Citrus College

Strategic Plan: 2013-2014 Annual Implementation Plan

DEFINING GOALS • IMPLEMENTING STRATEGIES • PREPARING FOR THE FUTURE

Dear Colleagues,

I am very pleased to present to you the 2013-2014 Annual Implementation Plan (AIP), as part of the Citrus College Strategic Plan for 2011-2016. You will discover many exciting new elements that are designed to support our College of Completion initiative, maintain institutional excellence, and recognize the valuable role that each member of the college community plays in advancing our students toward their goals.

Last year, Citrus College made significant progress on year two of its five-year strategic plan, addressing 50 out of 65 strategic objectives. That significant accomplishment will allow us to focus this year on College of Completion elements that are part of the strategic plan, as well as furthering our efforts to implement various facets of the Student Success Act of 2012.

Many aspects of the 2013-2014 AIP relate directly to student success and completion. For example, the college will be working to expand offerings of the core transfer courses, as well as launch new transfer degrees. There will be strong support in such areas as tutoring, supplemental instruction and learning communities. The college will also improve student access to information through technology, such as degree audit, online counseling and online educational plans.

Recognizing the critical role of faculty and staff in the collegewide effort to be a College of Completion, this year's AIP provides for increased professional development opportunities through workshops, seminars and leadership training. There will also be increased technological support, including incorporating a process for evaluating and testing new instructional technology, and the development of a technology replacement cycle for classrooms and labs.

I would like to thank our Board of Trustees for their continued support of the college's Strategic Plan through their new 2013-2014 Board Goals. I applaud our faculty, staff, and students for their enthusiasm, commitment, and many efforts to support the advancement of Citrus College. I look forward to working with the entire college community as we implement year three of Citrus College's strategic plan.

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
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.

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
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Specific Activities	Projected Measurable Outcomes
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. 2. Provide textbooks to students in a timely and affordable manner in an effort to support student success. 3. Continue to fully implement Degree Works, focusing on English and Math course sequence on related SEP templates.	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. 2. Total number of textbooks sold and rented to students. 3. SEP templates developed with appropriate English and Math course recommendations.

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>Projected Measurable Outcomes</u>
1. Launch new pre-engineering associate degree program aligned with four-year transfer institutions.	1. Pre-engineering degree approved by Curriculum Committee and new Introduction to Engineering course offered in the 2014 Spring Semester.
2. Establish new AA-T and AS-T degrees as Transfer Model Curricula becomes available.	2. All applicable AA-T and AS-T degrees completed.
3. Explore alignment of district curriculum with K-12 common core standards.	3. Meetings held with all Citrus College K-12 districts to explore alignment of curriculum with common core standards.

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
1. Continue to provide peer mentoring through the Veterans Center.	1. Number of student veterans participating in the mentoring program and their feedback.

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
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Specific Activities	Projected Measurable Outcomes
1. Develop overall replacement cycle for classrooms, teaching labs and central server support equipment.	1. Formal replacement cycle with defined budgets that can be integrated into the budget cycle developed.
2. Instructional Technology Leadership Team 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).	2. Recommendation made regarding acquisition or upgrade of lecture capture system. 3. Dates for workshops, speakers and topics identified.
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).	

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
1. Support math faculty in creating a contextualized learning pilot program.	1. Two faculty members identified, trained and explored the creation of a contextualized learning program.
2. Explore and support professional development opportunities, such as the SanFACC mentor program, @One training, and a leadership development program.	2. A list of new professional development opportunities, supported by budgeted funds, made available to faculty.

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
	P	I		

<u>**Specific Activities**</u>	<u>**Projected Measurable Outcomes**</u>
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.

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
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.	1. A middle-school-day model developed pending funding availability.
2. School Relations and Outreach will reconvene the Advisory Committee in order to coordinate campuswide outreach efforts.	2. Advisory Committee re-activated and number of meetings held in the academic year.
3. Request funding to expand the School Relations and Outreach program.	3. Funding secured.
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.	4. Board approval expected by the end of the 2013 Fall Semester.

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**
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).

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
	P	**I**	**I**	**I**

Specific Activities	Projected Measurable Outcomes
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.

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
1. Make budget and personnel adjustments to maintain or institutionalize present services even as budgets are cut and grant funds are reduced.	1. Present services maintained and staff hired to replace expiring grant-funded positions.
2. Maximize the use of supplemental instruction in STEM fields utilizing external funding.	2. Budget and staffing recommendations made based on analysis of SI grant reports.
3. Expand online tutoring.	3. Funding secured for DE tutoring for five programs.
4. Provide students with counseling workshop sessions on course planning, registration assistance, and course families.	4. Number of workshops provided and number of students attending those workshops.

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**
1. Finalize the CCSSE Focus Group Follow-Up Study.	1. Report completed.
2. Disseminate the CCSSE Focus Group Follow-Up Study.	2. Report disseminated by the end of the academic year.

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**
1. The college introduced a new platform for online counseling (SARS e-advise) in spring 2013. During the fall of 2012, 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.

P = Planning; I = Implementation

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
	P	**I**		

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
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.

