

Citrus College

Strategic Plan: 2012-2013 Progress Report



DEFINING GOALS ■ IMPLEMENTING STRATEGIES ■ PREPARING FOR THE FUTURE



The 2012-2013 academic year at Citrus College stands out as a milestone year in many ways. This Progress Report on the college's 2011-2016 Strategic Plan documents some of our most noteworthy accomplishments. It also demonstrates the ongoing efforts of the college community to be responsive to the evolving mission for California community colleges, as well as the college's own initiative to establish Citrus College as a "college of completion."

This past year was the second year in the implementation of the new five-year Strategic Plan. I am proud to say that the college has now successfully addressed over three-quarters of the objectives in the five-year plan. This amazing achievement is the result of the entire college working together with enthusiasm and determination to reach our collective goals. Kudos to all who contributed!

Through our concerted efforts, the college put into practice some innovative programs, such as 13 new Associate of Arts for Transfer (AA-T) and Associate of Science for Transfer (AA-T) degrees; the college's Sustainability Plan; Degree Works; iParq and many others. We have also strengthened our partnerships with our local K-12 districts and set new college records for the numbers of degrees awarded, honors bestowed and student's transferring to four-year institutions.

As always, I am deeply grateful for the steadfast support and tremendous dedication of the college's faculty, staff, administration and Board of Trustees. We have made a difference in the lives of thousands of Citrus College students. I am confident these students will one day make a difference in the world.

Sincerely,

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

Citrus Community College District Board of Trustees

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Superintendent/President

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.1: Increase student access to courses by offering a wider range of scheduling options.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Assemble necessary Banner extract data in partnership with TeCS.2. Using new Banner extract data, develop forms that show FTES totals by transfer category.	<ol style="list-style-type: none">1. Banner course attributes extract is refreshed daily and incorporated into the following newly developed forms and reports that are available to the instructional team:<ul style="list-style-type: none">• Attributes by course on LiveOak planning screen• Attributes tab on LiveOak schedule2. Analysis of 20 CSU, 22 IGETC, and more than 20 UC transfer categories by the Enrollment Management Committee and the instructional deans identified too many overlapping variables to make meaningful conclusions. Tabling of this objective is recommended.

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.2: Assess the need to develop and implement English and mathematics skill-level advisories or pre-requisites for entry level courses in other disciplines.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
1. Survey faculty to measure the level of support for adding/revising skill-level advisories or pre-requisites for entry level GE courses.	1. Implementation of the survey is planned for 2013-2014.

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.3: Develop strategies to encourage student to complete English and mathematics courses at the associate degree level at the earliest stages in their matriculation.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I		

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Mandate Student Educational Plans for new students with math and English courses programmed into their first term.2. Work with the academic deans in the fall 2012 semester to secure enough sections of math and English (reading and writing) courses to be offered in the fall 2013 semester to meet the forecasted demand of new students.3. Secure funding to implement DegreeWorks in Banner so that students can complete an online educational plan.	<ol style="list-style-type: none">1. Online Student Education Plans are in the process of being implemented, with counselors piloting the new software with CTE and the Center for Teacher Excellence students in the fall of 2013.2. A sufficient number of math and English courses have been added to the 2013 Fall Semester.3. Funding for DegreeWorks was secured with implementation of the software. Counselors will pilot the software in fall 2013. Admissions is working closely with TeCS and Counseling Programs and Services on implementation. Admissions assigned one staff member to be the writer for future catalog years. Key staff members have met with the consultant to learn and roll-out the system and learn methods for making future changes.

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.5: Expand curriculum development and curriculum alignment through increased collaborations with K-12 districts and four-year colleges and universities.

Contact: Vice President of Academic Affairs, Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Educational Programs Committee and the articulation officer (or group assigned by cabinet) will continue to define, encourage and promote program of study effectiveness, including curriculum development and alignment that results in increased attainment of certificates, degrees and transfer. 2. Share effective programs of study with K-12/USD, facilitate discipline/program dialogues, i.e., HS exit/college entry, encourage seamless connections. 3. Consult local/statewide Academic Senate and use resources congruent with national and state initiatives. Learn from programs with higher completion rates. 4. Integrate College of Completion outcomes and lessons learned through implementation of Transfer Degrees/model curriculum. Adopt or adapt strategies to increase completion in career technical education programs. Emphasize college preparation and timely completion of college goal. 5. As appropriate to intra and interagency curriculum development and alignment, include university and/or K-12 partners in professional development opportunities. 	<ol style="list-style-type: none"> 1. This year, 83 new courses have been added to the curriculum. There are now 13 approved transfer degrees, with two more in development. A total of nine institutional articulation agreements that support course-level agreements with seven high schools are now in effect, and credit by examination sessions will be held in May 2013. 2. Ten high school/ROP to Citrus course-to-course sequence maps have been completed and will be available on the web in June 2013. Nine institutional articulation agreements with seven high schools are now in effect. 3. For the 2012-2013 academic year, a total of 60 transfer degrees were awarded in fall and winter; another 196 transfer degrees will be awarded in spring or summer (as of May 24, 2013). 4. The Perkins Implementation Team promoted the importance of CTE curriculum alignment for funded programs, and professional development opportunities were provided for CTE faculty. A professional expert was hired through STEM to assist the articulation officer. 5. Math faculty members are collaborating with Duarte and Glendora USD elementary teachers and administrators on the California Math and Science Partnership Grant. Citrus College math faculty attended common core training with 25 K-12 faculty.

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.8: Provide increased opportunities for student feedback in institutional and instructional practices.

Contact: Vice President of Student Services, ASCC, and Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Form a task force in fall 2012 consisting of Student Affairs and Academic Affairs key personnel to develop options for collecting student feedback in the spring of 2013. 2. Review and analyze CCSSE 2012 data. 3. Institutional Research (IR) staff will present CCSSE data and results to various shared governance committees providing the opportunity for discussion, dialogue, and feedback. 	<ol style="list-style-type: none"> 1. The student focus group project by the Institutional Research and Planning Committee (IRPC) will address this objective. The focus group protocol was piloted during early spring 2013 with the ASCC Executive Board and others. A total of nine student focus groups were conducted in spring 2013, and a report with findings is scheduled for completion by the fall semester. 2. CCSSE 2012 results were reviewed and discussed at multiple committee meetings. 3. CCSSE data were presented at various committee meetings in fall 2012.

Focus Area 1: Academic Excellence

Institutional Goal 1.2: Citrus College will support teaching and learning with high quality professional development, ongoing student outcomes assessment, and thoughtful selection and application of technological support.

Strategic Objective 1.2.3: Utilize research to identify successful instructional strategies and promote interdisciplinary dialogue on assessment and excellence in teaching.

