



Strategic Plan: 2014-2015 Progress Report



DEFINING GOALS • IMPLEMENTING STRATEGIES • PREPARING FOR THE FUTURE



Dear Colleagues,

The 2014-2015 academic year has been an exceptional one for Citrus College. As the college community commemorated our Centennial, we also made substantial progress on implementing the fourth year of our 2011-2016 Strategic Plan. The amount of work we have done is impressive, and I am very pleased to present this report on our achievements.

In support of student success and completion, a number of new transfer degrees and new certificate programs were developed. New internship opportunities were made available for students in the areas of Campus Safety, the Veteran Success Center, the STEM grant, and the Emerging Theatre Technology program. Additional mentoring opportunities were also provided to student veterans. The college demonstrated its commitment to diversity by hosting a series of cross-cultural events throughout the year.

Citrus College's faculty and staff continued their pursuit of excellence by participating in a number of training opportunities. Faculty took part in training on new distance education tools and best practices, as well as technology training. Both faculty and staff participated in an online mental health training and awareness program facilitated by the Student Health Center.

To enhance the learning environment, a new emergency notification system was tested and implemented in several college facilities; water conservation efforts were increased; and upgrades were made to the college's energy management system infrastructure and campus lighting. The Banner finance model went live on July 1, 2015.

Throughout Citrus College's Centennial year, it has been a pleasure to meet with a variety of college constituency groups, including students, faculty, staff, alumni, donors, and community members. I am pleased that the college's visibility has been enhanced through our Centennial celebrations; City Days; online social media; and a variety of college reports and publications, including our beautiful Centennial memory book.

Citrus College has accomplished much in its first 100 years—but the pathway forward is equally promising. Planning for the college's new strategic plan is already underway; the Institute for Completion will soon be a reality, and there are new records to set and milestones to achieve. Thank you for your contributions to the continued success of Citrus College, as evidenced by this report.

Sincerely,

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

Citrus Community College District Board of Trustees

Mrs. Joanne Montgomery

President
Monrovia/Bradbury and portions of Duarte
Representative

Mrs. Susan M. Keith

Vice President
Claremont and portions of Pomona and La Verne
Representative

Dr. Barbara R. Dickerson

Clerk/Secretary
Azusa and portions of Duarte Representative

Dr. Edward C. Ortell

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

Dr. Patricia A. Rasmussen

Member
Glendora and portions of San Dimas Representative

Mx. Pat Cordova-Goff

Student Representative

Dr. Geraldine M. Perri

Superintendent/President

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.4: Expand transfer options and degrees in emerging fields of study.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
			P	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Support faculty efforts in disciplines where Transfer Model Curricula become approved to develop and seek approval for related transfer degrees. 2. Analyze scheduling patterns in Distance Education (DE) and develop a new scheduling plan to support attainment of online degrees and certificates. 3. Support the development of new Biotechnology and Corrections certificate programs that will prepare students for employment. 	<ol style="list-style-type: none"> 1. At least two new transfer degrees will be approved by the Curriculum Committee and Chancellor's Office. 2. Analysis of scheduled patterns in Distance Education will be completed with recommendations made for potential changes. 3. Two certificate programs will be developed by the end of spring 2015. 	<ol style="list-style-type: none"> 1. Anthropology and Computer Science Associate of Science Transfer (AS-T) degrees have been approved locally and are awaiting CCCCO approval. 2. Analysis of the patterns is complete. The deans met to discuss the patterns and their impacts in May 2015. Each dean will schedule online courses that support completion in 100% online degrees and certificate pathways. 3. Both the Biotechnology (bio manufacturing) and Correctional Science Certificates of Achievement have been approved locally and regionally. They are currently awaiting CCCCO approval.

