

Citrus College

Strategic Plan: 2012-2013 Annual Implementation Plan



DEFINING GOALS • IMPLEMENTING STRATEGIES • PREPARING FOR THE FUTURE



Dear Colleagues,

I am pleased to present the 2012-2013 Annual Implementation Plan. This academic year marks the second year of implementing the college's five-year strategic plan. The Annual Implementation Plan details the definitive activities and measurable outcomes the college will address to advance its strategic plan in six focus areas: Academic Excellence, Student Support and Success, College Resources, Learning Environment, Institutional Effectiveness and Community/College Relations. In order to achieve these goals, this plan has identified 50 of the 65 objectives of the strategic plan.

This is by far the most comprehensive annual action plan the college has had to date, and it represents an outstanding effort on the part of the college community. I believe the Annual Implementation Plan will serve as a roadmap for college success in the year ahead and through a collaborative effort we will realize its goals.

I commend our faculty, staff and students who worked so diligently to develop this plan. I applaud their dedication and their many efforts on behalf of student success and institutional advancement.

Sincerely,

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

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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 1.1.1: Increase student access to courses by offering a wider range of scheduling options.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Assemble necessary Banner extract data in partnership with TeCS.Using new Banner extract data, develop forms that show FTES totals by transfer category.	<ul style="list-style-type: none">Banner extract is refreshed daily and incorporated into newly developed forms and reports that are available to the instructional team.FTES reports with totals by transfer category

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 1.1.2: Assess the need to develop and implement English and mathematics skill-level advisories or pre-requisites for entry level courses in other disciplines.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Survey faculty to measure the level of support for adding/revising skill-level advisories or pre-requisites for entry level GE courses.	<ul style="list-style-type: none">Number and percent of faculty teaching entry level GE courses who would support adding or revising skill-level advisories or pre-requisites in English and mathematics

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 1.1.3: Develop strategies to encourage student to complete English and mathematics courses at the associate degree level at the earliest stages in their matriculation.

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>
<ul style="list-style-type: none">• Mandate Student Educational Plans for new students with math and English courses programmed into their first term.• Work with the academic deans in the fall 2012 semester to secure enough sections of math and English (reading and writing) courses to be offered in the fall 2013 semester to meet the forecasted demand of new students.• Secure funding to implement DegreeWorks in Banner so that students can complete an online educational plan.	<ul style="list-style-type: none">• Percent of new students taking math and English courses in their first semester• Number of sections of math and English offered in fall 2013• Funding to implement DegreeWorks secured in spring 2013

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 1.1.5: Expand curriculum development and curriculum alignment through increased collaborations with K-12 districts and four-year colleges and universities.

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

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> • Educational Programs Committee and Articulation Officer (or group assigned by cabinet) will continue to define, encourage and promote program of study effectiveness, including curriculum development and alignment that results in increased attainment of certificates, degrees and transfer. • Share effective programs of study with K-12/USD, facilitate discipline/program dialogues, i.e., HS exit/college entry, encourage seamless connections. • Consult local/statewide Academic Senate and use resources congruent with national and state initiatives. Learn from programs with higher completion rates. • Integrate College of Completion outcomes and lessons learned through implementation of Transfer Degrees/model curriculum. Adopt or adapt strategies to increase completion in career technical education programs. Emphasize college preparation and timely completion of college goal. • As appropriate to intra and interagency curriculum development and alignment, include university and/or K-12 partners in professional development opportunities. 	<ul style="list-style-type: none"> • Program of study effectiveness, including curriculum development and alignment, further defined and promoted. Courses effectively and efficiently sequenced and scheduled. Percentage of change in the number of certificates, degrees and transfers. • Transfer Degree programs of study shared with K-12/USD partners. Discussion facilitated between instructional personnel, which included resources, such as course-to course sequences, course outlines and CA curriculum standards/frameworks. • Local/statewide Academic Senate consulted and programs with higher completion rates studied. • College of Completion outcomes and lessons learned through implementation of Transfer Degrees/model curriculum integrated. Course sequences, outlines, and articulation for career technical programs continued. College preparation and timely completion of academic goals emphasized. • (Contingent upon the availability of STEM or CTE grant activities/funds) faculty participated in single and multiple-discipline dialogues and initiated curriculum development and alignment with secondary partners. University and K-12 partners were included in discussions when appropriate.

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 1.1.8: Provide increased opportunities for student feedback in institutional and instructional practices.

