

Citrus College

Strategic Plan: 2011-2012 Progress Report



DEFINING GOALS • IMPLEMENTING STRATEGIES • PREPARING FOR THE FUTURE



Dear Colleagues:

A year ago, the Citrus College community introduced a new, five-year Strategic Plan that empowers the college to define its goals, implement new strategies for success and plan for the future. At the start of each academic year, the college community, through the development of the Annual Implementation Plan, sets the stage for the year's goals and objectives. I am pleased to present the 2011-2012 Progress Report, which describes the objectives and activities that were accomplished during this past year.

The Progress Report focuses on six areas: Academic Excellence, Student Support and Success, College Resources, the Learning Environment, Institutional Effectiveness and Community/College Relations and details quantifiable outcomes such as:

- A student recruitment plan
- Resource needs prioritized based on program review
- Introduction of the Sustainability Plan template
- Enhanced opportunities for professional development

All of the initiatives described in the Progress Report foster institutional stability; facilitate students' accomplishments in the areas of completion, transfer and career preparation; and ensure Citrus College's legacy of academic excellence. I commend the faculty, staff and students for their contribution to advancing this important work. I would also like to express my gratitude to the Board of Trustees for their leadership and their support of this effort.

Sincerely,

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

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CITRUS COLLEGE STRATEGIC PLAN

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- 1) Academic Excellence; 2) Student Support and Success; 3) College Resources; 4) Learning Environment;
5) Institutional Effectiveness; 6) Community/College Relations

	<u>Focus Area</u>	<u>Institutional Goal</u>	<u>Contact</u>	<u>Strategic Objectives/Specific Activities</u>	<u>Update of Activities</u>
1.	Academic Excellence	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.	Vice President of Academic Affairs	1.1.1: Increase student access to courses by offering a wider range of scheduling options. <ul style="list-style-type: none"> • Analyze Spring 2012 schedule and adjust to increase student access. • Implement GE/IGETC study results. 	<u>Carried Over</u> Dean of Enrollment Management led discussions at two Enrollment Management Committee meetings and at two deans' meetings. The process for determining categories is complicated and will require more time and attention than was initially anticipated. It is recommended that the project continue through the next planning year. Phase 1 data management tools are partially complete. Enrollment Management software now provides forms that show enrollment based on transfer categories. Yet to be developed are forms that show FTES totals by transfer category. This is underway and completion will depend on the availability of Banner data provided by TeCS.

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1.	Academic Excellence	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.	Dean of Students	1.1.8: Provide increased opportunities for student feedback in institutional and instructional practices <ul style="list-style-type: none"> • Form a task force consisting of student affairs and academic affairs key personnel to develop options for collecting student feedback. 	<u>Completed</u> The CCSSE was administered in spring 2012, with additional questions. The CCSSE provided an opportunity to ask questions regarding institutional and instructional practices. The CCSSE also included questions to evaluate student's SLO awareness. Data results will be available in fall 2012.

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1	Academic Excellence	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.	Vice President of Academic Affairs	<p>1.2.4: Provide opportunities for collaborative teaching.</p> <ul style="list-style-type: none"> • Provide professional development opportunities and training to promote best teaching practices. • Propose a strategy to expand learning communities that utilizes faculty development funds. • Explore additional opportunities to create interdisciplinary programs combining technical, applied arts, and media production. 	<p><u>Completed</u></p> <p>Seventeen workshops yielded a total of 477 participants. Ten out of 17 workshops were organized by the Faculty Learning Institute (FLI); three were organized by Classified Staff Development; one was organized by the Supervisor/ Confidential Staff Development; and three were offered to support the professional development of both faculty and classified employees. Survey responses (N = 356) from faculty and classified staff attending staff development workshops indicate that 45% felt the workshops were excellent, 31% felt they were above average, and 24% felt that they were adequate. Feedback from the supervisor/confidential staff development workshop was very positive, with those in attendance requesting another informal workshop in fall 2012.</p> <p>A strategy to expand learning communities (LCs) with district funds was submitted in December 2011. Funds were not available to expand LCs in 2012-2013. The college is proceeding with grant funded LCs instead. Expansion will be reviewed when funds are available.</p> <p>Deans of Language Arts and Performing Arts have met several times to discuss program changes needed and to strategize the hire of a faculty lead. This recommendation is dependent on improvements in the state budget outlook and may be tabled.</p>