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
		P	I	

Specific Activities	Projected Measurable Outcomes
1. Develop and institutionalize a cultural heritage month program.	1. Plan developed by June 2014.
2. Develop a pool of advisors for cultural clubs; recruit and train new club advisors.	2. Plan developed by June 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.

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
1. Move Career/Transfer data to Banner.	1. All data collected in Banner system and available for MIS reporting.
2. Instructional Technology Leadership Team (initiated in 2012-2013) will evaluate lecture captures system options.	2. Recommendation for lecture capture system, including budgets and procedures made.

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
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.

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
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.	1. The new feedback from all standing committees reviewed by Financial Resources Committee. Discussion on the feasibility of recommendations and possible implementation documented.
2. An email to introduce the Administrative Services Form that has been made available on the intranet will go out this fall.	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. 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.	3. The new feedback from all standing committees reviewed by the Financial Resources Committee. Discussion on the feasibility of recommendations and possible implementation documented.

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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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
1. Review and revise management position job descriptions.	1. Job descriptions reviewed and revised.
2. Review and revise supervisor/confidential employee job descriptions.	2. Job descriptions reviewed and revised.
3. Review and revise qualification statement in classified job descriptions.	3. Job descriptions reviewed and revised.

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
	P	I		

Specific Activities	Projected Measurable Outcomes
1. On hold due to budget and 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 3.2.2:   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**
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.
2. Identify webinars, seminars and/or training for interested faculty.	2. Training opportunities identified.
3. Identify incentives that would be used for interested faculty.	3. Number of faculty interested and trained.

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**		

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
1. Implement Banner student portal system.	1. Student portal system in place by summer 2014.
2. Complete DegreeWorks implementation for degree audit and pilot student education plans (SEP).	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. 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 program of study.	3. Web page piloted for winter registration and in full production mode for spring registration.

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
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Specific Activities	Projected Measurable Outcomes
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.

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
1. Monitor updates and information on the progress of the Gold Line and take any appropriate action, such as writing letters or attending meetings.	1. Number of meetings attended and letters written.
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.	2. Number of contacts, outreach and/or opportunities.
3. Support strategies that will ensure student safety when accessing the college from the proposed Gold Line Station.	3. A safe means of access from the Gold Line Station to Citrus College.

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
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
1. IS Building HVAC and infrastructure upgrade is ongoing.	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. Energy Management System (EMS) infrastructure upgrade is ongoing.	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. Central Plant retro-commissioning (RCx) is ongoing.	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. Make LED lighting upgrades to student parking Lots S1 and S2.	4. Quantitative reductions in electrical usage by reducing the electrical Kwh; overall improved lighting quality, lumens and reduced downtime by lighting device failure.

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
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.

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>Projected Measurable Outcomes</u>
1. Expand automated program review data to non-credit classes.	1. Non-credit program review data available in same manner as credit program review data.
2. Create a legislative website that assists members of the college community in researching and tracking legislative bills and propositions.	2. Website in place and available for college use.

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	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
1. Create Steering Committee meeting highlights and distribute after each meeting.	1. Campus constituents informed about what was discussed at the meeting.
2. Distribute the re-formatted *Citrus View* approximately seven times each academic year.	2. Campus community informed of events and highlights regarding Citrus College.
3. Update the Shared Governance Handbook.	3. Shared Governance Handbook updated by end of fall semester.

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
1. Automate the application for non-credit students.	1. Application in place for winter 2014 in Open CCCApply environment.
2. Improve positive attendance collection with use of hand-held collection devices that feed a positive attendance spreadsheet.	2. Hand-held device piloted in summer 2013. Extend use of devices in remainder of the 2013-2014 academic terms.

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
1. Utilize DegreeWorks to capture data on student completion.	1. Plan developed on data extraction.
2. Work with the Alumni Association on developing a tool to track graduates after they leave Citrus College.	2. Tool developed by the end of the academic year.

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>Projected Measurable Outcomes</u>
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.

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**		

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
1. Maintain constant communication with the deans throughout fiscal year.	1. Ability to gather pertinent, accurate budgetary information in one central location.
2. Access Live Oak reports as part of the process.	2. Live Oak reports produced and used.

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
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.	1. Program Review Committee established from the Program Review Task Force.
2. Explore new technologies that will help streamline the process.	2. SharePoint converted to HTML format.
3. Provide technical support that enables linking assessment results with program recommendations and resource requests in the annual review documents.	3. Analysis of resource request completed.

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>
1. Continue building secondary to postsecondary career pathways with local K-12 districts.	1. Three new career pathways established.
2. Support instructional program outreach and partnership building with local K-12 districts.	2. Support demonstrated through at least one workshop and/or presentation to each district.
3. The CTE Advisory Committees will receive important Citrus College, regional and state community college promotional materials (the mission, value and education opportunities).	3. Shared Advisory Council established in 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

Specific Activities	**Projected Measurable Outcomes**
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.
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.
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.
4. Return *Citrus View* to an expanded monthly news brochure.	4. *Citrus View* published nine times in 2013-2014.

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: 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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
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.