Strategic Plan: 2013-2014 Progress Report

DEFINING GOALS • IMPLEMENTING STRATEGIES • PREPARING FOR THE FUTURE

Dear Colleagues,

As a College of Completion, Citrus College furthered the goals of thousands of students during the 2013-2014 academic year. The college also achieved many of its institutional goals, as it implemented the third year of its 2011-2016 Strategic Plan. I am very pleased to present this progress report, which highlights some of the accomplishments of an exceptional year.

Enhanced outreach to our local K-12 unified school districts (USD) took on renewed importance this year, as Chancellor's Office data indicated that over 80 percent of the college's 2007-2008 cohort of entering students were unprepared for college-level courses. One such effort was a K-14 Education Forum that took place this spring. The forum laid the groundwork for future collaborative efforts with our K-12 USD partners.

The college continued to maintain its leadership among the state's community colleges in developing Associate Degrees for Transfer (ADT). Thanks to the tireless work of faculty and staff, the current number of Citrus College ADTs now stands at 15. And, in response to policy changes in the Student Success and Support Plan (SSSP), the college held numerous workshops to ensure that students finished their courses and achieved their educational objectives. As part of the college's commitment to student success, the Office of Institutional Research completed a comprehensive research report based on feedback from students regarding their learning needs and preferences. In addition, there was further implementation of DegreeWorks, and our new non-credit application made a successful online debut.

The college also made excellent progress with regard to planning this past year. Program Review was further streamlined by the newly-established Program Review Committee. And, an informative series of "Spring Roadshows" on program review, student learning outcomes and assessment (SLOA), and planning were conducted in all instructional divisions and received very positive feedback. Faculty and staff now have a clearer understanding as to how their program-level planning efforts relate to college-level resource allocation.

As the college embarks on its Centennial year, I look forward to many new college milestones, exciting events and memorable times. As a College of Completion, we will continue to impact the lives of students and the residents of our communities in a positive and transformative way.

Sincerely,

Geraldine M. Perri, Ph.D.
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 1.1.2: 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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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Expand core transfer offerings in classes that typically serve as a bottleneck to student completion. 2. Explore alignment of district curriculum with K-12 common core standards.	1. Impacted IGETC and CSU GE sections expanded by up to 2%. 2. Meetings held with all Citrus College K-12 districts to explore alignment of curriculum with common core standards.	1. A total of more than 200 sections were added to the 2013-14 schedule, reflecting a 13% and 21% increase in IGETC and CSU Golden Four course offerings respectively, compared to the last academic year. This also included adding Friday/Saturday classes in spring 2014. 2. Glendora Unified School District presented on Common Core and the new funding model to Citrus Board of Trustees in fall 2013. A K-12 forum was held in May focusing on developing K-12 curriculum that would lead to college completion.

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**		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Support student course planning and completion through early outreach; new student orientations provided by Counseling, EOP&S, and CalWORKs; and by providing prepopulated SEP during course planning workshops offered by Counseling. Provide math tutoring support services through the Veterans Center.	1. Number of students attending Early Decision; number of students attending new student orientation and course planning workshops; number of students attending math tutoring at the Veterans Center.	1. During spring 2014, a total of 685 prospective students attended Early Decision. Forty-three Course Planning Workshops were offered and attended by 466 students. Twenty-two Registration Assistance Workshops were offered and attended by 93 students. Forty-nine student veterans were tutored in math and 18 were tutored in other subjects in the Veterans Center.
2. Provide textbooks to students in a timely and affordable manner in an effort to support student success.	2. Total number of textbooks sold and rented to students.	2. The software installation and data transfer is complete for in-store rental. Beta testing was completed during winter 2014. In-store rental is available to students in spring 2014. The digital textbook adoption module is in development.
3. Continue to fully implement Degree-Works, focusing on English and Math course sequence on related SEP templates.	3. SEP templates developed with appropriate English and Math course recommendations.	3. Non-electronic student educational plans (SEP) for new students are populated with English and math. Degree Works SEP templates are under development for certificates and transfer degrees and will be ready for testing in summer 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 1.1.5:   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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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Launch new pre-engineering associate degree program aligned with four-year transfer institutions. 2. Establish new AA-T and AS-T degrees as Transfer Model Curricula becomes available. 3. Explore alignment of district curriculum with K-12 common core standards.	1. Pre-engineering degree approved by Curriculum Committee and new Introduction to Engineering course offered in the 2014 spring semester. 2. All applicable AA-T and AS-T degrees completed. 3. Meetings held with all Citrus College K-12 districts to explore alignment of curriculum with common core standards.	1. ENGR 101, for the first time, was offered in the spring 2014 semester. The Pre-Engineering Degree was approved by the Curriculum Committee on 12/5/2013. 2. Citrus College has approved the following AA-T/AS-T Degrees: Elementary Teacher Education, Kinesiology, Journalism, and Political Science. The state has approved: Anthropology, Art History, Computer Science, Film/Television, Geography, Geology, Music, Philosophy, Spanish, and Studio Arts. Faculty members are currently working on developing new transfer degrees in Anthropology, Computer Science, Philosophy, and Economics. 3. A K-12 forum was held in May focusing on developing K-12 curriculum that would lead to college completion.