Contact: Vice President of Academic Affairs, Director of Institutional Research, Faculty Learning Institute

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Host college workshops on innovative teaching strategies for adjunct and full-time faculty members.2. Provide presentations and dialogue workshops at events such as FLEX Day to faculty and staff members regarding SLO assessment.	<ol style="list-style-type: none">1. An adjunct faculty survey was conducted in April 2012 to provide insight into the staff development needs of adjunct faculty. Guided by the survey results, the Faculty Learning Institute and Citrus College Staff Development hosted nine workshops for both adjunct and full-time instructors throughout this academic year. A total of 416 (head count) full-time and adjunct faculty members participated in these workshops.2. FLEX Day 2013 provided information to faculty and staff regarding SLO assessment, as well as time for discussion and reflection. As follow-up to this activity, SLO development and revision was done in department meetings this spring.

Focus Area 1: Academic Excellence

Institutional Goal 1.2: Citrus College will support teaching and learning with high quality professional development, ongoing student outcomes assessment, and thoughtful selection and application of technological support.

Strategic Objective 1.2.5: Develop a formal mentoring program for faculty.

Contact: Vice President of Academic Affairs, Faculty Learning Institute, Director of Human Resources

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Establish a formal Mentoring Committee consisting of full-time faculty and members of the management team and identify potential funding sources for program. 2. Advertise for the program and recruit potential mentors from the full-time faculty. 3. Pair newly hired faculty with faculty willing to serve as mentors for an academic year. 4. Host monthly workshops for newly hired faculty focused on teaching, classroom management, assessment, and assimilation to the Citrus College environment. 5. Survey participants regarding improvements to the program. 	<ol style="list-style-type: none"> 1. Funding sources for the Faculty Mentoring Program were identified and secured through the Citrus College Foundation for the 2012-2013 academic year. 2. The program was advertised in the spring of 2012. A total of nine full-time faculty members agreed to serve as mentors for the 2012-2013 academic year. 3. The nine mentors were paired to each of the nine newly hired faculty members. Mentors and mentees have been meeting on a consistent basis throughout the 2012-2013 academic year. 4. The New Faculty Mentoring Committee hosted nine 90-minute workshops throughout the academic year. 5. Participants will complete a program assessment survey on May 31, 2013.

Focus Area 2: Student Support and Success

Institutional Goal 2.1: Citrus College will ensure the long-term stability of the college by maintaining student enrollment.

Strategic Objective 2.1.1: Develop and implement an institutional student recruitment campaign to reach potential students. This plan, which will utilize various recruitment/marketing modalities, will aim to brand the college and its uniqueness.

Contact: Vice President of Student Services, Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Create a plan to promote the College of Completion initiative and pursue grant funding in collaboration with Academic Affairs to enable the college to support the initiative. The initiative will focus on increasing the number of transfers to universities, as well as degree and certificate completion.2. Discuss the inclusion of the outreach plan in External Relations' comprehensive marketing plan with the Director of Communications.3. Utilize existing college brand (logo) until new branding plan is implemented.	<ol style="list-style-type: none">1. An outreach marketing plan was submitted in the fall of 2012 and forwarded to External Relations in spring 2013.2. The Office of School Relations and Outreach shared their outreach plan with the Director of External Relations, who provided feedback on the plan.3. The college implemented new branding, "Citrus College: A College of Completion," in September 2012.

Focus Area 2: Student Support and Success

Institutional Goal 2.1: Citrus College will ensure the long-term stability of the college by maintaining student enrollment.

Strategic Objective 2.1.2: Develop a comprehensive outreach program to connect both high school and middle school students to the college at multiple points through the year with a variety of strategies; examine the possibility of developing a program that focuses on a more structured method for high school students to enroll at the College.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<p>1. The vice president of student services will work with the vice president of academic affairs and the dean of students to develop an outreach plan for middle school and high school students that teaches students about the benefits of a college education and informs them about how to enroll. The program will take into consideration recent budget reductions and state mandates about enrollment priorities.</p>	<p>1. This outreach activity was put on hold due to budget restrictions. The Enrollment Priority Ad Hoc Committee, convened to review the enrollment priority AP. The committee decided to allocate enrollment priority to new incoming students through the Early Decision Program. After going through the constituent review process, the revised AP was approved by the Steering Committee and reviewed by the Board of Trustees in December 2012.</p>

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.1: Implement best practices identified by groups such as the State Basic Skills Task Force and the RP (Research and Planning) Group with the goal of increasing the basic skills improvement rate.

Contact: Vice President of Academic Affairs, Vice President of Student Services, Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Monitor data supplied by the Office of Institutional Research that measures the success/retention/persistence of students moving from ENGL 099 to ENGL 101 and make any necessary changes to curriculum to improve outcomes. 2. Participate in the College Success Advisory Committee and stay informed of progress in attaining the goals of the Basic Skills Initiative Action Plan. 	<ol style="list-style-type: none"> 1. Within the 2011 English 099 cohort, 981 students were tracked for one year. Of those students, a total of 406 enrolled in English 101, of which 321 successfully completed the course. Their English 101 success rate of 79% exceeds the college average of 73%. 2. The basic skills coordinator continues to lead the implementation of the Basic Skills Initiative Action Plan. The latest Basic Skills curriculum innovations include Fast-Track classes and the redesign of English and math curriculum to incorporate successful innovations supported by research data.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.2: Evaluate the feasibility of collaborating with CSU to conduct joint assessments (e.g. Early Assessment Program) during high school in an effort to ensure that students take a single assessment for both institutions and that students have time to remedy identified deficiencies prior to college entrance.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
1. The Matriculation/Assessment Committee is working with the Early Assessment Program coordinator at Cal Poly Pomona about the feasibility of implementing a common assessment program on campus.	1. The Matriculation/Assessment Committee met with faculty leaders for Early Assessment at Cal Poly Pomona during spring 2012. The committee is waiting on the results of the Chancellor's Office implementation on common assessment before continuing with this objective.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.3: Increase communication between the counseling department and instructional departments utilizing program-specific counselors in areas such as: assisting students with learning disabilities, the use of the transfer guide, and providing more specific information about transfer to students.

Contact: Vice President of Student Services, Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. The coordinator of the Career/Transfer Center will meet with the dean of Career Technical Education to facilitate communication between counseling and CTE faculty 2. Counseling faculty will work with the articulation officer to provide FLEX Day training on how the Student Success Task force Recommendations (SSTF) will affect counseling for students and each student's course of study. Following FLEX Day, write a short article for <i>Citrus View</i> and post PowerPoint presentations on Citrus College website. 3. Counselors will be invited to provide orientations in large groups to specific divisions during the 2012-2013 year 4. Invite program specific instructors and deans to counseling department meetings to update counselor faculty about programs and provide samples of ideal course taking patterns 5. Meet with CTE, athletics, STEM and nursing departments at least once each term. Information will be disseminated at department meetings. 	<ol style="list-style-type: none"> 1. In fall 2012 the coordinator of the Career/Transfer Center met with the CTE dean. Communications between counseling and the CTE dean have increased. 2. Counseling faculty provided a FLEX Day workshop in February 2013. 3. Fine and Performing Arts provided training on the new families of courses and the limitations on course enrollments. 4. Counseling faculty participated in twelve trainings to update counselors regarding academic programs including automotive, nursing, fine arts, teacher preparation, STEM, etc. 5. The dean of counseling worked with each of these departments to plan annual trainings at department sites (i.e. the automotive area), rather than attending individual department meetings.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.4: Increase specialized programs to support student learning such as tutoring, online tutoring, supplemental instruction, learning communities, a writing lab, a reading center and intensive programs such as Power Math.

