

**FOLSOM LAKE COLLEGE
2016-17 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).*

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Inventory and evaluate existing pathways and identify opportunities for improvement, expansion, and increased promotion to students	a) Develop, implement, and expand coordinated high school to college pathways including: course-to-course articulation, dual enrollment, and advanced education	Dual Enrollment in process with Folsom Cordova Unified School District (FCUSD) and El Dorado Union High School District (EDUHSD). Waiting for direction from LRCCD about faculty compensation. CTE Outreach Specialist hired to coordinate and serve as a liaison between FLC and K-12 faculty for course-to-course articulation, dual enrollment, and advanced education efforts. Partially Achieved
2. Implement improved class scheduling system to better meet student needs	a) Pilot a two-year program planning document and publication with 2 departments; explore rollout to additional departments and possible FTEF support	Enrollment Management Goals by discipline, area, and center developed for implementation in 2017-18. Thirty-seven of 79 two-year program plans for existing degrees and certificates were developed in spring 2017. Publication of two-year program plans during summer 2017. Remaining two-year program plans to be completed in fall 2017. Achieved

<p>3. Promote communication channels that increase awareness of course offerings, deadlines, services, programs, resources and events</p>	<p>a) Plan for fall 2017 implementation of FLC/RCC Promise Program, including support services, business processes, outreach, marketing plans, and tracking systems Identify and secure funding sources beyond the City of Rancho Cordova to support the sustainability of the Promise Program</p>	<p>Rancho Cordova (RC) Promise application period for 2017-18 funding was open February 1 - March 31, 2017. One hundred seventy-seven total applicants with 152 qualified Promise students making up initial group. Welcome event planned for August 2017. Tracking will occur from February 1 through fall 2017 census to determine the success rate for acceptance to actual fall 2017 enrollment; completion of twelve units; course completion of 'C' or better; persistence from fall 2017 to spring 2018.</p> <p>City of Rancho Cordova approved \$150,540 to fund 2018 high school graduates for 2018-2019 academic year; other business donor commitments being sought.</p> <p>Achieved</p>
<p>4. Monitor student progress and proactively engage with at-risk students prior to key milestones (first semester, 30 units, 70 units, etc.)</p>	<p>a) Revise TransferNet, a completion program for all transfer-ready students</p>	<p>Number of students who are "Transfer Ready" and have been at FLC for 3 or more years: 360 students. All 360 students have been contacted by our Career and Transfer Center staff.</p> <p>Of the 360 students: 18 came in and saw a transfer counselor, 18 created an Educational Plan, and 18 decided and prepared for transfer.</p> <p>Partially Achieved</p>

<p>4. Monitor student progress and proactively engage with at-risk students prior to key milestones (first semester, 30 units, 70 units, etc.) (cont.)</p>	<p>b) Increased marketing and utilization of Great Ideas For Teaching Students (GIFTS) repository</p>	<p>Multicultural and Diversity Committee developed a marketing plan to increase awareness of college Equity Statement and inclusion in college processes.</p> <p>Work continues to create better visibility, inclusiveness, and increased input from faculty and staff to enhance the GIFTS repository. GIFTS will be included in Social Justice Spring marketing materials starting spring 2018 to further increase visibility and utilization.</p> <p>Equity & Cultural Competency website: http://culturalcompetency.flc.losrios.edu/</p> <p>Partially Achieved</p>
<p>5. Develop a comprehensive recruitment and persistence plan to achieve enrollment goals</p>	<p>a) Develop a Professional Learning Communities (PLC) related to Student Success Measures</p>	<p>Student Retention Professional Learning Community convened. Best Practices document developed and integrated with enrollment management planning.</p> <p>Achieved</p>
	<p>b) Prepare study of population growth of surrounding community</p>	<p>District Office completed population study in 2016. Accreditation Committee reviewed the report in spring 2017 and determined that the district report is adequate to meet the recommendation included in the college's accreditation report.</p> <p>Achieved</p>