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 1.1.7: Develop a student mentoring program involving faculty and successful former students.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Continue to provide peer mentoring through the Veterans Center.	1. Number of student veterans participating in the mentoring program and their feedback.	1. Student veteran enrollment increased 22% in fall 2013. Additional peer mentors (50%) were hired in January for spring 2014, to accommodate the increase. In response to student veterans' feedback, peer mentors received sensitivity training during fall 2013 and winter 2014.

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 1.2.1:   Establish equipment replacement cycles and training for innovative instructional technology.

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

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
1. Develop overall replacement cycle for classrooms, teaching labs and central server support equipment. 2. Instructional Technology Leadership Team (ITLT) will lead the effort to evaluate lecture capture options and determine if the college should upgrade existing MediaSite system or consider moving to new system or systems (capture and display options do not have to be incorporated in a single system). 3. Request that the Faculty Learning Institute (FLI) committee work with TeCS and the DE Committee to host innovation-related professional development workshops during the 2014-2015 year. Allow this year to be exploratory – look for a flex day workshop speaker(s).	1. Formal replacement cycle with defined budgets that can be integrated into the budget cycle developed. 2. Recommendation made regarding acquisition or upgrade of lecture capture system. 3. Dates for workshops, speakers and topics identified.	1. A formal eight-year replacement cycle was defined, which includes technology for administration and instruction. The replacement cycle will begin in the 2014-2015 budget cycle. 2. ITLT surveyed the faculty during fall 2013 to identify products currently being used for lecture capture. The committee is reviewing the products and has continued the review throughout spring 2014. 3. Dates are yet to be determined.

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 1.2.2: Create opportunities for faculty professional development, including participation in workshops, seminars and retreats, as well as a leadership training program to facilitate career advancement.

Contact: Vice President of Academic Affairs, Academic Senate, Faculty Learning Institute

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Support math faculty in creating a contextualized learning pilot program. 2. Explore and support professional development opportunities, such as the SanFACC mentor program, @One training, and a leadership development program.	1. Two faculty members identified, trained and explored the creation of a contextualized learning program. 2. A list of new professional development opportunities, supported by budgeted funds, made available to faculty.	1. Four math faculty members attended a conference at PCC regarding contextualized learning. 2. Eight professional development workshops took place on spring 2014 FLEX Day. Classified development leadership training was initiated in fall 2013 and continued in spring 2014. The college participated in the SanFACC mentoring program again in the 2013-2014 academic year. In fall 2013, faculty attended technology training offered by the Avid Corporation. In addition, several faculty are in the process of completing the @One certification.

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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Specific Activities	Projected Measurable Outcomes	Update of Activities
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 regarding SLO assessment.	1. Two workshops offered and assessed. 2. Presentations and dialogue workshops offered and assessed; GE committee reestablished.	1. Eight workshops were presented on the spring 2014 FLEX Day. "Using PPT in the Classroom" and "DSPS – Supporting Students with Autism" focused on innovative teaching methods and issues. 2. Eight workshops were presented on the spring 2014 FLEX Day. "Academic Senate Hot Topics" and "Results from CCSSE Focus Group Study" included information regarding SLOA and the student's voice on how to improve student engagement. GE committee is reestablished, and a successful GE assessment forum was held in May 2014.