Contact: Vice President of Academic Affairs, Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Make budget and personnel adjustments to maintain present services even if budget cuts are implemented or grant funds are reduced.2. Maximize use of supplemental instruction in STEM fields utilizing external funding.	<ol style="list-style-type: none">1. Grant funding has been maintained this year and enabled an increase in some student support services, such as Basic Skills Supplemental Instruction (up from nine leaders last year to 13 leaders this year) and Summer Research opportunities (up from 18 last year to 34 this summer).2. A total of 39 STEM classes offered Supplemental Instruction this year, an increase of 18% over last year.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.5: Conduct a series of formal assessments (including student and faculty focus groups) to identify student learning needs and strategies to address those needs.

Contact: Vice President of Student Services, Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. IRPC will analyze CCSSE and CCFSSSE results to identify focus areas for further inquiry.2. IRPC will determine appropriate groups to conduct research pertaining to those focus areas and develop corresponding methods for assessment.3. IRPC will establish a timeline for 2013-2014 in-depth assessment and development of strategies to address the focus areas.	<ol style="list-style-type: none">1. IRPC analyzed CCSSE and CCFSSSE results, and key areas for further inquiry were identified.2. A total of nine student focus group interviews were conducted in spring 2013.3. Study results will be available in a report by fall 2013.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.6: Conduct a comprehensive review of certificates, including the use and selection of advisory committees, articulation and promotion strategies.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Determine programs on campus that meet the AP 4102 definition of CTE.2. Review Advisory Committee minutes of the CTE programs meeting the AP 4102 definition for Title 5 compliance.	<ol style="list-style-type: none">1. All CTE programs completed AP 4102 alignment worksheets.2. All programs self-evaluated advisory meeting practices during the completion of the AP 4102 alignment worksheet.

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will enhance its supportive collegiate environment to enable students to persist and to achieve their goals of transfer, degree and certificate completion.

Strategic Objective 2.3.1: Conduct ongoing research to determine how pilot programs such as the Basic Skills Initiative and the STEM grant impact student success.

Contact: Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Conduct research to examine students' progression from basic skills to college level courses in math and English. 2. Conduct research to evaluate effectiveness of the STEM grant component, such as SI, Math Success Center, and the STEM Center. 	<ol style="list-style-type: none"> 1. For the fall 2010 math cohort (Math 130), 29% of students successfully completing Math 130 progressed to transfer level math (Math 151 or above) within two years. For the fall 2010 English cohort (ENGL040), 54% of students successfully completing English 040 progressed to transfer level English (English 101 or above) within two years. 2. Outcomes were measured by students' course success (i.e. those receiving a grade of A, B, or C) based on Supplemental Instruction (SI) participation for both fall and winter semesters. In fall 2012, SI was offered for 37 sections across seven courses within four subject areas (astronomy, biology, chemistry, and math). SI participation has shown to be beneficial to students in terms of increasing academic performance in this study for all courses. Attending SI sessions significantly increased the likelihood of passing the course for students in all courses <i>except</i> for Chemistry 110. In winter 2013, SI was offered for 12 sections across five courses within three subject areas (biology, chemistry, and math). Likewise, in winter 2013 SI participation has shown to be beneficial to students in terms of increasing academic performance for all courses. In addition, attending SI sessions significantly increased the likelihood of passing the course for students in Chemistry 103. In both fall and winter 2013, the Math Success Center usage has also shown to be beneficial to students in terms of increasing academic performance in Math classes.

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will enhance its supportive collegiate environment to enable students to persist and to achieve their goals of transfer, degree and certificate completion.

Strategic Objective 2.3.2: Research best practices to improve student persistence and implement the strategies that are the most promising.

Contact: Vice President of Student Services, Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Implement the components of the new Student Success Act.2. Secure funding to roll out the College of Completion initiative.3. Secure funding to begin using the student educational plan function in DegreeWorks.	<ol style="list-style-type: none">1. The foundational work of implementing the Student Success Act is in process. Admissions and Records (A&R), Counseling Programs and Services, and TeCS have attended webinars and regional meetings, shared information from the Chancellor's Office, and discussed timelines for implementing changes once the Board of Governors finalizes the changes.2. Grant meetings were held regularly, and the group is working on the grant proposal.3. DegreeWorks is being implemented.

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will enhance its supportive collegiate environment to enable students to persist and to achieve their goals of transfer, degree and certificate completion.

Strategic Objective 2.3.3: Utilize technology to assist students in completing programs, including degree audit, online counseling and online educational plans.

Contact: Chief Information Services Officer, Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Implement DegreeWorks to better track student progress.2. Transition online counseling support from the pilot program in Footprints to SARS online counseling module to be used in winter 2013. Track students in the Footprints pilot program in fall 2012, and transition to tracking students in the new SARS module starting winter 2013.	<ol style="list-style-type: none">1. Implementation of DegreeWorks started in January. Counselors will begin piloting DegreeWorks in the summer.2. SARS e-advising is being setup. The college will transition from Footprints to e-Advising in spring.

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.3.4: Enhance faculty's knowledge of transfer issues, such as how and where classes transfer and alignment of curriculum from basic skills to transfer courses.

Contact: Vice President of Student Services, Academic Senate

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
1. The coordinator of the Career/Transfer Center and the articulation officer will host a workshop for faculty during FLEX Day regarding how to use the official repository for articulation, assist.org. This will help faculty members understand how the courses they teach fit into a transfer program.	1. The articulation officer is working with the faculty to create the new AATs and ASTs. Faculty members are learning about the Transfer Model Curriculum and are increasing their knowledge about what students need to transfer. Counseling offered FLEX Day training on the Student Success Act.

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will enhance its supportive collegiate environment to enable students to persist and to achieve their goals of transfer, degree and certificate completion.

Strategic Objective 2.3.7: Identify ways to more visibly acknowledge and reward student achievement and transfer.

