MEMORANDUM

Date: July 25, 2018

To: Ms. Cynthia Kelly, Director (EDU.ROI@LASPBS.STATE.FL.US)
Policy and Budget
Office of the Governor
The Capitol
Tallahassee, FL 32399-0001

FROM: Donal O'Shea

SUBJECT: FY 17-18 Fourth Quarter Update: Projects funded by *Fighting for Florida's Future* Budget

This report provides an update on activities and accomplishments associated with the following appropriations:

Line item	Project Title	FY 17-18 GAA Recurring Funding	Accomplishments
141	Career & Internship Program	$275,000	p. 2
141	Master in Data Science & Analytics	$1,220,000	pp. 3-4
141	Enrollment Growth Initiative	$5,400,000	pp. 5-10

These projects, designed to increase student enrollment, retention, four-year graduation rates, and employment, will propel New College into the top tier of all public and private liberal arts colleges and will provide immediate and lasting returns to Florida taxpayers.

Should you have any questions regarding this report, please do not hesitate to contact me or the following two individuals who helped prepare this report:

- Dr. Brad Thiessen, Chief of Staff and Director of Institutional Performance Assessment (bthiessen@ncf.edu) (941-487-4104) or

- Mr. John Martin, VP for Finance & Administration (jmartin@ncf.edu) (941-487-4445).

cc: Felice Schulaner, Chair, New College of Florida Board of Trustees
Marshall Criser, Chancellor, State University System of Florida

Line item #	Project Title	FY 17-18 GAA Recurring Funding
141	Master in Data Science & Analytics	$1,220,000

The key metrics for our Master of Science in Data Science (MSDS) program include:

New College MDS Metrics:	Goal	2017 graduates	2018 graduates	2019 goals
a) Program completion (percent of student completing program)	90%	88%	88%	100%
b) Job placement (percent of program completers employed within one year of graduation)	90%	100%	100%	100%
c) Median salary of employed graduates	$75,000	$84,000	$75,000	$75,000+

Our second cohort of MSDS students graduated this May and we are proud to report that all but one graduate found employment immediately following graduation. At a median salary of $75,000, these students have begun careers at such companies as BlackRock, Distilled Analytics, LexisNexis (Boca Raton), Stantec (Naples), and Prospect Bio. One of our graduates has enrolled in a physics Ph.D. program at Indiana University Bloomington

The success of the MSDS program and its students continues — 100% of students in the third cohort successfully completed the first year of the program. These students are further developing their data science skills this summer, as they participate in the following activities:

- Working at NOAA as a Data Science intern through Vencore, a defense contracting company in DC
- Working at Cienaga Systems in AI research and software engineering
- Working as an Information Security Intern at Akamai in Fort Lauderdale
- Working on the Quality Assurance Project Plan for an EPA grant received by New College
- Working as an intern at a security start-up and contributing to open source statistical software
- Working for Leidos in Huntsville, AL as a Robotics Engineering intern
- Working in Star2Star as a senior data analyst and data scientist
- Working at Epic Systems as an intern to predict diagnoses from doctors' notes
- Working at NASA Langley Research Center on 3D Printing Process Control via Artificial Intelligence
- Working for CoreLogic in Irvine, CA as a Science and Analytics intern
- Working for Intergreen USA, a Dutch flower importing company, as an analyst
- Working with New College faculty on neural network optimization research
- Working as an intern for Distilled Analytics in Cambridge, MA
- Working for Adgorithmics as an intern on advertising optimization
- Working at The Allen Brain Institute in Seattle, WA on neural networks
- Working at Saatchi & Saatchi Wellness in New York, NY as a data science intern

The success of the program is also evidenced by the accomplishments of faculty and students during 2017-18:

- Carlos Arias, Erin Craig, and Dr. David Gillman wrote an influential paper (*Predicting readmission risk from doctors' notes*) that was accepted at the Annual Conference on Neural Information Processing Systems. The paper is a product of a practicum experience completed with our partner, Florence A. Rothman Institute of Sarasota.

- One student serves as Chief Data Scientist at Bar None Systems, a start-up in Miami. Another student worked with an attorney in Miami on a project that led to the detection of suspected Medicaid fraud that is currently being investigated by the U.S. Attorney in North Carolina.

