

# PLANNING SUMMARY

The college self study includes 172 planning agendas to improve the overall performance of Citrus College in achieving its mission. The plans cover a wide variety of activities and include improvements in each standard. The plans are as follows:

## STANDARD 1

1. The IRPC will periodically review the mission statement and revise it, when and if necessary.
2. The IRPC will be reactivated by the college president and will consider whether the mission statement should be revised.
3. The IRPC will work to improve communication about the college's long-range plans.
4. The IRPC will publicize the *Citrus College Educational and Facilities Master Plan*, alerting all constituencies where it can be read.
5. The Academic Senate will include long-range planning on its agenda in at least one of its bi-monthly meetings.
3. The Publications and Student Recruitment Office will review the need to include additional information in the class schedule about the Standards of Student Conduct.
4. The dean of counseling and the EOP&S staff will identify ways to supplement services to offset anticipated fund reductions to the EOP&S program.
5. DSP&S will survey faculty, staff and students to determine the level of successful accommodation and accessibility.
6. DSP&S staff and the distance education staff will increase coordination to create and modify the instructional web sites to be accessible for students with disabilities.
7. The Human Resources Office will update the sensitivity training program and provide more retraining to hiring committee members. Staff will recruit and train more monitors.

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## STANDARD 2

1. Although academic freedom is central to the teaching profession and process, it has received little attention in college publications. The publication office should consider including a statement on academic freedom in future campus documents.
2. Faculty should be encouraged to reference the Standards of Student Conduct in their syllabi.
8. The Vocational Education and the Publications and Student Recruitment offices will increase activities to recruit males and females to nontraditional programs (i.e. males for child development; females for heating and air conditioning).
9. The *Student Athlete Orientation Handbook* (Doc. 2.42) was last revised in 1999. The department will review and update this document as needed.

10. Goals will be set for adding more services, training facilities and options for women's participation in athletics.
11. The athletic department will strive to improve gender balance when hiring new coaches.
12. The college will examine ways to increase student awareness of policies and procedures.
13. Administrators in student services, instruction and publications will develop a plan to provide more consistent oversight of the web pages to ensure that pages are updated on a regular basis.
5. The IRPC will develop a format for bringing together the many measures now available to evaluate accomplishment of the mission and add other measures as needed.
6. The IRPC will develop a plan to evaluate how well the college meets its mission and purposes.
7. The college will clarify and revise the planning process in light of reduced personnel in the area.
8. The goals and recommendations from the program review process will be used as a method for establishing priorities in decision making and revising department plans.

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### **STANDARD 3**

1. The college will identify and implement an effective method to base annual planning on research findings. The plan should be comprehensive and the responsibility of the IRPC. The plan will identify the types of research to be done and who is to do it.
2. The college president will identify a person responsible for coordinating institutional research and planning.
3. The mathematics and English faculty will review assessment cut scores and validation studies to ensure appropriate placement.
4. The college president will assign responsibility for research and planning to a qualified staff member who will chair the IRPC and delegate research projects for completion.
9. The IRPC will design a comprehensive process to integrate evaluation and planning in order to identify priorities for program improvement.
10. The vice presidents of instruction and student services will review the program review process with campus constituents to ensure consistent quality and utilization in departmental planning and evaluation.
11. The IRPC will review outcome measures and publish a document annually which specifies the achievement of core outcomes.
12. The IRPC will review and streamline planning and evaluation procedures so that the process is easier to understand and so that results are more clearly visible.