Contact: Vice President of Student Services, Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. The Citrus College Foundation and the Office of External Relations will continue to work with Student Services in planning the achievement and scholarship awards events and producing the program and invitations. 2. External Relations will continue to publish an Honor Roll of student names every semester in the local chambers of commerce publications, the local newspapers, the <i>Clarion</i> and on the Citrus College website. 3. External Relations will continue to produce the printed Commencement Program, design the Commencement pin and coordinate media relations for Commencement. 4. Student Services will provide information to External Relations that will enable them to publish the number of students transferring to four-year colleges and universities and the names of the colleges and universities on the college web site, in the News Magazine, the Annual Report and other appropriate media. 	<ol style="list-style-type: none"> 1. The Citrus College Foundation and the Financial Aid Office held a series of meetings to implement the scholarship program for the 2012-2013 academic year. Student Affairs has also been working closely on the planning aspects of year end events. 2. Honor Roll fliers were inserted in the Monrovia Chamber of Commerce newsletter. Other local chambers have eliminated their flier insertion programs. Press releases were picked up by the <i>Claremont Foothills Reader</i> and the <i>Glendora Patch</i>. 3. The Commencement 2013 pin has been produced and the program is in the editing phase. As of May 22, key media have been contacted about an advisory that will be sent during the first week in June. 4. External Relations is currently working with the Career Transfer Center to obtain end-of-the-year transfer information. The annual publicity photo shoot is scheduled for June 6, 2013.

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.2: Increase technical support for Academic Affairs and Student Services, such as providing wireless access to the whole campus; expanding on-line access to one’s own personnel information; incorporating into technology planning a procedure for evaluating and testing new instructional technology

Contact: Chief Information Services Officer, Vice President of Academic Affairs, Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I	I		

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Move career/transfer data to Banner. 2. Start the Instructional Technology Committee in fall 2012, which will provide guidance for purchasing and implementing technology in classrooms and labs. 	<ol style="list-style-type: none"> 1. The Career/Transfer data move project will be implemented in 2013-2014. 2. The Instructional Technology Committee began meeting in fall 2012. The committee reviewed program review recommendations for software and technology needs. Committee members brought forward ideas and discussed what the committee can do to support technology. The committee made the decision to begin with the presentation technology. Currently, a survey is being designed to collect data on the faculty’s needs and the type of video capture used. With the results, the committee will review available products and currently used products/methods and make recommendations on a method. The committee has also started publishing a newsletter regarding instructional technology usage.

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.3: Develop an orientation program for new hires at both college-wide and division/department levels

Contact: Director of Human Resources

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Meet with the Academic Senate and the Citrus College Faculty Association to develop ideas for a new faculty orientation program. 2. Meet with the Citrus College Adjunct Faculty Federation to develop ideas for a new adjunct faculty orientation program. 3. Meet with CSEA to develop ideas for a new classified employee orientation program. 4. Develop any necessary board policy and administrative procedure. 5. Develop internal human resources operating procedures. 	<ol style="list-style-type: none"> 1. Prior to the beginning of the fall semester, all newly hired full-time faculty members attend a two-day intensive orientation program. At the conclusion of this orientation program, each new faculty member is assigned to a faculty mentor for at least one year. During the first year of employment, new faculty members are invited to attend monthly seminars. 2. Prior to the beginning of each semester, adjunct faculty are invited to participate in an evening orientation program. 3. At the time of employment, each newly hired classified employee meets with a representative from the Office of Human Resources and is provided detailed information concerning employment at Citrus College. In conjunction with CSEA, the Office of Human Resources will be addressing other approaches to staff orientation. 4. No board policy or administrative procedure is necessary for this objective. 5. Operating procedures will be developed as the classified employee orientation process is finalized.

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.4: Develop a clearer communication process to promote program review and equipment procurement funding priorities, resulting in improved allocation of physical resources.

Contact: Vice President of Academic Affairs, Vice President of Finance and Administrative Services, Academic Senate

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. The Program Review Task Force will review current communication processes used to promote program review and equipment procurement funding priorities and recommend improvements. Improvements will include a process that starts with program review led by faculty and staff and is prioritized through voting at each level until the highest ranked program review recommendations goes through the Finance Committee for funding approval. All program review leaders will be informed as to whether or not they received funding.2. Program review outcomes will be documented annually.	<ol style="list-style-type: none">1. Faculty prioritization of annual program reviews was completed in fall 2012 and discussed at the instructional deans' meetings in January 2013. Prioritized requests were carried forward to the Financial Resources Committee meeting in the spring. The Institutional Effectiveness Committee is working on closing the feedback loop regarding program review recommendations.2. Templates for annual and five-year program reviews provide for documenting progress on annual recommendations. All annual program reviews (100%) have been completed for 2012-2013.

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.5: Seek input from various constituencies on how to use current resources more efficiently.

Contact: Vice President of Finance and Administrative Services, Director of Institutional Research, Director of Human Resources, Chief Information Services Officer

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Solicit input from various standing committees on how to use current resources more efficiently.2. Solicit input on how to use current resources more efficiently by e-mail.3. Solicit input on how to use current resources more efficiently by webpage links on the district's intranet.	<ol style="list-style-type: none">1. A standing committee reporting instrument has been created. Visits have been scheduled to all standing committees to introduce the document in the 2013-2014 calendar year.2. An e-mail has been composed to introduce the Administrative Services Form made available on the intranet.3. A new form will be introduced in the 2013-2014 fiscal year to solicit from the various district constituencies. It will solicit feedback for ways to use current resources more efficiently.

Focus Area 3: College Resources

Institutional Goal 3.2: Citrus College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.

Strategic Objective 3.2.1: Centralize and integrate grant development with institutional planning.

Contact: President

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
On hold due to budget/staffing reductions	N.A.

Focus Area 3: College Resources

Institutional Goal 3.2: Citrus College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.

Strategic Objective 3.2.3: Develop corporate sponsorships for both academic programs and vocational programs.

Contact: Director of Development and Alumni Relations

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I			

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Obtain new funding by identifying and soliciting businesses for corporate sponsorships (establishing the President's Circle). 2. Comprise a committee to establish funding priorities and mechanics for obtaining Foundation funding. 3. Obtain new funding by identifying and soliciting private foundations for educational support. 4. Enhance donor relations with existing resources through personal connections and visits to thank and steward current donors at the \$500 level and above and send personal notes to all donors. 5. Create and implement a new process that tracks, monitors and furthers a donor's charitable giving. 6. Create collateral/marketing materials for display on campus. 7. Develop relationships with allied professionals who will recommend Citrus College to their clients who need to enhance their charitable giving profile. 8. Host an on-campus seminar (spring 2013) bringing licensed professionals to the college constituency and community for an educational seminar related to estate planning services. 9. Establish the Gift and Estate Planning Function in the Foundation. 	<ol style="list-style-type: none"> 1. The President's Circle has been established with giving levels; approximately 40 businesses have been solicited and are at various stages of commitment. Ten businesses have responded positively with almost \$65,000 pledged to date. 2. A committee to establish funding priorities has been established and the Foundation sent out four proposals for funding to various private foundations 3. The Foundation purchased new fundraising and tracking software to manage donor relationship and fundraising activities and administer a point of contact system for supporters. 4. The Foundation is conducting personalized contact with all donors; calls are being made for gifts above the \$500 threshold. 5. The Foundation purchased new software for tracking and management of donors. 6. Marketing materials are being developed. 7. In the area of taxation and estate planning, contacts with two reputable professionals were established and they agreed to facilitate a seminar on behalf of Citrus College. 8. An estate planning seminar was held on campus on May 16, 2013, with two community professionals (CPA, JD). It resulted in 30 attendees, and two people self-identified as including Citrus College in their estate plans. 9. Based on positive results from the Estate Planning Seminar, the Finance Committee has deemed this an important function that should be ongoing.

