



FOLSOM LAKE COLLEGE  
EL DORADO CENTER | RANCHO CORDOVA CENTER



# STRATEGIC PLAN

2017-2020

## Folsom Lake College Strategic Plan

The Folsom Lake College (FLC) Strategic Plan 2017-2020 provides the college community with a guide for the next three years. FLC's Strategic Plan was approved by the College President on May 10, 2017. This plan is designed to align with FLC's newly revised Mission, Vision, and Equity Statements and to set goals aligned with FLC's College Master Plan and the Los Rios Community College District (LRCCD) Strategic Plan.

FLC's Strategic Plan focuses on five goals:

1. Increase Student Engagement
2. Provide High Quality Education
3. Support Community Engagement
4. Incorporate Innovation and Technology
5. Foster an Outstanding Working and Learning Environment

## Preparation of the Plan

The Strategic Planning Ad Hoc Group, a subcommittee of the Institutional Effectiveness Committee, was charged with reviewing the Mission and Vision Statements and with updating FLC's Strategic Plan by the end of Spring 2017. The membership of the Strategic Planning Ad Hoc Group included faculty members, classified staff, administrators, and students.

Input was provided by:

- Academic Senate
- Administrative Council
- Associated Students of Folsom Lake College
- Classified Senate
- Executive Team
- Harris Center for the Arts
- Management Team
- All college employees and students (via focus groups, Town Hall meetings, and Google docs)

## Progression of the Plan

- September 2016: The Strategic Planning Ad Hoc Group initially met in early Fall 2016 to discuss the revision of Folsom Lake College's Mission and Vision Statements and the creation of FLC's Strategic Plan.
- March 2017: Three Town Hall meetings for the college community were held - one at the main campus and one at each of the centers (EDC and RCC). Draft language and summaries of the five goal areas were shared, and attendees were asked to provide feedback and to identify possible omissions in the drafts.

- March and April 2017: Final drafts were shared with all constituents and participatory governance committees. The final draft was also submitted to the Academic Senate, Classified Senate, and Student Senate for first and second reads, with a request for affirmation, before it was submitted to the College President for approval.
- April 18, 2017: Strategic Plan was affirmed by the Student Senate.
- April 27, 2017: Strategic Plan was affirmed by the Classified Senate.
- May 9, 2017: Strategic Plan was affirmed by the Academic Senate.
- May 10, 2017: Strategic Plan was approved by the College President.
- June 14, 2017: Strategic Plan was approved by the LRCCD Board of Trustees.

Folsom Lake College's Strategic Plan is designed to serve as a guide to direct and to inform processes, plans, and programs, in support of the College's Mission and College Master Plan, and to support continuous quality improvement. The Strategic Plan will be reviewed annually, and adjustments will be made based on current and relevant data and trends to ensure that the Strategic Plan remains feasible and effective and that it assists in directing institutional priorities to meet the educational needs of FLC's students.

## Vision, Mission, and Equity Statements

**Vision:** Folsom Lake College opens minds and doors through the power of education, inspiring all students to become socially responsible global citizens.

**Mission:** Folsom Lake College enriches and empowers all students to strengthen our community by bridging knowledge, experience, and innovation.

Folsom Lake College, serving the diverse communities of eastern Sacramento and western El Dorado counties, offers educational opportunities and support for students to transfer to four-year institutions, to improve foundational skills, to achieve career goals, and to earn associate degrees or certificates.

**Equity Statement:** Education should belong to everyone. To nourish this inclusion, FLC champions equity, diversity, social justice, and environmental sustainability as foundational to academic, campus, and community life. We work with the communities we serve toward just and fair inclusion into society in which all people can participate, prosper, and reach their full potential. We commit to equity driven decision-making, planning, and reflective processes that are responsive to the diverse identities and experiences in our community.

We seek to empower marginalized voices, nurture our many identities and social circumstances, foster cultural responsiveness, and stand against all manifestations of discrimination, including (but not limited to) those based on: ability statuses, age, ancestry, body size, citizenship/immigration status, economic status, educational status, employment status, ethnicity,

food/housing insecurity, gender, gender identity, gender expression, incarceration experience, language, marital/partner status, military/veteran status, national origin, neurodiversity, political affiliation, pregnancy/reproductive status, race/racial identity, religion, sex, and sexual orientation.

### **Folsom Lake College Strategic Plan 2017-2020 Goals**

1. Increase Student Engagement
2. Provide High Quality Education
3. Support Community Engagement
4. Incorporate Innovation and Technology
5. Foster an Outstanding Working and Learning Environment

## Goal 1: Increase Student Engagement

Student engagement ensures that students are invested in their education as they build personal relationships with faculty members, staff, and other students, and as they participate in meaningful learning activities and services within and beyond the classroom.