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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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. School Relations and Outreach will expand outreach efforts for middle schools, such as campus tours and presentations. The development of a middle school day will be explored. 2. School Relations and Outreach will reconvene the Advisory Committee in order to coordinate campus-wide outreach efforts. 3. Request funding to expand the School Relations and Outreach program. 4. Admissions and Records is in the process of revising AP 5011 to allow K-12 students to enroll in five units during intersessions, as opposed to three units.	1. A middle-school-day model developed pending funding availability. 2. Advisory Committee re-activated and number of meetings held in the academic year. 3. Funding secured. 4. Board approval expected by the end of the 2013 Fall Semester.	1. An Azusa 8th Grade Majors Fair was held on 2/27/2014. STEM provides several summer programs for middle school students, focusing on math and science. In addition, the vice president of student services met in the spring with all feeder high school principals and provided a progress report pertinent to their respective graduates. 2. The Advisory Committee was re-activated and met in fall and spring. 3. School Relations and Outreach received additional funding for student ambassadors. The request for additional funding for staffing and activities is still pending. 4. The Board of Trustees approved AP 5011 on 12/3/13. K-12 students were allowed to enroll in a higher number of units.

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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Specific Activities	**Projected Measurable Outcomes**	**Update of Activities**
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. Working through the DE Committee, support and oversee the development and implementation of a Distance Education Handbook (including best practices), recruitment plan (for faculty and students), and training program (for faculty and students). 3. Increase basic skills improvement rate through grant activities.	1. Study completed and recommendations made regarding improvements to measurable rates. 2. DE Handbook, recruitment plan, and training program implemented. 3. Success rates increased 1% (per grant objectives).	1. Students who took English 099 have been tracked for one year for their progress into English 101. Two-year tracking are being analyzed in summer 2014 for recommendation of changes to the curriculum. 2. A DE Handbook is in development. Visits were conducted to Cal Baptist University and College of the Canyons for guidance on the development of recruitment and training programs. A student training shell has been created on Blackboard, and all online students will be included in the shell starting summer 2014. 3. The long-term goals have been adjusted to align with the new Scorecard. The 2014 Scorecard shows Remedial Progress Rates as follows: math 30.5%; English 43.2%; ESL 44.2%. These numbers indicate the percent of students who started at the basic level class and moved to the next level in the same subject.

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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Specific Activities	**Projected Measurable Outcomes**	**Update of Activities**
1. The Student Success and Support Program (SSSP) Matriculation Committee is waiting on the implementation of the common assessment component of the SSSP from the Chancellor's Office.	N. A.	1. The Chancellor's Office is exploring options for the common assessment and the SSSP. We will adopt a common assessment once we receive direction from the Chancellor's Office.

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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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Make budget and personnel adjustments to maintain or institutionalize present services even as budgets are cut and grant funds are reduced. 2. Maximize the use of supplemental instruction in STEM fields utilizing external funding. 3. Expand online tutoring. 4. Provide students with counseling workshop sessions on course planning, registration assistance, and course families.	1. Present services maintained and staff hired to replace expiring grant-funded positions. 2. Budget and staffing recommendations made based on analysis of SI grant reports. 3. Funding secured for DE tutoring for five programs. 4. Number of workshops provided and number of students attending those workshops.	1. Present services have been maintained, yet permanent (district-funded) staff have not been hired to replace expiring grant-funded positions. 2. The STEM Internal Evaluation Team met on 11/19/13 to discuss SI results. SI budget and staffing recommendations for the winter and spring 2014 terms were made, based on the results of the analysis and discussion. 3. We will be purchasing access to a national peer-hosted online tutoring program that offers online tutoring in several disciplines (at a cost of roughly $5,000). The peer-peer tutoring was evaluated and deemed insufficient for our needs. Gerald Helm and Dana Hester are currently working together to explore other options. 4. From 7/1/2013 to 5/27/2014, the Counseling and Advisement Center offered 162 in-person orientations to 1,995 students. The athletics counselor conducted four Welcome Workshops, including assessment, orientation and an abbreviated SEP for 82 athletes. The International Student Office offered two orientations with 143 in attendance. The Veterans Center offered two orientations with 79 in attendance. The Counseling and Advisement Center also offered 22 Registration Assistance workshops with 93 in attendance. In addition, they offered 47 Course Planning workshops with 74 in attendance.