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1	Academic Excellence	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.	Vice President of Academic Affairs	<p>1.2.5: Develop a formal mentoring program for faculty.</p> <ul style="list-style-type: none"> • With division faculty participation, develop mentoring program for new faculty • Encourage faculty and management participation in the SanFACC Mentoring Program. • Assess need for expanded professional development for adjunct faculty 	<p><u>Completed</u></p> <p>An ad hoc Academic Senate committee was established to design the new mentoring program. A Citrus College Foundation Grant in the amount of \$3,000 will fund the program for the 2012-2013 year. The program will provide faculty mentors to newly hired faculty and will offer monthly workshops to help new faculty assimilate into the Citrus College environment and succeed in the classroom. It is anticipated that seven new hires, beginning in fall 2012, will be paired with seven mentors. It is also anticipated that 100% of the new hires will participate in and successfully complete the one-year mentoring program. Seven workshop events are scheduled to occur during the 2012-2013 academic year.</p> <p>The 2010-2011 program included 10 mentees and six mentors. Five out of 10 (50%) of the mentees were faculty members; three out of 10 (30%) were classified employees; one out of 10 (10%) came from the management team; and one out of 10 (10%) was a professional expert. One hundred percent of the mentors were members of the Citrus College Management Team. The 2011-2012 program included one mentee and a single mentor. Pairings for the 2012-2013 program were established in May 2012 and include four mentees (three faculty and one classified employee) and four mentors.</p> <p>The 2012 survey respondents indicated that they were interested and available for training. The most requested workshops included training in Blackboard, PowerPoint, Word, leadership, and podcasting. Additionally, a high percentage of the respondents demonstrated interest in learning about innovative teaching pedagogies, student engagement and retention, critical thinking, and evaluation of student learning outcomes. Results from the survey indicate that 78% have an interest in attending a Blackboard Workshop; 58% would like to see a workshop about student engagement; 42% would attend a workshop regarding the assessment of student learning outcomes; and 63% have interest in attending a workshop on student retention.</p>

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2.	Student Support and Success	2.1 Citrus College will ensure the long-term stability of the college by maintaining student enrollment	Dean of Students	<p>2.1.1 Develop and implement an institutional student recruitment campaign to reach potential students. This plan, which will utilize various recruitment/marketing modalities, will aim to brand the college and its uniqueness.</p> <ul style="list-style-type: none"> • School Relations and Outreach will develop a student recruitment plan. • Discuss the inclusion of the outreach plan in Advancement’s comprehensive marketing plan with the Director of Communications. 	<p><u>Completed</u> The Office of School Relations developed a student recruitment plan to facilitate the enrollment of high school seniors in the district.</p> <p><u>Carried Over</u> The goal was not met due to a change in leadership in Advancement. The goal will be evaluated with the new director.</p>

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2.	Student Support and Success	2.2 Citrus College will strengthen programs and services that address the learning needs of students	Vice President of Academic Affairs	<p>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.</p> <ul style="list-style-type: none"> • Agendize discussions of best practices at division meetings. • Assess student performance and feedback concerning the reorganization of the basic skills sequence. 	<p><u>Completed</u></p> <p>Mathematics and Health Sciences and Language Arts have had best practices discussions in division meeting this year and included recommendations in program reviews.</p> <p>The following data are from Instructional Program Review Data Books. The most recent program retention rates are: Math 89; RN 100; VN 100; English 94; ESL 98; Foreign Languages 97; Reading 94; Speech 99. The most recent program success rates are: Math 59; RN 100; VN 99.5; English 73; ESL 85; Foreign Languages 72; Reading 77; Speech 87.</p>

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2.	Student Support and Success	2.2 Citrus College will strengthen programs and services that address the learning needs of students	Dean of Counseling	<p>2.2.3 Increase communication between Counseling and Instruction using program specific counselors in areas such as assisting students with learning disabilities, the use of the transfer guide, and providing more specific information about transfer to students.</p> <ul style="list-style-type: none"> • Provide Flex Day Workshop introducing counseling services. • Provide opportunities for key faculty/deans to attend the Transfer Task Force each semester to learn about transfer. • Assign full-time counselor liaisons to attend meetings with instructional faculty each semester to provide up-to-date transfer information. Relationships for liaisons are planned for Career Technical Education, College Success, and Athletics. 	<p><u>Completed</u></p> <p>The Counseling Division presented a Flex Day workshop on February 21, 2012. Counseling faculty also presented this information to English 98/99 faculty on March 29, 2012 and to math faculty on April 6, 2012.</p> <p>The coordinator for the Career/Transfer Center invited 27 faculty members and managers to the fall Transfer Task Force meeting on October 27, 2011. Twenty-nine faculty members and managers were invited to the spring meeting on March 22, 2012.</p> <p>Liaison relationships with full-time counseling faculty have been established in Athletics, Career/ Technical Education, Veteran’s Center (14 meetings with students and the Veteran team that includes a faculty member), Learning Communities (5 meetings with 9 instructional faculty), five Faculty Lead meetings, and six College Success Advisory meetings.</p> <p>DSP&S participated in the Counseling Division Flex Day activity. They also provided a table tent with information about services that was placed throughout the campus, especially in areas where instructional faculty congregate. In addition, the college provided a DSP&S workshop for managers and supervisors with a local attorney this year.</p>

