

**FOLSOM LAKE COLLEGE
2018-19 GOALS**

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	SUCCESS INDICATORS	CONNECTIONS	RESPONSIBLE LEAD(S)
1. Inventory and evaluate existing pathways and identify opportunities for improvement, expansion and increased promotion to students	a) Continue work on increasing awareness, participation, and understanding of guided pathways. b) Continue work on understanding and implementing AB 705 in English, math, and ESL.	a) Finalize meta-majors and robust CTE pathways. b) All students are able to complete their English and math requirements within a year.	California Community College Guided Pathways Grant Program AB 705 ACCJC IA, IB, IIA, IIB College Master Plan Goal - High Quality Education	VPI, VPSS, Pathways Design Teams

<p>2. Implement improved class scheduling system to better meet student needs</p>	<p>Implement AdAstra, and use predictive analytics to continue to improve scheduling.</p>	<p>Students' needs (based on data) are used to build the schedule.</p> <p>Establish a baseline for student success and align with the measures for the new funding formula.</p>	<p>ACCJC IA, IB, IIA, IIC</p> <p>College Master Plan Goals - High Quality Education, and Innovation & Technology</p>	<p>AdAstra implementation team, Enrollment Management Committee, Office of Institutional Research</p>
<p>3. Promote communication channels that increase awareness of course offerings, deadlines, service, programs, resources and events</p>	<p>Develop student services on ramping (on-boarding, orientation, assessment).</p>	<p>Campus and community awareness of guided pathways.</p>	<p>ACCJC IIB</p> <p>College Master Plan Goal - Student Engagement</p>	<p>VPSS, VPI, Pathways Design Team</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>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.</p>	<p>Focus groups are completed and information used to design student centered pathways.</p>	<p>ACCJC IB, IIA</p> <p>College Master Plan Goal - High Quality Education</p>	<p>VPSS, Pathways Design Team, Office of Institutional Research</p>

5. Develop a comprehensive recruitment and persistence plan to achieve enrollment goals.	Redefine and restructure outreach services to be more inclusive and comprehensive. [add equity, more clear lang]	Increased number of new applicants who complete all steps to enroll by 5%.	ACCJC IIB College Master Plan Goal - Student Engagement	VPSS
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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	SUCCESS INDICATORS	CONNECTIONS	RESPONSIBLE LEAD(S)
1. Develop and use culturally relevant curriculum and instruction.	<p>Continue dialogue about being student centered, and what that means.</p> <p>Continue to use what we learned at CUE to have dialogues about revising the required hiring training to go beyond just compliance to include equity mindedness.</p>	<p>Faculty, staff, and managers attend the District hosted CUE Faculty Diversity training.</p> <p>Revised job descriptions and hiring committee training.</p>	<p>District Goal 3</p> <p>ACCJC IA, IB, IIA, IIIA, IIIB</p> <p>College Master Plan Goals - High Quality Education, Student Engagement</p>	<p>Professional Development; Office of Institutional Research; Equity Officer; Diversity, Equity, and Community Committee</p>

	Establish a student focused equity center.	Resources for culturally relevant teaching are provided through the equity center, and used in the classroom.		VPSS
2. Address the disproportionate impact of assessment, placement and prerequisites.	Continue work on understanding and implementing AB 705 in English, math, and ESL.	All students are able to complete their English and math requirements within a year.	AB 705 ACCJC IB, IIA, IIB College Master Plan - High Quality Education	VPI
3. Promote courageous conversations that address institutional barriers and systems of oppression.	Fully implement a student equity space location on campus Continue presentations and workshops re: equity for the campus community. Including discussions about employee and student demographics, and students feeling connected to staff and faculty on campus who look like them.	Establishment of an equity center. Increased workshops, trainings, and college-wide speakers on the topic of equity.	ACCJC IIC, IIIA College Master Plan - High Quality Education	VPSS Professional Development Committee