- Dr. Mine Dogucu served on a panel at the Women in Statistics and Data Science Conference in San Diego and presented "Handling Missing Data in R" at St. Thomas University in Miami.

- Data Science faculty and students recruited students at the RLadies March Meetup in New York City.

- The MSDS program hosted the Liberal Arts Data Science Workshop in January. More than fifty students and faculty from around the nation attended the conference, participating in panels to discuss how to best integrate data science at liberal arts colleges

The success of the program has also attracted corporate partners in Florida and around the nation. Partners who have provided practicum experiences, internships, and projects include:

Adgorithmics	Distilled Analytics	Prospect Bio
Akamai	Divers Alert Network	Saatchi & Saatchi Wellness
Allen Brain Institute	Epic Systems	Sarasota Memorial Hospital
Ancestry.com	Florence A. Rothman Institute	SiteSpect
AventuSoft	Gracenote	Stantec
Bank of America	Hughes Research Laboratories	Star2star
Bealls	Intergreen USA	Teachers Pay Teachers
BlackRock Inc	Leidos	Ultimate Software
Blue Cross Blue Shield	LexisNexis	United States Geological Survey
Cienga Security	Lovelace Respiratory Research	Vencore
Clarifai	Institute	Voalte
Colchis Capital	Mind Research Institute	W20
Connections Media	NASA Langley Research Center	
CoreLogic	PropLogix	

By demonstrating the value of our MSDS degree (through nearly 100% employment) and promoting the experience of the MSDS program (through the accomplishments of our students, hands-on experiences with our corporate partners, and improvements made through program assessment), the MSDS program will continue to grow and find success. In fact, we anticipate enrolling our largest ever incoming class this Fall, we are currently negotiating with additional Florida based corporate partners, and we are discussing the feasibility of establishing an office and data hub in Sarasota for one of our partners currently based in Cambridge, MA.

The success of the MSDS program has also spilled into our undergraduate program, where enrollment in statistics and computer science courses has increased by nearly 50%. We have finalized a minor in Applied Statistics and we are actively searching for additional faculty in statistics as we develop an applied statistics program that will ensure all New College students graduate with the computational and data analysis skills that Florida employers demand.

| Line item #	Project Title	FY 17-18 GAA Recurring Funding
141	Enrollment Growth Initiative	$5,400,000

The *New College Plan for Growth*, unanimously approved by the Board of Governors as a SUS System Priority, detailed our plans to grow to 1,200 students by 2023-24 and increase four-year graduation rates to 80% by 2026-27. Based on what we accomplished with the funds appropriated for 2017-18, we're confident we will meet these goals and achieve the targets set in our *2018 Accountability Plan*:

New College Growth Metrics:	Goal	2017-18	2018-19 goals	2019-20 goals	2020-21 goals
a) Enrollment	1200	858	890	955	1110
	(by 2023-24)	(Fall 2017)	(Fall 2018)	(Fall 2019)	(Fall 2019)
b) Four-year graduation rate	80%	54%	56%	60%	65%
	(2027 graduating class)	(2017 grads)	(2019 grads)	(2020 grads)	(2021 grads)