## STANDARD 4

1. Each instructional dean will ensure that associate deans and directors conduct meetings within their departments to review their program majors and certificates for sequencing and relevancy.
2. The Instruction Office will work with academic departments to develop additional key distance education courses, particularly in the sciences and mathematics.
3. Programs with weak enrollments and not adequately meeting the needs of students and industry, as determined by advisory committees, program review and other relevant data, will be assessed by the instructional team for possible elimination. This is critical at a time of shrinking state revenues. Appropriate arrangements for students will be made so that they can complete their educational goals in a timely fashion with minimal disruption.
4. Student services areas will evaluate the effectiveness of various strategies to be used in the dissemination of information to students so that they will have a clear understanding of the requirements needed to reach their educational goal.
5. The dean of counseling will work with the instructional vice president to meet the need for at least two classrooms designated for counseling classes.
6. The dean of counseling will review staffing needs in all areas of counseling and advisement, including faculty, classified and technical personnel who directly support counseling and advisement programs.
7. The vocational education director, working with faculty and administrators in various departments and divisions, will complete the task of bringing the certificate programs into alignment with the Chancellor's Office requirements.
8. The Instruction Office will work with the distance education office to improve student response to faculty and course evaluations to ensure distance education courses are meeting the mission of the college and adhering to curriculum requirements.
9. The honors program coordinator will work with the Honors Transfer Council to expand the number of articulation agreements with public and private four-year institutions.
10. All new programs, as well as continuing programs (such as military, international students and study abroad), will be evaluated by the regular program and function review process overseen by the Instruction Office.
11. The vocational education director and dean of faculty will seek to ensure that all certificate programs have viable advisory committees that meet at least once a year.
12. The vocational education director will continue to work with appropriate faculty and administrators to update the inventory of certificate programs while striving to ensure certificate program consistency and standards.
13. The Instruction Office will work with appropriate academic departments, student services and the publications office to ensure that degree and certificate information is published in the college catalog, on the web and in other sources.

14. All departments will develop evaluation instruments that better assess student outcomes.
15. The Student Services Office will convene a campuswide committee to review graduation competency requirements and consider possible adjustments in reaction to the new CHEE (California High School Exit Exam) in the areas of mathematics, English and reading.
16. Applicable academic departments will review and evaluate the placement exams in reading, writing and mathematics to ensure their continued relevance and proper placement within the college curriculum.
17. The Mathematics Department will explore the possibility of including a proficiency exam for measuring mathematics competency in reaction to the possible inclusion of an entrance exam at the CSU and UC.
18. The Language Arts Department will establish guidelines to ensure the completion of appropriate prerequisites for upper-division coursework.
19. All vocational faculty will learn to access and analyze core indicators and to use that data in plans and program reviews.
20. Departments will analyze the relevant information from the satisfaction survey and other data sources to ensure that minimum competencies are being met by students.
21. The Language Arts Department will promote writing across the curriculum by hosting workshops on staff development days.
22. The Academic Senate and the administration will identify viable options for conducting necessary institutional research.
23. The handbook of model syllabi will be given to adjunct faculty as well as new faculty.
24. Appropriate personnel in the Instruction Office will oversee and supervise the move to the larger Testing Center facility. Increased use of the facility will require funding for additional staff.
25. The Instruction Office will continue to encourage the development of more distance education classes in mathematics and the sciences to better meet student transfer and graduation requirements. Orientations for first time distance education students will be developed and encouraged.
26. Distance Education staff will develop a plan to work with Distance Education faculty in helping them transition to Blackboard as the Distance Education program's primary platform. Ongoing training for current and existing faculty on Blackboard, as well as with other new technologies or techniques, will be occurring through the Institute for Distance Education & Autonomous Learning.
27. Research on student satisfaction and program effectiveness in distance education will become more systematic and institutionalized.
28. Evaluation of faculty procedures will be refined and more systematically applied to all instructors of Distance Education courses.