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
	P	I		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Finalize the CCSSE Focus Group Follow-Up Study. 2. Disseminate the CCSSE Focus Group Follow-Up Study.	1. Report completed. 2. Report disseminated by the end of the academic year.	1. The report has been completed. 2. A presentation titled "Student Focus Groups: For a Deeper Understanding of Student Engagement" was presented on spring 2014 FLEX day.

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
P	I	I		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. The college introduced a new platform for online counseling (SARS e-advise) in spring 2013. During the fall of 2013, a DegreeWorks implementation committee met weekly. Templates for degrees and certificates are now in place and the Center for Teachers, as well as Career Technical Education, are piloting the program. The template for an electronic student educational plan will be developed in the spring of 2014. 2. Complete the transition of online counseling appointments to the SARS system.	1. Degree Audit in place; electronic student educational plan developed; program of study list updated on CCCApply; and data integrated into Banner for MIS reporting. 2. Number and types of online counseling appointments collected through SARS; data integrated into Banner for MIS reporting.	1. In fall 2013, the pilot program for Degree Audit was in production by the counselors. Counselor training continued during winter 2014. SEP development began in fall 2013, with development continuing in winter and spring 2014. Counselors received the first training for the SEP's in April and will continue training in August. New program-of-study codes were input into CCCApply in May, enabling students to make this selection during their application and be connected to an educational audit in Degree Works. Update of SARS reporting codes and interface between the new codes and Banner will be done in June. 2. Starting in fall 2013, online counseling was managed via SARS. The SSSP working group redefined SARS codes for Banner during fall 2013 and winter 2014. Banner will be implemented in spring 2014.

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 2.3.4:   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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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. The Coordinator of the Career/Transfer Center and the Articulation Officer will present on the associate degree for transfer and assist.org to the Academic Senate and Curriculum Committee. The presentations will also be offered at department meetings through an invitation with the academic deans. These presentations will enhance faculty's knowledge of transfer issues and ultimately help faculty understand how the courses they teach fit into a transfer program.	1. Number of faculty who receive training in one of the venues.	1. The Career/Transfer Center Coordinator presented to the Academic Senate, with 24 faculty in attendance, on the associate degree for transfer and ASSIST in April, 2014. The Articulation Officer provided ASSIST training to the Curriculum Committee during spring 2014.

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 2.3.8: Develop a program to promote cross-cultural awareness through speakers, clubs and mentors.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Develop and institutionalize a cultural heritage month program.	1. Plan developed by June 2014.	1. Student Life and Leadership Development, in collaboration with student leaders, developed an outline of the cultural heritage month's program.
2. Develop a pool of advisors for cultural clubs; recruit and train new club advisors.	2. Plan developed by June 2014.	2. Planning meetings were held during spring 2014.
3. Develop a Diversity Week for students each fall.	3. A calendar and/or sample events developed by June 2014 for implementation in fall 2014.	3. Diversity Week is scheduled for 9/22-9/25, 2014.

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**		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Move Career/Transfer data to Banner.	1. All data collected in Banner system and available for MIS reporting.	1. Career/Transfer data from SARS has been integrated into Banner. Remaining items will be integrated in Fall 2014.
2. Instructional Technology Leadership Team (ITLT) (initiated in 2012-2013) will evaluate lecture captures system options.	2. Recommendation for lecture capture system, including budgets and procedures made.	2. ITLT surveyed the faculty to identify products currently being used for lecture capture. The committee has been reviewing the products throughout spring 2014 and will complete the product reviews in the fall.

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
	P	I		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Work with CSEA to review and revise orientation for new classified employees. 2. Work with the Faculty Learning Institute to review new faculty orientation program.	1. New Human Resources internal procedure on orientation developed. 2. Existing procedure updated.	1. A joint District and CSEA committee has met and developed ideas for a new location on the HR web page that will be addressed to new employees, and CSEA will participate with HR in providing all new classified employees with a tour and introduction to the campus. It is anticipated that the web location will be completed by July 1, 2014. 2. The existing faculty orientation program has been reviewed by an Academic Senate Committee, and no modifications are necessary at this time.