<p>5. Develop a comprehensive recruitment and persistence plan to achieve enrollment goals (cont.)</p>	<p>c) Increase efforts to market support services for new and continuing students</p>	<p>New integrated marketing strategy was developed fall 2016 to highlight all Student Services and Success Programs.</p> <p>Developed On-the-Ground Orientation program, implemented in spring 2017. Incorporated the logo and branding for the Center For Excellence (CFE) that supports our disproportionately impacted students. This increased visibility and growth for CFE and its programs - CARE, EOPS, DSPS, and CalWORKS.</p> <p>Faculty handbook developed for fall 2017 distribution with information on Student Services and Success Programs.</p> <p>Developed and incorporated video content to be used by staff and faculty within D2L/Canvas.</p> <p>Services and Success Programs shared with all incoming students.</p> <p>Communication kits sent out to all FLC K-12 feeder schools highlighting these opportunities for prospective students.</p> <p>Achieved</p>
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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.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Develop and use culturally relevant curriculum and instruction	a) Expand Supplemental Instruction and embedded tutoring, targeting basic skills courses and disproportionately impacted populations	<p>In spring 2017, 36 FLC courses in basic skills math, ESL, English, and the sciences had embedded tutoring.</p> <p>Learning Skills expanded Embedded Tutoring for several disciplines.</p> <ul style="list-style-type: none"> • 13 Biology Classes at FLC-Main and EDC • 2 Chemistry classes at FLC-Main and EDC • 9 Math classes at FLC-Main, EDC, and RCC • 1 Psychological Statistics class at FLC-Main • 1 ESL class at RCC <p>English department expanded Embedded Tutoring in 9 basic skills English courses and in coordination with the Reading and Writing Center at Main, Learning Resource Center at RCC, and English Lab at EDC.</p> <p>Achieved</p>

2. Address the disproportionate impact of assessment, placement, and prerequisites	a) Implement Common Assessment Initiative (CAI)	<p>Common Assessment Initiative has been put on hold by State Chancellor's office.</p> <p>All colleges within LRCCD have collaborated on a mapping project and identified appropriate multiple measures.</p> <p>Although the tool has been put on hold at the State level, the college is positioned to have a smooth rollout once the tool is released.</p> <p>Partially Achieved</p>
	b) Disaggregate student data and strengthen linkage between SLO, Assessment, and resource allocation	<p>Identified and purchased TracDat, an off the shelf platform, to help the college track SLOs and SAOs. Program review and annual plan templates have been revised and strengthened in TracDat to include clear linkage between resource requests and supporting evidence, including SLOs. Full roll out scheduled for fall 2017.</p> <p>While the platform has the ability to collect data on disaggregated student data, implementing this is on hold until colleges and district discuss how to meet the new accreditation standard.</p> <p>Achieved</p>

<p>2. Address the disproportionate impact of assessment, placement, and prerequisites (cont.)</p>	<p>c) Continuous refinement of outreach strategies to targeted student groups within college service area</p>	<p>Hired a CTE Student Personnel Assistant (SPA)-Outreach to focus on disproportionately impacted populations. Primary target areas are El Dorado County and Rancho Cordova due to the high concentration of first generation, low socio-economic status, students of color, and Veterans. Contact cards developed and distributed during Outreach activities to capture student data and provide intentional follow up.</p> <p>Promise Program for City of Rancho Cordova residents launched that provides a fee-free education opportunity for first year.</p> <p>Moved most categorical programs into the Center For Excellence (CFE) to leverage provision of support services in a single location.</p> <p>CTE SPA-Outreach will collaborate with special populations Outreach Specialist</p> <p>Achieved</p>
<p>3. Promote courageous conversations that address institutional barriers and systems of oppression</p>	<p>a) Implement LRCCD Basic Skills Partnership Pilot grant</p>	<p>Due to a variety of factors the Math department is unable to actively participate in this grant. CRC is monitoring for FLC for future involvement.</p> <p>Not Achieved</p>

<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>	<p>a) Increased marketing and utilization of Great Ideas For Teaching Students (GIFTS) repository</p>	<p>Multicultural and Diversity Committee developed a marketing plan to increase awareness of college Equity Statement and inclusion in college processes.</p> <p>Work continues to create better visibility, inclusiveness, and increased input from faculty and staff to enhance the GIFTS repository. GIFTS will be included in Social Justice Spring marketing materials starting spring 2018 to further increase visibility and utilization.</p> <p>Partially Achieved</p>
<p>5. Increase recruitment outreach to diversify applicant pools</p>	<p>a) Provide hiring the best while developing diversity in workforce training to all staff</p>	<p>FLC equity officer continues to ensure that all staff who serve on hiring committees are trained.</p> <p>Achieved</p>

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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.