Meeting these targets will not only provide a tremendous return on investment for the state of Florida; it will also propel New College into the top tier of public and private liberal arts colleges in the country.
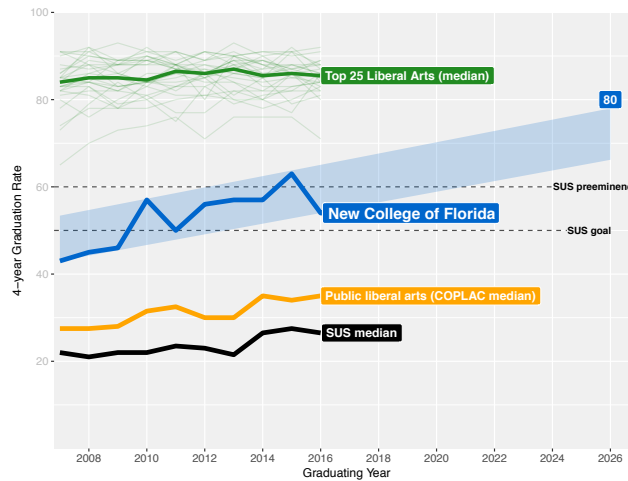
We are pleased to report that through the funds appropriated for 2017-18, we have successfully accomplished all 47 tasks set for the first year of our growth plan (along with three tasks set for 2018-19):
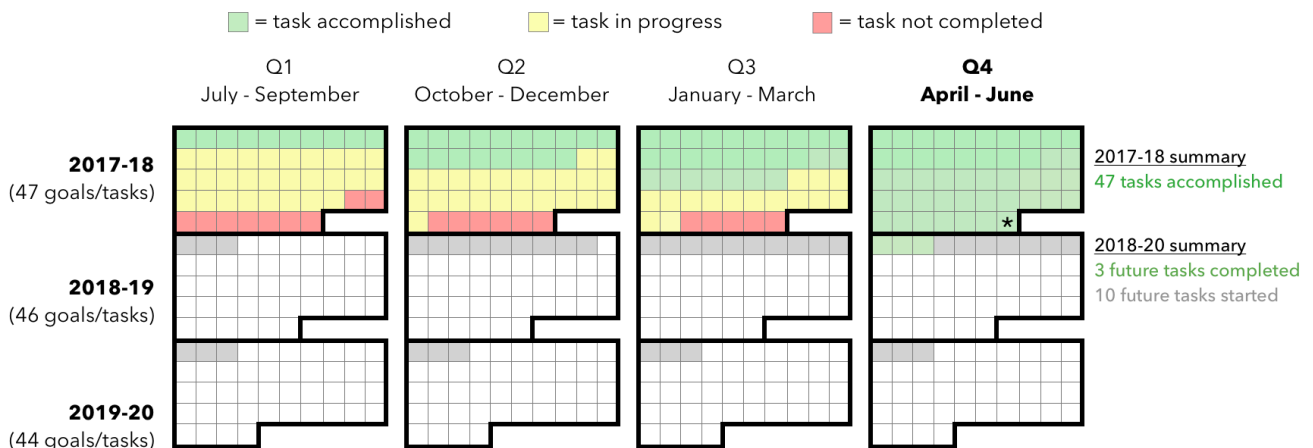
* While the Legislature was not able to identify planning funds requested for 2018-19, we are moving forward to plan our multi-use facilities project.

Highlights of these accomplishments include:

- **Academic Excellence**
  - To strengthen the breadth and depth of our academic program, we successfully hired 15 new faculty members in disciplines such as Artificial Intelligence, STEM, Sustainability, Global/International Issues, and the Arts. The new hires in STEM and globalization fields will increase our degree production in programs of strategic emphasis and meet increasing demands from students and local employers. The hires in arts and the humanities speak to our unique mission and fit perfectly within our region, as the arts contribute more than $340 million each year in direct economic activity to Sarasota and Manatee counties.

  - To provide support for faculty to develop into effective educators, we have developed a new faculty mentoring program and have increased our investment in faculty development programming. Through a focus on evidence-based pedagogy, effective assessment of student learning, and quantitative reasoning across the curriculum, we are ensuring all New College students graduate with skills employers demand.

  - To attract and retain a diverse pool of high-ability Florida students who will thrive at New College, we have made significant investments in Enrollment Management. The hiring of bilingual and transfer student recruiters, along with a new online advertising campaign, chat bot service, parent communication plan, and recruiting events (Upward Bound day in April, Honors and STEM day for State College of Florida students, and Autopista Americas in Puerto Rico) will allow us to locate and attract students who will benefit most from a New College education. We have also worked to optimize admissions processes, offer additional financial aid options to students graduating in the top 10% of their high school classes, and create institutional work study positions.

  - We have increase the number of high-impact practices offered to students, including internships, civic engagement, community engagement, collaborative projects, and study abroad.

  - To ensure students graduate within four years, we have clarified pathways and removed barriers to academic success for both Florida first-time-in-college students and transfer students. We have developed a two-year course schedule, posted videos profiling successful thesis students, and continued to pilot of cross-registration within the Cross College Alliance (New College, USF-Sarasota Manatee, FSU-Ringling, Eckerd, and State College of Florida).