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
	P	I		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Visit all standing committees to introduce the new reporting instrument and ask that feedback be directed to the Financial Resources Committee regarding how to best utilize existing district resources. 2. An email to introduce the Administrative Services Form that has been made available on the intranet will go out this fall. 3. Visit various district constituencies to introduce the new reporting instrument and ask that feedback be directed to the Financial Resources Committee on how to best utilize existing district resources.	1. The new feedback from all standing committees reviewed by Financial Resources Committee. Discussion on the feasibility of recommendations and possible implementation documented. 2. The new feedback from all intranet submissions reviewed by the Financial Resources Committee. Discussions on the feasibility of recommendations and possible implementation documented. 3. The new feedback from all standing committees reviewed by the Financial Resources Committee. Discussion on the feasibility of recommendations and possible implementation documented.	1. All standing committees were visited in the fall 2013 semester. Two responses were received and reviewed by Financial Resources at the 2/5/2014 meeting. 2. Financial Resources is working with TeCS to upload the documents to the intranet via the Administrative Services page. Documents will be available in time for consideration for the 14-15 Budget Adoption. 3. The standing committees were used to reach out to faculty, staff, and students to encourage discussion and feedback. Two responses were received, and they were reviewed by the Financial Resources Committee at the 2/5/2014 meeting.

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 3.1.6: Review job descriptions and work schedules across campus to maximize and share personnel resources and periodically evaluate the college's organizational structure against the major planning documents (such as the Educational Master Plan) to assign personnel as needed.

Contact: Director of Human Resources

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Review and revise management position job descriptions.	1. Job descriptions reviewed and revised.	1. A review is in progress. The deadline is the end of the spring 2014 semester.
2. Review and revise supervisor/confidential employee job descriptions.	2. Job descriptions reviewed and revised. 3. Job descriptions reviewed and revised.	2. A review is in progress. The deadline is the end of the spring 2014 semester.
3. Review and revise qualification statement in classified job descriptions.		3. Revisions have been made. A joint committee of District and CSEA representatives has completed its review of the classified job description qualification statements. The matter is now pending CSEA approval.

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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Specific Activities	Projected Measurable Outcomes	Update of Activities
On hold due to budget and staffing reductions.	N. A.	The Foundation has established a President's Circle to support the College of Completion initiative. The President's Circle funding has allowed for the hiring of a grant consultant for the timeframe of one year. The specialist will seek grant opportunities for the college and for the Foundation, and they will also work collaboratively with appropriate college constituents to develop and prepare grant applications. To date, a Title V proposal for $3 million has been developed and submitted for consideration. Additionally, a Letter of Intent is being submitted for veterans support, as well as a proposal for federal funds for the Institute for Completion.

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 3.2.2: Train faculty/staff in grant writing and seeking grant sources; provide incentive for faculty grant writing.

Contact: President

Timeline:

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

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Identify faculty who would be interested in grant writing by sending out a questionnaire to all faculty. Also, inquire about interest at senate, curriculum, steering, and departmental meetings. Ask deans to promote this opportunity to their faculty.	1. Number of faculty interested and trained.	1. In December 2013, the college conducted a survey to determine if faculty members had an interest in learning about the grant writing process. Several faculty members expressed an interest.
2. Identify webinars, seminars and/or training for interested faculty.	2. Training opportunities identified.	2. The Foundation has established a President's Circle to support the College of Completion initiative. The President's Circle funding will allow for the services of a grant consultant for the timeframe of one year. The grant consultant will be conducting a grant writing seminar for interested faculty members in fall 2014.
3. Identify incentives that would be used for interested faculty.	3. Number of faculty interested and trained.	3. Faculty and staff grant writing opportunities will be supported through the college Foundation's mini-grant process.