Contact: Vice President of Student Services, ASCC, and Director of Institutional Research

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Form a task force in fall 2012 consisting of student affairs and academic affairs key personnel to develop options for collecting student feedback in the spring of 2013.Review and analyze CCSSE 2012 dataInstitutional Research staff will present CCSSE data and results to various shared governance committees providing the opportunity for discussion, dialogue, and feedback.	<ul style="list-style-type: none">Documented feedback from campus community by May 2013CCSSE data reviewed and increased understanding of the results collegewideNumber of meetings that discussed CCSSE data

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 1.2.3: Utilize research to identify successful instructional strategies and promote interdisciplinary dialogue on assessment and excellence in teaching.

Contact: Vice President of Academic Affairs, Director of Institutional Research, Faculty Learning Institute

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Host college workshops on innovative teaching strategies for adjunct and full-time faculty members.• Provide presentations and dialogue workshops at events such as Flex Day to faculty and staff regarding SLO assessment.	<ul style="list-style-type: none">• One workshop per year by the Faculty Learning Institute regarding innovative teaching strategies.• All faculty attending Flex Day will participate in SLO discussions.

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 1.2.5: Develop a formal mentoring program for faculty.

Contact: Vice President of Academic Affairs, Faculty Learning Institute, Director of Human Resources

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> • Establish a formal Mentoring Committee consisting of full-time faculty and members of the management team and identify potential funding sources for program • Advertise for the program and recruit potential mentors from the full-time faculty • Pair newly hired faculty with faculty willing to serve as mentors for an academic year • Host monthly workshops for newly hired faculty focused on teaching, classroom management, assessment, and assimilation to the Citrus College environment • Survey participants regarding improvements to the program 	<ul style="list-style-type: none"> • Mentoring Committee established and funding sources identified • All newly hired faculty will participate in the program • All mentees and mentors will meet regularly throughout the year • Five workshops hosted throughout the 2012–2013 academic year for the participants in the program • Program participants surveyed

Focus Area 2: Student Support and Success

Institutional Goal 2.1: Citrus College will ensure the long-term stability of the college by maintaining student enrollment.

Strategic Objective 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.

Contact: Vice President of Student Services, Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Create a plan to promote the College of Completion initiative and pursue grant funding in collaboration with Academic Affairs to enable the college to support the initiative. The initiative will focus on increasing the number of transfers to universities, as well as degree and certificate completion.• Discuss the inclusion of the outreach plan in External Relations' comprehensive marketing plan with the Director of Communications.• Utilize existing college brand (logo) until new branding plan is implemented.	<ul style="list-style-type: none">• Opportunities for grant funding identified by June 2013.• Inclusion of the outreach plan in the marketing plan by October 2012.• Consistent usage of the college logo.

Focus Area 2: Student Support and Success

Institutional Goal 2.1: Citrus College will ensure the long-term stability of the college by maintaining student enrollment.

Strategic Objective 2.1.2: Develop a comprehensive outreach program to connect both high school and middle school students to the college at multiple points through the year with a variety of strategies; examine the possibility of developing a program that focuses on a more structured method for high school students to enroll at the College.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">The vice president of student services will work with the vice president of academic affairs and dean of students to develop an outreach plan for middle school and high school students that teaches students about the benefits of a college education and informs them about how to enroll. The program will take into consideration recent budget reductions and state mandates about enrollment priorities.	<ul style="list-style-type: none">A plan developed and shared with the priority registration committee and other shared governance entities by December 2012.

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

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Monitor data supplied by the Office of Institutional Research that measures the success/retention/ persistence of students moving from ENGL 099 to ENGL 101 and make any necessary changes to curriculum to improve outcomes.• Participate in the College Success Advisory Committee and stay informed of progress in attaining the goals of the Basic Skills Initiate Action Plan.	<ul style="list-style-type: none">• Changes made to curriculum, if necessary• Number of College Success Advisory Committee meetings Instructional team members involved in basic skills attended and proposals made

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
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">The Matriculation/Assessment Committee is working with the Early Assessment Program Coordinator at Cal Poly Pomona about the feasibility of implementing a common assessment program on campus.	<ul style="list-style-type: none">Number of Matriculation/Assessment Committee meetings with CSU Early Assessment Coordinator's attendance by January 2013 and the outcome regarding the feasibility of moving forward.

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 2.2.3: Increase communication between the counseling department and instructional departments utilizing 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.