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.6: Provide additional opportunities for internships, job shadowing and work experience to help students apply learning to careers.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
			P	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> The Campus Safety Assistant (CSA) Program will provide student employees the knowledge, skills, and experience necessary for a career in law enforcement. The Veteran Success Center (VSC) will develop a plan to obtain connections for job shadowing and work internships in specific fields of study for student veterans. The STEM grant will expand partnerships to increase the range of research and internship opportunities for our students. 	<ol style="list-style-type: none"> Students will be better prepared for an entry level position in the law enforcement/security field in the areas of: verbal tactics, de-escalation, weaponless self-defense, CPR, First Aid, and AED certification. Students will be assessed via an exit interview upon completion of the two-year program. The plan to develop job shadowing and work internships will be completed by June 2015. The range of research and internship opportunities for students will be increased to 40 internships. 	<ol style="list-style-type: none"> Four Campus Safety Assistants (CSAs) have progressed through the program and have gained valuable experience, training, and certifications. Three of the four CSAs have accepted permanent employment with established agencies. The one remaining CSA will take the exit survey upon the conclusion of the Spring 2015 semester. The Veteran Success Center pursued additional partnerships with local businesses and hosted two outreach presentations. The first outreach presentation was made by the California Corrections Department to encourage Administration of Justice majors to apply for internships. The second presentation was made by the Transportation Foundation of Los Angeles and the EDD. Thirty students attended. The STEM grant team is preparing a grant submission to the National Science Foundation (NSF) that outlines a cooperative partnership with the University Corporation for Atmospheric Research, which would provide approximately 30 new research opportunities annually. A new agreement with the Jet Propulsion Laboratory's Rosetta mission was recently solidified, effectively increasing the number of summer opportunities for Citrus College students. Additionally, STEM staff have assisted students with applications to research/internship opportunities around the country.

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<p>4. Automotive technology will incorporate a required job shadow component into the students' first semester of the program.</p> <p>5. The Emerging Theatre Technology (ETT) Program has written two new courses: Introduction to Production Management, and Rigging and Automation. The new courses will enhance student skills and corporate support. Both Courses have been approved and will be taught fall 2014.</p>	<p>4. The AUTO 297 Job Shadow/internship course will be written and approved. This new course will be linked to AUTO 101.</p> <p>5. Twenty-five students will secure internship and employment opportunities at multiple production companies.</p>	<p>4. Faculty in Automotive Technology are revisiting this activity after recent statewide corrections were made to the occupational work experience repeatability guidelines and also different state requirements for job shadow vs. work experience were defined. Toyota (TTEN) practices are still pending, which may influence this activity.</p> <p>5. Twelve students are currently interning at DPS Inc., Allstage Pro, and Alliant Event Services. ETT is continuing to expand its relationships with the above production companies. In addition, one of our advisory partners, Pacific Resource Group (PRG), has added additional internship opportunities for fall 2015.</p>

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.7: Develop a student mentoring program involving faculty and successful former students.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> The Veteran Success Center (VSC) will conduct professional leadership/mentorship luncheons with prospective female veterans and faculty/administrators. Collaborate with former student veterans to help provide guidance and provide mentorship. 	<ol style="list-style-type: none"> Twenty female student veterans will attend a leadership mentor luncheon to connect with leadership/mentors in chosen career fields and learn about career paths. Thirty student veterans will be connected with veteran alumni mentors. Alumni mentors will provide supportive roles for female veterans and encourage the female students to participate in alumni relations and leadership activities. 	<ol style="list-style-type: none"> The VSC hosted three leadership mentor luncheons for female veterans during spring 2015. A total of 63 female veterans attended. Thirty-two veterans attended the Centennial Alumni Luncheon on October 11, 2014, and five veterans attended the Alumni Association meetings and connected with Citrus College Alumni. The Veterans Success Center in partnership with the Citrus College Foundation hosted an Alumni Mixer Open House with 45 students and 26 alumni in attendance. A total of 125 guests attended the event. Many alumni who are veterans have helped current student veterans with transitional issues, including transferring to four-year institutions.

Focus Area 1: Academic Excellence

Institutional Goal 1.2: Citrus College will support teaching and learning with high quality professional development, ongoing student outcomes assessment, and thoughtful selection and application of technological support.