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
P	**I**	**I**		

Specific Activities	**Projected Measurable Outcomes**	**Update of Activities**
1. Implement Banner student portal system. 2. Complete DegreeWorks implementation for degree audit and pilot student education plans (SEP). 3. In support of the new Student Success and Support Programs, provide online access during the registration process for students to choose, confirm or change their educational goals, as well as their course of study.	1. Student portal system in place by summer 2014. 2. Degree audits in place and available for counselor use with students – data available for MIS reporting. SEP templates in place and available for piloting in spring 2014. 3. Web page piloted for winter 2014 registration and in full production mode for spring 2014 registration.	1. Banner portal is moving to the SharePoint application in December. After this upgrade, the TeCS staff will review options for portal implementation. 2. The DegreeWorks team began piloting a degree audit system for certificates and associate degrees in spring 2014. DegreeWorks SEP templates are under development and will be ready for testing in summer 2014. 3. New education goals, which reflect the course of study as defined by the Chancellor's Office, are now available on the college application in Open CCCApply. Starting with Fall 2014 registration, students will be asked to validate their course of study during the registration process.

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 4.1.4: Improve safety standards in classrooms and offices on campus, such as the addition of panic buttons and/or telephones in all offices and classrooms.

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

Timeline:

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

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Convene a working group with significant faculty input to review options for classrooms and make recommendations for implementation. Work with the Instructional Technology Leadership Team as needed to review technology options.	1. Plan developed for implementation with defined costs that can be incorporated into the budget process for 2014-2015 budget cycle.	1. The group started working in spring 2014 and identified several options for emergency notifications in classrooms. These options will be reviewed and a recommendation will be made by the working group.

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
	I	I		

Specific Activities	Projected Measurable Outcomes	Update of Activities
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. 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 Ontario. 3. Support strategies that will ensure student safety when accessing the college from the proposed Gold Line Station.	1. Number of meetings attended and letters written. 2. Number of contacts, outreach and/or opportunities. 3. A safe means of access from the Gold Line Station to Citrus College.	1. Weekly updates, averaging one per week, from Google News Alerts and the Gold Line Construction Authority have been received and reviewed. There have been e-mail exchanges with the Gold Line Construction Authority Director of Public Affairs. Ten updates regarding the status of the Gold Line were provided to the Board of Trustees in weekly Legislative Updates. 2. Board President Keith and the protocol and government relations officer attended a Metro Executive Committee meeting on 9/19/2013 to welcome Mayor Garcetti to the Metro Board. The college's protocol and government relations officer also attended a Gold Line update and tour of the future Duarte and Monrovia Gold Line stations organized by the Glendora Chamber of Commerce Legislative Action and Economic Development Committee on 3/17/2014. 3. The college will meet with Metro to discuss safety measures closer to the opening of the Gold Line station.

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

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. IS Building HVAC and infrastructure upgrade is ongoing. 2. Energy Management System (EMS) infrastructure upgrade is ongoing. 3. Central Plant retro-commissioning (RCx) is ongoing. 4. Make LED lighting upgrades to student parking Lots S1 and S2.	1. Quantitative reduction in the total amount of degree days above the maximum allowable set-point, which will reduce server shutdown and lapse in delivery of technology. 2. Quantitative reduction in the total amount of controller failures and work orders for service on actuators and VAV's supplying conditioned air to campus facilities. 3. Quantitative reduction in the daytime run-time of the chillers and cooling tower at the central plant; overall improved functionality of the central plant resulting in less electrical usage. 4. Quantitative reductions in electrical usage by reducing the electrical Kwh; overall improved lighting quality, lumens and reduced downtime by lighting device failure.	1. Construction documents are complete, and planning for the bidding phase is underway. Scheduling of the construction phase is commensurate with phasing of other modernization projects. 2. The upgrade of the EMS is continuing in a multiyear program. Upgrades are now complete for the Central Plant controls and front-end computer software. Continued upgrades will be done commensurate with retro-commissioning of other projects. The District is currently in discussions with the CCC-IOU Partnership regarding the next retro-commissioning project. 3. The RCx of the Central Plant is now complete. Energy reduction is being realized through a reduction in run-time of the chillers and cooling tower and overall improved efficiency. 4. The LED upgrade for the remainder of the parking lots is scheduled for installation during summer 2014 whereby energy reductions are being realized through increased lighting quality and lumens.

