redesign of the FLC public website in progress and launch date during 18-19. District and College IT completed feasibility testing of access through firewall and to the internet for NetLab.

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GOAL 5: Foster an outstanding working and learning environment.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
6. Streamline business processes, including appropriate use of technology to improve workforce efficiency and better serve students. (cont.)	<p>b) Develop best practices for distance education courses</p> <p>c) Acquire district wide course scheduling software.</p>	<p>b) The following were accomplished in 2017-018:</p> <ul style="list-style-type: none"> * Identification/Verification/Documentation of Distance Education Faculty Training * Implementation of require Distance Education Training beginning Fall 2018 * Acceptance into the Online Education Initiative (OEI) with intention of adopting OEI Rubric as training standard <p>c) Selected Ad-Astra, and implementation teams formed.</p>
7. Foster positive and respectful relationships across all constituencies.	<p>a) Establish a Professional Development Center</p> <p>b) Develop and implement a plan for increasing student, faculty, and staff volunteerism within the community</p>	<p>a) The college has hired a 60 percent Professional Development (PD) Coordinator, who will start in Fall 2018. Additionally, the professional development representatives for everyone have been working with the PD coordinator to set up physical space for professional development on campus as well as beginning to build the 2018-19 calendar of events and training.</p> <p>b) Progress made. Participated in Folsom Veterans Day Parade; EL Dorado - Placerville Santa Parade. The college participated in the El Dorado/Folsom Chambers of Commerce Study Mission and the annual Folsom Community Service Day.</p>

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GOAL 5: Foster an outstanding working and learning environment.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
7. Maintain competitive salary and benefits packages for the District workforce.	Continue to collaborate with and support the district in maintaining competitive salaries and benefits for the college and district workforce.	Ongoing.