

Citrus College

2015 Accreditation Site Visit Team



September 28-October 1, 2015

Superintendent/President's Welcome

Dr. Geraldine M. Perri

On behalf of the Board of Trustees and the entire Citrus College community, it is my pleasure to extend a warm welcome to the 2015 Accreditation Site Visit Team.

For more than a century, Citrus College has demonstrated its support of shared and participatory governance principles. As an institution, we have worked together to serve our communities and promote student completion and success. This important aspect of the college culture was evident throughout the 2015 self-evaluation process, which has been both comprehensive and collegial.

In spring 2013, Citrus College began the self-evaluation process by creating a committee structure that would allow for input from each sector of the college. Volunteers from every constituent group signed on to assist with the process. Led by two co-chairs and 23 co-leads, students, faculty, staff, administrators, and a trustee researched and collected evidence. In fall 2014, the co-chairs and co-leads started writing the Self Evaluation Report. Throughout the process, regular progress reports were presented in open collegewide forums.

As a College of Completion, the quality of Citrus College's programs and services and our commitment to continuous improvement is essential to our students, as they move forward in their academic and professional careers. We consider the 2015 Accreditation Site Visit to be an opportunity to further examine our institution, as we receive input from peer professionals.

Once again, we welcome you to Citrus College. We are deeply grateful to each member of the visiting team for their thoughtful consideration of the college's institutional effectiveness. As a college community, we look forward to taking Citrus College to the next level of excellence in higher education in the years ahead.

Sincerely,

A handwritten signature in black ink that reads "Geraldine M. Perri".

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

Citrus Community College District Board of Trustees



Mrs. Joanne Montgomery

President

Monrovia/Bradbury and portions
of Duarte Representative



Mrs. Susan M. Keith

Vice President

Claremont and portions of Pomona and
La Verne Representative



Dr. Barbara R. Dickerson

Clerk/Secretary

Azusa and portions of Duarte
Representative



Dr. Edward C. Ortell

Member

Duarte and portions of Azusa, Monrovia,
Arcadia, Covina and Irwindale Representative



Dr. Patricia A. Rasmussen

Member

Glendora and portions of
San Dimas Representative



Mx. Pat Cordova-Goff

Student Representative

Superintendent/President Dr. Geraldine M. Perri

Geraldine M. Perri, Ph.D. is Citrus College's seventh superintendent/president. A community college administrator for more than 30 years, Dr. Perri previously served as president of Cuyamaca College in Rancho San Diego, California. She also was vice president of instruction at San Diego Mesa College and dean of instruction/career education at Mt. San Jacinto College in Riverside County. Dr. Perri began her career as a dental hygiene faculty member and later served as an associate dean of academic affairs at her alma mater, Hostos Community College, City University of New York.

Dr. Perri received an associate degree in dental hygiene from Hostos Community College. She has a bachelor's degree in dental health education and a master's degree in health/education from New York University. In addition, Dr. Perri earned a master's degree in organizational development and a doctorate in human and organizational development from the Fielding Graduate University in Santa Barbara, California. Dr. Perri also completed Harvard University's Institute for Management and Leadership in Education and Cornell University's Community College Administrative Leadership Institute.



Citrus College 2015 Accreditation Co-Chairs and Staff

Dr. Arvid Spor

Vice President of Academic Affairs
Accreditation Co-Chair

Dr. Arvid Spor joined the Citrus College community in 2012 as the Vice President of Student Services and assumed his current role as Vice President of Academic Affairs in February 2015. Dr. Spor has 16 years of experience in community college administration. At El Camino College, he held several administrative positions that included providing leadership at the college's Compton Center and serving as the dean of enrollment services at El Camino College. A Portland (Oregon) Community College alumnus, Dr. Spor holds bachelor's degrees in business and psychology from Oregon State University. He received his master's degree in counseling from California State University, Long Beach and earned a doctorate in educational leadership from the University of Southern California.