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2.	Student Support and Success	2.2 Citrus College will strengthen programs and services that address the learning needs of students	Vice President of Academic Affairs	<p>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.</p> <ul style="list-style-type: none"> • Increase awareness of specialized support programs including student success data. • Assess impact of specialized programs and schedule/budget accordingly. 	<p><u>Completed</u></p> <p>Success data have been published as follows: Learning Communities, on the College Success website, Institutional Research (IR) website and Bridges to Success website; Supplemental Instruction on the IR website, Bridges to Success website and grant annual performance reports; Writing Café on the Bridges to Success website, grant annual performance reports and IR website; Math Success Center on the College Success website.</p> <p>A schedule has been developed and is housed in the enrollment management database. An annual schedule was developed by the deans, complete with faculty assignments (regular, overload, and part-time load) and projected enrollments designed to achieve apportionment targets. The annual schedule is used to generate division budgets for instructional compensation. This has allowed Academic Affairs to cooperate more closely with Finance in the annual budget development process.</p>

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2.	Student Support and Success	2.2 Citrus College will strengthen programs and services that address the learning needs of students	Vice President of Academic Affairs	<p>2.2.6: Conduct a comprehensive review of certificates, including the use and selection of advisory committees, articulation and promotion strategies.</p> <ul style="list-style-type: none"> • Conduct a comprehensive review of all certificates for content and student completers. • Review current advisory committees to ensure compliance with current Administrative Procedure (AP) guidelines. 	<p>Completed Recent review of certificates initiated revisions to Medium and Heavy Diesel, Diagnosis and Repair Technology, Public Works 1 and 2 and Water Technology. Additionally, consolidation of media certificates into a more comprehensive Digital and Web Design certificate has been completed, and outdated courses/certificates have gone through the curriculum committee for cancellation. Notification of cancellation is being drafted for the Chancellors Office. Remaining certificate programs have been reviewed or will be reviewed during fall and spring 2012-2013. For a comprehensive list of completers, please see the detail file 2010-2011 of certificates awarded on the shared drive.</p> <p>Changes to the Board of Trustees' administrative procedure for career and technical programs were submitted by the Perkins Implementation Team (PIT) with suggested changes to define programs needing an advisory council. The new language was adopted from federal Perkin's legislation. The Office of Academic Affairs maintains a list of advisory dates for each program and a copy of the minutes. Automotive Technology piloted a regional approach to an advisory committee in conjunction with Rio Hondo College and East Los Angeles College. There were some positive elements and a plan to run another regional meeting next year. The Dean of Career and Technical Education will also be piloting a new model for hosting continuous advisory council input and program feedback using Facebook (launching in summer 2012).</p>

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2.	Student Support and Success	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.	Director of Institutional Research	<p>2.3.1 Conduct ongoing research to determine how pilot programs such as the Basic Skills Initiative and the STEM grant impact student success.</p> <ul style="list-style-type: none"> • Conduct research to examine students' progression from basic skills to college level courses in math and English. 	<p><u>Completed</u></p> <p>Students who successfully completed basic skills math and English were followed to determine the progression rates to college level and transfer level coursework. For the fall 2009 math cohort (Math 130), 67% of students successfully completing math 130 progressed to college level math (Math 150 or above) within one and a half years, and 29% progressed to transfer level math (Math 151 or above) within two years. Furthermore, for the spring 2010 math cohort, 70% of students successfully completing Math 130 progressed to college level math within one and a half years, and 34% progressed to transfer level math within two years.</p> <p>For the fall 2009 English cohort (English 040), 52% of students successfully completing English 040 progressed to transfer level English (English 101 or above) within two years. Starting with the fall 2011 cohort, basics skills English will begin with English 099. Data is not yet available for this cohort due to the lack of time that has passed for full tracking.</p>

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2.	Student Support and Success	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	Dean of Admissions and Records	2.3.2 Research best practices to improve student persistence and implement the strategies that are the most promising. <ul style="list-style-type: none"> • Implement DegreeWorks to better track student progress • Track student course-taking patterns and increase student persistence 	<u>Carried Over</u> Several strategies to improve student persistence have been reviewed. Implementation of a new program called DegreeWorks has begun. This program will allow student awareness of the courses needed for their field of study and will help them streamline their education through to graduation. The DegreeWorks implementation began in May 2012. With the assistance of TeCS and Counseling, the college will be able to use DegreeWorks to track student progress and define clear educational goals and pathways for students to identify at the point of application. It will also intertwine with transfer articulation to align with transfer degrees and track student patterns and matriculation success. Using DegreeWorks, students will be able to be proactive in their learning, and the lines of communication between the college and transfer institutions will be strengthened.