## STANDARD 5

1. The Admissions and Records Office and the Management Information Systems (MIS) Department will develop an online application alternative for prospective students.
2. The Admissions and Records Office will review admissions processes and information, to see if it is possible to clarify the procedures for returning students, high school students and younger students, and will conduct a workshop for other student services staff.
3. The Counseling and Advisement Center will review and modify matriculation services and enforcement in light of reduced funding. Online orientation will be required as a part of the assessment process.
4. The Publications and Student Recruitment Office will work with MIS to present the entire college catalog online.
5. The Instruction Office will complete revisions to the certificate program so that consistent and accurate information can be published in all documents.
6. The vice president of student services will work with student services staff, instructional staff and the publications department to identify additional portions of the catalog and class schedule or other documents which should appear in other languages and alternate accessible formats, and the publications office and Disabled Students Programs and Services will make the necessary revisions.
7. The student services programs will develop a campaign to encourage students to spend more time on campus studying and using services.
8. The ACCUPLACER assessment instrument will be fully implemented by the counseling department and Testing Center, in cooperation with English, mathematics and reading faculty. The Testing Center will monitor whether students have the computer skills necessary to take this assessment instrument and provide accommodations for students with disabilities.
9. Student services managers will include students in annual planning meetings to establish goals for student services programs.
10. The Student Affairs Office will identify improved methods of recruiting students to participate in shared governance.
11. The Student Affairs Office will renew efforts to recruit faculty and staff to serve as club advisers.
12. The Student Affairs Office will encourage student involvement in activities, especially among Hispanic students.
13. The Counseling and Advisement Center and Testing Center will complete the transition to the adaptive computerized assessment instrument.
14. The Instruction Office, Admissions and Records Office, and the Publications and Student Recruitment Office will add information on distance education to the catalog and promote current services available online.
15. The counseling department will add an online college planning course.

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| <p>16. The college will implement the improved transcript, online orientation and online registration.</p> <p>17. The college will seek diversity in the promotion of activities to provide interaction among the various ethnic groups on campus.</p> <p>18. When the budgetary constraints have lifted, the college will seek to provide more personal counseling services to students with issues that may hinder their success at Citrus College.</p> <p>19. The student affairs staff will renew efforts to recruit faculty to participate in the service learning program and other co-curricular campus activities so that a larger number of students can be reached by co-curricular activities.</p> <p>20. The staff will review promotional options to encourage student involvement.</p> <p>21. As records become more widely available through technology, the college will provide ongoing training to staff regarding access and release of student data.</p> | <p>staff will increase the use of electronic resources to offset the small size of the traditional library collection.</p> <p>3. The library staff will update their technology plan to include a replacement schedule for all of the new equipment acquired as part of the remodel.</p> <p>4. The language lab's deteriorating audiolingual system will be replaced with a new system during spring 2003.</p> <p>5. Representatives of student services and instruction will seek solutions to the current problems with staffing and space in the Testing Center.</p> <p>6. MIS staff will meet regularly with representatives from instruction and student services to investigate all issues related to the use of technology including system configuration, training, intellectual property rights and software.</p> <p>7. The MIS director will make recommendations, including consideration for budget augmentation, to the vice presidents and deans.</p> <p>8. MIS staff will seek funds for direct instructional support to hire additional staff to maintain computers and multimedia support systems.</p> <p>9. The learning center coordinator will meet with representatives from the student services and instruction offices to study and evaluate space, services and staffing.</p> <p>10. MIS staff will seek funds and resources to meet student technology needs through the budgetary process. More information will be disseminated to faculty regarding the existence of a multimedia lab.</p> |
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## STANDARD 6