Ms. Roberta Eisel

English Instructor
Accreditation Co-Chair

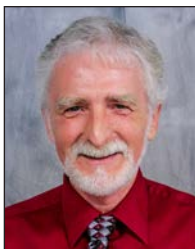
Roberta Eisel, who is serving as Accreditation Co-Chair for the second time, is a full-time faculty member in Citrus College's Language Arts Division. A member of several committees, Ms. Eisel is chair of the Program Review Committee, co-chair of the Institutional Effectiveness Committee, and an Academic Senate at-large representative. A Citrus College alumna, Ms. Eisel holds a bachelor's degree in comparative literature from California State University, Long Beach, a master's degree in comparative literature from Occidental College, and a master's in public administration from California State University, Los Angeles.



Mr. Jerry Capwell

Administrative Assistant
Academic Affairs

Jerry Capwell has been the administrative assistant to the vice president of academic affairs for nine years. He possesses extensive community college experience, having been an adjunct faculty member at Santa Ana College for 11 years. He also provided administrative support at Rio Hondo College for more than four years. Mr. Capwell's belief that the community college environment offers a chance to "provide educational opportunities to a diverse community of students who, in turn, will become better citizens of the world," earned him one of Citrus College's Shining Stars Awards in August 2015.





Schedule for Accreditation Site Visit

All of the events will be held in CI 159

Monday, September 28

Reception
3:30 -5:00 p.m.



Tuesday, September 29

Open Forum
2:40-4:00 p.m.



Wednesday, September 30

Open Forum
12:00-1:00 p.m.



Thursday, October 1

Exit Meeting
1:30-3:00 p.m.

The 2015 Accreditation Site Visit Team

Dr. Douglas B. Houston, Chair

Chancellor

Yuba Community College District

Dr. Douglas Houston has held various leadership roles during his 34-year career that include military, education, religious, and community organizations. He has taught at both the community college and university levels, including a position as a physics professor at West Point.



The son of a military officer and a U.S. Army veteran himself, Dr. Houston received his bachelor's and master's degrees in physics from the University of Florida, where he was one of 50 students in the country to receive the George Catlett Marshall Leadership Award. He also holds a doctorate in Educational Leadership from Pepperdine University.

Prior to joining Yuba Community College District, Dr. Houston was superintendent/president of Lassen College in Susanville, where he successfully led the college's accreditation efforts and fiscal recovery measures. He initiated the development of the Lassen Educational Collaborative, a partnership between education, business and the community to establish a K-14 seamless transition and improve student success in rural Lassen County. Dr. Houston has also held administrative positions at Butte College and at Barstow College.

Dr. Houston's extensive professional activities include the California Community Colleges Economic Development Policy Advisory Committee. He is a board member for NextEd and for the Sacramento Area Commerce and Trade Organization. Dr. Houston also serves on the advisory committees for the University of California, Davis Capital Area North Doctorate in Educational Leadership, as well as the California State University, Sacramento doctoral program.

Ms. Cathy Richter, Team Assistant

Executive Assistant to the Chancellor

Yuba Community College District

Cathy Richter is the executive assistant to the Chancellor of Yuba Community College District. She assists the Chancellor in day-to-day operations, projects, presentations, interpreting district procedures, scheduling, coordinating with executive office staff, and administrative functions. Ms. Richter joined the Yuba Community College District in 2006, and she worked for two years as secretary to the president of Woodland Community College before accepting her current position in the Chancellor's Office in 2008. Ms. Richter has a B.A. from the University of California, Davis in International Relations. This will be her third opportunity serving as team assistant for ACCJC.



Ms. Karen Daar

Vice President of Academic Affairs
Los Angeles Valley College



In addition to her position as vice president of Academic Affairs at Los Angeles Valley College, Karen Daar is an adjunct faculty member at East Los Angeles College. She has more than 22 years of experience in the California Community College system as both an administrator and a faculty member. Prior to her current assignment, Ms. Daar served as dean of academic affairs at East Los Angeles College and as the college's accreditation liaison officer. Ms. Daar also taught anthropology for eight years while serving as curriculum chair and vice president of the Academic Senate. She is the administrative co-chair of educational planning at her college, and she has served on multiple district and statewide committees related to curriculum and planning. Ms. Daar has a bachelor's degree in anthropology from California State University, Northridge and a master's degree in anthropology from the University of New Mexico.