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

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> • The coordinator of the Career/Transfer Center will meet with the dean of Career Technical Education to facilitate communication between counseling and CTE faculty • Counseling faculty will work with the articulation officer to provide Flex Day training on how the Student Success Task force Recommendations (SSTF) will affect counseling for students and each student’s course of study. Following Flex Day, write a short article for <i>Citrus View</i> and post PowerPoint presentations on Citrus College website. • Counselors will be invited to provide orientations in large groups to specific divisions during the 2012-13 year • Invite program specific instructors and deans to counseling department meetings to update counselor faculty about programs and provide samples of ideal course taking patterns • Meet with CTE, athletics, STEM and nursing departments at least once each term. Information will be disseminated at department meetings. 	<ul style="list-style-type: none"> • Number of times met • Number of faculty who participated in the Flex Day. Pre- and post-test regarding the SSTF recommendations administered. • Number of times counselors provided orientation • Number of meetings attended • The coordinator of the Career/Transfer Center will arrange for at least one training/update for counseling faculty and advisors regarding requirements of CTE and other careers during the 2012-13 academic year.

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
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Make budget and personnel adjustments to maintain present services even if budget cuts are implemented or grant funds are reduced• Maximize use of supplemental instruction in STEM fields utilizing external funding	<ul style="list-style-type: none">• Number of staff and lab supervisors cross-trained to improve efficiencies and maintain services in the midst of budget cuts.• Number of science and math introductory courses offered with Supplemental Instruction (SI) and results from SI evaluation

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 2.2.5: Conduct a series of formal assessments (including student and faculty focus groups) to identify student learning needs and strategies to address those needs.

Contact: Vice President of Student Services, Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• IRPC will analyze CCSSE and CFSSE results to identify focus areas for further inquiry• IRPC will determine appropriate groups to conduct research pertaining to those focus areas and develop corresponding methods for assessment• IRPC will establish a timeline for 2013-2014 in-depth assessment and development of strategies to address the focus areas	<ul style="list-style-type: none">• Focus areas determined and prioritized by the end of fall 2012• Methods for in-depth assessment developed by end of spring 2013• 2013-2014 timeline established for in-depth assessment and development of strategies to address the focus areas

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 2.2.6: Conduct a comprehensive review of certificates, including the use and selection of advisory committees, articulation and promotion strategies.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Determine Programs on Campus meeting AP 4102 definition of CTEReview Advisory minutes of CTE programs meeting AP 4102 definition for Title 5 compliance	<ul style="list-style-type: none">A list of programs produced meeting AP 4102 definition of CTE; website and catalog pages revised as needed.Recommendations to area deans/lead faculty for future advisory committee meetings/minutes

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 2.3.1: Conduct ongoing research to determine how pilot programs such as the Basic Skills Initiative and the STEM grant impact student success.

Contact: Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Conduct research to examine students' progression from basic skills to college level courses in math and English.• Conduct research to evaluate effectiveness of the STEM grant component, such as SI, Math Success Center, and the STEM Center.	<ul style="list-style-type: none">• Progress rates of students from basic skills to college level courses in math and English• Results of evaluation of STEM grant components

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 2.3.2: Research best practices to improve student persistence and implement the strategies that are the most promising.

Contact: Vice President of Student Services, Director of Institutional Research

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Implement the components of the new Student Success Act.• Secure funding to roll out the College of Completion initiative.• Secure funding to begin using the student educational plan function in DegreeWorks.	<ul style="list-style-type: none">• All facets of the Student Success Act, which can be implemented without new funding, implemented before June 2013.• Components of the College of Completion started by spring 2013.• Funding secured for a full implementation of DegreeWorks, in collaborations with the vice president of academic affairs

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 2.3.3: Utilize technology to assist students in completing programs, including degree audit, online counseling and online educational plans.

Contact: Chief Information Services Officer, Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Implement DegreeWorks to better track student progress• Transition online counseling support from pilot program in Footprints to SARS online counseling module to be used in winter 2013. Track students in Footprint pilot program in fall 2012, and transition to tracking students in new SARS module starting winter 2013.	<ul style="list-style-type: none">• Number of certificates loaded in DegreeWorks and number of students that received a degree audit by spring 2013• Number of students using online counseling by spring 2013

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.3.4: Enhance faculty's knowledge of transfer issues, such as how and where classes transfer and alignment of curriculum from basic skills to transfer courses.