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2.	Student Support and Success	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	Dean of Counseling	<p>2.3.3 Use technology to assist student in completing programs including degree audit, online counseling, and online student educational plans</p> <ul style="list-style-type: none"> • Work with new Cal State Fullerton STEM grant to develop an electronic student educational plan for Citrus Students enrolled in STEM majors who plan to enroll at CSU Fullerton. • Monitor the number of students who use online counseling. Appoint a counseling lead to oversee the inquiries. 	<p><u>Completed</u></p> <p>In March 2012 the Chief Information Services Officer (CISO) met with the Dean of Counseling and the Dean of CTE to begin plans for implementing a degree audit system. The CISO for TeCS attended a conference in fall 2011 to discuss features of the degree audit and electronic Student Educational Plan. The dean of counseling is on the advisory committee for STEM. Implementation of DegreeWorks began in spring 2012 and will expand in fall 2012.</p> <p>The counseling lead for online counseling is Lisa Villa. From July 1, 2011 to May 14, 2012 there were 553 e-mail inquiries and 104 online counseling inquiries.</p>

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2.	Student Support and Success	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	Vice President of Academic Affairs	<p>2.3.5 Review enrollment practices such as priority registration and the limitation on the number of units.</p> <ul style="list-style-type: none"> • Participate in the Priority Registration task force. • Discuss unit limitation and priority registration issues with faculty at division meetings. 	<p><u>Completed</u></p> <p>The Priority Registration Task Force met throughout the fall semester. Data has been collected and analyzed. The task force agreed on new regulations and procedures for priority registration. A report from the task force was sent to all division deans and constituent groups.</p>

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3	College Resources	3.1 Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management	Vice President of Academic Affairs	<p>3.1.1 Forecast student population trends to predict future enrollment and parking needs.</p> <ul style="list-style-type: none"> • Initiate discussions with the Office of Institutional Research regarding the forecasting of student demographics. • Constantly monitor enrollment numbers to measure student demand and balance offerings to ensure graduation and transfer. • Implement the use of room matrices to reduce building use costs. 	<p><u>Completed</u></p> <p>An unplanned need to focus on the impact of the CSU transfer model curriculum (AA-T and AS-T) has taken precedence. The newly finished Educational and Facilities Master Plan has a comprehensive data chapter that includes data on population trends and demographics of the service area, employment trends in Los Angeles County, enrollment trends, student characteristics and student success data. Each individual data table is accessible on the college website.</p> <p>An enrollment report is distributed daily to approximately 80 college employees. It contains over 500 data elements including counts of FTES and sections, fill rates, WSCH/FTEF, seats available, etc. for each instructional division, instructional delivery type, time of day offered, and special program, as well as cumulative statistics for the college. This data is available to inform the scheduling of courses.</p> <p>The enrollment management software's "long chart" master schedule of classroom utilization was used to evaluate potential building closures in the summer and to determine feasibility of renting classroom space to Azusa Pacific University (APU) in the evenings throughout the year. As a result, Academic Affairs was able to consolidate evening instruction and set aside 8 classrooms for APU.</p>

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3.	College Resources	3.1 Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management	Chief Information Services Officer	3.1.2 Increase technical support for Academic Affairs and Student Services, such as providing wireless access to the whole campus; expanding online access to one's own personnel information; incorporating into technology planning a procedure for evaluating and testing new instructional technology. <ul style="list-style-type: none"> • Upgrade and expand career/transfer data tracking. • Initiate the Instruction Technology Committee, which will provide guidance for purchasing and implementing technology in classrooms and labs. 	<u>Carried Over</u> TeCS and Career/Transfer Center staff are working on a design to move data to the Banner system for integrated tracking and reporting The Instruction Technology Committee is structured and membership has been determined. The committee will begin meeting in fall 2012.

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3.	College Resources	3.1 Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management	Vice President of Academic Affairs	3.1.4 Develop a clearer communication process to promote program review and equipment procurement funding priorities, resulting in improved allocation of physical resources <ul style="list-style-type: none"> • As a part of the annual program review, provide an opportunity for faculty/staff work groups to rank equipment, staff, and facilities requests at the end of the fall semester based on requests submitted. • Simplify annual program reviews and require submission by early fall. • Evaluate the effectiveness of a five-year annual planning review cycle to be connected to the Strategic Plan and Educational Master Plan cycles. 	<u>Completed</u> The instructional team developed a prioritized list of resource needs, which was based on program reviews. The list was used to develop a spending plan designed to improve student success and completion and to meet the resource requests of departmental faculty. Forty-five of 46 annual reviews have been submitted to the Vice President of Academic Affairs.