Dr. Lisa Davis Allen

Art Professor
Irvine Valley College (IVC)



Dr. Lisa Davis Allen has spent nearly three decades working in both two and four-year institutions of higher education, where she has been responsible for course and program development. Dr. Davis Allen's accomplishments demonstrate a commitment to student success, faculty support and administrative collaboration. As Irvine Valley College's Art Department chair from 2007-2014, she was responsible for managing degree and certificate programs, student success, faculty, and dedicated facilities needs. Dr. Davis Allen was Academic Senate president from 2009 to 2012, and she served her institution as the Distance Education Coordinator and the co-chair of the Distance Education Task Force.

Dr. Davis Allen holds a Bachelor of Fine Arts degree in printmaking, a Master of Fine Arts degree in history, and a Doctor of Philosophy degree in European History from the University of Texas at Arlington. Her areas of academic expertise and certification include Baroque art and cartography, as well as museums and archives administration. Dr. Davis Allen has also completed two Association of California Community College Administrators (ACCCA) training programs, the Leadership Pathway Program and ADMIN 101.

After teaching in the online modality for nearly a decade, Dr. Davis Allen completed an Online Educator Occupational Skills Award in 2013, further advancing her implementation of best practices in online delivery. Today, she continues her professional work in art history, both in and out of the classroom.

Mr. Henry Gee

Vice President of Student Services
Rio Hondo College



Henry Gee has 37 years of experience in higher education, serving in his current position at Rio Hondo College for 12 years. His career includes 10 years as the dean of student affairs at Santa Ana College, as well as 15 years in various positions at Azusa Pacific University. Mr. Gee is a member of the National Association of Student Personnel Administrators (NASPA), where he has held several offices in the organization, including the Region VI Director.

Mr. Gee is the co-facilitator of the Leadership Development Program for Higher Education (LDPHE), a program sponsored by the Asian Pacific Americans in Higher Education (APAHE) and Leadership Education for Asian Pacifics (LEAP). A member of the 1997 inaugural LDPHE class, Mr. Gee also served on the APAHE board.

A first-generation college graduate, Mr. Gee's numerous professional accolades include the Doris Ching "Shattering the Glass Ceiling Award" from the National Association of Student Personnel Administrators and the Asian Pacific Islander Knowledge Community (NASPA/APIKC), NASPA/APIKC's "Outstanding Mentoring Award," and NASPA's "Pillar of the Profession" honor. He is also a recipient of LEAP's David R. Barclay Alumni Leadership Award, and the inaugural Community College Professional Award from NASPA Region VI.

Dr. John Hernandez

Vice President of Student Services
Santiago Canyon College



Dr. John Hernandez manages the overall planning, coordination, delivery, funding and evaluation of all student services and programs at Santiago Canyon College. His career in student affairs spans 31 years, 17 of those years as an administrator. He was also associate vice president and dean of students at Cal Poly Pomona; associate dean for student development at Santa Ana College; and assistant dean for student affairs at California State University, Fullerton. Dr. Hernandez was an adjunct professor in the Student Development in Higher Education graduate program at California State University, Long Beach.

In addition, Dr. Hernandez has held various leadership roles in the American College Personnel Association (ACPA), a national professional association for student affairs educators. He recently completed a three-year term on ACPA's Governing Board as chair of the Senior Student Affairs Officers Advisory Board.

Dr. Hernandez earned a Ph.D. in College Student Personnel Administration from the University of Maryland; a master's degree in counseling, emphasizing student development in higher education, from California State University, Long Beach; and a bachelor's degree in sociology from California State University, Fullerton. He also holds an Associate in Arts degree from Fullerton College.

Dr. Daniel Martinez

Director of Institutional Research
College of the Desert

Dr. Martinez has conducted institutional research for the California Community Colleges since 1990. Although much of his work focuses on matriculation, Dr. Martinez has extensive experience in all aspects of institutional research, including program evaluation, MIS, student outcomes, and predictive analytics. He conducted two projects for the Chancellor's Office on the impact of matriculation using statewide data which helped inform the development of the Student Success and Support Program (SSSP).



In addition, Dr. Martinez has presented his research at several conferences, most recently at the California Association of Community College Records & Admissions Officers. There, he discussed the differences between the impact of SSSP and MIS. Dr. Martinez has served on the board of the RP Group and the Matriculation Professionals Association. His current research interests involve data visualization and accessibility.