Strategic Objective 1.2.1: Establish equipment replacement cycles and training for innovative instructional technology.

Contact: Chief Information Services Officer, Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Begin a formal eight-year replacement cycle in the 2014-2015 budget cycle that includes technology for administration and instruction. This year, work with the Vice President of Finance and Administrative Services to identify budgets and funding sources in support of the replacement cycle. 2. The Instructional Technology Leadership Team (ITLT) will continue to review lecture capture options and make a recommendation during the fall for implementation of a new method in the spring. 3. TeCS and the Coordinator for DE will provide a workshop for faculty on new DE tools and teaching practices. 	<ol style="list-style-type: none"> 1. Funding sources to meet requirements of defined replacement cycle will be identified. The goal for this year is to provide \$250,000. 2. ITLT will review four additional lecture capture options during the fall in addition to the four options reviewed last spring. ITLT will then recommend one option to pilot during spring semester. 3. A workshop will be held for faculty to introduce new distance education tools and teaching practices. A survey will be conducted following the workshop to determine how well the tools were received. 	<ol style="list-style-type: none"> 1. This year, \$250,000 was provided in the budget. These funds were used to upgrade storage capacity for the Banner system, upgrade servers for the virtual computer environment and increase wireless capacity. 2. ITLT reviewed the four options and a recommendation is expected to be made in June. 3. Four BlackBoard training sessions were held during fall 2014, and four additional workshops were held in the spring. Topics include: Introduction to BlackBoard 2014; Accessibility Issues for Online Teaching; How to Create Your Own Accessible Videos Using YouTube; Gradebook in BlackBoard; Turnitin/SafeAssign; Rubrics; Test Pools and Survey; and Feedback—Discussion Posts.

Focus Area 1: Academic Excellence

Institutional Goal 1.2: Citrus College will support teaching and learning with high quality professional development, ongoing student outcomes assessment, and thoughtful selection and application of technological support.

Strategic Objective 1.2.2: Create opportunities for faculty professional development, including participation in workshops, seminars and retreats, as well as a leadership training program to facilitate career advancement.

Contact: Vice President of Academic Affairs, Academic Senate, Faculty Learning Institute

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> The Center for Teacher Excellence Grant will provide opportunities for faculty to receive training on how to use technology in the classroom. The DE faculty coordinator will host six professional development workshops throughout the fall and spring. 	<ol style="list-style-type: none"> Faculty will increase their knowledge of technology usage in the classroom by attending trainings. Surveys administered will be administered to document increased knowledge. Faculty will have increased knowledge in Blackboard Gradebook, TurnItIn, 508 compliance and accessibility, assessment, use of analytics, and online best practices (e.g., using technology for synchronous interaction). Exit surveys will be administered to collect this information as well as to identify future training needs. 	<ol style="list-style-type: none"> Faculty in the technology training programs complete monthly surveys. They report they are using what they learn to make their classes more engaging, prompt discussions, and monitor cheating. Since the grant began, 22 faculty members completed the program and have influenced over 30,000 students in the sections they teach. Fourteen faculty attended workshops on Gradebook, TurnItIn, and Accessibility/508 Compliance offered in fall 2014. Participants indicated that they appreciated the workshops, learned skills that they did not previously have, and requested future workshop topics in best practices and assessment. Accessibility (Creating Your Own Accessible Videos), and Best Practices (Online Student Behaviors and Plagiarism) were offered in spring 2015. Participants were appreciative of the training and skill development.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.1: Implement best practices identified by groups such as the State Basic Skills Task force and the RP (Research and Planning) Group with the goal of increasing the basic skills improvement rate.