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3.	College Resources	3.1 Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management	Director of Human Resources	<p>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.</p> <ul style="list-style-type: none"> • The district will complete its review of all classified job descriptions and develop revised job description statements by January 1, 2012. • By January 1, 2012, the District will finalize its faculty hiring plan for the 2012-13 academic year, consistent with the recommendations of the Faculty Needs Identification Committee, the district's faculty hiring obligation number (as established by the Chancellor's Office) and the college's fiscal ability. 	<p><u>Completed</u></p> <p>The job description project was completed in January 2012 and all classified job descriptions are posted on the college's web page. After review of all job description templates submitted by employees and managers/supervisors by the committee members, draft job descriptions were created and posted on the intranet for employee and manager/supervisor review. Feedback was received from employees and managers/supervisors, and the committee reviewed all input and finalized all of the job descriptions.</p> <p>The District has finalized its faculty hiring for the 2012-2013 academic year. Consistent with FNIC and the District's FON, the District has filled eight full-time faculty positions and one categorically funded position. The positions (one each) are: grant-funded teacher prep counselor, general biology instructor, microbiology instructor, mathematics instructor, DSPS counselor/learning disabilities, esthetics instructor, automotive and light truck instructor, kinesiology instructor, and English instructor.</p>

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				<ul style="list-style-type: none"> Classified hiring will be determined in relation to the needs of the various departments consistent with identified needs through program reviews and consistent with the district's fiscal ability to fund classified positions. 	<p>During the 2011-2012 fiscal year, classified positions were filled on an exception only basis. This resulted in the filling of the following positions: campus security officer III, secretary, administrative secretary I (three positions), administrative assistant, instructional lab technician II, alternative media specialist, research analyst, financial aid coordinator, administrative clerk III, account clerk/cashier, administrative secretary II and information technology support specialist I.</p>

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3.	College Resources	3.2 Citrus College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.	Director of Development and Alumni Relations	3.2.3 Develop corporate sponsorships for both academic and vocational programs. <ul style="list-style-type: none"> • Meet with all Academic Affairs deans and key staff responsible for career preparation programs to identify potential sponsors and develop a sponsorship program. 	<u>Carried Over</u> A new “President’s Circle” giving club geared toward business has been developed for introduction in summer 2012. Changes in Foundation personnel required this priority activity be evaluated for appropriateness to meet the goal, redesigned if necessary, and slated for the 2012-2013 academic year.

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3.	College Resources	3.2 Citrus College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.	Dean of Students	3.2.4 Increase on-campus retail services to better serve the students' needs. <ul style="list-style-type: none"> • Transition the Owl Bookshop's Art Supplies section to new Owl Bookshop Art and Coffee Bar in Student Services. 	<p><u>Completed</u></p> <p>All studio art supplies have been relocated to the Art & Coffee Bar from the campus center location. Staff at both locations continues to receive positive feedback from students and art faculty.</p> <p>A YouTube video was created by <i>Clarion</i> staff containing student and staff interviews. http://www.youtube.com/user/CCClarion#p/u/8/bnJFfpt9Q00</p> <p>A drawing kit was available for the spring 2012 rush. A painting kit is under development and should be available for the fall 2012 rush.</p> <p>Student art is available for sale as of spring 2012. Three student photos and various ceramic pieces have sold.</p>

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4.	Learning Environment	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	Chief Information Services Officer	<p>4.1.1: Continue to maintain and improve buildings and classrooms on campus with a focus on cleanliness and repairs, keep classrooms and technical equipment up-to-date with new instructional technologies when appropriate.</p> <ul style="list-style-type: none"> • Upgrade five classrooms to virtual environment. • Upgrade operating systems and Microsoft Office packages. • Continue the network refresh project. • Expand wireless access on campus. 	<p>Completed</p> <ul style="list-style-type: none"> • All stations in the College Library were converted to a virtual environment, including LI 118 for fall 2012. Additional servers were added in spring 2012. An upgrade to MS Office 2010, desktop operating system Windows 7 and server Operating System 2008 was completed in the Math, Center for Innovation, Physical Sciences and the Professional Center (PC) Buildings. Upgrades will continue throughout the summer. • The five-year network refresh project was completed. • Wireless access was expanded in PC during the remodel of the dental area. Wireless ports were also added in the Cosmetology, Performing Arts, Physical Education and Biology Departments, the Stadium box office and the lecture halls. • A new Voice over Internet (VoIP) phone system for entire campus was installed. New power over Ethernet (POE) switches to support the new phone system were installed.

