

Citrus College

Citrus College

Strategic Plan: 2015-2016 Annual Implementation Plan



DEFINING GOALS • IMPLEMENTING STRATEGIES • PREPARING FOR THE FUTURE



Dear Colleagues:

I am delighted to present the Annual Implementation Plan (AIP) for Citrus College’s 2011-2016 Strategic Plan. Over the past five years, our strategic plan provided a roadmap that has led to unprecedented accomplishments in every area of the institution, and I am looking forward to working with the college community as we implement the plan’s fifth and final year.

In looking back on all that Citrus College has achieved in the past four years, one might conclude that we have not only met, but exceeded the majority of the goals in the 2011-2016 Strategic Plan. However, as a College of Completion, we have committed ourselves to taking Citrus College to new heights in terms of student completion and success. So roll up your sleeves—here are some highlights of the AIP tasks that lie ahead for the 2015-2016 academic year.

Building on the college’s tremendous success in the area of Associate Degrees for Transfer (ADTs), Citrus College will add to the number of ADTs we currently offer. To further promote transfer, the Transfer Center will organize additional visits for students to tour four-year college campuses. And, by providing additional research and internship opportunities, we will ensure students are better prepared for upper division coursework, while making their applications to four-year institutions more competitive and adding to the quality of their educational experience at Citrus College.

A hallmark of Citrus College throughout its 100 year history has been the institution’s continuous effort to seek out and implement cutting-edge ideas and technologies. This year, state-of-the-art Distance Education training will continue for faculty members and staff will work to install emergency notification systems in classrooms and implement additional energy and water conservation measures.

One of the highlights of the year will be the official roll out of Citrus College’s Institute for Completion. As part of this new initiative, the college will cultivate and track more than 700 incoming freshmen who are members of the first “I Will Complete College” cohort. To enhance our College of Completion efforts, the college will continue its robust marketing campaign to increase interest and enrollment, and a new fundraising campaign, “Reconnect to Citrus,” will be launched.

Finally, I am pleased to report that the development of the college’s 2016-2021 Strategic Plan is well underway. The enlightening research and promising best practices currently under review will guide us in developing the new plan—an exciting next step as we continue our journey as a College of Completion.

I thank you for your contribution to our Annual Implementation Plan.

Sincerely,

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

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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>
1. In disciplines where Transfer Model Curricula are approved, faculty efforts to develop and seek approval for related transfer degrees will be supported.	1. The articulation officer will work with the curriculum committee and discipline faculty in philosophy, music and economics to develop transfer degrees. A minimum of three transfer degrees will be approved.

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>
<ol style="list-style-type: none">1. The STEM grant partnerships will be expanded to increase the range of research and internship opportunities for our students. Funding for additional research opportunities will be sought.2. The Veterans Success Center will partner with the Foothill Workforce Development Board to provide internship opportunities for student veterans.	<ol style="list-style-type: none">1. The range of research and internship opportunities for our students will be increased. New grants or collaboration with grant partners will provide additional grant funding. A new NSF project will begin and will provide 20 students annually with research/experiential learning opportunities. Three new collaborative grants will be submitted, each of which will include student research/internship opportunities.2. At least 10 student veterans will be connected to internship opportunities within their academic majors, as evidenced by attending Workforce Development workshops.

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>
<ol style="list-style-type: none">Distance Education (DE) training for faculty will be implemented. Retention and success in DE courses will be analyzed.The Student Health Center will continue to implement the Kognito Program (an online mental health training and awareness program) for students and staff.Implementation of "I will Complete College" freshmen completion cohorts will be continued.	<ol style="list-style-type: none">There will be higher success and retention rates in DE courses with a projected increase of 1-3%. At least 30 DE faculty members will successfully complete the second @ONE DE training.For the second year, there will be a total of 80-100 students and staff members completing the training, passing the test, and obtaining the certificate.At least 50% of the students in the fall 2015 pilot cohorts will participate in the spring 2016 cohorts.

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>
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. The California Community Colleges (CCC) Common Assessment Initiative Steering Committee shifted the rollout for the common assessment. The assessment may not be available until spring 2017. 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. A Citrus College faculty member from Basic Skills sits on the Chancellor's Office workgroup that recommends test items. In addition, the Region 8 SSSP Committee will receive an update about progress for the Common Assessment at the November 2015 meeting.

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>
<ol style="list-style-type: none"> 1. STEM instructors will pilot a math PAGE program for veterans. 2. The STEM grant will continue to provide Supplemental Instruction (SI) in math and science classes and increase the number of facilitated study groups, resulting in a broader range of math classes than offered in the past. The STEM and Math Success Center will be open on Fridays to provide additional support for students in math and science. 3. Completion Coaches will enhance student achievement by coordinating and participating in educational assistance activities and events to encourage and improve student retention and completion. 4. The use of NC 1 (supervised tutoring), in order to expand tutoring services and ensure all regulations for collecting attendance and apportionment are followed, will be revisited. 	<ol style="list-style-type: none"> 1. Two STEM PAGE instructors will provide a total of 60 hours of instruction/tutoring in the Veterans Success Center. All participating students will have successfully passed their summer math courses. 2. There will be a projected 10% increase in the number of courses supported with SI and a projected 5% increase in the number of students participating in the facilitated study groups. The hours of operation for the Math Success Center and the STEM Center will be increased. 3. The number of students who graduate, transfer, or complete a certificate program will increase. 4. NC 1 will be implemented.