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Collaborate with faculty to develop a new faculty academy at each of the colleges	a) Establish New Faculty Academy (NFA)	<p>New Faculty Academy implemented in fall 2016. Strategies for institutionalizing NFA include:</p> <ul style="list-style-type: none"> • President’s Reassigned Time granted for NFA facilitator fall 2017 and spring 2018 • SSSP/SEP funds allocated for faculty release time in fall 2017 • Request for faculty Professional Development Coordinator position included in AUP. <p>New Adjunct Orientation implemented in fall 2017.</p> <p>The Professional Development Committee (PDC) continues to build and improve its New Faculty Academy (NFA). More emphasis has been placed on student equity and access helping to train our newly hired faculty members in providing better support to at-risk students.</p> <p>Achieved</p>

<p>2. Increase professional development opportunities related to teaching methods, equity, instructional technology, discipline-specific knowledge, and student services</p>	<p>a) Communicate opportunities for professional development to campus</p>	<p>College PD calendar established for all professional development workshops for various trainings and workshops.</p> <p>New Faculty Academy implemented in fall 2016.</p> <p>Classified Professional Development Committee (CPDC) established in fall 2016.</p> <p>Under the IEPI leadership grant, a temporary Staff Resources Center Assistant was hired to help schedule and track trainings and attendance that occurs outside of Flex weeks; first FLC Leadership Academy commenced January 2017.</p> <p>Request for Professional Development Coordinator in the 2017-18 faculty hiring process. Request for Staff Resources Center Assistant in 2017-18 classified priorities hiring process.</p> <p>Achieved</p>
<p>3. Explore the personnel review and evaluation process to improve the effectiveness of mentoring, peer input, and student evaluations</p>	<p>a) Develop classified mentoring program</p>	<p>The Classified Professional Development Committee (CPDC), in conjunction with Classified Senate, is working to establish a classified staff mentorship program. This program will be of assistance to new and current classified staff by providing information and assistance in regards to resources on campus, answering technical and procedural questions, and building support systems between and among staff.</p> <p>Partially Achieved</p>

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	a) Survey students and staff on needs and perceptions regarding academics, engagement, satisfaction, wellness, safety, and mental health	Surveys completed and shared. Units and departments encouraged to use data in their program review/annual planning for 2017-18. Participatory governance committees encouraged to discuss how results may influence or guide their goal setting and direction for the year. Achieved
	b) Identify departmental oversight for interdisciplinary programs	Academic Senate made recommendations for oversight in fall 2016 to be implemented in 2017-18. Achieved
	c) Continue five-year technology infrastructure renewal project	This is a blended project between DO and local resources. FLC IT is currently in the process of installing IT infrastructure in the form of wireless access points (APs) and network switches. In 2016-17 six network switches and 50 wireless access points were installed at FLC and EDC as well as the brand new infrastructure at the new RCC (6 switches and 16 APs.) Achieved
	d) Evaluate and make recommendations regarding the future of iTV, closed streaming course modality	Evaluation process completed. Recommendation presented to Exec Team to discontinue iTV. The executive team approved discontinuation of iTV effective spring 2018. Achieved
	e) ADT degrees included in 2017-18 catalog	Process for including ADTs in catalog completed. Sociology and Economics ADTs completed in 2017-18 for a total of 19 ADTs. Achieved