Dr. Ron Oxford

Librarian
West Hills College, Lemoore

Dr. Ron Oxford decided to become an academic librarian based on his experiences as a library student worker at West Hills College, Lemoore (WHCL). As the college's sole faculty librarian, Dr. Oxford has been responsible for the day-to-day operations of the Library/Learning Resource Center and Tutorial Program for 12 years. He also serves on several WHCL governance committees including Budget, SLOs, President's Executive Cabinet, Planning and Governance, and he chairs the Technology Committee.



Dr. Oxford's academic area of interest is educational technology and how it intersects with Library/Learning Resources. He has served on two accreditation teams and has worked on a variety of WHCL's accreditation documents. Prior to joining the WHCL faculty, Dr. Oxford was a law librarian for the California Department of Corrections at Corcoran State Prison.

Mr. Douglas Roberts

Senior Vice President, Finance and Administrative Services
Santa Rosa Junior College

Mr. Roberts, a 21-year veteran of the California Community Colleges system, manages several administrative areas at Santa Rosa Junior College (SRJC), such as budget finance, payroll, information technology, facilities and maintenance, purchasing, graphics, warehousing, police services, bookstore, auxiliary services, risk management, and negotiations. He is also treasurer of the Santa Rosa Junior College Foundation.



A licensed CPA for 24 years, Mr. Roberts has held his current position at SRJC for seven years. He was also the comptroller and acting/interim vice chancellor, finance and administration for the Contra Costa Community College District. Mr. Roberts was an accreditation team leader at Contra Costa CCD and SRJC, and he has participated as a team member on multiple comprehensive accreditation visits and follow-up visits.

Ms. Jill Stearns

President
Modesto Junior College

Ms. Stearns began her career in education as a high school science and math teacher. She became an online educator during her 12-year tenure with the West Hills Community College District. At West Hills, Ms. Stearns held a number of administrative positions, including three years as chief student services officer and five years as chief instructional officer.



An experienced member of several accreditation teams, Ms. Stearns has participated as an accreditation liaison officer and a member of several external evaluation teams. She recently served as lead chair for a multi-college district's comprehensive external evaluation visit.

Dr. Al Taccone

Dean, School of Career and Technical Education
Mira Costa College



Throughout his career, Dr. Taccone has taught business and economics courses in addition to his duties as a college administrator. His academic career includes assistant professor of business administration and coordinator of business programs at Dean College in Franklin, Massachusetts and dean and associate professor of Humanities, Social Sciences and Business Technologies at Jefferson Community College in Steubenville, Ohio. In addition, Dr. Taccone served as dean of the School of Business, Computer Studies, and Technologies at San Diego Mesa College and division dean of instruction at Cuyamaca College in El Cajon.

Dr. Taccone is actively involved in planning, accreditation, operations, technology advancement and implementation, budgeting, and curriculum development. He received the Out-of-the Box Thinker Award from the Community College League of California, and he was a League for Innovation finalist for innovation of the year. He considers his classroom experiences as opportunities to observe the results of a college's mission and institutional planning and to monitor the effectiveness of their efforts.

Dr. Taccone holds a Bachelor of Science in Business Education degree from Bryant University in Smithfield, Rhode Island; an Master's in Business Administration from Anna Maria College in Paxton, Massachusetts; and a Ph.D. in Management and Decision Sciences from Walden University in Minneapolis, Minnesota.

Dr. Kathleen Welch

Assistant Superintendent/Vice President of Instruction
Cabrillo College



Dr. Welch has served in her current position at Cabrillo College since 2013. She began her community college career as a nursing faculty member at College of the Canyons, and later became the college's director of Nursing and Allied Health. In 2000, Dr. Welch was promoted to director of Nursing and Allied Health at Cabrillo College, and in 2003, she was appointed dean of the division at Cabrillo College that includes Health, Athletics, Wellness, and Kinesiology.

Dr. Ann Wright

Biology Instructor
Hartnell College



During her 14-year career at Hartnell College, Dr. Wright has worked with students whose goals have ranged from advanced studies in biology, allied health careers, food safety training, and fulfilling general education requirements. Prior to becoming a teacher, she conducted research in immunology at Stanford and UCLA for 10 years, an experience that illustrated and informed her passion for biology, while making her a better teacher.