- **Student Development**
  - Through increased staffing in Student Affairs, we are now providing more co-curricular activities, including leadership skills training (through *Agents of Change*), intramurals (swimming, basketball, tennis, soccer, flag football, racquetball, and sailing), performance activities (dance and theater), residential life programming, and service learning opportunities. These activities will increase student self-confidence, build social connections, and promote well-being.

  - To track student engagement in these activities and assess the impact of these activities on student development, we have fully planned the implementation of a co-curricular transcript system. This system will be implemented by Fall 2018.

  - To address unmet student need for disability services, counseling, and wellness, we have hired a Health Educator, as well as a Coordinator and Case Manager for Student Disabilities Services. We have also invested in an interactive screening program and therapist assistant online to expand counseling services.

• Institutional Infrastructure
- To increase institutional capacity for growth, we have hired an Assistant Director of Human Resources, a Procurement Specialist, and an Associate Vice President of Finance and Administration. Likewise, investments have been made to hire staff in emergency management, compliance and audit, and events coordination.

- To further enhance campus security and student safety, we have invested in an additional law enforcement officer and a communications officer.

- To enhance our academic program and increase our STEM degree production, we have renovated labs and replaced aging scientific equipment.

- We have addressed high-priority deferred maintenance projects, including roof replacement and water intrusion mitigation; HVAC renovations, boiler replacement, and computer lab remodeling.

- We have worked to update long-standing shared services agreements with USF Sarasota- Manatee regarding Counseling & Wellness Services and Library Services.

- Our growth plan included a request for planning funds for multi-use facilities (the top priority in our 2018-24 Capital Improvement Plan). Although the legislature was unable to identify planning funds requested for 2017-18 or 2018-19, we are moving forward with planning to keep the project on-schedule if funds are appropriated in 2019-20. To accommodate our growth, the multi-purpose facility will support academic excellence (classrooms, labs, and auditorium, and faculty offices), student development (space for health and wellness, student life, and advising), and administrative support (campus safety, records and registration, financial affairs, and employee support services).

With funds appropriated for the second year of our growth plan, we are eager to begin accomplishing our goals for 2018-19. Pages 9-11 display our accomplishments during 2017-18, as well as the tasks we intend to accomplish in years two and three of our growth plan.

Green = 2017-18 goal accomplished   Yellow = In progress   Red = Not yet started   Grey = Future target