### Indicators of Achievement

1. Increase the number of students leading and participating in college programs, services, committees, activities, and events by 10% by 2020.
2. Increase the number of college-wide opportunities for students (e.g., clubs, on-campus employment, internships) by 20% by 2020.
3. Increase the use of student programs and services, including online and on-ground support services, by 15% by 2020.
4. Increase the percent of student satisfaction as indicated by biennial Student Services Satisfaction Survey by 5% by 2020.

### Strategies

1. Promote college-wide programs, services, activities, and events through multiple channels (e.g., website, social media, phone, direct mail, posters, classrooms, and face-to-face).
2. Evaluate current student outreach practices and channels to identify opportunities to strengthen communication and to develop a targeted communication plan for each student audience segment.
3. Enhance and expand faculty/student mentoring program.
4. Educate students about college processes and student services structure.
5. Convene a student focus group annually to discuss and to identify potential improvements to the pre-enrollment “Steps to Success” process.
6. Assess effectiveness of success programs to identify potential improvements and to inform decisions about future programs.
7. Increase longevity of, and participation in, student clubs.

## Goal 2: Provide High Quality Education

High quality education seeks to introduce students to complex and profound ideas while offering them challenging studies that uphold academic standards so that they ultimately improve in knowledge, skills, and dispositions.

### Indicators of Achievement

1. Increase our understanding of the equity gap at FLC and its centers, including the multiple related goals (for which we do not yet have measurements), by 2020.
  2. Increase the three year completion rate\* from 16.2% to 18.0% by 2020.
  3. Increase student perceptions of mastering critical thinking, cultural competency, and information literacy at FLC as measured by student surveys and iSLO assessments by 5% by 2020.
  4. Increase the percent of students who start at basic skills level courses and progress to the first level college level courses in three years from 22.8% to 24% by 2020.
  5. Increase the certificate award and program completion rates from 44.3% to 46% by 2020.
  6. Increase the course success rates for all students from 72.4% to 73.7% by 2020 and for disproportionately impacted students from 59.9% to 66% by 2020.
  7. Increase the number of students participating in programs activities (e.g., Summer Bridge, First Year Experience, Learning Skills programs, Work Experience classes, internship programs, Peer Mentors, and empowerment communities) by 5% by 2020.
- \* Completion follows the State Chancellor's Office definition and means students who obtained a degree, certificate, transferred, or completed 60 or more transferable units with a GPA of 2.0 or higher.

### Strategies

1. Seek to understand and to address the equity gap by collecting comprehensive data, both quantitative and qualitative (through student and alumni surveys and through student focus groups).
2. Develop FLC's equity index that includes multiple dimensions of student experience, in addition to the student equity data, to inform our processes to improve student retention and success.
3. Coordinate and align efforts between Student Services and Instruction to serve all students better.
4. Incorporate student educational plans into the schedule development process.
5. Establish clear pathways (meta-majors\*\*).
6. Use the Harris Center for the Arts, Innovation Center Makerspace, Library, and other unique assets to provide enhanced interdisciplinary learning experiences.
7. Offer additional student-focused and student-led real world learning experiences.
8. Develop a process for providing resources to any new program approved for curriculum development, especially for new CTE programs.

- \*\* Meta-majors are collections of academic majors that have related courses. Within each meta-major are degrees and certificates that have related courses. The intent of selecting a meta-major is to help students choose a major and degree based on their interests, knowledge, skills, and abilities. The reason FLC, or any community college, would want to establish meta-majors is to give undecided students direction early in their college studies. For example, a student may not know their exact major, but they might know that their major will be related to the sciences. A meta-major would allow the student to get on a track for science as early as the first semester.

### Goal 3: Support Community Engagement

Community engagement fosters the proactive development of mutually beneficial relationships between the college and its service community.

#### Indicators of Achievement

1. Increase collaboration between FLC and the community (e.g., high schools, community organizations) by 10% by 2020.
2. Increase off-campus service learning opportunities and internships for students by 10% by 2020.
3. Increase the number of high school students participating in the dual enrollment program from 0 to 30 by 2018.
4. Increase the total number of community members that donate to FLC by 10% by 2020.
5. Increase the number of grants with community partners by 50% by 2020.