Dr. Wright is an activity director for a Title III grant awarded to Hartnell to increase participation of underrepresented students in STEM careers. In this capacity, she has helped run a Summer Bridge program for recent high school graduates and Science Academies for current students. She, along with a team of instructors and staff, secure STEM internships for students and mentor them throughout their experience.

In addition, Dr. Wright has been involved in faculty leadership and governance for several years. Her positions include president of the Hartnell College Faculty Association; member of the bargaining team; member of the Curriculum Committee; and Second Vice President of the Academic Senate. She recently completed a term on the College Planning Council and now serves on Hartnell's Accreditation Council.

Dr. Wright was a co-chair for Hartnell's recent comprehensive self-evaluation, and she has participated as a reviewer and researcher for several ACCJC reports.

Ms. Vivian Varela

Distance Education Coordinator and Sociology Faculty
Mendocino College



In addition to her responsibilities as distance education coordinator and sociology faculty, Ms. Varela is a member of the Mendocino College Academic Senate and the Academic Senate for Community Colleges Curriculum Committee. Ms. Varela is also a peer online course reviewer for the Online Education Initiatives project. She is also a certified trainer for the Études learning management system. Ms. Varela has served on one previous accreditation team visit, and she is a member of the Mendocino College Accreditation Steering Committee.



Accreditation Self Evaluation Committee

Accreditation Liaison Officer: Arvid Spor (M)

Faculty Co-Chair: Roberta Eisel (F)

Administrative Support: Jerry Capwell, Administrative Assistant (C); Jolie Elman, Web Page Specialist (C); Rocky Reynolds, Reprographics Supervisor (S/C); Angelita Delgado, Publications Specialist (C)

Standard I: Institutional Mission and Effectiveness

The institution demonstrates strong commitment to a mission that emphasizes achievement of student learning and communicates the mission internally and externally. The institution uses analyses of quantitative and qualitative data and analysis in an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation to verify and improve the effectiveness by which the mission is accomplished.

Standard 1A: Mission

Co-Leads: Sam Lee (M) and Gina Hogan (F)

Committee Members: Cathy Day (C), Paula Green (M), Ann Heming (S/C), Senya Lubisich (F), Mike Ramos (C), Alfie Swan (F), Michael Tejada (S), Diana Tolliver (C), Mariana Vega (S), Brian Waddington (F)

Standard 1B: Improving Institutional Effectiveness

Co-Leads: Lan Hao (M) and Jack Call (F)

Committee Members: Cathy Day (C), Tyler Hernandez (S), Eric Magallon (S/C), Jim McClain (M), Alfie Swan (F)

Standard II: Student Learning Programs and Services

The institution offers high-quality instructional programs, student support services, and library and learning support services in support of the college mission and achievement of student learning outcomes. The institution provides an environment that supports learning, enhances student understanding and appreciation of diversity, and encourages personal and civic responsibility as well as intellectual, aesthetic, and personal development for all of its students.

Standard 2A: Instructional Programs

Co-Leads: Dana Hester (M), David Kary (F), and Ann Everett (F)

Committee Members: Gayle Allen (C), Victoria Dominguez (F), Rich Ghidella (F), Lari Kirby (S/C), Jim Lancaster (M), Gino Munoz (F), Michelle Plug-Gordin (F), Mike Ramos (C), Robert Slack (M), Michael Tejada (S)

Key: (B) Board member; (C) Classified; (F) Faculty; (M) Manager; (S) Student; (S/C) Supervisor/Confidential

Standard 2B: Student Support Services

Co-Leads: Lucinda Over (M) and Rebecca Rudd (F)

Committee Members: Sara Acevedo (S), Olivia Canales (C), Sara Gonzales-Tapia (M), Joanne Hinojosa (S/C), Alejandra Morales (S), Michelle Plug-Gordin (F), Gerald Sequeira (M), Kristie Shimokawa (F), Adrienne Thompson (S/C)

Standard 2C: Library and Learning Support Services

Co-Leads: Eric Rabitoy (M) and Sarah Bosler (F)

Committee Members: Fariyah Chowdhury (S), Lanette Granger (F), Daren Nguyen (S), Vivian Linderman (F), Karen Praeger (C), Debbie Vanschoelandt (S/C)

Standard III: Resources

The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness.