Contact: Vice President of Student Services, Academic Senate

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">The coordinator of the Career/Transfer Center and the Articulation Officer will host a workshop for faculty during Flex Day regarding how to use the official repository for articulation, assist.org. This will help faculty understand how the courses they teach fit into a transfer program.	<ul style="list-style-type: none">Knowledge gained among participants at the February 2013 Flex Day workshop about how their classes fit into the basic skills or transfer pattern.

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 2.3.7: Identify ways to more visibly acknowledge and reward student achievement and transfer.

Contact: Vice President of Student Services, Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> • The Citrus College Foundation and the Office of External Relations will continue to work with Student Services in planning the achievement and scholarship awards events and producing the program and invitations. • External Relations will continue to publish all Honor Roll student names every semester in the local chambers of commerce publications, the local newspapers, the <i>Clarion</i> and on the Citrus College website. • External Relations will continue to produce the printed Commencement Program, design the Commencement pin and coordinate media relations for Commencement. • Student Services will provide information to External Relations that will enable them to publish the number of students transferring to four-year colleges and universities and the names of the colleges and universities on the college website, in the News Magazine and Annual Report and other appropriate media. 	<ul style="list-style-type: none"> • 10% increase in the percentage of achievement and scholarship awards issued in 2012-2013 compared to 2011-2012 • Number of Honor Roll students recognized • Number of students attending Commencement • Number of transfer students recognized

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.2: Increase technical support for Academic Affairs and Student Services, such as providing wireless access to the whole campus; expanding on-line access to one's own personnel information; incorporating into technology planning a procedure for evaluating and testing new instructional technology

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

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Move career/transfer data to Banner• Start the Instructional Technology Committee in fall 2012, which will provide guidance for purchasing and implementing technology in classrooms and labs	<ul style="list-style-type: none">• Move completed by end of winter 2013; Reports developed to support data in Banner.• Recommendations from the Instructional Technology Committee

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.3: Develop an orientation program for new hires at both college-wide and division/department levels

Contact: Director of Human Resources

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Meet with the Academic Senate and Faculty Association to develop ideas for a new faculty orientation program.• Meet with the Adjunct Federation to develop ideas for a new faculty orientation program.• Meet with CSEA to develop ideas for a new classified employee orientation program.• Develop any necessary Board Policy and Administrative Procedure.• Develop internal human resources operating procedures.	<ul style="list-style-type: none">• Implementation of an orientation process for all new employees.

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.4: Develop a clearer communication process to promote program review and equipment procurement funding priorities, resulting in improved allocation of physical resources.

Contact: Vice President of Academic Affairs, Vice President of Finance and Administrative Services, Academic Senate

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Program Review Task Force will review current communication processes used to promote program review and equipment procurement funding priorities and recommend improvements. Improvements will include a process that starts with program review led by faculty and staff and is prioritized through voting at each level until the highest ranked program review recommendations goes through the Committee for funding approval. All program review leaders will be informed as to whether or not they received funding.• Program Review outcomes will be documented annually.	<ul style="list-style-type: none">• A documented process that promotes program review and equipment procurement funding priorities implemented by June 2013• Program Review outcomes documented annually

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.5: Seek input from various constituencies on how to use current resources more efficiently.

Contact: Vice President of Finance and Administrative Services, Director of Institutional Research, Director of Human Resources, Chief Information Services Officer

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Solicit input from various standing committees on how to use current resources more efficiently• Solicit input on how to use current resources more efficiently by e-mail• Solicit input on how to use current resources more efficiently by webpage links on the District's intranet	<ul style="list-style-type: none">• Receipt of input from standing committees• Receipt of input from those emailed• Receipt of input from those responding to District intranet webpage links

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 3.2.1: Centralize and integrate grant development with institutional planning.

Contact: President

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
On hold due to budget/staffing reductions	n/a

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 3.2.3: Develop corporate sponsorships for both academic programs and vocational programs.