P = Planning; I = Implementation

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

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Installation of water efficient toilets, urinals and faucets in all new buildings and in all modernized spaces, where applicable, is ongoing. 2. Plant water-wise or drought tolerant flora at new planting locations. 3. Install the pool thermal blanket.	1. Quantitative delivery and verification of water-wise and/or water consumption efficient devices, which reduces the usage of water on campus. 2. Quantitative delivery and verification of drought tolerant planting, which reduces the usage of water used for irrigation on campus. 3. Quantitative reduction in the amount of water replenishment needed for the aquatics facility (pool and spa) due to the use of thermal blankets, which greatly reduce water evaporation.	1. Installation of water-wise and efficient devices is continuing in a multiyear program. The Administration Building and Esthetician programs are now complete with these devices. The Fine Arts Building will be the next project to realize these efficiencies. 2. Installation of drought tolerant flora is continuing in a multiyear program. Currently the Administration Building is undergoing the planting phase. The Fine Arts Building will be the next project to realize these efficiencies. 3. The installation of pool thermal blankets is complete. Energy reduction is being realized and less run-time of the pool equipment is an added benefit.

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**		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Expand automated program review data to non-credit classes. 2. Create a legislative website that assists members of the college community in researching and tracking legislative bills and propositions.	1. Non-credit program review data available in same manner as credit program review data. 2. Website in place and available for college use.	1. A discussion regarding the inclusion of non-credit data in the 2014 program review is in progress. 2. A draft website has been created. The website has been reviewed, and updates based on the review are in progress.

P = Planning; I = Implementation   Page **28**

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	

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Create Steering Committee meeting highlights and distribute after each meeting. 2. Distribute the re-formatted *Citrus View* approximately seven times each academic year. 3. Update the Shared Governance Handbook.	1. Campus constituents informed about what was discussed at the meeting. 2. Campus community informed of events and highlights regarding Citrus College. 3. Shared Governance Handbook updated by end of fall semester.	1. Steering Committee Highlights were created and distributed, beginning with the first Steering Committee meeting of the 2013-2014 academic year in September 2013. After each meeting, the highlights have been e-mailed to the college community, as well as posted on the Steering Committee website, which is linked to the superintendent/president's website. 2. Seven issues of the re-formatted *Citrus View* have been distributed during the 2013-2014 academic year: October, November, December, February, March, April, and May. 3. The update of the Shared Governance Handbook was completed in November 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 5.1.3:   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**	

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Automate the application for non-credit students. 2. Improve positive attendance collection with use of hand-held collection devices that feed a positive attendance spreadsheet.	1. Application in place for winter 2014 in Open CCCApply environment. 2. Hand-held device piloted in summer 2013. Extend use of devices in remainder of the 2013-2014 academic terms.	1. It was determined that Open CCCApply is not able to support a non-credit application. However, the Banner native application met the need for a non-credit application. The new non-credit application went live for summer, 2014. Non-credit students are able to apply and register online. 2. Fine and Performing Arts attempted to use hand-held devices in a summer 2013 pilot program. It was later determined that the process was not feasible. The dean of language arts and enrollment management then developed a database (Rooster) to monitor and report positive attendance hours across campus. That system is working and division offices are now able to certify and report positive attendance hours in a timely and efficient manner.

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 5.1.4: Expand options to track student completion data, including tracking students after they leave Citrus College.

Contact: Director of Institutional Research

Timeline:

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

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Utilize DegreeWorks to capture data on student completion. 2. Work with the Alumni Association on developing a tool to track graduates after they leave Citrus College.	1. Plan developed on data extraction. 2. Tool developed by the end of the academic year.	1. The Office of Institutional Research is working with TeCS to maximize the reporting functions in DegreeWorks. 2. The Foundation is working with TeCS to obtain historical alumni contact records. Currently it has more than 7,000 historical records from graduates, dating back to the class of 2005. Efforts are being made to update records and obtain mailing and email addresses for future contacts with our alumni.

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	

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Introduce the intranet document for stakeholders to communicate budgetary issues and concerns this fall. 2. Make paper copies of the new Administrative Services Form available for walk up customers who wish to express budgetary issues and/or concerns.	1. The new feedback from all stakeholders reviewed by the Financial Resources Committee. Discussion on feasibility of recommendations and possible implementation documented. 2. Financial Resources will review the new feedback from all customers. Discussion on feasibility of recommendations and possible implementation will be documented.	1. The document will be available in time for consideration for the 2014-2015 budget adoption. 2. The document was created in fall 2013, but it has not yet been disseminated.