<p>5. Ensure each college has regular opportunities outside of Flex to support the scholarship of teaching and learning</p>	<p>a) Expand PD calendar</p>	<p>Under the IEPI leadership grant, a temporary Staff Resources Center Assistant was hired to help schedule and track trainings and attendance that occurs outside of Flex weeks. During the spring Flex 2017, the PDC increased its efforts to include all constituent groups in the Flex planning with encouragement to attend.</p> <p>Navigators and Teaching & Learning Community programs continue to offer workshops throughout the academic year.</p> <p>Several learning opportunities scheduled for students, faculty, staff and administrators during Social Justice Spring 2017.</p> <p>Achieved</p>
<p>6. Provide resources to enhance student learning outcomes, development, and assessment</p>	<p>a) Identify and implement ePlatform to support tracking and reporting for program planning, SLOs, SAOs, and college strategic planning</p>	<p>Purchased an ePlatform. Implementation and beta testing conducted in spring 2017. Full roll out planned and on schedule for fall 2017.</p> <p>Achieved</p>
	<p>b) Develop process for identifying, developing, and tracking grants</p>	<p>Formally established the Research Advisory Council (RAC) as a standing subcommittee of the Institutional Effectiveness Committee in fall 2016. RAC is charged with reviewing proposals for grants for alignment with college goals, mission, and vision. RAC developed the first draft of guiding policy and procedure (i.e. forms, timeline, chain of approval, and grant oversight) which will be piloted in fall 2017.</p> <p>Achieved</p>

<p>7. Improve the assessment-for-placement process through diagnostic assessment, multiple measures and increased preparation prior to assessment</p>	<p>a) Implement Common Assessment Initiative (CAI)</p>	<p>Common Assessment Initiative (CAI) has been put on hold by State Chancellor's office. All colleges within LRCCD have collaborated on a mapping project and identified appropriate multiple measures. Although the tool has been put on hold at the State level, we are positioned to have a smooth rollout once the tool is released.</p> <p>Achieved</p>
<p>8. Offer academic events, internships, and other opportunities for teaching and learning outside the classroom</p>	<p>a) Convene a campus-wide forum to improve transparency regarding Harris Center use and ways to utilize the Center for instructional and student development programs</p>	<p>A committee of representatives from throughout the college was formed as a liaison group to the Harris Center and began meeting in December 2016. The committee held an open forum during spring 2017 Flex Week to provide more transparency into the Harris Center's operations and to discuss how the Center can play a bigger role in student success and campus life.</p> <p>New Speaker Series program initiated in spring 2017. Three speakers contracted with for 2017-18 season.</p> <p>Thirty-one students employed in the Harris Center as stagehands, front of house staff, and marketing assistants. Opportunities for work experience credit for student employees will be piloted in 2017-18.</p> <p>Achieved</p>
<p>9. Other strategies to provide exemplary teaching and learning opportunities</p>	<p>a) Review and update FLC vision and mission statements</p>	<p>FLC vision and mission statements completed and approved by the Board of Trustees on 12/14/16.</p> <p>Achieved</p>

9. Other strategies to provide exemplary teaching and learning opportunities (cont.)	b) Review and update FLC strategic plan	<p>FLC Strategic Plan 2017-2020 completed and approved by the Board of Trustees on 6/14/17.</p> <p>Achieved</p>
	c) Complete and implement: college safety plan, college equity statement, distance education (DE) plan	<p>Plans completed and approved:</p> <ul style="list-style-type: none"> • Health & Safety Plan 11/29/16 • DE Vision approved 12/15/16 <p>College equity statement affirmed by the college spring 2016.</p> <p>DE plan successfully migrated to DE Subcommittee (of Curriculum Committee) for oversight, updates, and revision. Multicultural and Diversity Committee’s Recommendations and Implementations Guide implemented in spring 2017.</p> <p>Achieved</p>
	d) Develop Enrollment Management Plan, including recommendations for comprehensive, web-based, and integrated scheduling application	<p>Enrollment Management Plan completed and approved in spring 2017. Active participation in District Student Experience Lifecycle and Course Scheduling Projects. IEPI fall 2016 visit completed. The IEPI follow up visit will occur in fall 2017.</p> <p>IEPI Plan completed in spring 2017.</p> <p>Achieved</p>

<p>9. Other strategies to provide exemplary teaching and learning opportunities (cont.)</p>	<p>e) Implement TRG Arts recommendations for patron loyalty programs.</p>	<p>Seven subscription packages offered for sale in 2016-17 season. With TRG’s assistance, detailed plans were created and executed for a more formal subscription program beginning with the 2017-18 season, with three subscription packages offered based on data collected from 2016-17 packages; planning session was held in June to formalize 2017-18 patron loyalty effort aimed at increasing multi-buyers, and refining subscriber and donor member development plans for 2018-19 season.</p> <p>Patron loyalty support staff have been identified and are being contracted for 2017-18 season.</p> <p>Partially Achieved</p>
	<p>f) Increase capacity for marketing through hiring of new Marketing and Communication Director and outsourcing online marketing efforts</p>	<p>Harris Center Director of Marketing & Communications hired. MogoArts was contracted to support online marketing efforts for the 2016-17 season. Business protocols were also established to allow Center staff to directly purchase Facebook boosted posts to promote events.</p> <p>Achieved.</p>
	<p>g) Expand volunteer involvement in fundraising activities for the Harris Center</p>	<p>The Arts Committee of the FLC Foundation is working with a group of Harris Center volunteers to increase their involvement in fundraising efforts for the Center. Over 50 volunteers signed up to participate.</p> <p>Achieved</p>