Academic	Benchmark	Notes	Q4
1. Increase number of faculty	a) identify disciplines for 2017-18 faculty searches	Faculty-led workshops yielded ideas for lines.	
	b) identify key programs that could benefit most from senior hires and local partnerships	It was decided that no senior hires would be made for 2017-18. This will be revisited in 2018-19 and 2019-20.	
	c) search for 15 faculty to improve academic excellence and provide breadth and depth of curriculum for a top LA school	15 faculty have been hired	
	d) search for 15 faculty to meet demand from retention	(target for 2018-19). Faculty have prioritized requests for '18-19 lines	
	e) search for 10 faculty to address increasing demand	(target for 2019-20)	
2. Support faculty development to harness proven pedagogies, share best practices, and innovate teaching with technology	a) establish office for innovation and excellence in teaching and learning with instructional staff	Director position advertised; candidates interviewed. Summer development programming will be offered this summer.	
	b) implement comprehensive orientation for new faculty	(target for 2018-19). Orientation has been planned for faculty hired for '18-19.	
	c) add value and cohesion to current practices for assessment of student learning and academic program review	(target for 2018-19). Assessment & Evaluation Coordinator hired. Faculty have developed internal program review procedures. Faculty are completing assessment work this summer (focused on the improvement of learning).	
	d) implement new pedagogy to improve student learning in into science, mathematics, and statistics courses	(target for 2019-20) Director of Quantitative Reasoning hired.	
	e) move ETS staff on to E&G funding from Tech Fee to allow funds to be used for tech investment.	(target for 2018-19)	
3. Shape pool of student applicants who would thrive at NCF	a) better screen inquiry pool	First-year class targets established; testing new College Board selection criteria; application essay rubric/training	
	b) collaborate with Florida College System to further diversify the applicant pool	Targeted for 2018-19, we have signed two MOUs for our denied students to go to SCF and then earn a return to NCF without reapplying. We will develop pathways for SCF students to enter NCF AOCs.	
	c) build capacity in admissions to convert inquiries to applications	Marketing Coordinator hired; Bilingual and Transfer recruiter hired. ITN to help conduct search is open. Onboarding for chat bot service scheduled. Parent communication plan now active	
	d) raise NCF's national profile through new media advertising and fresh website content	(target for 2017-20) Working with Carnegie Higher Ed Marketing to establish a new advertising campaign that will increase display ads to drive students to website as well as Facebook and Instagram ads, IP targeting for our top 20 feeder schools and mobile footprinting. Branding ITN published.	
	e) travel & host events to recruit top scholars	(target for 2017-20) Hosting Upward Bound day in April; hosting Honors and STEM day for State College of Florida students; participating in Autopista Americas recruiting events in Puerto Rico	
	f) implement predictive models for applicant success at NCF	(target for 2017-19) Initial data collection meetings held. Models will be tested.	
4. Increase Enrollment Services capacity to support enrollment for a larger number of students	a) increase staffing in Financial Aid Office to serve students	(target for 2018-19) Assistant Director of Financial Aid position hired	
	b) improve software/policies to streamline financial aid, admissions, student evaluation, transcript, audit processes, self-reported student academic record system, advising (access to student services)	(target for 2018-20) Implemented Student Self-Reported Academic Report to eliminate the need for students to submit an official transcript before an admission decision can be made; working to automate the on-boarding and form collection for new student orientation. Software purchasing procedures reviewed.	
	c) increase fundraising for scholarships and student grants	(target for '17-20) Offering additional financial aid options to top 10% students	
	d) increase number of part-time on-campus jobs for students	(target for 2017-20) Created institutional work study positions to offer on-campus positions for approximately 25 students	
5. Further develop fundamental academic skills for success	a) offer more writing-enhanced courses; Seminars in Critical Inquiry, which have demonstrated retention benefits	17 Writing Enhanced Courses offered in Fall 2017; 9 are to be offered in Spring.	
	b) develop quantitative reasoning modules for courses in the Humanities and Social Sciences	We continued with "Introduction to Mathematics" for the Sciences in Fall 2017. A new "Mathematics for Social Sciences" will be offered in Spring 2018.	
	c) increase the number of AOC writing development plans to better develop student writing skills prior to the thesis	(target for 2017-20). AOC writing development plans developed.	
6. Increase engagement in high-impact practices	a) increase student participation in community engagement, civic engagement, and service; increase student participation in internships for academic credit	Planning meetings with USF-SM and SCOPE for Carnegie Community Engagement Classification. Discover SRQ course offered.	
	b) increase the percentage of students who study off-campus by providing scholarships for international study	(target for 2019-20)	
7. Clarify pathways and remove barriers to graduation	a) post 4-year requirements (pathways) for each AOC	AOCs have developed AOC pathways.	
	b) annually post two-year calendar of course offerings	Two-year calendar posted	
	c) Offer more courses in key areas (within AOCs and the LAC)	(target for 2018-20). The fifteen new faculty beginning in 2018-19 allow us to offer more courses within current AOC and LAC requirements.	
	d) post videos profiling successful senior thesis students	Videos posted	
	e) allow cross-registration within Cross College Alliance	(target for 2017-20) Cross-registration open	
	f) explore the integration of distance learning with academic contract system (Distance Learning Coordinator)	(target for 2019-20)	