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| <p>1. The associate dean of library and information services will seek funding to staff the first floor computer lab in the library. In the event that funds for staff are not available, the computer lab will be made available by appointment to instructors for individual class sessions.</p> <p>2. The librarians will work with other faculty to maintain and replace print and nonprint resources to keep them current. Reference</p> | <p>9. The learning center coordinator will meet with representatives from the student services and instruction offices to study and evaluate space, services and staffing.</p> <p>10. MIS staff will seek funds and resources to meet student technology needs through the budgetary process. More information will be disseminated to faculty regarding the existence of a multimedia lab.</p> |
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11. MIS staff will work with representatives from the Instruction Office to determine the resources needed to equip all faculty members with computers and to establish priorities. These resources will be acquired and brought online as funding becomes available. The Faculty Development Committee will continue to offer programs and in-service training in technology.
12. The associate dean and librarians will request an additional librarian through the Faculty Needs Identification Committee.
13. Library staff will be encouraged to use information technology and attend staff development programs to improve their understanding and use of computer applications.
14. The learning center coordinator will bring requests for additional staff to the vice president of instruction.
15. MIS will seek to hire additional support staff to meet the increased demands of technology.
16. The college recognizes the increased maintenance and support costs associated with new technology both for the library and all other areas of the campus. This problem is being studied and adjustments will be made to the appropriate budgets.
17. MIS staff will seek funds for the maintenance and improvement of computer systems, including the introduction of a systems maintenance program for all computers.
18. The library will seek outside vendors for electronic databases to meet the curriculum needs.
19. The library staff will investigate the feasibility of joining the direct lending agreement, Link Plus (Link+), which provides a single, searchable catalog for books and other materials in participating libraries and allows patrons to electronically request items from participating libraries.
20. The library subcommittee will develop a plan for an overall periodic review of library and media services campuswide.
21. MIS staff will work with representatives from all areas of the campus to study ways in which to involve more information technology users in an informal evaluation process and to determine the best ways to receive their evaluations and respond to them.

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## STANDARD 7

1. During the upcoming fiscal year, the college constituent groups will consider proposing policy and regulation language regarding hiring procedures for managers, classified supervisors, confidential employees and classified staff.
2. The Human Resources Office will make plans for the upkeep of classified job descriptions at the conclusion of the upcoming classification study.
3. Before the 2003-04 academic year, the Human Resources Office will undertake a review of which accrediting bodies it should recognize.

4. The Human Resources Office will develop a systematic way to clear the evaluation calendar of adjunct faculty who no longer instruct at Citrus College and to coordinate the calendar with the classes instructed during any given semester. There may be a need for a compensation agreement between management and any full-time faculty whenever they are asked to participate in the evaluation of adjunct faculty. Another perspective is that the provisions of AB1725, now chaptered into the Education Code, establish the participation of faculty in peer evaluation is a professional responsibility and an accepted part of the position.
5. A formal follow-up procedure will be implemented to ensure that classified evaluation forms are completed and returned to human resources in a timely manner.
6. A formal procedure with guidelines will be established for faculty assistance programs that result from "needs improvement" evaluations. This will require the input of ETOC and formal approval by the Board of Trustees and Citrus College Faculty Association. Student representatives will be allowed to present possible changes to the student evaluation instrument to ETOC for possible approval and implementation.
7. The classified evaluation form will be reviewed and updated to incorporate the additional space for positive comments when a classified employee exceeds work standards. The form will also include an area for an improvement plan when a classified employee is working below work standards.
8. Managers will be trained to evaluate classified employees, understand the collective bargaining agreement and determine what is needed to help a classified employee to improve when evaluated below standard.
9. The supervisor/confidential group will propose to the district an updated evaluation system.
10. There will be a formal training process for managers who take part in full-time faculty evaluations to ensure that only appropriate material is included in the written portion of the evaluation.
11. All staff development committees will devote more time and energy identifying the needs of their constituent members and will work more closely together to provide both appropriate and cost effective local opportunities for staff to acquire and improve their professional and technical skills.
12. To ensure fairness and consistency, the college will develop comprehensive policies for hiring classified, supervisor/confidential and management positions.
13. Due to changes in the law, the affirmative action policy will be removed and the nondiscrimination and sexual harassment policies will be revised (Doc. 7.27, Doc. 7.28, Doc. 7.29).
14. The college will establish a systematic annual review of policies and regulations related to personnel.
15. Because the Education Code requires that the college maintain only one personnel file per employee, the college will ensure that all records concerning employment are stored in human resources.

## STANDARD 8

1. Depending on community receptivity, the college will seek approval of a general obligation bond for the ballot in March 2004.