9. Other strategies to provide exemplary teaching and learning opportunities (cont.)	h) Implement new FLC Foundation two-pronged organizational structure: College and Harris Center	The FLC Foundation Board has reorganized into two committees: Arts and College. Each committee meets monthly to establish goals and measure progress. The goal to increase fundraising revenues by 20% is achievable and the Foundation is on track to accomplish this milestone. Achieved
	i) Continue Athletics Donor Wall project	Project completed. Achieved

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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.

STRATEGY (as applicable)	ACTION STEPS	ACHIEVEMENT DETAIL
1. Develop regional advisory committees by industry sector to inform the program development process	a) Conduct student focus groups to identify what real world experiences students want	New CTE Dean has been charged with coordinating student focus groups in 2017-18. Regional project started with Valley Vision. Partially Achieved
2. Assess current CTE program offerings and align them with emerging and current regional industry needs	a) Revise the process for new program to include resource identification prior to approval	College is in process of revising process and guidelines for developing and submitting new program proposals with resource identification to be implemented in fall 2017. North/Far North Regional Consortium (NFNRC) has developed CTE program approval process. Discussion on integrating this process into FLC process initiated. Partially Achieved
3. Increase dual enrollment for CTE programs	a) Participate in CTE Outcomes Survey (CTEOS)	Participated in CTEOS in spring 2017. Achieved

<p>4. Expand work-based internships and learning opportunities by integrating these activities into CTE courses and programs</p>	<p>a) Execute plan for facilities remodel, curriculum development, and community partnerships to transform Innovation Center into a Makerspace</p>	<p>Makerspace facility remodel 90% complete. Makerspace courses and certificates created and approved for offering in fall 2017. Open house scheduled for fall 2017.</p> <p>Achieved</p>
<p>5. Increase marketing of CTE programs to students, employers, and community partners</p>	<p>a) Participate in CTE Outcomes Survey (CTEOS)</p>	<p>Participated in CTEOS in spring 2017.</p> <p>Working with District CTE Leadership group to identify other mechanisms to obtain this data in addition to CTEOS.</p> <p>Achieved</p>
<p>6. Increase support for CTE job placement services</p>	<p>a) Participate in CTE Outcomes Survey (CTEOS)</p>	<p>Participated in CTEOS in spring 2017.</p> <p>Achieved</p>

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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.*

STRATEGY	ACTION STEPS	ACHIEVEMENT DETAIL
1. Increase staff and manager participation in professional development activities	a) Establish new FLC Speaker Series, hosted by the Harris Center	Speakers Series has been established and the first speaker was hosted in spring 2017. Three speakers have been identified and scheduled for 2017-18 season. Achieved
2. Encourage broader participation in safety, health, and wellness programs and explore developing employee incentives for engaging in health and wellness programs	a) Develop, implement, and coordinate college-wide professional development (PD) activities	Spring Flex 2017 theme "Promoting Education Through Health and Wellness." The committee recognizes the need for more health, wellness, and safety training and will continue to make this a primary focus. Achieved
3. Support leadership and career pathways for interested employees by utilizing professional development inventories and assessment tools and identifying cross-training and mentorship opportunities	a) Evaluate options for comprehensive professional development center, including support staffing	As a part of the IEPI leadership grant, an external consultant has been hired to work with the college to identify professional development needs and recommendations for developing a college-wide, comprehensive professional development center. Constituent group meeting in progress. Partially Achieved