Contact: Director of Development and Alumni Relations

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> • Obtain new funding by identifying and soliciting businesses for corporate sponsorships (establishing the Presidents Circle) • Comprise a committee to establish funding priorities and mechanics for obtaining foundation funding. • Obtain new funding by identifying and soliciting private foundations for educational support • Enhance donor relations with existing resources through personal connections and visits to thank and steward current donors at the \$500 level and above and send personal notes to all donors. • Create and implement a new process that tracks, monitors and furthers a donor’s charitable giving • Create collateral/marketing materials for display on campus • Develop relationships with allied professionals who will recommend Citrus College to their clients who need to enhance their charitable giving profile • Host an on-campus seminar (spring 2013) bringing licensed professionals to the college constituency and community for an educational seminar related to estate planning services. • Establish the Gift and Estate Planning Function in the Foundation 	<ul style="list-style-type: none"> • 40 businesses identified; 30 of those businesses solicited; funding obtained from 15-20 of those businesses, which is dedicated to the Citrus College Completion Campaign (4C) • Committee formed • 40 private foundations identified; 30 of those foundations solicited; funding obtained from 10-15 of those private foundations for various on-campus projects established by the Committee referenced above. • Number of personal connections made, including visits and notes • New tracking and monitoring process implemented • Marketing materials created and displayed • Number of relationships developed • College seminar held in spring 2013 • Foundation Gift and Estate Planning Function established

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 3.2.4: Increase on-campus retail services to better serve the students' needs.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Bookstore staff will work with the Cosmetology and Esthetician Departments to increase product and service sales	<ul style="list-style-type: none">Cosmetology and esthetician product and service sales increased by 10%; increase of at least four additional training classes offered by Redkin and Dermalogica to cosmetology and esthetician students.

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 4.1.1: 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.

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

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">As budget allows, replace technology equipment in classes based on need.	<ul style="list-style-type: none">Number of updates made to classroom computers, classroom AV equipment, and central servers.

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 4.1.2: Improve student access to information by various means such as textbook loan programs, e-readers/texts, extended library hours and a personalized Wingspan page.

Contact: Vice President of Student Services, Chief Information Services Officer, 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>
<ul style="list-style-type: none">The Instructional Technology Committee will deliver a comprehensive recommendation for student portal, degree/certificate audit, electronic SEPs and the synthesis of all three to EPC, SS & CITC by the end of the spring 2013 semester.	<ul style="list-style-type: none">Recommendation for student portal, degree/certificate audit, electronic SEPs and the synthesis of all three to EPC, SS & CITC by the end of the Spring 2013 semester developed and delivered

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 4.1.3: 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.

Contact: Vice President of Student Services, Vice President of Finance and Administrative Services

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Work with Physical Resources Committee to develop a plan to address parking conditions and encourage alternative transportation.	<ul style="list-style-type: none">Number of meetings with the committee during 2012-2013 academic year; follow up done on bike rack order prior to the end of the fall 2012 semester

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 4.1.5: Support opportunities associated with the creation of the new Gold Line Station.

Contact: President, Vice President of Finance and Administrative Services

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Monitor updates and information on the progress of the Gold Line and take any appropriate action, such as writing letters or attending meetings.• Raise student awareness of the importance of advocating for Gold Line extension• Remain accessible and open to opportunities to collaborate with the Gold Line Construction Authority, cities within the college district and other colleges to further promote the extension of the Gold Line from Azusa to Montclair.	<ul style="list-style-type: none">• Number of letters written and meetings attended• Number of activities in which student awareness was raised• Collaboration opportunities with other stakeholders

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>
<ul style="list-style-type: none"> • Upgrade IS Building HVAC system and Infrastructure • Continue to upgrade the Energy Management System (EMS) • Investigate retro-commissioning (RCx) of the Central Plant 	<ul style="list-style-type: none"> • Quantitative reduction in the total amount of degree days above the maximum allowable set-point, which will reduce server shutdown and lapse in delivery of technology. • Quantitative reduction in the total amount of controller failures and work orders for service on actuators and VAV's supplying conditioned air to campus facilities. • Quantitative reduction in the daytime run-time of the chillers and cooling tower at the central plant; and, overall improved functionality of the central plant thereby resulting in less electrical usage.

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>
<ul style="list-style-type: none">• Install water efficient toilets, urinals and faucets in all new buildings• Plant water-wise or drought tolerant fauna at new planting locations	<ul style="list-style-type: none">• Quantitative delivery and verification of water-wise and/or water consumption efficient devices, which reduces the usage of water on campus.• Quantitative delivery and verification of drought tolerant planting, which reduces the usage of water used for irrigation on campus.

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 4.2.4: 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.