Standard 3A: Human Resources

Co-Leads: Robert Sammis (M) and Anna Villeneuve (F)

Committee Members: Carsten Dau (F), Brenda Fink (M), Marilyn Meza (S), Dan Vilter (S/C), Kai Wattree-Jackson (C)

Standard 3B: Physical Resources

Co-Leads: Fred Diamond (M) and Maria Morrish (F)

Committee Members: Shauna Bigby (F), Dave Brown (F), Leigh Buchwald (S/C), Claudette Dain (M), Jeff Eichler (S/C), Eric Guzman (S/C), Phil Hawkins (C), Michelle Hernandez (F), Trip Horton (S/C), Bob Iverson (M), Ben Macias (S/C), Eric Magallon (S/C), Martha McDonald (M), Daren Nguyen (S), Jim Pierce (C), Sabrina Rentschler (S), Judy Rojas (S/C), Arvid Spor (M), Jody Wise (M)

Standard 3C: Technological Resources

Co-Leads: Linda Welz (M) and Beverly Van Citters (F)

Committee Members: Terry Adams (C), Sarah Bosler (F), Cecil Brower (F), Leigh Buchwald (S/C), Mike Caudle (C), Robert Coutts (C), Tim Durfield (F), Laks Floriano (C), David Kary (F), Lari Kirby (S/C), Barry Lambert (S), Fe Lopez (C), Joyce Miyabe (C), Sean Osborn (C), Gerhard Peters (F), Gerald Sequeira (M)

Standard 3D: Financial Resources

Co-Leads: Rosalinda Buchwald (M) and Dennis Korn (F)

Committee Members: Sara Acevedo (S), Olivia Canales (C), Jonathan Carmona (S), Carol Cone (S/C), Claudette Dain (M), Carlos De La Torre (S), Millie Franco (C), Eric Guzman (S/C), Lan Hao (M), Eric Magallon (S/C), Martha McDonald (M), Rocky Reynolds (S/C), Judy Rojas (S/C), Arvid Spor (M), Lisa Villa (F), Linda Welz (M), Jody Wise (M)

Key: (B) Board member; (C) Classified; (F) Faculty; (M) Manager; (S) Student; (S/C) Supervisor/
Confidential

Standard IV: Leadership and Governance

The institution recognizes and utilizes the contributions of leadership throughout the organization for continuous improvement of the institution. Governance roles are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the Governing Board and the chief administrator.

Standard 4A: Decision Making Roles and Processes

Co-Leads: Martha McDonald (M) and Lisa Villa (F)

Committee Members: Marilyn Grinsdale (S/C), Kristina Hannon (S/C), Tyler Hernandez (S), Eric Magallon (S/C), Esmeralda Medrano (F), Alejandra Morales (S), Cathy Napoli (C), Eric Odegaard (F), Maureen Renaghan (M), Paul Swatzel (F), Jackie Vazquez (C)