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4.	Learning Environment	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.	Dean of Students	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. <ul style="list-style-type: none"> • Create a sub-committee consisting of key staff from Academic Affairs, TeCS, the bookstore, and the library to identify potential solutions for improved student access to information. 	<u>Completed</u> The planning group for the Student Access to Success Committee met during spring 2012 and identified a list of potential committee members that will begin the work of the committee and serve for the 2012-2013 and 2013-2014 academic years. Additional meetings in May and June 2012 will narrow the list of committee members, and a final implementation plan will be drafted by the end of June.

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4.	Learning Environment	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.	Dean of Students	<p>4.1.3: Improve parking conditions by encouraging alternative transportation options such as the creation of a carpool program and increased access to bike racks, bus schedules and passes.</p> <ul style="list-style-type: none"> • Create a sub-committee consisting of representatives from the Physical Resources Committee to develop a plan to address this objective. 	<p><u>Completed</u></p> <p>As of May 21, 2012, additional bike racks have been added in multiple locations, including between the Art Center and Student Services Building, between the Math Building and the Center for Innovation, south of the Field House, and south of the Student Services Building. Additional bike racks have been ordered and will be placed in other locations as well.</p>

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	<u>Focus Area</u>	<u>Institutional Goal</u>	<u>Contact</u>	<u>Strategic Objectives/Specific Activities</u>	<u>Update of Activities</u>
4.	Learning Environment	4.2 Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.	Vice President of Finance and Admin. Services	4.2.1 Identify personnel to develop a campus wide green plan. <ul style="list-style-type: none"> • A committee has been formed consisting of representatives from all constituent groups representing all divisions The Sustainability Plan will address objectives both short and long range. Programs and projects that may be included are: <ul style="list-style-type: none"> ○ Energy Independence and Renewable Energy ○ Water, Wastewater and Sustainable Landscaping ○ Solid Waste Reduction and Management ○ Sustainable Building Practices ○ Energy Efficiency and Efficient Facilities Operations ○ Transportation, Commuting, and Campus Fleet & Travel ○ Facilities Operation ○ Green Purchasing ○ Campus & Community Outreach & Awareness ○ Student & Curriculum Development 	<u>Completed</u> The committee has completed the Sustainability Plan template for the state and now meets monthly to develop the college Sustainability Plan, which is now complete in draft form.

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4.	Learning Environment	4.2 Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.	Vice President of Finance and Admin. Services	<p>4.2.2 Incorporate efficient methods of heating, ventilation 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.</p> <ul style="list-style-type: none"> • Develop the long-range Sustainability Plan. • Implement the DEEP program. 	<p>Completed</p> <ul style="list-style-type: none"> • A Sustainability Plan template was developed in spring 2012. Presentations were given on the template at the following events: CCLC Conference – Dr. Perri CCFC Conference – Carol Horton and Fred Diamond Mt. SAC Facilities Forum – Fred Diamond • The Board of Governors awarded Citrus College its Inaugural Energy and Sustainability Award for District Leadership at their May 8, 2012 meeting. • The DEEP Program, which will assist in identifying energy saving measures through cultural and physical changes to our environment, was implemented. DEEP students organized a collegewide Sustainability Forum, which was held on April 24, 2012, to provide information on the progress of the Citrus College Sustainability Plan and the sustainability practices already in place at the college. • An energy audit was done by Edison. • Five lecture halls are being updated with wireless energy efficient lighting, ballasts and motion sensors. • Parking lot and walkway lighting are being reviewed and replaced with high efficiency, lower energy consuming fixtures. • The college is currently in the review process for the retro-commissioning of outlying building envelopes in accordance with the Central Plant operations for better and more efficient control of HVAC systems and Energy Management System (EMS) utilization. • The college is currently in the design stage and procurement of thermal blankets for utilization at college aquatics venues.

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4.	Learning Environment	4.2 Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.	Vice President of Finance and Administrative Services	4.2.3 Improve water conservation efforts through measures such as drought tolerant landscaping, drip irrigation and more cost-effective bathroom fixtures. <ul style="list-style-type: none"> • Develop the long-range Sustainability Plan. • Implement the DEEP program. 	<u>Planning Completed</u> The development of the Sustainability Plan in spring 2012 and the implementation of the plan will provide for identification of measures that will reduce water consumption and waste. New construction has and will continue to incorporate drought tolerant plants and landscaping.

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4.	Learning Environment	4.2 Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.	Vice President of Finance and Administrative Services	4.2.4 Improve recycling efforts on campus through the addition of recycling bins, recycling incentives and competitions for students and staff, and electronic waste collection for items such as computers, batteries and printer cartridges. <ul style="list-style-type: none"> • Develop the long-range Sustainability Plan. • Implement the DEEP program. 	<u>Completed</u> The Sustainability Plan was developed and the DEEP Program was implemented in spring 2012. The team is planning on obtaining more California Redemption Value (CRV) recycling bins and place in needed sites.