Contact: Vice President of Finance and Administrative Services, Vice President of Academic Affairs, Vice President of Student Services

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Implement the Sustainability Plan• Report progress on meeting the objectives of Sustainability Plan annually to the Board of Trustees• Evaluate the DEEP Program	<ul style="list-style-type: none">• Steering Committee and Board Approval of the Sustainability Plan• Annual progress reported to the Board of Trustees• Student evaluation of DEEP Program

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 5.1.1: 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.

Contact: Chief Information Services Officer, Director of Institutional Research, Vice President of Academic Affairs, Vice President of Student Services

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> Automate annual program review data entry Provide WorkFlow in Banner to automate communication when data changes Develop 320 reporting with an integrated team (SS, AA, Fiscal, IT, IR) to improve apportionment reporting for college Create a Legislative Website for the college that can assist members of the college community in researching, tracking and managing bills and propositions 	<ul style="list-style-type: none"> Pilot for data entry developed in spring 2013 and tested in summer 2013 Six workflow processes developed, tested and implemented by the end of spring 2013 Improved accuracy for enrollment projection and apportionment reporting Legislative website created

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: President

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> • Meet with ASCC student leaders to review college organization and governance structure • Coordinate orientation for ASCC leaders with Superintendent/President and cabinet • Visit academic department and share college completion goals • Cabinet members will make periodic visits to the Academic Senate, Classified Staff, Supervisor/Confidential Team and Management Team to provide updates and to discuss shared governance issues • Update the college Shared Governance Handbook 	<ul style="list-style-type: none"> • Number of meetings with ASCC • Number of ASCC leaders in attendance at orientation • Visits made to departments • Visits made to constituency groups • Shared Governance Handbook updated

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>
<ul style="list-style-type: none">Automate noncredit application and related data entry.	<ul style="list-style-type: none">Noncredit application automated and related data entry tested in spring 2013 and in production in summer 2013

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 5.1.5: Expand Institutional Research resources to provide more opportunity for interactions and collaborations with divisions and departments.

Contact: Director of Institutional Research

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">IR staff will provide tailored program review data upon requestAttend department meetings and present CCSSE data for review and discussion	<ul style="list-style-type: none">Number of ad hoc reports producedNumber of department meetings attended

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 5.2.1: Continue to update planning processes to ensure that program review and other relevant data are incorporated and that planning is linked to budgeting.

Contact: Vice President of Academic Affairs, Director of Institutional Research

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Complete all annual program reviews• Divisions will hold prioritization meetings• Host annual data workshops on Flex Day; IR staff will work with divisions for specific data.• Gain consensus on a college-wide timeline for all annual program reviews	<ul style="list-style-type: none">• All annual program reviews completed by September 30, 2012• Division budget priorities forwarded to VPs by October 31, 2012• Requests made for additional data and depth of analysis in 2012-2013 program review documents.• Consensus gained on a college-wide timeline for all annual program reviews by the end of the fall semester

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, President

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Create and promote an electronic method for stakeholders to communicate budgetary issues and concerns.• Survey cost center managers to measure level of use of financial information on the intranet	<ul style="list-style-type: none">• Stakeholder e-mail reviewed and responded to and a summary of data provided to Financial Resources Committee for their review• Percentage of cost center managers using intranet financial information and the percentage of cost center managers who require additional training to make full use of electronic tools.

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 5.2.3: Automate process for budget development and submission.

Contact: Vice President of Finance and Administrative Services

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Work with Deans via Live Oak to improve reliability of Lecture Hour Equivalency data extract.	<ul style="list-style-type: none">Decreased variance between budget and actual spending

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 5.2.4: Expand the use of student learning outcomes assessments including incorporating assessment results into the course and program improvement and development.

Contact: Vice President of Academic Affairs, Academic Senate

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Support SLOA coordinator, curriculum chair, program review coordinator and academic senate in facilitating, defining and establishing processes and practices for SLOA linkage to program and course development and/or modification• Explore new technologies that will help streamline the process.	<ul style="list-style-type: none">• Program level SLO's available stored and accessed on an electronic database.• New online comprehensive program review cycle initiated

Focus Area 6: Community/College Relations

Institutional Goal 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.

Strategic Objective 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.

