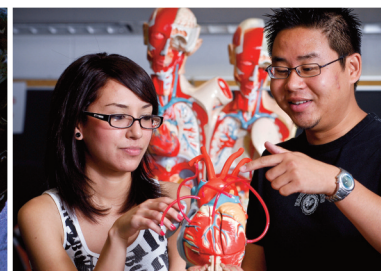# Citrus College

Strategic Plan
Annual Implementation Plan 2008-2009

CitrusCollege

Dear Colleagues:

In Spring 2007, Citrus College established its Strategic Plan with four strategic goals: student success, student learning outcomes, fiscal transparency, and communication. I am pleased to present the 2008-2009 Annual Implementation Plan (AIP), which outlines the various activities and initiatives the college will undertake to advance its Strategic Plan.

Successful and consistent implementation of our Strategic Plan empowers us to function more efficiently as a college. The Annual Implementation Plan serves as an outline for our future planning efforts and establishes a process for how we function today and plan for tomorrow. As we educate our students and serve our communities, let us continue to be mindful of how student success, student learning outcomes, fiscal transparency, and communication define Citrus College as a viable institution.

I would like to thank the members of the Board of Trustees for their vision in recognizing the need for the college to adopt this important process. I applaud the members of the Citrus College community who continue to engage in thoughtful discussions, conduct careful analyses, and implement creative ideas. All of their contributions produced the body of work described in this document.

Sincerely,

Geraldine M. Perri, Ph.D.
Superintendent/President

CITRUS COLLEGE STRATEGIC PLAN
ANNUAL IMPLEMENTATION PLAN 2008-2009
1) Student Success; 2) Student Learning Outcomes and Assessment; 3) Fiscal Transparency; 4) Communication

	Strategic Planning Goals	**Objectives**	**Primary Contact**	**Specific Activities**	**Projected Measurable Outcomes**
1.	**Student Success**	1.1. Improve and expand the college's orientation services.	Student Services Committee (SSC), Matriculation Assessment Committee (MAC)	1.1.A. Consult with related bodies about the feasibility of a college-wide mandatory orientation program.	Enhanced consensus/communication among concerned committees regarding the mandatory orientation program.
				1.1.B. Implement the pilot mandatory orientation program.	The number of students participating in the pilot mandatory orientation with an improved understanding of the importance of taking Accuplacer.
				1.1.C. Explore options for an online orientation format.	An online orientation product been purchased and implemented.
		1.2. Implement a proactive model of steps for students to complete to increase transfer to four-year schools.	Student Services Committee (SSC), Career/Transfer Center	1.2.A. Solicit names from UC Office of the President of all fall 2009 applicants for proactive follow-up.	Increased number of proactive follow-ups with the UC applicants.
				1.2.B. Provide students with written communications (letters or email) regarding financial aid, UC application update, and housing/child care information.	Increased number of written communications with students regarding financial aid, UC application update, and housing/child care information.
				1.2.C. Invite students to attend special events (including transfer events at certain UC campuses)	Increased number of invitations to transfer events, and feedback from students.

	Strategic Planning Goals	Objectives	Primary Contact	Specific Activities	Projected Measurable Outcomes
				1.2.D. Provide each pending transfer applicant with an individual academic transfer review to capture any missing courses/units.	Increased number of individual academic reviews, increased number of follow-up phone calls, increased number of intrusive counseling appointments, and increased number and percentage of enrolling transfers to the UC system.
		1.3. Continue to improve articulation to four-year colleges and universities.	Student Services Committee (SSC), Articulation Officer	1.3.A. Increase articulation agreements with private institutions.	Increased number of articulation agreements by three colleges/universities.
				1.3.B. Increase articulation agreements for certain majors and courses.	Increased number of articulation agreements for UC transferable courses and majors, and increased number of degrees with transfer options.
				1.3.C. Improve communication to students about articulation agreements and their rights as transfer students.	A revamped college planning guide and updated IGETC and CSUGE advisor sheets.
		1.4. Continue to improve student engagement at the college.	SSC and EPC	1.4.A. The Faculty Learning Institute will continue to provide faculty/staff development training on student engagement strategies.	More training opportunities and a greater number of participants and their feedback.
				1.4.B. Explore options for developing courses related to ethnic studies, such as Latino studies and African American studies.	A list of newly developed courses approved by the Curriculum Committee.

	Strategic Planning Goals	Objectives	Primary Contact	Specific Activities	Projected Measurable Outcomes
				1.4.C. Implement "Student Portal" to improve connection with students.	The portal available and active by June 2009.
		1.5. Implement a proactive model of steps to increase certificate completion and career placement.	EPC, Dean of Career, Technical and Continuing Education, and Dean of Counseling	1.5.A. Identify and track students who complete at least one career technical education course and follow up to help them meet their goals.	Increased number of students identified and helped, in addition to a greater number of students being tracked with their performance analyzed.
				1.5.B. The Career, Technical and Continuing Education (CTCE) counselor will work with the automotive faculty to provide group and individual counseling.	Increased number of students counseled by the CTEC counselor.
				1.5.C. Analyze the number of courses (including pre-requisites) needed to complete CTCE certificates of achievement.	Number of certificate of achievement programs analyzed.
		1.6. Explore enriching lifelong learning opportunities.	EPC	1.6.A. Enrich the non-credit curriculum for senior citizens.	An increase in the breadth of non-credit course offerings for older adults