<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>Onboard the professional development coordinator, and work with them to set up a repository for various college wide professional development resources and trainings, including equity on campus.</p> <p>Coordinate and support trainings and professional development opportunities.</p>	<p>Development of an online repository.</p> <p>Development of a college-wide calendar of professional development events.</p>	<p>ACCJC IIIA, IIC</p> <p>College Master Plan - Innovation & Technology</p>	<p>Professional Development Committee</p>
<p>5. Increase recruitment outreach to diversify applicant pools.</p>	<p>Revise the college description on the job announcements.</p> <p>Revise the hiring committee training, including how to increase recruitment of diverse candidates.</p>	<p>College descriptions are revised through an equity lens.</p> <p>Hiring committee training is revised to include equity mindedness concepts.</p>	<p>ACCJC IIIA</p> <p>College Master Plan - High Quality Education</p>	<p>Professional Development Committee, EEO Committee members</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	SUCCESS INDICATORS	CONNECTIONS	RESPONSIBLE LEAD(S)
1. Collaborate with faculty to develop a new faculty academy at each of the colleges.	Continue to work on institutionalizing the New Faculty Academy.	New faculty Academy is institutionalized.	ACCJC IIIA College Master Plan - High Quality Education	VPI
2. Increase professional development opportunities related to teaching methods, equity, instructional technology, discipline-specific knowledge and student services.	Onboard the professional development coordinator, and work with them to set up a repository for various college wide professional development resources and trainings, including equity on campus.	Development of an online repository, and a college-wide calendar of professional development events.	ACCJC IIIC College Master Plan - High Quality Education	Professional Development Committee

3. Explore the personnel review and evaluation process to improve the effectiveness of mentoring, peer input and student evaluations.	Provide trainings to deans, managers, and supervisors regarding the personnel review process.	Increased understanding of the personnel review process.	ACCJC IIIA College Master Plan - High Quality Education	VPI, VPSS, VPA
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 2.	See strategy 2.	ACCJC IIIA College Master Plan - High Quality Education, Student Engagement	Professional Development Committee
5. Ensure each college has regular opportunities outside of FLEX to support the scholarship of teaching and learning.	See strategy 2.	See strategy 2.	ACCJC IIIA College Master Plan - High Quality Education	Professional Development Committee
6. Provide resources to enhance student learning outcomes, development and assessment.	Examine existing structure and resources for the Rancho Cordova Promise Program and determine what is needed to increase the number of students enrolling (i.e. year 3 – books or 2nd year free or other support services) Update facilities master plan.	Expanded support for RCC promise students. Use Ad Astra for space managing capabilities. Plan prepared and shared.	California Promise Program ACCJC IIIB College Master Plan - High Quality Education	VPSS, Office of Institutional Research VPA

<p>7. Improve the assessment-for-placement process through diagnostic assessment, multiple measures and increased preparation prior to assessment.</p>	<p>Continue work on understanding and implementing AB 705 in English, math, and ESL.</p>	<p>All students are able to complete their English and math requirements within a year.</p>	<p>AB 705 ACCJC IB, IIA, IIB College Master Plan - High Quality Education</p>	<p>VPI</p>
<p>8. Offer academic events, internships and other opportunities for teaching and learning outside the classroom.</p>	<p>See strategy 2. Establish an internship program with the Harris Center.</p>	<p>Internship established, and students placed into internship assignments. Inclusion of Makerspace and outside employers as additional resources.</p>	<p>ACCJC IIC College Master Plan - High Quality Education, Student Engagement</p>	<p>CTE Dean and Harris Center Exec. Director</p>

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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	ACTION STEPS	SUCCESS INDICATORS	CONNECTIONS	RESPONSIBLE LEAD(S)
1. Develop regional advisory committees by industry sector to inform the program development process.	Continue work with Valley Vision and regional stakeholders to develop robust advisory boards to support current and new CTE programming.	Agendas and minutes demonstrate robust and active regional advisory committees. Recommendations for improvements are considered and incorporated.	Strong Workforce/ Perkins ACCJC IA, IIA College Master Plan Goals - High Quality Education, Community Engagement	CTE Dean
2. Assess current CTE program offerings and align them with emerging and current regional industry needs.	Utilize CCCC Launchboard, Centers of Excellence, Deputy Sector Navigators, Community input, and other related resources to identify emerging and current regional industry needs.	FLC CE programming aligned to regional need as identified by increased student enrollments and job placements.	Strong Workforce/ Perkins ACCJC IA, IIA, IIIC College Master Plan - High Quality Educ., Community Engagement	CTE Dean