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## STANDARD 9

1. A local general obligation bond is anticipated to be approved by the Board of Trustees for the March 2004 election. The passage of the bond will allow the implementation of the Educational and Facilities Master Plan (Doc. 9.2).
2. The deans will identify and implement strategies to improve faculty and staff understanding of budget and participation in the budget development process.
3. The college will implement PeopleSoft in 2003-04.
4. The foundation's Finance Committee is considering hiring an outside financial investment firm to diversify the foundation's investments and increase its rate of return.
5. The foundation directors are researching ways to relinquish the organization's account functions to an outside agency to increase the timeliness of financial reports.
6. The college will convert to a new financial system through the Los Angeles County Office of Education in 2003. The selected replacement system is PeopleSoft Financials for Education and Government, version 7.5. The system provides fully integrated financial software with online

and real-time processing, as well as batch/offline processing and ad hoc inquiry and reporting.

7. The 13 community colleges in Los Angeles County are part of phase IV implementation scheduled for fiscal year 2003-04. We will be adopting the budget, conducting financial transactions and closing the fiscal year in June 2004 using PeopleSoft Financials. Training is scheduled to begin in January 2003, with a transition date of March 2003.

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## STANDARD 10

1. The president and board will develop a leadership plan to ensure that a sufficient pool of qualified administrators is available to fill future administrative openings.
2. The college president will encourage trustees to act as chairs for future accreditation reports and activities.
3. The President's Office will continue to provide trustees with accreditation reports and activities.
4. The Steering Committee will consider a request by the union representing adjunct faculty to expand committees to include them.
5. The trustees will direct the new president to articulate planning priorities for instruction and other campus programs.
6. The college will carefully evaluate and prioritize staff replacements during the budget crisis to maximize services to students while reducing budget obligations.

## **(Faculty Perspective)**

7. The faculty recommends the following changes to improve shared governance at Citrus College:
  - a) Revise Hiring Policy (P-4107) to give the faculty a majority of one on the FNIC; allow academic senate president to submit hiring requests to the FNIC; require ranking of candidates submitted to the president for final interview and selection, and adding faculty representatives to the final selection committee.
  - b) Update evaluation and tenure procedures, policies, regulations and manual to reflect current letter and spirit of the Education Code.
  - c) Move creation of summer calendar to the Academic Calendar Committee.
  - d) Reinstate intuitional research and planning director position.
  - e) Governing board should conduct an objective evaluation of the cost, and educational and institutional effectiveness of the current dean, associate dean and director governance system.
  - f) Governing board should evaluate, discuss and implement Faculty Proposal on Governance.
  - g) Conduct survey questionnaire on faculty satisfaction.

## **(Administrative Perspective)**

8. The board will continue to support the tenets of the institutional mission and look for a new president who is an advocate of shared governance and has a commitment to staff diversity, but has the primary goal of leading an organization which provides excellent educational opportunities to the community.

## **(Faculty Perspective)**

9. To improve communication between the board and the faculty, a task force be formed to develop guidelines and procedures for communicating. It is important that the recommendations of the faculty are clearly understood and that the response of the governing board is communicated. In addition, the faculty request a technical assistance visit from the Statewide Academic Senate and the Community College League of California to receive training on this specific aspect of participatory governance.
10. To ensure that faculty participation in the shared governance process is maximized throughout the college community, the institution will assign a full-time administrative secretary to the Academic Senate. This position will be evaluated and supervised by the academic senate president.
11. The institution will provide leadership pay for adjunct faculty when they attend Academic Senate meetings and other standing committees. A line item will be created in the Academic Senate budget for this purpose.

## **(Faculty Perspective)**

12. The Academic Senate will formulate and submit a plan to the board for increasing reassigned time, outlining who will receive the reassigned time, how much reassigned time will be involved, and the duties that will be performed using that reassigned time.

13. The Academic Senate will produce a budget plan and to inform the board of the amount of funds required in order to meet the Academic Senate's obligations under Title 5 and he shared governance policy.

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14. The CSEA president will convene a group to formalize a procedure by which the leadership can communicate with the board on a regular basis regarding sensitive matters.