Contact: Vice President of Academic Affairs, Vice President of Student Services, Director of Institutional Research, Planning and Effectiveness

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Implement DE training for faculty and students; analyze retention and success in basic skills DE courses. 2. The Student Health Center will implement the Kognito Program (an online mental health training and awareness program). 	<ol style="list-style-type: none"> 1. A review of student performance in basic skills DE courses in 2014-2015 will be conducted to determine changes in success and retention rates compared to the previous academic year. 2. At least 50 faculty and staff will participate in the training to increase awareness of mental health issues. Surveys will be conducted to assess increased awareness due to training. 	<ol style="list-style-type: none"> 1. The DE Program will be completing a program review in spring 2015. These data will be part of the analysis. The college hosted DE training (Introduction to Online Teaching and Learning) with @One, a statewide DE training organization, for 23 faculty members in spring 2015. The DE faculty coordinator was certified as a trainer for this course and will provide the training to faculty in the future. The 23 faculty who completed the course earned a certificate of completion. 2. Approximately 68 faculty and staff participated in the Kognito interactive trainings on veterans, students at risk, and LGBTQ. Survey results indicated that 100% of respondents increased their awareness about students at risk, LGBTQ, and veterans and would recommend the training to others.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.2: Evaluate the feasibility of collaborating with CSU to conduct joint assessments (e.g. Early Assessment Program) during high school in an effort to ensure that students take a single assessment for both institutions and that students have time to remedy identified deficiencies prior to college entrance.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
1. The college is waiting for direction to implement the Common Assessment as part of the Student Success and Support Program (SSSP). The SSSP Committee decided to wait for these guidelines before making changes to assessment practices.	1. N/A	1. The California Community Colleges (CCC) Common Assessment Initiative (CAI) Steering Committee has shifted the rollout timeline for the Common Assessment System. The originally scheduled release in spring 2016 for fall 2016 student placement will now be done in fall 2016 for spring 2017 student placement. The change allows for additional time devoted to piloting, validating and approval of the test, ensuring the highest quality product available to faculty and their colleges.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.4: Increase specialized programs to support student learning such as tutoring, online tutoring, supplemental instruction, learning communities, a writing lab, a reading center and intensive programs such as Power Math.

Contact: Vice President of Academic Affairs, Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> The DE program and the Learning Center will work to expand availability of online tutoring and to expand available subject areas; there will be enhanced recruitment for online students. The STEM grant will continue to provide Supplemental Instruction (SI) in math and science classes and increase the number of facilitated study groups for a broader range of math classes than were offered in the past. 	<ol style="list-style-type: none"> An analysis of the online tutoring usage will be conducted to review the number of students using the service in more subject areas in response to increased recruitment efforts. A 10% increase in student demand is expected. Statistical analysis will be conducted to evaluate the effectiveness of SI sessions. Students who participate in SI are expected to have higher success rates than non-participants. There will also be more students participating in facilitated study groups in 2014-15 compared to previous year. 	<ol style="list-style-type: none"> Online tutoring is now offered twice per week in one-hour sessions in English, math, and biology. Attendance has been minimal. Suggested improvements include posting a link to tutoring on the BlackBoard site of DE classes and providing tutoring appointments by e-mail request. Recruitment efforts were expanded, but demand for online tutoring continues to be low. SI outcome data is reviewed by the STEM Internal Evaluation Committee regularly, and data guide all recommendations for offering SI in math and science. To increase access to SIGMA facilitated study groups in math, sessions were increased from six in spring 2014 to nine in fall 2014. Records show attendance was inconsistent, suggesting that additional data is necessary to determine how to make the study groups more productive for students prior to further expansion.

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will enhance its supportive collegiate environment to enable students to persist and to achieve their goals of transfer, degree and certificate completion.

Strategic Objective 2.3.6: Provide more opportunities for students to visit four-year colleges through campus tours and more opportunities to participate in joint programs with four-year colleges.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
			P	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
1. The Transfer Center will sponsor trips to four-year colleges.	1. A total of approximately 140 students will have visited six colleges or universities.	1. The Transfer Center is increasing the number of visits to four-year institutions. During 2011-2012, the Transfer Center organized two university trips, and 47 students participated. During 2014-2015, the Transfer Center hosted three visits to universities with 61 students participating.