Focus Area 3: College Resources

Institutional Goal 3.2: Citrus College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.

Strategic Objective 3.2.4: Increase on-campus retail services to better serve the students' needs.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
1. Bookstore staff will work with the Cosmetology and Esthetician Departments to increase product and service sales.	1. A meeting with Cosmetology Department faculty members to discuss product sales took place in fall 2012. Dermalogica spa products were introduced in the Esthetician Department for winter 2013. New hair products by TIGI were reviewed, and the group is now carrying products in the cosmetology salon.

Focus Area 4: Learning Environment

Institutional Goal 4.1: Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.

Strategic Objective 4.1.1: Continue to maintain and improve buildings and classrooms on campus with a focus on cleanliness and repairs; keep classrooms and technical equipment up-to-date with new instructional technologies when appropriate.

Contact: Chief Information Services Officer, Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
1. As budget allows, replace technology equipment in classes based on need.	1. Wireless technology has been installed on the third floor of the PC Building. Updates have been made to wireless capacity in the Library and Student Center. Projectors in three classrooms have been replaced.

Focus Area 4: Learning Environment

Institutional Goal 4.1: Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.

Strategic Objective 4.1.2: Improve student access to information by various means such as textbook loan programs, e-readers/texts, extended library hours and a personalized Wingspan page.

Contact: Vice President of Student Services, Chief Information Services Officer, Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
1. The Instructional Technology Committee will deliver a comprehensive recommendation for student portal, degree/certificate audit, electronic SEPs and the synthesis of all three to EPC, SS & CITC by the end of the 2013 Spring Semester.	1. Funding for DegreeWorks was secured and implementation of the software is scheduled for spring 2013. A&R will work closely with TeCS and Counseling Programs and Services on the implementation. Preliminary meetings with TeCS and Counseling Programs and Services were held in fall 2012 on the implementation timeline and process. A&R has assigned one staff to be the “writer” for future catalog years, and key people will participate in meeting with the consultant to learn the system, roll out the system, and learn how to make future changes.

Focus Area 4: Learning Environment

Institutional Goal 4.1: Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.

Strategic Objective 4.1.3: Improve parking conditions by encouraging alternative transportation options such as the creation of a carpool program and increased access to bike racks, bus schedules and passes.

Contact: Vice President of Student Services, Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
1. Work with Physical Resources Committee to develop a plan to address parking conditions and encourage alternative transportation.	1. In May 2012, bike racks were added in multiple locations. Other locations are being re-evaluated as to need. As of May 2013, five additional Automated Pay Stations (APS) were installed in various lots around campus. Installation of four more stations is planned. Each station dispenses daily parking permits. There are now a total of six APS on campus, three of which accept credit cards as payment. Campus Safety continues to distribute information pertaining to bus routes, schedules, and bus stop locations. City maps are also available free of charge.

Focus Area 4: Learning Environment

Institutional Goal 4.1: Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.

Strategic Objective 4.1.5: Support opportunities associated with the creation of the new Gold Line Station.

Contact: President, Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Monitor updates and information on the progress of the Gold Line and take any appropriate action, such as writing letters or attending meetings. 2. Raise student awareness of the importance of advocating for Gold Line extension. 3. Remain accessible and open to opportunities to collaborate with the Gold Line Construction Authority, cities within the college district and other colleges to further promote the extension of the Gold Line from Azusa to Montclair. 	<ol style="list-style-type: none"> 1. Information on the number of students, faculty, staff and visitors that come to Citrus College on a regular basis was compiled and provided to the Gold Line Construction Authority Board. Support was expressed for completion of the next segment of the Gold Line, as well as the board's approval of the Final Environmental Impact Report at two Construction Authority Board Meetings. In addition, reasons to include "Citrus College" in the name of the station located nearest the college were presented at a Construction Authority Board Meeting. Follow-up e-mails were sent and phone calls were made concerning the station name. 2. The protocol and government relations officer made a presentation at the ASCC Board Retreat in August 2012 on the importance and history of student advocacy with regard to the Gold Line extension. 3. The college's willingness to continue advocacy efforts was reaffirmed in e-mails and in person with the Construction Authority's director of public affairs.

Focus Area 4: Learning Environment

Institutional Goal 4.2: Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.

Strategic Objective 4.2.2: Incorporate efficient methods of heating, ventilating and air conditioning (HVAC), lighting technologies, electrical distribution and alternative generation, and/or usage reduction for campus facilities, such as passive or active solar technologies, advanced lighting devices, occupancy sensors and integrated load-shedding into facilities construction, renovation and maintenance.

Contact: Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	P	I	I	I

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Upgrade IS Building HVAC system and infrastructure. 2. Continue to upgrade the Energy Management System (EMS). 3. Investigate retro-commissioning (RCx) of the Central Plant. 	<ol style="list-style-type: none"> 1. The IS Building has been through several phases of use throughout its history. Currently, as the hub of the college's data infrastructure, renovation of the HVAC equipment and cooling for the server room became mandatory. The project is currently in the planning phase, with implementation to take place in either 2013-2014 or 2014-2015. 2. Upgrading the EMS throughout the college has been an ongoing priority and will continue to be so over the next few years. Currently, the CI Building and the bookstore have received new controls that are in accordance with BACnet protocol. These upgrades are complementary to the Central Plant retro-commissioning. Implementation will continue through 2015-2016. 3. The investigation into the retro-commissioning of the Central Plant has proven to be very beneficial to the college, as the college was able to secure a grant incentive from Southern California Edison (SCE) to fund the engineering phase of the project. As the engineering outcomes become known from observation and calculation, energy saving measures will be developed for future implementation throughout 2013-2014.

Focus Area 4: Learning Environment

Institutional Goal 4.2: Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.

Strategic Objective 4.2.3: Improve water conservation efforts through measures such as drought tolerant landscaping, drip irrigation and more cost-effective bathroom fixtures.

Contact: Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I	I	I	I

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Install water efficient toilets, urinals and faucets in all new buildings.2. Plant water-wise or drought tolerant flora at new planting locations.	<ol style="list-style-type: none">1. The implementation of efficient plumbing fixtures has consistently been the practice with regard to past construction jobs. The same is true for current and future projects. Implementation is currently underway on the esthetician project. Renovation of the dental assisting facility will likewise have these water efficient devices.2. In accordance with the college's Sustainability Plan, drought tolerant planting will be implemented on all landscaping projects where it is practical and efficient. The Administration Building modernization will include such plantings. Additionally, drought tolerant landscape architecture is being implemented in the college's District-wide Standard Specifications.

Focus Area 4: Learning Environment

Institutional Goal 4.2: Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.

Strategic Objective 4.2.4: Improve recycling efforts on campus through the addition of recycling bins, recycling incentives and competitions for students and staff, and electronic waste collection for items such as computers, batteries and printer cartridges.