	Strategic Planning Goals	**Objectives**	**Primary Contact**	**Specific Activities**	**Projected Measurable Outcomes**
2.	**Student Learning Outcomes and Assess-ment**	2.1 Increase the number of courses and programs (including non-instructional) with SLOs developed and assessed.	The HotShots Committee, SLOA Coordinator	2.1.A. Serve as the college resource center to provide help and guidance in SLO writing and assessment.	The number of programs receiving help, increased number of courses and programs with SLOs developed and assessed.
				2.1.B. Create a central repository for assessment and analysis results.	A central repository created.
				2.1.C. Create a timeline and action plan for the college to reach the proficiency level by 2012.	A timeline developed.
		2.2. Identify and assess institutional-level Student Learning Outcomes.	The HotShots Committee, SLOA Coordinator	2.2.A. Form a General Education (GE) committee to facilitate the discussion on institutional SLOs and assessment.	A GE committee formed.
				2.2.B. Develop institutional-level SLOs.	Institutional-level SLOs developed.
				2.2.C. Coordinate with the GE committee on assessment and reporting.	Part of the institutional-level SLOs assessed.

CITRUS COLLEGE STRATEGIC PLAN
ANNUAL IMPLEMENTATION PLAN 2008-2009
1) Student Success; 2) Student Learning Outcomes and Assessment; 3) Fiscal Transparency; 4) Communication

	Strategic Planning Goals	Objectives	Primary Contact	Specific Activities	Projected Measurable Outcomes
3.	**Fiscal Transparency**	3.1. Promote college understanding on roles and responsibilities of the district structure and function through board policies and procedures relating to financial resources.	Financial Resources Committee (FRC)	3.1.A. Review and develop board policies and procedures relating to financial resources.	The number of policies and procedures completed by the Financial Resources Committee.
				3.1.B. Receive final approval of board policies.	The number of board policies receiving final approval by the Board of Trustees.
		3.2. Make reliable, comprehensive, understandable, and timely district fiscal data available to the college constituency groups.	Financial Resources Committee (FRC)	3.2.A. The vice president of financial and administrative services will hold budget presentations at various committees and meetings.	An increased number of attendants and their evaluations of the presentation.
				3.2.B. Continue to disseminate emails from the chancellor's and governor's offices and CCLC.	Number of recipients and feedback.
				3.2.C. Publish detailed accounting reports on the intranet.	Number of cost centers receiving/requesting reports and their feedback.

	Strategic Planning Goals	Objectives	Primary Contact	Specific Activities	Projected Measurable Outcomes
		3.3. Continue the practice of open budget preparation, execution, and reporting. Provide an operating budget that reflects the proposed cuts by the Governor due to the economic uncertainty in the state.	Financial Resources Committee (FRC)	3.3.A. Publish the budget development flow chart and make it known to college constituency groups.	Number of recipients and evaluations of the presentations
				3.3.B. The vice president of financial and administrative services will hold a budget forum explaining the budget development flowchart and information in the budget process.	Number of attendants and their evaluations of the presentation
				3.3.C. The superintendent/president and vice president of financial and administrative services will hold a mid-year budget forum to bring updated budget information to the college.	Number of attendants and their evaluations of the presentation
		3.4 Promote assurances of financial integrity.	Financial and Administrative Services departments	3.4.A. Follow the annual audit process.	Number of findings
				3.4.B. Provide fraud training.	Number of attendants and their evaluations of the training
				3.4.C. Disseminate WeTIP whistleblower information to college groups.	Number of reports received

	Strategic Planning Goals	Objectives	Primary Contact	Specific Activities	Projected Measurable Outcomes
4.	**Communication**	4.1. Continue to promote a culture that encourages communication at the college.	Superintendent/ President	4.1.A. Hold periodic college forums to update the college community on topics such as: budget, emergency preparedness, planning, facilities and other topics of college-wide interest.	Number of attendants and their feedback
				4.1.B. Provide written semester updates to the college community so as to apprise them of the college's progress in meeting the 2008-09 annual priorities: accreditation, Strategic Plan, emergency preparedness, board policy updates, facilities, and the Educational Master Plan.	Number of updates provided
				4.1.C. The superintendent/ president will send periodic memos on pertinent issues, i.e. state budget, parking, classroom safety, etc.	Number of memos sent
		4.2. Educate and remind constituency groups about the mechanisms, types, and nuances of communication.	Steering Committee	4.2.A. Develop an organizational and governance handbook for the college. This handbook will detail the organizational structure of the institution and outline all governance committees with their purpose, responsibilities, frequency of meetings, membership and annual responsibilities.	College Organizational Governance handbook developed

	Strategic Planning Goals	Objectives	Primary Contact	Specific Activities	Projected Measurable Outcomes
			Director of Human Resources	4.2.B. Provide ongoing opportunities for training. The director of human resources will develop training programs for managers and supervisors to address topics such as employee evaluations, classified staffing, and responding to employee grievances.	Number of attendants and their feedback
			Faculty Learning Institute	4.2.C. The Faculty Learning Institute will hold workshops on engaging faculty in college activities.	Number of attendants and their feedback
		4.3. Reward honest, clear, timely efforts to communicate	Superintendent/President	4.3.A. Acknowledge input and say thank you publicly and often.	Letters from the superintendent/president to those who had made significant contributions to college advancement; Public recognition of individuals.
				4.3.B. Encourage ongoing dialogue when appropriate.	Personal notes from the superintendent/president to those who have served the college well.