Standard 4B: Board and Administrative Organization

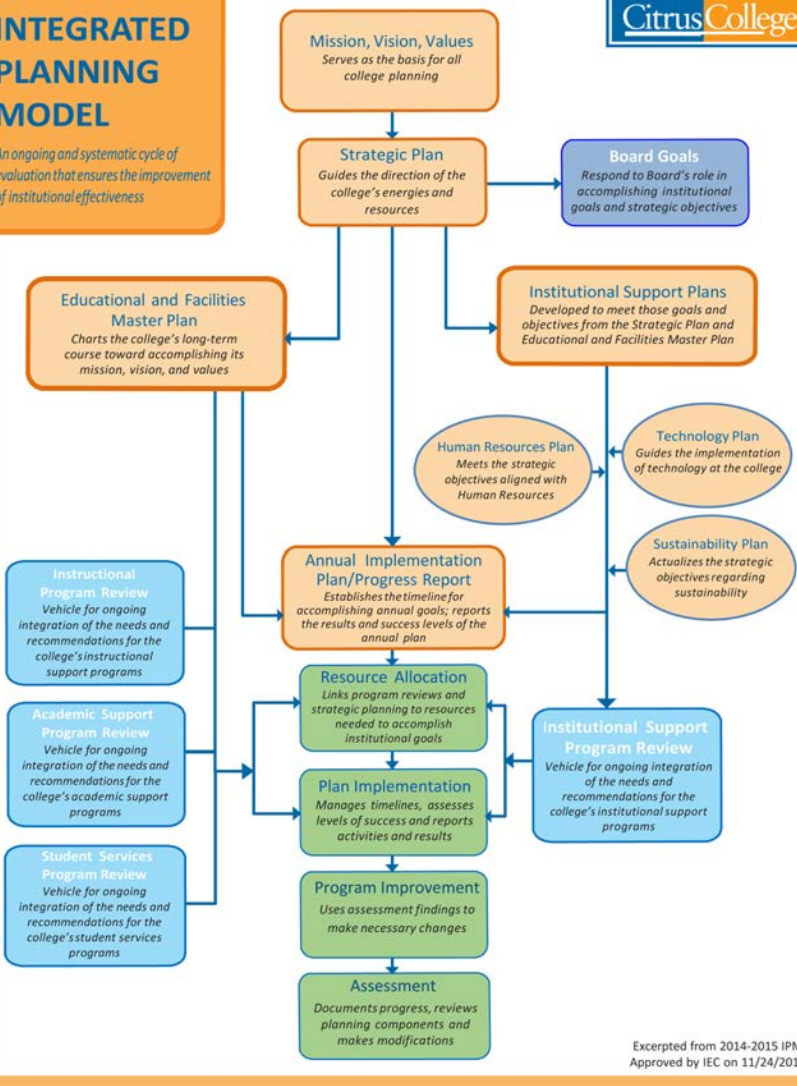
Co-Leads: Arvid Spor (M) and John Vaughan (F)

Committee Members: Doug Austin (F), Fariyah Chowdhury (S), Marilyn Grinsdale (S/C), Sue Keith (B), Tonya Ryan (C), Carol Thomas (M), Mariana Vega (S)

Key: (B) Board member; (C) Classified; (F) Faculty; (M) Manager; (S) Student; (S/C) Supervisor/
Confidential

INTEGRATED PLANNING MODEL

An ongoing and systematic cycle of evaluation that ensures the improvement of institutional effectiveness



Excerpted from 2014-2015 IPM
Approved by IEC on 11/24/2014

The Citrus College **Mission, Vision, and Values** share a common theme — To ensure student learning, success, and academic goal completion through the establishment of *measurable* institutional objectives. This systematic process is an ongoing campus-wide endeavor accomplished, in part, through the implementation of:

- **Student Learning Outcomes and Assessment (SLOA)**
 - **Data and Analysis**
 - **Program Review**

Student Learning Outcomes and Assessment:

Citrus College is committed to the process of student learning outcomes and assessment (SLOA) at all levels and in all areas. At Citrus, faculty, staff, administrators, and students all share in the student learning outcomes and assessment process. Recommendations generated from assessment analysis are integrated into institutional planning through the process of program review. The College continually evaluates and fine-tunes organizational structures to support student learnings of campus culture.

Data and Analysis:

The Office of Institutional Research, Planning and Effectiveness supports the college's mission by providing data and analysis mostly related to program reviews in Instruction, Academic Support and Student Services programs; the identification of measurable outcomes; and benchmarking progress toward longstanding institutional priorities and commitments. Objectives, activities and programs calling for increased student access, equity, success, persistence, and completion of educational or vocational goals require proper identification of outcomes and data to hone in on targets for improvement and change. Although it is each program and department's responsibility to initiate the research study needed for evaluation and program improvement, the Office of IRPE provides support through research and data analysis to assist the departments in meeting their goals.

Program Review:

At Citrus College, program review is the vehicle for ongoing integration of student learning and completion information, program needs, and recommendations with the college allocation processes and institutional planning. Citrus College conducts review of its programs throughout the institution to ensure responsiveness to the needs of the college community and to ensure students have the opportunity to achieve outcomes in areas of institutional core competencies. Programs identify goals and resource needs and link them to the major institutional planning documents, in particular, the Educational and Facilities Master Plan and the Strategic Plan. Programs analyze data to support planning and allocation decisions. **The Financial Resources Committee reviews and considers funding requests from the Program Review Process.**