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
	P	I		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Maintain constant communication with the deans throughout fiscal year. 2. Access LiveOak reports as part of the process.	1. Ability to gather pertinent, accurate budgetary information in one central location. 2. LiveOak reports produced and used.	1. The college's load and adjunct loads are accurate and timely. All information is on LiveOak. 2. The ability to access changing load information daily, if necessary, has been met.

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**		

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Support the SLOA coordinator, the curriculum chair, the 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. 3. Provide technical support that enables linking assessment results with program recommendations and resource requests in the annual review documents.	1. Program Review Committee established from the Program Review Task Force. 2. SharePoint converted to HTML format. 3. Analysis of resource request completed.	1. The Program Review Committee was established in fall 2013 and is a standing committee of the Steering Committee. 2. We continue to utilize SharePoint. No additional commitment has been made to change formats, although Hot Shots and the Program Review Committee have discussed exploring other formats. 3. FNIC and other resource requests have been prioritized by division and within Academic Affairs; requests that are supported by SLOA are identified in 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
P	I	I		

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
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. The CTE Advisory Committees will receive important Citrus College, regional and state community college promotional materials (the mission, value and education opportunities).	1. Three new career pathways established. 2. Support demonstrated through at least one workshop and/or presentation to each district. 3. Shared Advisory Council established in 2013.	1. Eight career pathways, with an articulated high school course opportunity, are in place. Citrus College, along with two other community colleges and 12 K-12 districts are collaborating on a grant application on building career pathways. In addition, Citrus College, along with our five feeder districts, received $211K grant from CCCCO forming the Citrus College District Consortium addressing adult education. 2. The STEM RISE Team outreach to Glendora Unified School District took place in November 2013 at both Citrus College and Goddard Middle School. 3. An All Campus Advisory Committee meeting was held on 11/1/ 2013. The general session, which included business partners and employer stakeholder groups, was followed by individual CTE program breakouts.

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

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Identify additional publications and establish a relationship for disseminating information utilizing local, regional and national media in promoting success stories.	1. Increased number of publications that carry stories about Citrus College.	1. Citrus College was the subject of, or was mentioned in, 111 articles.
2. Expand the utilization of online and social network sources to provide additional information regarding college news, events and publications.	2. Expanded use of Twitter and Facebook.	2. The Twitter feed is now updated weekly. Updates to Facebook are in progress. Twitter followers increased to 986.
3. Continue to produce the *Citrus College News Magazine* twice a year (fall and spring) and the Annual Report in the fall.	3. Magazines and Annual Report published.	3. The fall magazine was published in December 2013 and the spring magazine was published in April. The Annual Report is due to begin production in May for publication in September 2014.
4. Return *Citrus View* to an expanded monthly news brochure.	4. *Citrus View* published nine times in 2013-2014.	4. The monthly *Citrus View* format was reestablished in October 2013. *Citrus View* was published seven times during the 2013-14 academic year. Plans are in place to expand coverage to nine issue in 2014-15.

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: Foundation Director (previously Director of Development and Alumni Relations)

Timeline:

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

Specific Activities	Projected Measurable Outcomes	Update of Activities
1. Establish the routine of providing campus tours on a monthly basis; beginning January 2014 in conjunction with the Board of Trustees, provide district area "Get to Know Citrus" luncheon and campus tours (one area per month) for district area officials, school administration and/or business partners. 2. Reach out and offer presentation opportunities to district area service clubs: Soroptimist, Rotary Clubs, Kiwanis, Coordinating Councils, and Chambers of Commerce.	1. At least six to 10 campus tours provided and/or "Get to Know Citrus" events held by the end of the 2013-2014 year. 2. Ten (two in each city in the district) community presentations made by the end of the 2013-2014 year.	1. Six campus tours for donors and prospects and one "Get to Know Citrus" event for Claremont took place. 2. Two community presentations were made in Claremont and Monrovia. Additional presentations are being added to the schedule, beginning July 2014. We participated in various events sponsored by local service clubs and regularly attended Glendora Chamber of Commerce meetings.