#### Strategies

1. Conduct biennial community surveys (in 2018 and 2020) to evaluate public perception of the value of Folsom Lake College and its programs so that FLC can better meet the needs of the community.
2. Create street teams\* consisting of FLC students, supported by faculty members, to widen outreach to high schools.
3. Establish formal partnerships with community organizations.
4. Establish a robust dual enrollment program (high school and FLC) with a full-time faculty coordinator.
5. Develop new internship and job opportunities for FLC students and use survey ratings from employers to gauge their satisfaction with intern programs and students placed in jobs.
6. Establish a process for identifying and allocating resources needed for new curricula intended to address community requests.
7. Develop and execute a plan for increasing student, faculty, and staff volunteerism within the community and at the college.

- \* A street team is a group of people who will directly market FLC to prospective students and engage with the community through outreach and promotion at high schools and events and through other direct marketing efforts.



## Goal 4: Incorporate Innovation and Technology

Innovation and technology build a culture of technological empowerment that values informed risk taking, rewards creativity, and supports the aspirations of students.

### Indicators of Achievement

1. Increase the number of students, administrators, faculty, and staff that report using/incorporating technological innovation as measured by annual survey by 10% by 2020.
2. Increase the number of collaborative projects between administrators, faculty, students, and Student Services by 5% by 2020.
3. Increase all student participation (especially for underrepresented students) in innovation and technology activities by 5% by 2020.
4. Increase the number of interdisciplinary grants awarded/received by 5% by 2020.
5. Increase the number of Maker Faires hosted by FLC from 0 to 1 by 2018.

### Strategies

1. Encourage collaboration on technology issues between Student Services, faculty, administrators, and students.
2. Develop a policy review, including a discussion of resource allocation, to ensure that innovation and/or technology-related projects have a clear path from imagination to implementation.
3. Support student clubs by providing technological resources and/or by collaborating on joint projects/activities.
4. Partner with the community on joint technology projects/activities.
5. Seek increased resources relating to technology and innovation.
6. Invest resources for marketing tools and resources relating to technology and innovation.
7. Create new programs and courses relating to technology.
8. Increase professional development for faculty and staff relating to technology.
9. Decrease barriers for adoption and use of technology (including ADA compliance).
10. Survey students and staff to identify gaps in technology accessibility and create steps to close gaps.
11. Plan, through a broad college-wide dialogue with students, for ways to increase access to technology for students.

## Goal 5: Foster an Outstanding Working and Learning Environment

An outstanding working and learning environment develops and sustains an inclusive climate where people can work proudly and learn successfully.

### Indicators of Achievement

1. Increase employee participation in professional development activities and other trainings by 30% by 2020.
2. Increase percent of employees' and students' perception of spirit and involvement with college and community arts, sports, and science events by 20% by 2020.
3. Increase employee morale, satisfaction, and engagement, as measured through the biennial Campus Climate Survey, by 20% by 2020.

### Strategies

1. Provide cultural resource for the community at large by ensuring that all constituencies have access to the resources, programs, and services needed for them to be successful.
2. Promote the use of free or reduced-price tickets to students, faculty, and staff to college arts, sports, and science events.
3. Implement improvements suggested by student and employee focus groups (e.g., outdoor learning spaces).
4. Encourage students to enroll at FLC by increasing the effectiveness of the Campaign for Success.
5. Encourage professional development and institutionalize new faculty academy, Classified Professional Development committee, and student mentorship program.
6. Coordinate and communicate sustainability efforts to implement best practices at FLC.
7. Promote a culture of positive and respectful relationships across all constituencies, including the development of a Values Statement and the implementation of the Equity Statement.
8. Provide a safe and secure environment for the college community through events, such as safety training and safety information forums.
9. Promote and increase health and wellness services and implement the newly created Health and Safety Plan.
10. Organize and institutionalize employee and student gatherings to support an inclusive campus environment.

## Appendix

Los Rios District Strategic Plan

<http://www.losrios.edu/strategic-plan/>

Folsom Lake College Master Plan

[http://inside.flc.losrios.edu/inside/content/major\\_docs/college\\_master\\_plan/2016\\_college\\_master\\_plan.pdf](http://inside.flc.losrios.edu/inside/content/major_docs/college_master_plan/2016_college_master_plan.pdf)

Folsom Lake College Annual Goals

[http://inside.flc.losrios.edu/inside/college\\_planning/college\\_goals.aspx](http://inside.flc.losrios.edu/inside/college_planning/college_goals.aspx)

Folsom Lake College Vision, Mission, and Equity Statement

<http://www.flc.losrios.edu/about-us/vision-mission-and-equity>

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