Development	Benchmark	Notes	Q4
1. Develop residential life programming	a) develop first-year program to develop student self-confidence & social connections	Assistant Director for Student Success Programs position filled. First-year program presented to faculty but not yet implemented. Faculty/staff pairs will meet with first-year students throughout 2018-19.	
	b) develop and implement leadership training for leaders of student government, student clubs, and student organizations	Training provided: Club Council (October), Funding workshop with NCSA (monthly, beginning in November). Agents of Change was also offered October and November to provide leadership to all students, with a focus on NCSA and club leaders.	
	c) provide staff support and year-to-year continuity for clubs, organizations, and activities that build teamwork and social connections among students	(target for 2017-20) Assistant Director of Student Activities and Campus Engagement position filled.	
	d) provide space for student clubs, organizations, and activities	(target for 2017-20) While the LBR for facilities (planning portion) has been delayed until 2018-19, we have completed an audit of residential campus spaces to identify spaces to install student group storage; HCL 4 was offered up as an event and meeting space as well as a student group resource space	
2. Expand opportunities for student engagement outside the classroom	a) establish and coordinate intramural and outdoor education program	Waterfront Coordinator hired. Outdoor Adventure LLC hosted two outdoor ed programs - camping and a wilderness survival event. Intramural activities included: swim club, men's basketball (competed in community league), tennis club, co-ed soccer club, co-ed flag football club, co-ed racquetball club, and co-ed sailing team. We provided coaching for basketball, soccer, swimming, and tennis. Students from Ringling College, USF-SM, and New College competed in Turkey Bowl. We hosted a singles tennis tournament.	
	b) increase opportunities for student performance in theater and dance	(target for 2017-20) Black Box Theater Technician and Dance Instructor hired; operating funds provided	
	c) provide space for student engagement in intramurals and performance	(target for 2017-20) 2018-19 LBR - facilities request submitted. The airport denied a request to use green space south of the bookstore (due to landing zone obstructions). The field behind the Fitness Center has been treated for insects. The waterfront sail club space and facilities have been cleaned and organized. Off-site space in the community (RL Taylor football field) was used for the Turkey Bowl. Likewise, an off-site pool was used for swim club practice. NCSA and the Physical Plant have planned to improve dance floors in Fitness Center for Dance Collective.	
	d) develop summer research program for 2nd/3rd year students to work with faculty in projects involving lab work, fieldwork, and studio/creative work	(target for 2018-20)	
	e) track and share student engagement info about contacts students have with student services, curricular, and co-curricular activities; engage students who have low levels of engagement	(target for 2017-19) An agreement with CampusLabs was just signed. Implementation has begun.	
3. Address unmet student need for disability services, counseling, and wellness	a) expand disability services to meet need: disability coordinator and case manager	Coordinator and Case Manager hired; Assistant Director search posted	
	b) expand counseling services to meet need: two psychologists	(target for 2018-19) Interactive screening program and Therapist Assistant Online	
	c) expand health services to meet need: full-time nurse and health educator	(target for 2018-20) Health Educator hired	
	d) space for health center facility	(target for 2019-20)	
4. Improve academic advising	a) explore model of faculty class advisor for each entering cohort	(target for 2017-20) Advising models discussed at senior staff retreats. First-year retention and a modified advising model have been chosen as the NCF QEP.	
	b) develop advising / mentorship program to improve digital resources for advising, consistency in academic advice, and lateral learning	(target for 2017-20). With advising the focus of the NCF QEP, resources and models have been explored. Development will begin in 2018-19.	
5. Effective programming for diversity and inclusion	a) formalize diversity and inclusion programming and initiatives for students, faculty, and staff	Director of Diversity & Inclusion hired. Programming: Agents of Change monthly events in Ham Center engaging with students on a variety of diversity and inclusion topics, campus climate survey was administered, and cultural fair occurred in Hamilton Center in October.	
6. Increase access to library and library services	a) expand library hours and services	(target for 2019-20). Academic Affairs attended library conference; ideas developed	
	b) establish a digital data repository	(target for 2019-20)	