Contact: 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>
<ul style="list-style-type: none"> Continue building secondary to postsecondary career pathways with local K-12 districts. Support instructional program outreach and partnership building with local K-12 districts. CTE Advisory Committees will receive important Citrus College, regional and state community college promotional materials (the mission, value and education opportunities). 	<ul style="list-style-type: none"> At least one summer middle school event will integrate CTE with Math and Science. At least one summer 8th grade Science Camp will occur at Citrus College. At least ten visits to local schools will be conducted. When invited, CTE will attend and participate in USD planning/implementation meetings. Ten or more CTE Advisory Councils will receive the “California’s Economic Payoff <i>Investing in College Access & Completion</i>” publication to inform the business/industry partnership about investments in public education and initiatives to increase completion of Certificates, Degrees and Transfer.

Focus Area 6: Community/College Relations

Institutional Goal 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.

Strategic Objective 6.1.2: Develop an external relations/advancement plan that includes marketing, communication, public relations and resource development strategies.

Contact: Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<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 that incorporates all of the aforementioned items and provides a more detailed overview of the elements of the communications matrix and project catalogue, such as project details and objectives.	<ul style="list-style-type: none">• The matrix and project catalogue will be published in spring of 2013• The annual marketing plan will be completed in spring of 2013

Focus Area 6: Community/College Relations

Institutional Goal 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.

Strategic Objective 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

Contact: Director of Development and Alumni Relations, Chief Information Services Officer

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> • Develop an internal committee that will that will follow a shared governance model and will meet quarterly to determine the range of events in which Citrus College would benefit and to plan, advise and strategize events. • Attend events to enhance and develop networking opportunities with local service groups and chambers of commerce • Increase contact with various local government and school board officials to develop relationships • Augment visibility and advertising in community and local publications by placing targeted advertisement and messages of support in various local community group event programs and community magazines. • Make contact will all new elected officials in the district schedule college visits. • Support the Superintendent/President as chair of SanFACC for the 2012-2013 year, including developing a SanFACC legislative program, coordinating SanFACC meetings, updating the SanFACC website and scheduling visits with SanFACC legislators in Sacramento. • Complete the draft for a Citrus College Docent Program. 	<ul style="list-style-type: none"> • Advisory committee established. • At least three chamber of commerce events per month in each of the district trustee areas attended • At least two community and school district events attended • Placement of at least two advertisements or messages • Number of contacts made with newly elected officials and visits scheduled • Number of SanFACC accomplishments in 2012-2013 • Draft of docent program completed

Focus Area 6: Community/College Relations

Institutional Goal 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.

Strategic Objective 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.

Contact: Chief Information Services Officer

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Develop standards and written procedure for hosting college events	<ul style="list-style-type: none">Standards and procedures for hosting campus events developed and distributed in spring 2013

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
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none"> • Identify additional publications and establish a relationship for disseminating information. • Utilize local, regional and national media in promoting success stories. • Expand the utilization of online and social network sources to provide additional information regarding college news, events and publications. • Continue to produce <i>Citrus College News Magazine</i> twice a year. 	<ul style="list-style-type: none"> • Additional vehicles identified for disseminating information to members of the college and external communities. • Opportunities for additional media coverage increased • A revamped page for External Relations on Facebook • The <i>Citrus College News Magazine</i> published twice a year.

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 6.2.2: Conduct research through environmental scans, focus groups and other marketing research to develop a new brand identity in conjunction with the Citrus College centennial.

Contact: Director of Communications

Timeline:

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

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">Consult with Business faculty to establish a collegewide committee responsible for developing a new brand identityPlan and develop the abovementioned research elements that will be used in creating the new brand	<ul style="list-style-type: none">Collegewide committee establishedResearch conducted

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 6.2.3: Revise the current college Style Guide/Graphic Identity standards to reflect consistency and accuracy of all the college's branding and graphic identity standards. Develop a protocol that is communicated and enforced among the college community.

Contact: Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
<ul style="list-style-type: none">• Revise the current Citrus College Style Guide to reflect the changes from a print-dependent medium to a more electronic medium• Conduct presentations and training in the college's divisions and departments	<ul style="list-style-type: none">• Style Guide will be revised for launch at the 2013 Convocation• Presentations and trainings conducted

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: Director of Development and Alumni Relations

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>
<ul style="list-style-type: none">• Increase involvement in various shared governance committees.• Plan and execute a Foundation Board retreat to develop board cohesiveness and increase effectiveness among board directors• Plan an annual mixer that will enhance relationships and collegiality among various college and community based groups. Include donors and community stakeholders to showcase college developments.	<ul style="list-style-type: none">• Level and/or percentage of increased involvement• Foundation Board retreat hosted in Spring 2013• Mixer hosted and feedback from participants