Contact: Vice President of Finance and Administrative Services, Vice President of Academic Affairs, Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I			

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Implement the Sustainability Plan. 2. Report progress on meeting the objectives of the Sustainability Plan annually to the Board of Trustees. 3. Evaluate the DEEP Program. 	<ol style="list-style-type: none"> 1. Since the Sustainability Plan was commissioned approximately one year ago, the committee has made considerable steps in identifying projects and increasing existing efforts in making Citrus College more sustainable. Identifying projects, executing projects, and developing leadership for physical facilities, as well as curriculum and management, are all key points in implementing the Sustainability Plan. 2. The annual report to the Board of Trustees for 2013 will occur at the board meeting on June 18, 2013. This comprehensive report will include an overview of existing strategies, as well as new projects undertaken for a sustainable future. 3. The evaluation of the DEEP Program will undergo scheduled review commencing in June 2013, which will be after the end of spring semester. Future reviews will be conducted annually.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.1: Make data needed for decision making readily available and easily accessible for broader understanding, including enhancing data used in program review and promoting communications and data sharing options within and across departments.

Contact: Chief Information Services Officer, Director of Institutional Research, Vice President of Academic Affairs, Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I	I		

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Automate annual program review data entry. 2. Provide WorkFlow in Banner to automate communication when data changes. 3. Develop 320 reporting with an integrated team (SS, AA, Fiscal, IT, IR) to improve apportionment reporting for college. 4. Create a legislative website for the college that can assist members of the college community in researching, tracking and managing bills and propositions. 	<ol style="list-style-type: none"> 1. TeCS is working with the Program Review Committee to develop a format for program review entry in an updated intranet environment for use by fall 2013. Development has begun on the online format and data load. 2. Implementation of WorkFlow will be done in 2013-2014. 3. Meetings to coordinate 320 reporting involving TeCS, Student Services, Academic Affairs and enrollment management, and finance have been held. This group is working to ensure that scheduled data is accurate and reported correctly. TeCS is working with Academic Affairs and the dean of enrollment management to create shared tools for 320 reporting. Reports facilitating determination of P1 annualizers are now incorporated into LiveOak. 4. A legislative website will be developed in 2013-2014.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.2: Continue to expand communications regarding shared governance and decision making to all levels of divisions and departments.

Contact: President

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Meet with ASCC student leaders to review college organization and governance structure. 2. Coordinate orientation for ASCC leaders with the superintendent/president and the Cabinet. 3. Visit academic department and share college completion goals. 4. Cabinet members will make periodic visits to the Academic Senate, Classified Staff, Supervisor/Confidential Team and Management Team to provide updates and to discuss shared governance issues. 5. Update the college's Shared Governance Handbook. 	<ol style="list-style-type: none"> 1. The superintendent/president met with ASCC leaders as a group or individually on six occasions. The superintendent/president also participated in the ASCC Project Z event and We Rock the Vote celebration in fall 2012. 2. An ASCC orientation was held in fall 2012. 3. Visits were made to academic departments during fall 2012. 4. Thirty visits were made to shared governance groups by Cabinet members during fall 2012. 5. The Shared Governance Handbook was updated in November 2012.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.3: Automate data collection for routine and repetitive tasks to enhance productivity whenever possible.

Contact: Chief Information Services Officer

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	

<u>Specific Activities</u>	<u>Update of Activities</u>
1. Automate noncredit application and related data entry.	1. Noncredit applications will be developed in the new Open CCCApply environment that will be implemented in 2013-2014. Open CCCApply will be implemented by July 1, 2013. Noncredit applications will be implemented in the fall of 2013.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.5: Expand Institutional Research resources to provide more opportunity for interactions and collaborations with divisions and departments.

Contact: Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I			

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. IR staff will provide tailored program review data upon request. 2. Attend department meetings and present CCSSE data for review and discussion. 	<ol style="list-style-type: none"> 1. In fall 2012, IR provided tailored program review data for the Cosmetology and Esthetician Program and survey reports for various student services programs, such as Counseling Programs and Services, A&R, International Student Program, CalWORKS, and Student Affairs. 2. CCSSE data were presented at a Math Department meeting and meetings of the Academic Senate, ASCC, the Steering Committee, and the Board of Trustees.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.2: Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation.

Strategic Objective 5.2.1: Continue to update planning processes to ensure that program review and other relevant data are incorporated and that planning is linked to budgeting.

Contact: Vice President of Academic Affairs, Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Complete all annual program reviews. 2. Divisions will hold prioritization meetings. 3. Host annual data workshops on FLEX Day; IR staff will work with divisions for specific data. 4. Gain consensus on a college-wide timeline for all annual program reviews. 	<ol style="list-style-type: none"> 1. All fifty-two annual program reviews (100%) have been completed for 2012-2013. 2. In fall 2012, all divisions prioritized facilities, equipment, supplies and personnel requests. 3. IR made a CCSSE presentation to the Academic Senate, a data and report presentation at the Math Department meeting, and multiple data and report presentations at the grant initiative meetings on tracking student progress. 4. The Program Review Task Force completed a proposal for a collegewide timeline for annual reviews and a new five-year instructional program review cycle. The proposal was presented to the Academic Senate. The new Core Plus template will be implemented starting fall 2013.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.2: Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation.

Strategic Objective 5.2.2: Develop strategies to enhance communication, discussion and understanding of the budget across all levels of divisions and departments.

Contact: Vice President of Finance and Administrative Services, President

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Create and promote an electronic method for stakeholders to communicate budgetary issues and concerns.2. Survey cost center managers to measure level of use of financial information on the intranet.	<ol style="list-style-type: none">1. An e-mail has been composed to introduce the Administrative Service Form that will be made available on the intranet.2. A new form will be introduced in the 2013-2014 fiscal year to solicit feedback from the various district constituencies. It will solicit feedback on customers' budgetary issues and concerns.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.2: Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation.

Strategic Objective 5.2.3: Automate process for budget development and submission.

Contact: Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
1. Work with deans via LiveOak to improve reliability of lecture hour equivalency data extract.	1. Communication with the deans has resulted in the ability to gather pertinent, accurate budgetary information in one central location. LiveOak reports have proven to be reliable and invaluable in the development of the budget. The continual updating of instructors' loads provides exact lecture hour equivalency data. This data is reconciled with payroll reports, thus providing position control that is an accurate reflection of what will be expended in the fiscal year. LiveOak is an ongoing budgetary tool for providing yearly lecture hour equivalency data.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.2: Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation.

Strategic Objective 5.2.4: Expand the use of student learning outcomes assessments including incorporating assessment results into the course and program improvement and development.