<p>3. Increase dual enrollment for CTE programs.</p>	<p>Complete concurrent and/or dual enrollment agreements with feeder high schools.</p> <p>Explore AB288 or middle college for El Dorado County.</p>	<p>Active dual enrollment program with our feeder high schools</p>	<p>AB 288</p> <p>Strong Workforce/ Perkins</p> <p>ACCJC IIA</p> <p>College Master Plan Goals - High Quality Education, Community Engagement</p>	<p>VPI</p> <p>CTE Dean/EDC Dean/RCC Dean</p>
<p>4. Expand work-based internships and learning opportunities by integrating these activities into CTE courses and programs.</p>	<p>Continue collaboration with CTE and Makerspace, and work with MakerSpace in development of short-term, project-based internships.</p> <p>Leverage current relationships and develop strategic integration in college activities with local businesses.</p>	<p>Increased traffic into the MakerSpace and partnerships with external businesses.</p>	<p>CCC Maker Initiative</p> <p>Doing What Matters</p> <p>ACCJC IIA</p> <p>College Master Plan Goals - High Quality Education</p>	<p>VPI</p>

<p>5. Increase marketing of CTE programs to students, employers and community partners.</p>	<p>Continue aggressive local high school outreach through our CTE Outreach Specialist.</p> <p>Participate in new CTE regional marketing campaign (3Fold).</p> <p>Develop Call Center position in collaboration with student services.</p>	<p>Increased CTE enrollment by 5%.</p> <p>Call Center Established.</p>	<p>Strong Workforce/ Perkins</p> <p>ACCJC IIA</p> <p>College Master Plan Goals - High Quality Education, Community Engagement</p>	<p>CTE Dean</p>
<p>6. Increase support for CTE job placement services.</p>	<p>Continue work with SETA Job Developer to place students in jobs post completion of certificate/degree. Stimulate job opportunities on campus and in community leveraging recently hired Job Developer (Campus and Community).</p>	<p>CTEOS data demonstrates year over year improvement in wage gains and employment in field closely related to program of study.</p>	<p>Strong Workforce/ Perkins</p> <p>ACCJC IIA, IIIB</p> <p>College Master Plan Goals - High Quality Education, Community Engagement</p>	<p>CTE Dean</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	SUCCESS INDICATORS	CONNECTIONS	RESPONSIBLE LEAD(S)
1. Increase staff and manager participation in professional development activities.	Onboard the professional development coordinator, and work with them to set up a repository for various college wide professional development resources and trainings, including equity on campus.	Development of an online repository, and a college-wide calendar of professional development events.	ACCJC IIIA College Master Plan Goals - High Quality Education	Professional Development Committee
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.		ACCJC IIIA, IIIC College Master Plan Goals - High Quality Education	Professional Development Committee

3. Support leadership and career pathways for interested employees by utilizing professional development inventories and assessment tools and identifying cross-training and mentorship opportunities.	See strategy 1.		ACCJC IIIA College Master Plan Goals - High Quality Education	Professional Development Committee
4. Coordinate and communicate college sustainability efforts to further implement best practices across the District.	Improve communication of sustainability efforts across all constituency groups.	Regular sustainability messaging in internal and external newsletters.	ACCJC IIIB, IVA College Master Plan Goals - Innovation & Technology	Public Information Services Office/VPA/Operations
5. Complete and implement a District Technology Plan.	Review and revise (as needed) FLC's Technology plan, including emerging technology needs for DE and online services.	FLC's Technology needs identified and plan updated, as needed.	ACCJC IIIC College Master Plan Goals - Innovation & Technology	Technology Committee/VPA

<p>6. Streamline business processes, including appropriate use of technology to improve workforce efficiency and better serve students.</p>	<p>Launch new website</p> <p>Acquire an online repository for various college wide functions and processes to facilitate finding and sharing information in a central location.</p> <p>Evaluate business processes, and consolidate where appropriate.</p>	<p>Website launched.</p> <p>Development of an online repository.</p> <p>Processes are reviewed, and streamlined where appropriate.</p>	<p>ACCJC IIIC, IVA</p> <p>College Master Plan Goals - Innovation & Technology</p>	<p>Public Information Services Office/VPA</p> <p>Professional Development Committee</p> <p>Management Team</p>
<p>7. Foster positive and respectful relationships across all constituencies.</p>	<p>Improve communication across all constituency bodies.</p>	<p>Communication and team-building training provided.</p>	<p>ACCJC IIIA, IVA</p> <p>College Master Plan Goals - Innovation & Technology</p>	<p>VPA</p> <p>VPA</p>
<p>8. Maintain competitive salary and benefits packages for the District workforce.</p>	<p>Continue to collaborate with and support the district in maintaining competitive salaries and benefits for the college and district workforce.</p>	<p>Determined by District.</p>	<p>ACCJC IIIA</p>	<p>District HR</p>