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will enhance its supportive collegiate environment to enable students to persist and to achieve their goals of transfer, degree and certificate completion.

Strategic Objective 2.3.8: Develop a program to promote cross-cultural awareness through speakers, clubs and mentors.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> Recognize and celebrate cultural heritage months: Hispanic Heritage (September – October), American Indian Heritage (November), Black History (February), Women’s History (March), Asian – Pacific Heritage (May); Gay and Lesbian Heritage (June). Host Diversity Week, scheduled for September 22 - 24, 2014, which will include demonstrations, information, discussion, and development of cultural literacy. The Office of Student Life and Leadership Development will work with students and faculty advisors to form, and/or build upon the strength of campus clubs to foster cultural identity and appreciation. 	<ol style="list-style-type: none"> At least four events with speakers will be held this year. Students will gain new awareness of and appreciation for differing cultures as evidenced by survey results. Students will be able to articulate the advantages and challenges of a diverse society and appropriately challenge the abusive use of stereotypes. Surveys will be distributed at Hispanic Heritage speaker event, and dialogue will be facilitated at TEDx event <i>The Danger of a Single Story</i>. Two new clubs will be formed, and current cultural clubs will be sustained to promote engagement with, and appreciation of, diverse cultures. 	<ol style="list-style-type: none"> Two events were held in fall 2014. Leticia Rodriguez, former student of Jaime Escalante, presented for Hispanic Heritage Month, and Dr. Brian Burkhart, director of American Indian Studies at CSUN, presented “Celebrating Genocide: Holidays and Mascots in the Colonizing of America.” In spring 2015, Dr. Claudia Owens-Shields spoke for Black History Month, and a Ted Talk was held for Women’s History Month. Scheduled events were held. Approximately 15 students participated in the Ted Talk, “The Danger of a Single Story,” and a dialogue facilitated by Dr. Lezlee Hinesmon-Matthews. A new French Club was formed in fall 2014, and the Chinese Culture Club was reactivated. The Chinese Grace Fellowship club was formed in spring 2015. During spring 2015, 27% (10) of the active clubs were dedicated to cultural education/appreciation.

Focus Area 3: College Resources

Institutional Goal 3.2: Citrus College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.

Strategic Objective 3.2.2: Train faculty/staff in grant writing and seeking grant sources; provide incentive for faculty grant writing.

Contact: Superintendent/President

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
1. A Grant Proposal Seminar led by Dr. Al Solano, entitled "Structuring and Facilitating the Grant Proposal Process," will be held on October 24, 2014. All faculty members will be invited.	1. Faculty will be trained on the grant writing process. A survey will be given to each attendee and used as an assessment tool to determine the value of the workshop.	1. All faculty were invited to attend a grant proposal seminar led by Dr. Al Solano on October 24, 2014. There were seven participants. At the conclusion of the workshop, an evaluation was completed by the attendees. The results indicated that the workshop was very informative and attendees gained a better understanding of the subject matter.

Focus Area 4: Learning Environment

Institutional Goal 4.1: Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.

Strategic Objective 4.1.4: Improve safety standards in classrooms and offices on campus, such as the addition of panic buttons and/or telephones in all offices and classrooms.

Contact: Chief Information Services Officer, Vice President of Finance and Administrative Services, Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
1. Implement an emergency notification application chosen by last spring's working group, which was composed of faculty, TeCS and Campus Safety staff.	1. A new application chosen by the working group will be tested in a few locations during the fall safety drill. A survey will be conducted after the drill to evaluate the effectiveness of the new application.	1. A new application was tested during the fall emergency drill. A survey was conducted and a favorable response for the new application was received. The Alertus application was loaded on desktops in classrooms and labs and on staff and faculty computers. Beacon alarms are already in place in the Student Services Building the library and the Campus Center. The first step to implement phones in classrooms is to install wiring to support phones. This will take place in summer and fall 2015.

Focus Area 4: Learning Environment

Institutional Goal 4.2: Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.