Infrastructure	Benchmark	Notes	Q4
1. Infrastructure for growth	a) Office/classroom/science facilities for 40 faculty and support staff at 35,000 sq. ft; additional space for physical plant/police at 15,000 sq. ft; gym/campus center and expanded facilities for student life and wellness at 75,000 sq. ft.	(target for 2017-20) A component of the growth proposal adopted by the BOG at its meeting on November 9, 2017, this funding request is included in the College's 2018-19 to 2023-24 Capital Improvement Plan as its #1 priority. The project ranks 11th out of 21 total projects on the Board of Governors' SUS 2018-19 PECO priority list. The Legislature was not able to identify planning funds requested for 2017-18 or 2018-19. Planning will go forward so the project can stay on schedule if funds are appropriated for 2019-20.	*
2. Utilities, infrastructure, capital renewal on current plant	a) renew IT, ADA accessibility, code compliance	(target for 2017-20). Physical improvements made.	
	b) PO&M on existing facilities	(target for 2017-20) The College moved forward with several high priority deferred maintenance projects including, but not limited to: • roof replacement and water intrusion mitigation: Social Sciences; College Hall • East campus boiler replacement • HVAC Renovations in College Hall and Heiser Natural Sciences Bldg • Computer Lab Remodel supporting the Humanities Division	
3. Build capacity with local organizations	a) formalize shared services with adjacent campuses of USF-SM and FSU-R for police, emergency management, library, health and wellness, physical plant, grounds, purchasing	(target for 2017-20) Updated long-standing shared services agreements with USF-SM in Counseling/Wellness and Library	
	b) implement Mellon Grant to connect faculty with local community and provide community resources	(target for 2017-20) Mellon Grant activities for 2018-19 are being planned.	
	c) solicit support from corporations and private foundations through the Office of Research Programs and Services	(target for 2018-20)	
4. Increase student housing capacity	a) develop partnerships with adjacent campuses for shared student housing using P3 model	(target for 2017-20) We are working with BOG staff to prepare a Request for Information (RFI) to Florida's vendor community to obtain information and industry ideas from qualified finance, development, design and construction vendors interested in participating in a public-private partnership with the College to construct an additional 400 student housing beds. The College plans to use responses to the RFI to prepare one or more competitive solicitations and as the basis for any subsequent vendor meetings. It is anticipated that the RFI will be advertised during the first quarter of 2018. The NCF Board of Trustees has formed a committee to investigate student housing.	
5. Develop landscape that supports campus excellence	a) improve common areas in/outside Pei Courts	(target for 2017-20) . 2017-18 planning completed.	
	b) build trails to link campuses within NCF and with adjacent campuses	(target for 2017-20) . Trail planning completed for 2017-18.	
	c) ensure sufficient staff for maintenance and groundskeeping	(target for 2017-20) . Superintendent HVACR Maintenance and Custodial positions filled.	
6. Build sufficient support capacity for faculty and staff	a) ensure sufficient office space for new faculty and staff	(target for 2017-20) . We have identified enough available offices	
	b) ensure sufficient administrative support is available for new faculty, staff, and students in key areas, such as Human Resources (2.0 FTE), Compliance/Audit (1.0), Institutional Research, Assessment, and Accreditation (1.0), Finance (3.0)	HRIS Coordinator position filled; Chief Audit Executive/Chief Compliance Officer hired; Assessment Coordinator hired.	
	c) ensure sufficient administrative support for expanded academic program	(target for 2018-20)	
7. IT capacity	a) update fiber optic connectivity and wireless coverage	(target for 2018-20)	
	b) refresh core network and residence hall network	(target for 2018-20)	
	c) expand data centers, warehouse, and servers	(target for 2018-20) Support for servers and storage	
	d) expand number of seats for academic software licenses	(target for 2018-20)	
	e) sufficient number of help desk techs, network server admins, application developers, and database admins	(target for 2018-20)	
8. Campus security	a) Police (8.0 FTE requested in SUS system-wide LBR for law enforcement)	Interviews and background checks for a law enforcement officer and police communication officer are underway. Finding qualified police communication candidates is proving to be very difficult due the significant competition for these candidates from other law enforcement agencies.	
	b) Emergency management	Emergency Manager position posted and candidates have been interviewed.	
9. Maintenance	a) adopt regular schedule for maintenance, repair, and replacement of equipment in labs and studios	(target for 2017-20) Ongoing lab/studio maintenance completed.	
	b) adopt regular schedule for maintenance, repair, and replacement of equipment (computers, phones, office machines), furniture, and vehicles	(target for 2017-20) Ongoing equipment maintenance completed.	
	c) hire sufficient staff for maintenance	(target for 2017-20) Superintendent HVACR Maintenance position filled. Planning is underway to contract for landscape maintenance advisory services from a neighboring public institution that has outstanding landscape management staff; a specialty area where the College is weak.	