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5) Institutional Effectiveness; 6) Community/College Relations

	<u>Focus Area</u>	<u>Institutional Goal</u>	<u>Contact</u>	<u>Strategic Objectives/Specific Activities</u>	<u>Update of Activities</u>
5.	Institutional Effectiveness	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	Chief Information Services Officer	<p>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.</p> <ul style="list-style-type: none"> • Automate program review data entry • At Flex day, provide training for understanding data that is reported to the CCCC. • Provide WorkFlow in Banner to automate communication when data changes 	<p><u>Carried Over</u></p> <p>The design phase of the project has been started. Data diagrams for online pages are being developed. Program review process options are being redesigned. The online system will follow those changes.</p> <p>Training was provided on Flex Day, February 22, to faculty and staff.</p> <p>Staff were trained in September 2011. Three workflows were developed and tested. WorkFlow will move into production in summer 2012.</p>

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	<u>Focus Area</u>	<u>Institutional Goal</u>	<u>Contact</u>	<u>Strategic Objectives/Specific Activities</u>	<u>Update of Activities</u>
5.	Institutional Effectiveness	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	Director of Institutional Research	5.1.5 Expand Institutional Research resources to provide more opportunity for interactions and collaborations with divisions and departments. <ul style="list-style-type: none"> • Fill the Research Analyst position. 	<u>Institutionalized</u> The district's research analyst position has been institutionalized commencing in 2011-2012.

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	<u>Focus Area</u>	<u>Institutional Goal</u>	<u>Contact</u>	<u>Strategic Objectives/Specific Activities</u>	<u>Update of Activities</u>
5.	Institutional Effectiveness	5.2 Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation	Vice President of Academic Affairs	5.2.1 Continue to update planning processes to ensure that program review and other relevant data are incorporated and that planning is linked to budgeting <ul style="list-style-type: none"> • Allot three hours at Convocation for departments to draft program reviews. • Complete all annual and 6-year program reviews by due dates • Submit prioritized budget requests to the Vice President of Academic Affairs by November 15. • Submit prioritized budget requests for Academic Affairs to the Superintendent/President by December 15. • Review measurable outcomes and update planning processes as needed. 	<u>Completed</u> Divisional deans reported that breakout sessions initializing work on program reviews was time well spent, giving faculty a valuable head start. All six-year program reviews have been submitted to EPC for approval. Five were tabled and will be reviewed at the first EPC meeting in the fall. Prioritized equipment, staff, and facilities requests were submitted by November 15, 2011.

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5.	Institutional Effectiveness	5.2 Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation	Vice President of Academic Affairs	<p>5.2.4: Expand the use of student learning outcomes assessments including incorporating assessment results into course and program improvement and development.</p> <ul style="list-style-type: none"> • Support implementation of a plan that infuses assessment into program review. 	<p><u>Completed</u></p> <p>During the fall of 2011, a format was prepared that would provide reporting of SLO assessment in the annual program reviews. The format is posted on one of the college's intranet servers, which is available to faculty and administrators and is currently in use. It was approved by the Academic Senate in April 2012. The fall 2012 annual program reviews will have the form and SLO assessments pre-populated electronically.</p>

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5) Institutional Effectiveness; 6) Community/College Relations

	<u>Focus Area</u>	<u>Institutional Goal</u>	<u>Contact</u>	<u>Strategic Objectives/Specific Activities</u>	<u>Update of Activities</u>
6.	Community/ College Relations	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.	Vice President of Academic Affairs	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 <ul style="list-style-type: none"> • Create an inclusive list of current partners in education, business/industry, and the community. • Produce a list of all interactions with partners. 	<u>Completed</u> In December 2011, a Google document was created that allows Citrus College managers and faculty to enter data regarding our current partners in education, business, industry and the community, including the ability to interact with them. The spreadsheet currently lists over 50 partners, and continues to grow as more partner information is submitted.

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6.	Community/ College Relations	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.	Director of Development and Alumni Relations Director of Communications Chief Information Services Officer	6.1.2 Develop an advancement plan that includes marketing, communication, public relations and resource development strategies. <ul style="list-style-type: none"> • Create a communications matrix and project catalogue that includes all marketing efforts, publications, events and public relations efforts. • Consolidate and develop an annual plan incorporating all of the aforementioned items. 	<u>Carried Over</u> A communications matrix is being revised and will be completed in summer 2012. The annual plan is in development and scheduled for completion in summer 2012.