Strategic Objective 4.2.2: Incorporate efficient methods of heating, ventilating and air conditioning (HVAC), lighting technologies, electrical distribution and alternative generation, and/or usage reduction for campus facilities, such as passive or active solar technologies, advanced lighting devices, occupancy sensors and integrated load-shedding into facilities construction, renovation and maintenance.

Contact: Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	P	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Upgrade IS Building HVAC and infrastructure. 2. Upgrade Energy Management System (EMS) infrastructure. 3. Upgrade pedestrian thoroughfares campus wide with LED Lighting. 4. Replace the Campus Center number two air handler unit. 	<ol style="list-style-type: none"> 1. There will be a quantitative reduction in the number of degree days above the maximum allowable set-point, which will reduce server shutdown and lapses in delivery of technology. 2. There will be a reduction in the number of controller failures and work orders for service on actuators and variable air volume (VAV) supplying conditioned air to campus facilities. 3. There will be a quantitative reduction in electrical usage through reduced electrical Kwh. Improved lighting quality and lumens and reduced downtime from lighting device failure will be achieved. 4. There will be a quantitative reduction in electrical usage by reducing the electrical Kwh. Air supply and indoor air quality to the Campus Center Building will be improved. Reductions in service calls and work orders are anticipated. 	<ol style="list-style-type: none"> 1. Based on preliminary planning, a decision was made to revise construction documents due to demand changes. The next step will be the bidding phase – expected January of 2016. 2. Upgrading the EMS is continuing in a multiyear program. The Central Plant is complete. A contract has been let for implementation of upgrades in the TC, PC, MA, CI and PAC buildings. 3. The project has been awarded to a contractor, and the staging phase is underway. Project completion is expected in June 2015. 4. Project construction is underway and completion is expected in June 2015.

Focus Area 4: Learning Environment

Institutional Goal 4.2: Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.

Strategic Objective 4.2.3: Improve water conservation efforts through measures such as drought tolerant landscaping, drip irrigation and more cost-effective bathroom fixtures.

Contact: Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Install water efficient toilets, urinals and faucets in all new buildings and in all modernized spaces where applicable. 2. Plant water-wise or drought tolerant plants at new planting locations. 3. Install water-wise landscaping devices and Best Management Practices (BMPs). 	<ol style="list-style-type: none"> 1. There will be quantitative delivery and verification of water-wise and/or water consumption efficient devices, which reduce the usage of water on campus. 2. There will be quantitative delivery and verification of drought tolerant planting, which reduces the usage of water used for irrigation on campus. 3. There will be quantitative reduction in the amount of watering needed for landscaped areas throughout the campus. 	<ol style="list-style-type: none"> 1. Installation of water-wise and consumption efficient devices is continuing in a multiyear program. Currently, the new Fine Arts Building is being outfitted with these devices. Planning for these devices in Hayden Hall is currently being conducted. 2. Installation of drought-tolerant flora is continuing in a multiyear program. The Administration Building received such plantings during construction. The Fine Arts Building will also receive plantings during construction. 3. Installation of water-wise irrigating mechanical equipment has been implemented for the Administration Building. Fine Arts Building construction will receive the same equipment.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.2: Continue to expand communications regarding shared governance and decision making to all levels of divisions and departments.

Contact: Superintendent/President

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> The Superintendent/President will meet periodically with constituent group leaders. Distribute the <i>Citrus View</i> approximately seven times during the 2014-2015 academic year. 	<ol style="list-style-type: none"> Meetings will take place a minimum of six times during the academic year and will create a dialogue of understanding between all parties. The Citrus College View will be distributed approximately seven times during the academic year and will keep the Citrus College community informed of college events and activities. 	<ol style="list-style-type: none"> The Superintendent/President has met with the presidents of the Academic Senate, CSEA and the Supervisor/Confidential Team on a regular basis and with the Management Team at their monthly membership meetings. Through May 2015, the <i>Citrus View</i> was distributed seven times during the current academic year.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.3: Automate data collection for routine and repetitive tasks to enhance productivity whenever possible.

