

Table 7 – Dialogue – Kathy Bakhit, Greg Hinrichsen

Key to retain	Strategies	Lead(s)
Formal and informal communication among all constituents	<ul style="list-style-type: none"> • Retain existing representation in writing • Embrace diversity 	All groups
Communication on and off-campus employment opportunities	<ul style="list-style-type: none"> • Continue to develop and fund employment related programs on campus • Community partnership support 	Student Services Employment
Key to change or improve	Strategies	Lead(s)
Increase dialogue and participation of all community groups in short and long term goals.	<ol style="list-style-type: none"> 1. Build consensus on goals 2. Communicate available resources 3. Transparent process on allocating resources to reflect goals 	<ol style="list-style-type: none"> 1. Board/Management 2. Fiscal Services/Vice President 3. Board/Steering
Demonstrate and link budget process to strategic goals.		

- People are not informed about the budget situation; they feel intimidated to ask for information on budget decisions; we don't know how it is created; we don't know how it is spent
- Management has the responsibility to provide the information; management needs to make sure that it is the right kind of information; and management needs to validate to all groups that their input is valued.
- There is a disconnection between budget decision and the master plan; there is also a disconnection between the mission statement and the long-term goals we set in the master plan and, the plan is five years old.
- Budget report is very hard to read and confusing – needs to be easier to read
- We do a good job asking for input, but we don't do a good job of following up and communicating results.

Table 5 – Dialogue – Kay Nguyen

Key to retain	Strategies	Lead(s)
Effective communication between co-workers/supervisors	<ul style="list-style-type: none"> • FLEX Day type of workshops • Retain informal culture • Create artifacts (media) for student, faculty, staff, management access 	Staff development to facilitate overarching goals and activities. Mike Hurtado, pancake breakfast, softball, classified appreciation, etc.
Putting students first	SLOs – what actually works and strategize from the results/goals	SLO coordinator
Key to change or improve	Strategies	Lead(s)
Selective use of technology for communication	Use of students to train faculty <ul style="list-style-type: none"> • Service Learning/SES Banner to individualize information access 	Tedd Goldstein TeCS
Invite structured dialogue from students	<ul style="list-style-type: none"> • Focus groups in classes, when instructors in conference • Open forums on topics • My Citrus 	Dean of Students

- This table is concerned with student retention; we are losing students to other community colleges: How can we use technology and focus groups in classes when instructors are out to get students' points of view?
- We need to make sure that people running the focus groups are properly trained.

Table 2 – Evaluation – Charity Fonoimoana

Key to retain	Strategies	Lead(s)
Maintaining our level of support for professional growth and technical training for areas of responsibility	Maintain budget priority by \$\$	Dr. Viera and committees
Key to change or improve	Strategies	Lead(s)
Understanding of budgeting process and understanding of “our” input	<ul style="list-style-type: none"> • More information availability • Communication of resource training 	Cost center managers Vice presidents to deans Directors to various constituents
Student success and retention	Making student success and retention more central to program review	

- Students at this table had many ideas: questioning the validity of the English proficiency exam, ideas for curriculum, etc. In the mean time, students may not have a complete understanding of college operations.
- Collaboration across department lines and across different constituent groups.
- How to incorporate SLO into Program Review?

Table 8 – Evaluation – Maia Cunningham

Key to retain	Strategies	Lead(s)
Professional Development for all employees #2	<ul style="list-style-type: none"> • Include career development paths for classified staff • Survey classified staff about perceived career development paths 	Staff Development Committee
The ability to participate in college wide planning #1	<ul style="list-style-type: none"> • More communication among all constituent groups 	President’s Office
Key to change or improve	Strategies	Lead(s)
More communication about the big picture of the budget Communication #1	<ul style="list-style-type: none"> • Create a standardized budget request form • More technology training • Carol Horton’s Steering Update online 	Fiscal Services TeCS
Program Review Process #2	<ul style="list-style-type: none"> • Agree upon a uniform process that does not constantly change • Training faculty on how to analyze statistical data needed for program review 	Curriculum Committee and Academic Senate Office of Institutional Research

- Frustration among faculty regarding changing program review requirements: the moving target (Roberta Eisel agreed to look into this);
- Suggested an online standardized budget request form; faculty don’t know how to ask for money;
- The differences among classified staff on the perceived professional development opportunities

Table 3 – Student learning outcomes – Linda Welz

Key to retain	Strategies	Lead(s)
Course level student learning outcomes	<ul style="list-style-type: none"> • Training for faculty and staff • Data analysis 	Academic Senate Curriculum Management
SEP: Student Education Plan	<ul style="list-style-type: none"> • Learning communities • Student/Counselor ratio • Engaging instructional faculty in the process 	Counselors/Advisors Academic Senate
Key to change or improve	Strategies	Lead(s)
Program/Institution Learning Outcomes	<ul style="list-style-type: none"> • Provide training at all levels of staff • SLO committee • Training in core competency 	Leadership of: <ul style="list-style-type: none"> • Classified • Faculty • Management • Students
Data driven decision making	<ul style="list-style-type: none"> • Schedule classes based on student need data • SEP • Institution wide focus on basic skills 	Director of Research TeCS

- SLO's are important: pathway for success of students. But how does it follow through? We need to emphasize more Student Educational Plans (SEP), more counselors, and tighter faculty connection with counselors.
- Roberta spoke briefly regarding the SLO coordinator position, and there will be a campus-wide SLO team. We need campus engagement in this process.