Contact: Vice President of Academic Affairs, Academic Senate

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I	I		

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Support SLOA coordinator, curriculum chair, program review coordinator and the Academic Senate in facilitating, defining and establishing processes and practices for SLOA linkage to program and course development and/or modification.2. Explore new technologies that will help streamline the process.	<ol style="list-style-type: none">1. Division deans regularly assist faculty members in utilizing the expertise and guidance provided by the SLOA coordinator, curriculum chair, program review coordinator and the Academic Senate. The Program Review Task Force is meeting to refine the SLO process. The Program Review Task Force completed a proposal for a new five-year instructional program review cycle. The proposal was presented to the Academic Senate. The new Core Plus template will be implemented starting fall 2013.2. TeCS purchased the license for SharePoint Workspace 2010. This “cloud” based program will improve facilitation of SLOA assessment and program review.

Focus Area 6: Community/College Relations

Institutional Goal 6.1: Citrus College will enhance the college’s public image and prominence in the educational community through the cultivation of effective partnerships and collaboration with business, industry, education, and governmental and service organizations.

Strategic Objective 6.1.1: Advise, assist and support outreach efforts and partnerships such as local K-12 districts, San Gabriel Valley/Foothill Association of Community Colleges, and local four-year colleges and universities.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Continue building secondary to postsecondary career pathways with local K-12 districts. 2. Support instructional program outreach and partnership building with local K-12 districts. 3. CTE Advisory Committees will receive important Citrus College, regional and state community college promotional materials (the mission, value and education opportunities). 	<ol style="list-style-type: none"> 1. A total of 273 elementary to high school students participated in science outreach events in fall 2012. Forty-five unified school district fine and performing arts instructors attended a program information/career pathway session. 2. Please see addendum (page 52) for 2012-2013 outreach events. 3. Publications were disseminated to the Perkins Implementation Team and copies were available for faculty to share with the Advisory Council of local employers and industry representatives. Additional efforts are underway to coordinate Advisory Council rosters across CTE programs to begin planning a shared Advisory Council meeting in fall 2013.

Focus Area 6: Community/College Relations

Institutional Goal 6.1: Citrus College will enhance the college’s public image and prominence in the educational community through the cultivation of effective partnerships and collaboration with business, industry, education, and governmental and service organizations.

Strategic Objective 6.1.2: Develop an external relations/advancement plan that includes marketing, communication, public relations and resource development strategies.

Contact: Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Create a communications matrix and project catalogue that includes all marketing efforts, publications, events and public relations efforts. 2. Consolidate and develop an annual plan that incorporates all of the aforementioned items and provides a more detailed overview of the elements of the communications matrix and project catalogue, such as project details and objectives. 	<ol style="list-style-type: none"> 1. Comprehensive timelines and plans are in development and will be completed by the end of summer 2013. These items will be a part of the comprehensive annual plan that will present the communications matrix in more detail. 2. The annual plan is being developed in conjunction with the matrix.

Focus Area 6: Community/College Relations

Institutional Goal 6.1: Citrus College will enhance the college’s public image and prominence in the educational community through the cultivation of effective partnerships and collaboration with business, industry, education, and governmental and service organizations.

Strategic Objective 6.1.3: Develop strategies to strengthen partnerships with external constituent groups, such as chambers of commerce; federal, state and local government officials; business and industry; and service organizations

Contact: Director of Development and Alumni Relations, Chief Information Services Officer

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I			

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Develop an internal committee that will that will follow a shared governance model and will meet quarterly to determine the range of events in which Citrus College would benefit and to plan, advise and strategize events. 2. Attend events to enhance and develop networking opportunities with local service groups and chambers of commerce. 3. Increase contact with various local government and school board officials to develop relationships. 4. Augment visibility and advertising in community and local publications by placing targeted advertisement and messages of support in various local community group event programs and community magazines. 5. Make contact with all newly elected officials in the district and schedule college visits. 6. Support the superintendent/president as chair of SanFACC for the 2012-2013 year, including developing a SanFACC legislative program, coordinating SanFACC meetings, updating the SanFACC website and scheduling visits with SanFACC legislators in Sacramento. 7. Complete the draft for a Citrus College Docent Program. 	<ol style="list-style-type: none"> 1. An events checklist that prioritizes decision-making for hosting events is in draft form and is being finalized. 2. The college was represented at more than 10 chamber meetings within the district’s service area; the installation of officer’s in Claremont and Monrovia; various chamber-sponsored events in Glendora, Monrovia, Claremont and Duarte and local meetings of the Rotary and Kiwanis in Claremont and Glendora. The college also participated in numerous service groups, community and fundraising events. 3. The college met with numerous school board officials; participated in local school districts’ roundtable and outreach events. The college partnered with local school district officials to host college tour dates. 4. N.A. 5. Contact has been made with all newly-elected officials. An invitation to visit the college has been informally extended to all newly-elected officials, and one visit has been scheduled for fall 2013. 6. The superintendent/president served as the chair of SanFACC for 2012-2013. Three SanFACC meetings have taken place and a fourth one is being planned. SanFACC meetings with legislators in Sacramento took place in Sacramento in January 2013. 7. The first draft of the docent program is being finalized.

Focus Area 6: Community/College Relations

Institutional Goal 6.1: Citrus College will enhance the college's public image and prominence in the educational community through the cultivation of effective partnerships and collaboration with business, industry, education, and governmental and service organizations.

Strategic Objective 6.1.4: Develop and recommend a process of determining the feasibility, purpose and outcome of community events sponsored and/or hosted by the college.

Contact: Chief Information Services Officer

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I			

<u>Specific Activities</u>	<u>Update of Activities</u>
1. Develop standards and written procedures for hosting college events.	1. A document is under development and will be completed in summer 2013.

Focus Area 6: Community/College Relations

Institutional Goal 6.2: Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objective 6.2.1: Enhance pride in the institution’s image by continuing to promote faculty, staff and student success stories in the community.

Contact: Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I	I	I	I

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Identify additional publications and establish a relationship for disseminating information. 2. Utilize local, regional and national media in promoting success stories. 3. Expand the utilization of online and social network sources to provide additional information regarding college news, events and publications. 4. Continue to produce <i>Citrus College News Magazine</i> twice a year. 	<ol style="list-style-type: none"> 1. External Relations has added two local publications to its press list: the <i>MidValley News</i>, an established publication covering the San Gabriel Valley, and <i>Foothills Weekly</i>, a new publication. 2. Efforts in utilizing the local and regional media have been successful for specific, target stories such as “The Bronze Star.” Reporters were personally contacted about the play, which resulted in articles that appeared in six publications. The college sent letters to the editor/op-eds for timely occurrences such as the passage of Proposition 30, as well as college updates and end of the year recaps. 3. External Relations’ presence on Twitter increased. The site currently has over 600 followers that include various divisions of the Chancellor’s Office, HACU, and media outlets. The college expanded its tweets to include announcements such as the summer schedule release, college events and congratulatory messages in addition to links to the college’s press releases. The new External Relations Facebook page is in development and will be released summer 2013. 4. An edition of <i>CCNM</i> was published in December 2012. The spring edition was published in May 2013. The next fall edition will be published October 2013 and the next spring edition is scheduled for May 2014.