Contact: Chief Information Services Officer

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Provide an online application for STEM and honors students to apply for respective programs. 2. Implement a finance module that includes purchasing for the Banner WingSpan system and associated upgrades to the Banner Human Resources (HR) module. Provide timely financial reports for cost center managers. Provide position control tracking for HR. 	<ol style="list-style-type: none"> 1. Applications will be available for students' use, and the data will be automatically input to the Banner WingSpan system. 2. The finance system and HR upgrades will be implemented in Banner. Fiscal reports will be available to cost center managers. Management reporting and position control data will be available to support budget development. 	<ol style="list-style-type: none"> 1. An online application is in development. Due to workload issues, this development was postponed to 2015-2016 academic year. 2. The project began in September 2014. Development and implementation are in progress. A campus-wide training is planned for June, and the project has a Go-Live date of July 1, 2015. Phase 2 of the project will begin in July 2015 to include automating timecard collection.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.4: Expand options to track student completion data, including tracking students after they leave Citrus College.

Contact: Director of Institutional Research, Planning and Effectiveness

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> TeCS will be purchasing extra server space for increased reporting capacity in DegreeWorks. The Office of Institutional Research (OIR) will use DegreeWorks to produce reports related to student tracking. The OIR will be working with Foundation to conduct an alumni survey. 	<ol style="list-style-type: none"> Reports related to student tracking will be produced including the number of students applying for certain degrees, the number of students approaching completion, and a projection on number of sections needed based on information extracted from the student educational plans. Information about recent graduates will be available from the alumni survey, including their employment areas and educational pursuit beyond Citrus College. 	<ol style="list-style-type: none"> An extra server has been purchased and installed for DegreeWorks. A DegreeWorks consultant is working with TeCS staff to produce reports, which are estimated to be completed in Summer 2015. An online alumni survey was conducted in November/December 2014. A total of 353 responses have been received. The Office of Institutional Research, Planning and Effectiveness presented the survey findings at the Institutional Research and Planning Committee and will post the report when it is finalized.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.2: Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation.

Strategic Objective 5.2.2: Develop strategies to enhance communication, discussion and understanding of the budget across all levels of divisions and departments.

Contact: Vice President of Finance and Administrative Services, Superintendent/President

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> Convert the district's financial system to the Banner Finance Software System. Train the business office staff and other necessary personnel in the new finance system. 	<ol style="list-style-type: none"> Business processes will be improved through the integration of multiple software systems and the elimination of multiple entries. The elimination of multiple software systems such as Escape, FoxPro, MAS-90 will alleviate the need for manual input redundancies. Real-time access to financial data will be provided; one system for planning, developing and managing the college budget, general accounting and payroll will be available. 	<ol style="list-style-type: none"> Implementation of the Banner Finance Module is underway, with a Go-Live date of July 1, 2015. A consultant is working with staff to convert from a PeopleSoft SACS Chart of Accounts to a Banner Fund, Organization, Account and Program (FOAP) code. A crosswalk will be created between the two systems. The FOAP has been refined, and a rudimentary budget was developed in time for training sessions, which begin in January and are ongoing. TeCS staff created a training environment in November 2014. They also created an intranet folder where all training materials are available to all purchasing and business office staff. Business Office staff have received general accounting training in Banner Finance. This includes rules, navigation, fundamentals and job submission training. Staff have received training on purchasing and accounts payable. Two weeks of training a month will take place between now and Go-Live. End user training will occur during the month of June. Evisions software has been purchased to process checks, create new forms and to organize specialized reports.

Focus Area 6: Community/College Relations

Institutional Goal 6.2: Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objective 6.2.1: Enhance pride in the institution’s image by continuing to promote faculty, staff and student success stories in the community.