15. The CSEA president will disseminate information on the campus committee structure and solicit more classified staff participation.

16. The associate dean of students will examine ways to increase student participants in the leadership class, including clarifying graduation requirements and promoting service learning.

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## **SPECIAL REPORT ON DISTANCE EDUCATION**

1. The distance education staff will ensure that all sites are up and running by the first day of classes. All instructors will have access to a functioning e-mail address.
2. Information about available online degrees will be listed for distance education students on the [www.citruscollege.com](http://www.citruscollege.com) web site.
3. An online catalog will be available to students who want more information about the college.
4. The distance education staff will consider alternatives to the on-campus orientations.

5. The vice president of instruction will review the possibility of offering lower-division major and remedial math and English classes online.

6. Pending NCPACE approval, the college will develop courses to allow completion of the Administration of Justice certificate by Navy personnel.

7. The vice president of student services will work with advisers and counselors to implement effective online advisement.

8. The distance education office and MIS will make available basic hardware and software items required for successful student/instructor and student/student contact.

9. The distance education office and MIS will explore alternative approaches to basic technological needs so professors do not have to acquire these on their own.

10. The web office and MIS will hold workshops to train instructors on software and hardware. Professors will provide for and encourage student/instructor contact and student/student contact.

11. Tenure evaluation teams will utilize the distance education student evaluation form to ensure that professors are following the requirements.

12. Faculty coordinators will be evaluated by distance education faculty to assess needed improvements in program coordination and effectiveness.

13. Faculty coordinators will be directly involved in decisions relating to the format and organization of the distance education courses offered by the college.

14. The distance education support staff will provide training in the use of Blackboard through 2003.
15. Support staff will conduct a follow-up survey to the full roster of distance education instructors during fall 2003 to evaluate the overall effectiveness of the new software and address any specific problems arising from its use.
16. Distance education support staff will provide training in the use of Blackboard through 2003.
17. To keep pace with the evolution of online instruction, the distance education department will form a subcommittee to investigate and determine the effectiveness of new or alternative uses of technology in course delivery, as well as the feasibility of adopting advanced delivery methods in the current program.
18. The distance education coordinator, in cooperation with the library and Learning Center, will increase promotion of the library web site and Learning Center support services. The library is currently implementing a state-of-the-art automation system which will include several features that will impact distance learners, including:
  - a) Patron log-in via web, which authenticates patrons to use the library's subscription resources or other full-text or multimedia resources which the library may offer.
  - b) Web-based, electronic, full-text/multimedia reserve materials that will be implemented in the coming year.
19. Web-based orientations, tutorials and/or an information competence course will be developed to fill the gaps for distance learners.
20. The learning center coordinator will continue to communicate to distance education faculty and the distance education leadership the support services available.
21. The MIS director and the vice president of student services will work together to implement plans for online transcripts and registration by spring 2003.
22. The deans of counseling and admissions will work with the MIS director to implement increased online options for services.
23. The distance education program and publications office will emphasize the need for self-motivation to be a successful student of online delivery on the web site and in the class schedule.
24. As the main point of student contact, the distance education faculty and counselors will emphasize the need for self-motivation on their web pages, orientation materials and conferences.
25. The distance education coordinators will work with the publications director to improve information provided to students in the class schedule, to emphasize the role of self-motivation and to stress responsibility of students to contact the instructor.

26. The interim dean of the distance education program will encourage instructors to prepare preview pages that can be viewed from outside of Blackboard and have these pages available before students start registering for a given semester.
27. The distance education coordinators will facilitate a consistent use of the distance education student evaluation form. This would not only be helpful in assessing student needs but would also facilitate the evaluation of faculty success within the distance education delivery method.
28. The vice president of instruction will provide ongoing support staff and training to distance education faculty.
29. The distance education coordinator will develop and use a faculty satisfaction survey to be administered either once per year or once per semester as an opportunity to formally assess distance education faculty satisfaction and concerns.
30. The dean of distance education will develop and implement a standard method for assessing students taking online courses.