Focus Area 6: Community/College Relations

Institutional Goal 6.2: Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objective 6.2.2: Conduct research through environmental scans, focus groups and other marketing research to develop a new brand identity in conjunction with the Citrus College centennial.

Contact: Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I			

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Consult with business faculty to establish a collegewide committee responsible for developing a new brand identity.2. Plan and develop the abovementioned research elements that will be used in creating the new brand.	<ol style="list-style-type: none">1. The new branding will be aligned with the plans developed by the 100th anniversary consultant and the committee.2. Work is scheduled to begin summer 2013.

Focus Area 6: Community/College Relations

Institutional Goal 6.2: Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objective 6.2.3: Revise the current college Style Guide/Graphic Identity standards to reflect consistency and accuracy of all the college's branding and graphic identity standards. Develop a protocol that is communicated and enforced among the college community.

Contact: Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	I			

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none">1. Revise the current Citrus College Style Guide to reflect the Changes from a print-dependent medium to a more electronic medium.2. Conduct presentations and training in the college's divisions and departments.	<ol style="list-style-type: none">1. Style Guide changes are currently being drafted and will be presented to an informal committee for review and feedback in fall 2013.2. Upon approval of the Style Guide, staff presentations and training will be scheduled beginning spring 2014.

Focus Area 6: Community/College Relations

Institutional Goal 6.2: Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objective 6.2.4: Sponsor an annual networking opportunity with faculty and members of the external community, such as hosting a mixer on campus for members of the college’s faculty, Foundation board, Board of Trustees, Citizen’s Oversight Committee, advisory board members and the college’s constituency groups.

Contact: Director of Development and Alumni Relations

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I	I	I	I

<u>Specific Activities</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Increase involvement in various shared governance committees. 2. Plan and execute a Foundation Board retreat to develop board cohesiveness and increase effectiveness among board directors. 3. Plan an annual mixer that will enhance relationships and collegiality among various college and community based groups. Include donors and community stakeholders to showcase college developments. 	<ol style="list-style-type: none"> 1. All Foundation staff and as many Foundation Board Members who can are attending as many on campus activities as possible to enhance the Foundation’s presence within the college and build relationships. 2. A Foundation board planning meeting and retreat is in the process of being planned. It is scheduled for summer 2013. 3. Annual mixer ideas are being weighed against other priorities. The intent of this activity is merged with activity one above.

Addendum for Strategic Objective 6.1.1.(page 44)

Activity #2:

1. Secrets of Science Summer Camp (June 18-20, 2012, June 17-20, 2013): One-week science camp for 100 middle-school students enrolled at our five feeder districts.
2. Pre-algebra/Algebra Enrichment Program (PAGE) (June 25-August 2, 2012, June 24 – July 18, 2013): Math enrichment program for high school and middle school students enrolled at our five feeder districts.
3. Rocket Owls (September 28, 2012): Water bottle rocket activity for Wilson Middle School MESA program.
4. Rocket Owls and Women in Engineering (October 20, 2012): Hands-on STEM activity for the GUSD Glendora GATE program.
5. Rocket Owls (November 3, 2012): Water bottle rocket activity for Stevenson Middle School.
6. Automotive Technology Open House (November 28, 2012, February 13, 2013, April 10, 2013): Comprehensive instructional program information delivered to prospective students and their guests.
7. Poetry in Motion-Writing Cafe (December 7, 2012): Poetry reading with Citrus College students and their guests
8. High Altitude Balloon Team, Rocket Owls, and Women in Engineering (December 15, 2012): Hands-on rocket building and launching activity for the GUSD GATE program.
9. Athletics (January, 2013): Instructional workshop entitled “Steps to Becoming a College Student Athlete” for students at Charter Oak High School.
10. High Altitude Balloon Team, Rocket Owls, and Women in Engineering (February 28, 2013): Hands-on workshop and activity for the GUSD La Fetra Elementary School Science Fair.
11. High School Counselors Breakfast (March 7, 2013): Comprehensive instructional program presentation to 30 counselors and participants from local USDs.
12. Azusa Parent Roundtable (March 13, 2013): Informational session with Azusa Unified parents discussing opportunities at Citrus College
13. Azusa 8th Grade Majors Fair (March 14, 2013): Participating majors included Administration of Justice, Automotive Technology, Biology, Cosmetology, Emergency Medical Technician, Emerging Theatre Technology, History, Physics, Recording Arts.
14. Cosmetology Open House (March 14, 2013, June 6, 2013): Comprehensive instructional program information delivered to prospective students and their guests.
15. High Altitude Balloon Team (March 15, 2013): Hands-on workshop and Rocket Owl Presentation at the AAUW STEM Conference for eighth-grade girls.
16. DNA Gel Electrophoresis Workshop (March 16, 2013): Science enrichment experience for AP Biology students at Glendora High School.
17. American Association of University Women STEM Day (March 15, 2013): Science enrichment experience for 8th grade girls from the surrounding communities.
18. Fine and Performing Arts Open House (March 27, 2013): Comprehensive program workshops for local high school students. Workshops included the following:
 - a. Acting Master Class
 - b. Art Clinic
 - c. Audio Recording Clinic

- d. Choral Clinic
 - e. Dance: hip-hop class and dance department information
 - f. Instrumental: Woodwind, Brass, and Concert Percussion
 - g. Interpreting Jazz and Popular Music Styles
 - h. Photography
 - i. Technical Production Laboratory and Design
 - j. Vocal Master Class
19. Early Decision (April and May 2013): Students from local area high schools come to Citrus College to take the assessment test and information regarding Citrus College.
 20. Bridges to Success/College Success Discussion Panel (April 5, 2013): English SI Leaders and C4 Peer Mentors discuss their experiences at Citrus College with students from Azusa High School, Gladstone High School, and Homework House. These students were brought to campus by the program "Think Together."
 21. Athletics (May, 2013): Instructional workshop entitled "Steps to Becoming a College Student Athlete" for students at Rosemead High School.

Community Relations Events attended and/or hosted for the 2012-2013 academic year included the following:

1. Azusa Golden Day Parade (October 13, 2012)
2. Azusa Parent University Day (January 26, 2013)
3. Claremont Independence Day Parade (July 4, 2012)
4. Claremont Village Venture (October 27, 2012)
5. Duarte Salute to Route 66 Parade/Picnic (September 22, 2012)
6. Glendora Chamber of Commerce Expo (October 6, 2012)
7. Glendora Christmas Parade (December 8, 2012)
8. Glendora Flashback Classic Car Show (August 25, 2012)
9. LA County Fair-Glendora Parade (September 12, 2012)
10. LA County Fair-Claremont Business Day (September 13, 2012)
11. La Fetra Elementary Presentation for 5th Graders (March 25, 2013)
12. Monrovia Holiday Parade (December 6, 2012)
13. Taste of Duarte (May 8, 2013)
14. Tour – Ontario/Montclair Promise Scholars (March 1, 2013)
15. Tour – Ontario/Montclair Promise Scholars (March 8, 2013)
16. Tour – Ontario/Montclair Promise Scholars (March 29, 2013)