We have come to the end of another three-year strategic plan cycle and during the 2005-06 academic year, we will develop a new strategic plan to help chart our course for the coming years.

What we have accomplished since 2002 is truly impressive. Nearly every aspect of our colleges and district has been improved and each of us can point to something in our own area of work that is better than it was just a few years ago.

As you take a moment to review the accomplishments highlighted here, you should feel very proud of what all of us, working together, have accomplished. I hope you will also reflect on those areas which will need attention over the next few years. Thank you for your continued work on behalf of our students and our community.

Brice W. Harris
In 2002, we said we were going to...

**IMPROVE STUDENT SUCCESS**
and together we:
- Accomplished the first districtwide simultaneous accreditation process wherein ARC, CRC and SCC all received accreditation **without conditions** and FLC received initial accreditation.
- Undertook a districtwide Education Initiative.
- Implemented a districtwide course renumbering system.
- Began online counseling services at ARC.
- Completely revamped the electronics program at ARC.
- Developed a Puente Program at CRC.
- Enhanced delivery of Student Services at SCC.
- Began construction of a multi-story parking structure at SCC.
- Created a districtwide Police Department to enhance security.
- Initiated a Phi Theta Kappa Chapter for honor students at FLC.

**INCREASE ACCESS**
and together we:
- Passed a $265 million local bond measure to improve facilities.
- Increased college participation among those 18 and older to nearly one in every ten.
- Developed a permanent education center in Natomas.
- Purchased land in Elk Grove and West Sacramento for future permanent education centers.
- Increased online class offerings by nearly 600%.
- Created the first completely online degree program at CRC in nutrition.
- Implemented an improved version of the PeopleSoft Student System.
- Implemented the districtwide Student Access Card/RT Pass.
- Dedicated a light-rail station on the SCC campus.
- Reached agreement with Regional Transit to place a light rail station at CRC.
- Developed a Transportation & Parking Plan at SCC.

**ENHANCE TEACHING AND LEARNING INNOVATION**
and together we:
- Began development of Student Learning Outcomes at all of our colleges.
- Created an online and automatic grade posting system.
- Developed “SOCRATES,” a curriculum management system.
- Selected and implemented BlackBoard as an online course development and management system.
- Hired 335 new full-time faculty districtwide.
- Hired 574 new staff districtwide.

**PROMOTE COMMUNITY/ECONOMIC DEVELOPMENT**
and together we:
- Created nurse training partnerships between SCC and Sutter Health and ARC; the Healthy Community Forum to dramatically increase the number of nursing graduates and relieve a critical nursing shortage.
- Implemented an online job placement service, Los Rios Job Connection, for area employers and students.
- Expanded strategic partnerships with area economic development organizations and Chambers of Commerce in the areas of small business development and international trade.

**IMPROVE ORGANIZATIONAL EFFECTIVENESS**
and together we:
- Implemented the PeopleSoft Business, Human Resources and Student System modules.
- Raised more than $21 million in grant funding.
- Began a capital campaign to benefit programs at each of our colleges.
- Began construction on major projects at each of our colleges including: Modernization of nursing facility and expansion of LRC at ARC; expansion of LRC at CRC; construction of Phase 1B and 1C, and bookstore and cafeteria at FLC; and modernization of cafeteria, and cosmetology and technology facilities at SCC as well as development of a road, parking and circulation plan at SCC.
- Implemented effective recruitment strategies that increased enrollment at a time when many districts were declining.