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6.	Community/ College Relations	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.	Director of Development and Alumni Relations	<p>6.1.3 Develop strategies to strengthen partnerships with external constituent groups, such as chambers of commerce; federal, state and local government officials; business and industry; and service organizations.</p> <ul style="list-style-type: none"> • A mixer with District-area chambers of commerce and Citrus College constituent and support groups is planned for fall 2011. • Assemblymember Roger Hernandez will tour the college in September 2011. • A K-12 Summit is being currently being explored. • Students, faculty and staff attend local city council meetings and make remarks about the college and its efforts during the public comments portion of the meetings. 	<p>Completed</p> <p>The college hosted a mixer with six district-area chambers of commerce on October 26, 2011, with approximately 125 people in attendance.</p> <p>A K-12 summit event will be set for the academic year 2012-2013.</p> <p>Assemblymember Hernandez cancelled the September 2011 tour. College tours will be planned for newly elected officials for the new districts (per redistricting) following the November 2012 election.</p> <p>Dates and times of scheduled meetings for each city council in the district were researched and a list was prepared.</p> <p>The college participated in the coordination of two Candidate's Forums hosted by the Glendora Chamber of Commerce for State Assembly, Senate and Congressional candidates prior to the June 2012 election.</p> <p>The board of trustees and superintendent/president met with local legislators in Sacramento in January 2012.</p>

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6.	Community/ College Relations	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.	Director of Development and Alumni Relations Director of Communications Chief Information Services Officer	6.1.4 Develop and recommend a process of determining the feasibility, purpose and outcome of community events sponsored and/or hosted by the college. <ul style="list-style-type: none"> • Standards and procedures for hosting on-campus events are in development • A college wide master events calendar is being developed. 	<u>Carried Over</u> An investigation of how events are evaluated by other colleges, with an emphasis on return on investment, is being conducted. A proposed recommendation will be made by the Foundation to the Citrus College community in the fall of 2012.

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6.	Community/ College Relations	6.2 Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.	Director of Development and Alumni Relations Director of Communications Chief Information Services Officer	6.2.1 Enhance pride in the institution’s image by continuing to promote faculty, staff and student success stories in the community. <ul style="list-style-type: none"> • Utilize local, regional and national media in promoting success stories. • Expand the utilization of online and social network sources. • Continue to produce <i>Citrus College News Magazine</i> twice a year. 	<u>Completed</u> Citrus College was the subject of, or was mentioned in 258 articles and announcements between 7/1/11 and 5/3/12, an increase of 135 articles (or 110%) over the number run in 2010-2011. Fifty-eight percent of the media coverage was generated from press releases, and forty-two percent were articles from sources outside of the college. The Sustainability Award and Dr. Dale Salwak’s trip to North Korea, as well as college alumnus and actor Robert Ramirez, received coverage in national and international publications and online news sources, such as <i>Community College News Now!</i> , the <i>Lincoln (NE) Journal Star</i> , <i>24-7 World News.com</i> and <i>Magic Capital News</i> . The External Relations Department has increased its use of social media through its expansion of its Twitter presence. All press releases, links to publications and emergency messages are posted on Twitter. The college currently has 475 “followers,” including

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					<p>Chancellor Jack Scott.</p> <p>An electronic version of <i>Citrus View</i> debuted in spring 2012. The longstanding college news publication was revised to feature media coverage links that included both press releases produced by the college and articles that ran in the media.</p> <p>A Facebook account was established that also provides links to college articles, news releases and publications, as well as “likes” of some the college’s programs and services.</p> <p>New publications and reports, as well as the <i>Citrus View</i>, are linked from the home page of the college’s website.</p> <p>The second issue of <i>Citrus College News Magazine</i> was published in winter 2012.</p> <p>Beginning June 2012, the Foundation will</p> <ol style="list-style-type: none"> 1. Provide e-blast communications to members of the Alumni Association on a weekly basis. 2. Update Citrus Alumni and Friends Facebook pages with postings on a two to three day basis.

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6.	Community/ College Relations	6.2 Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.	Director of Development and Alumni Relations Director of Communications Chief Information Services Officer	6.2.2 Conduct research through environmental scans, focus groups and other marketing research to develop a new brand identity in conjunction with the Citrus College centennial. • Seek funding sources and develop an RFP to solicit proposals from marketing communications companies to advise and assist the college on all aspects of its new brand identity.	<u>Carried Over</u> Work on creating new branding for the college will coincide with the college's 100-year anniversary. This work will begin in spring 2013.

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6.	Community/ College Relations	6.2 Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.	Director of Development and Alumni Relations	<p>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, Citizens' Oversight Committee, advisory board members and the college's constituency groups.</p> <ul style="list-style-type: none"> • The Foundation is planning an event to be held in spring 2012 that includes all advisory committees and constituent groups such as the Board of Trustees, athletics boosters, the Foundation, the Citizens Oversight Committee, faculty and staff. 	<p><u>Carried Over</u></p> <p>Event date options are being coordinated with the Citrus College Foundation and with the administration. Due to personnel changes in the Foundation, the proposed date for this event is spring 2013.</p>