Contact: Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> Increase the college’s visibility through the use of both traditional and electronic media, using both editorial and marketing platforms. Utilize online and social network sources to disseminate information. Explore and implement the use of analytics in planning marketing campaigns. Produce the <i>Citrus College News Magazine</i> in the fall and spring, with an expanded Centennial theme, and the Report to the Community in the fall. This year, External and Government Relations will also produce the Measure G Annual Report. Produce seven issues of <i>Citrus View</i>. 	<ol style="list-style-type: none"> In addition to writing and disseminating press releases to newspapers and news outlets, the college’s media presence will increase mostly in electronic media and social media. This increased presence will be quantified by the number of Facebook “likes” and Twitter “retweets” and “favorites.” Facebook and Twitter posts will increase as a result of a revamped presence and more frequent postings. The use of analytics will enable External Relations to learn what type of information resonated most with social media users and will be useful in planning marketing campaign themes. The fall 2014 and spring 2015 editions of the Citrus College News Magazine, the 2013-2014 Annual Report, and the Measure G Annual Report will be written, designed and distributed by External and Government Relations. Seven issues of <i>Citrus View</i> will be sent to its current audience—the college community and a targeted group of community leaders. Links to the publication will be posted on Facebook and Twitter, introducing the newsletter to a new audience. 	<ol style="list-style-type: none"> A Facebook page was established in fall 2014, and there are currently 289 “likes.” The college’s Twitter presence has increased, as everything posted on Facebook links to Twitter. The college has more than 1,300 followers on Twitter. Facebook posts are made four times per week. The fall 2014 magazine was distributed in December 2014. The Measure G Annual Report was presented to the Board of Trustees on February 3, 2015. The Citrus College 2013-2014 Annual Report is in production and will be distributed in spring 2015. Production on the spring 2015 magazine began in May 2015 and the magazine will be distributed in June. The <i>Citrus View</i> was published in October, November and December of 2014. The <i>Citrus View</i> was published in spring 2015 in February, March, April and May.

Focus Area 6: Community/College Relations

Institutional Goal 6.2: Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objective 6.2.4: Sponsor an annual networking opportunity with faculty and members of the external community, such as hosting a mixer on campus for members of the college’s faculty, Foundation board, Board of Trustees, Citizen’s Oversight Committee, advisory board members and the college’s constituency groups.

Contact: Foundation Director

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> Utilize the convening power of the college Centennial celebration to bring different constituencies and stakeholders together at Citrus College on October 11, 2014, which includes an All-Class Reunion, several events for internal folks and a business expo setting to involve local businesses. Organize City Days at Citrus College and invite local partners for a campus tour, program presentations and lunch hosted by respective area Board of Trustee members. Develop Foundation board members by hosting summer workshops. The workshops will be focused around the community relations function of their role, as they represent the college at college events and in the community. 	<ol style="list-style-type: none"> Outreach will be made to at least 2,500 alumni in the donor base; 100 mailings sent to Citrus College retirees; and 3,000 new alumni contacted through social media inviting them to the Centennial All-Class Reunion. Twelve hundred business expo mailings will be sent to promote and provide networking opportunities for the Centennial Homecoming Celebration event. Three City Days events will be held at Citrus College by the end of the 2014-2015 year. In coordination with Foundation Board Members and the Board of Trustees, 15-20 community leaders, leading educators, supporters, and donors in each city will be identified and invited. At least two summer workshops for Foundation board member development will be hosted during the 2014-2015 year. 	<ol style="list-style-type: none"> More than 1,000 alumni, retirees, and community members attended the October 11, 2014 Centennial Homecoming event. The celebration included a community festival, car show, business expo and homecoming football game. Monrovia, Claremont and Glendora Days were held at Citrus College in fall 2014, while Azusa Day was held in spring 2015. All events were hosted by Dr. Perri and the city’s respective trustee. The four events were highly successful and well received by the community. Duarte Day is rescheduled for fall 2015. Two Foundation Board of Directors summer workshops were held in 2014. One was on Estate Planning and Planned Giving and one on the Centennial Celebration and ways to use the historic event in fundraising and community relations. Both workshops were well attended, and 15-20 community board members participated in each workshop.