<p>4. Coordinate and communicate college sustainability efforts to further implement best practices across the District</p>	<p>a) Collaborate and support District as needed</p>	<p>The college website is being redesigned. New site is expected to launch in spring or summer 2018.</p> <p>Creating a sustainability webpage is planned for phase II of the redesign project. The webpage will contain information on campus sustainability efforts including tracking the results of recycling programs and potential future awards received in sustainability and green cleaning, etc.</p> <p>Not Achieved</p>
<p>5. Streamline business processes, including appropriate use of technology to improve workforce efficiency and better serve students</p>	<p>a) Identify resources to purchase student tracking system to align, coordinate, and track discipline, grievance, Title IX, confidential reporting, equity officer processes</p>	<p>Dialogue occurring across the district to determine IT capacity and identify possible funding streams to purchase a program to track student conduct across the district.</p> <p>Not Achieved</p>
	<p>b) Complete the Financial Aid PeopleSoft conversion, utilizing High Point to address degree applicability</p>	<p>Conversion to PeopleSoft is complete. Course applicability project still underway to finalize district-wide process for reviewing courses and overriding system constraints where appropriate. The monitoring of this process will be ongoing.</p> <p>Achieved</p>

5. Streamline business processes, including appropriate use of technology to improve workforce efficiency and better serve students (cont.)	c) Revise and update external website, revise and migrate internal college website to Ingeniux	Working in coordination with ARC & DO to develop similar navigation and design standards for redesign of the college website. Redesign launch planned for spring or summer 2018. <i>FLC Insider</i> integration to follow. Partially Achieved
	d) Survey students and staff to identify gaps in technology accessibility	OIR will distribute survey in fall 2017. Partially Achieved
6. Foster positive and respectful relationships across all constituencies	a) Identify strategies to improve communication, increase morale and collaborative spirit (“Falcontude”)	Campus climate survey completed and the executive team, working in collaboration with Multicultural & Diversity Committee (MDC), has reviewed findings, recommendations, and strategies to improve communication and morale within the college. Information from survey informed Leadership Academy activities in spring 2017; Bagels and Brew (coffee) networking activity hosted on mandatory Flex day - all employees encouraged to participate (excellent turnout); suggestion/comment boxes placed in various locations at all three sites; email address established to submit suggestions/comments electronically; Falcon Family Fun Day event held in April 2017; Thursday Morning Coffee hosted by different departments throughout the summer. Partially Achieved

<p>7. Maintain competitive salary and benefits packages for the District workforce</p>	<p>a) Provide input as needed to District</p>	<p>Additional recruitment resource sites and publications recommended to HR to draw more diverse pool of applicants for various college positions.</p> <p>Achieved</p>
<p>8. Other strategies to foster outstanding working and learning environment</p>	<p>a) Use Harris Center technology (business systems, stage tech systems) as a real world learning environment for students.</p>	<p>The Harris Center currently employs 31 students as stagehands, front of house staff, and marketing assistants, providing work experience with current state-of-the-art tech systems. Students are also employed in ticket office and call center which uses computer network/systems and cloud based software platform that are configured to meet new, more stringent Payment Card Industry (PCI) compliance standards.</p> <p>Harris Center and Work Experience Coordinator will work together to establish work experience credit opportunities in 2017-18.</p> <p>Partially Achieved</p>
	<p>b) Identify sustainable funding sources to support the addition of intercollegiate men's and women's basketball</p>	<p>Men's and Women's Basketball will commence in 2017-18 season.</p> <p>Achieved</p>

8. Other strategies to foster outstanding working and learning environment (cont.)	c) Develop and implement an on-ground orientation at all three sites during fall 2016	On-the-Ground Orientation program was developed in fall 2016. The program formally rolled out at all three FLC sites spring 2017 with 487 students served, which is 28% of the incoming first-time college student cohort. The program is being considered for adoption across the district. Achieved
	d) Form a Harris Center Student Committee for the Arts to better engage students in student generated and managed programming	Postponed to 2017-18 because of capacity issues resulting from Marketing Director vacancy. Not Achieved.
	e) Explore strategies to identify volunteer and/or service learning opportunities and establish partnerships within the community	Executive Management Team to begin dialogue in fall 2017. Not Achieved
	f) Implement Smoke/Tobacco/Vape-free environment at all three sites	Smoke/Tobacco/Vape-free environment successfully implemented in fall 2016 at all three sites. Achieved