Table 6 – Institutional Integrity – Martha McDonald

Key to retain	Strategies	Lead(s)
Meet needs of community	<ul style="list-style-type: none"> • Increase and expand outreach (Early→Parents) • Needs Assessment • Improve communication (increase effectiveness) • Basic Skills • Prioritization 	Program Review: SLO→\$ Dean of Students External Relations (Ambassadors) Basic Skills Initiative Basic Skills Director
Mission	<ul style="list-style-type: none"> • Understand and support • Avoid conflicts of interest • Share governance • Visibilities 	All BOT, Faculty, staff, management, students, staff External Relations (Communication)
Key to change or improve	Strategies	Lead(s)
Cultural awareness	<ul style="list-style-type: none"> • Curriculum development • Programming <ul style="list-style-type: none"> ○ Ethnic Studies ○ Cross Cultural Center ○ Speaker Series • Basic Skills 	HR Curriculum Chair Students/ASCC Faculty Staff Development
Communication	<ul style="list-style-type: none"> • Expand (new methodologies) • Define stakeholders • Policy Review • Understanding of shared governance • Intranet as information source 	TeCS Services HR – new employee information Steering Committee

- Meet the needs of community through outreach and recruitment efforts
- Bring more visibility to college’s mission
- Cultural awareness: need more materials in Spanish
- A further analysis of the employee survey and student survey data
- We need more collaboration among departments
- The parent night event: more faculty should be involved

Table 1 – Institutional Commitment – Jim Shannon

Key to retain	Strategies	Lead(s)
Embracing the college mission	<ul style="list-style-type: none"> • Keep it in the forefront of minds <ul style="list-style-type: none"> ○ Weekly Bulletin ○ All printed materials • Simplify it – “what does it mean to me?” 	External Relations and all (?)
Approachability and open communication	<ul style="list-style-type: none"> • Opinion box • Create areas for socialization • Orientations • Help people “connect” • Bring <i>Citrus View</i> back 	Human Resources and all (?)
Key to change or improve	Strategies	Lead(s)
Evaluation process	<ul style="list-style-type: none"> • Change tools • Process • Training the evaluator • Include goal-setting 	Human Resources Union
Institutional commitment through use of active and collaborative learning	<ul style="list-style-type: none"> • Use of service learning • Look for strategies from other colleges 	ASO Faculty

- Personalize the college mission: what does that mean to each of us?
- The inevitable tension between the hierarchy in the institution and the shared governance process
- We need to provide support for classified staff in understanding “shared governance”: providing workshops?
- Change the tools for the evaluation process; employees would like to have useful feedback rather than points or scores.
- Create areas for socialization: we need to have more structured orientation for new staff; College hour may be a good time zone for that.
- We need to address the students’ perception (CCSSE) that we need to incorporate more critical thinking skills in classrooms.

Table 4 – Organization – Dave Brown

Key to retain	Strategies	Lead(s)
Leadership programs Enhance student	<ul style="list-style-type: none"> • Enhance student clubs • Campus participation and attachment 	Student Services ASB
Campus support services	<ul style="list-style-type: none"> • Childcare • Vocational Education • Legal Aid • Financial Aid 	Foundation Counseling Faculty
Key to change or improve	Strategies	Lead(s)
Safe campus environment	<ul style="list-style-type: none"> • Lighting – building/parking • Parking – increase • Emergency notification and preparedness 	Administrative Services Security TeCS
Family support Coping skills/nonacademic	<ul style="list-style-type: none"> • Counseling • Financial aid • Workshops 	Foundation Faculty Counselors

- We need to continue/expand support services to students on campus. Legal Aid was available for a short while but not any more.
- It is not only to enhance the support service, but also to better inform the campus about the availability. ASO /ASCC: more involvement, excitement, enthusiasm
- What kind of impact will VT incident bring to our campus? “I feel safe on campus” was rated very high in the survey but that was before the VT incident. How would people answer this question now?
- People wanted more parking in the survey. But there are many spots available around the stadium... Is it an issue of convenience, or an issue of availability?

Table 9 – Organization – Eric Magallon

Key to retain	Strategies	Lead(s)
Adequate technology infrastructure	<ul style="list-style-type: none"> • Utilize broadly • Spotlight innovative and pilot • Survey constituencies re: utilization 	All groups, Steering Committee, Dean of Technology, faculty, research
Key to change or improve	Strategies	Lead(s)
Communication	Disseminate information to all constituent groups in a timely manner. Student email (tool) at Citrus Daily/Weekly Blast	TeCS External Relations – Communications Instruction

- A focus group regarding technology needs from the students’ perspectives; there is difference between faculty/staff’s opinions and that of students.
- Luminus Portal will be available in the fall to students.
- Campus email address for every student; it would be a great marketing tool also.
- It is important that the first contact a new student gets is friendly and helpful – professional members from the staff for the first contact.