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 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>
<ol style="list-style-type: none">1. The Transfer Center will sponsor trips to four-year colleges.2. The summer research experience program will be expanded on four-year campuses.	<ol style="list-style-type: none">1. The Transfer Center plans to sponsor eight trips to four-year colleges, including UCLA (two), UC Riverside, Cal Poly Pomona, CSU Los Angeles, CSU Fullerton, CSU Northridge, and the University of La Verne. The goal is to serve 150 students.2. At least 50 students will be placed in summer research experiences.

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 3.1.6: Review job descriptions and work schedules across campus to maximize and share personnel resources and periodically evaluate the college's organizational structure against the major planning documents (such as the Educational Master Plan) to assign personnel as needed.

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>
<ol style="list-style-type: none">1. By January 2016, Human Resources will identify a list of any current classifications in which the job descriptions may need to be modified. Based on this identification, Human Resources will revise the job description and review the new job description with applicable constituent groups.2. Human Resources will review all requests for new positions to ensure the current job description is appropriate for the new position and develop modified or new job descriptions as needed.3. Human Resources will provide training to managers/supervisors to ensure appropriate understanding of the work schedule provisions in the collective bargaining agreement.	<ol style="list-style-type: none">1. Job descriptions for all employee categories will be updated as needed.2. Job descriptions for new positions will be developed as needed.3. There will be an increased level of understanding among managers and supervisors regarding the standard and alternative work schedules available for classified staff, as evidenced in the survey results collected in fall 2015.

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 Systems 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>
<ol style="list-style-type: none">1. Installation of the Alertus Beacon emergency notification system will be completed, including: a) desktop software on all staff, faculty and classroom podium systems; and b) classroom phones and alarms, including wiring necessary to support phone and alarm installations. The new system will be used during spring emergency drill.2. A workshop will be presented to the faculty and staff during the Spring 2016 Flex Day to demonstrate the functions of the new systems in classrooms.	<ol style="list-style-type: none">1. As a result of the installation of the Alertus Beacon Alarm system in all designated classrooms and common areas and on all designated staff and faculty desktops, emergency communication time to designated locations will be decreased to less than one minute.2. Faculty and staff will understand the usage of the new system as evidenced by the survey results collected at the Flex day workshop.

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>
<ol style="list-style-type: none"> 1. IS Building HVAC and infrastructure will be upgraded. 2. Energy Management System (EMS) infrastructure will be upgraded. 3. Pedestrian thoroughfares campus wide will be upgraded with LED lighting. 4. The Campus Center number two air handler unit will be replaced. 5. Facade lighting on campus buildings with LED lighting will be upgraded (this is Phase I of a two-year project). 	<ol style="list-style-type: none"> 1. There will be a projected 15% increase in efficiency of the HVAC unit. There will be an estimated 75% reduction in service calls for the server room A/C and an estimated 75% reduction in shutdowns. 2. Over the multi-year project, there will be a projected 75% decrease in controller failure and work orders to the applicable buildings. 3. There will be a reduction in electrical usage of approximately 300,000 kWh and a projected 90% reduction in device failure. There will also be a projected 25% increase in lumens. 4. There will be a reduction in electrical usage of approximately 40,000 kWh, a projected 75% reduction in service calls for the air handler, and a projected 15% increase in air supply. 5. There will be an estimated 164,000 kWh reduction in electrical usage and a projected 90% reduction in device failure. There will also be a projected 25% increase in lumens.

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>
<ol style="list-style-type: none">1. Water efficient toilets, urinals and faucets will be installed in all new buildings and in all modernized spaces where applicable.2. Water-wise or drought tolerant plants will be planted at new planting locations.3. Water-wise landscaping devices and Best Management Practices (BMPs) will be installed.	<ol style="list-style-type: none">1. Through delivery and verification of water-wise and/or water consumption efficient devices, water usage will be reduced by approximately 65% per device.2. Through delivery and verification of drought tolerant planting, water usage for irrigation in new planting areas will be reduced by approximately 50%.3. There will be a projected 50% reduction in the amount of watering needed for landscaped areas throughout the campus.

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	I*

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>
1. An online application for STEM and honors students to apply for their respective programs will be provided. Due to workload issues, this activity was postponed from the 2014-2015 to the 2015-2016 academic year.	1. The number of students using the online applications will be monitored. Students will be surveyed to determine the ease of use of the online applications.

I* Implementation carried over from 2014-15

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>
<ol style="list-style-type: none">1. TeCS staff will receive DegreeWorks training to produce enrollment management reports.2. The academic performance of the “I Will Complete College” cohort will be tracked.	<ol style="list-style-type: none">1. Reports related to student tracking and enrollment management will be available for analysis and schedule planning, leading to decreased wait lists.2. Results on the first “I Will Complete College” cohort will be available and analyzed for future planning, as relating to completion strategies.

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>
<ol style="list-style-type: none"> 1. The college will continue its robust marketing campaign among its target groups. 2. Social media and online communication via Facebook and Twitter will continue. A minimum of three announcements per week will be posted to the college’s official social media sites. 3. The <i>Citrus College News Magazine</i> will continue to be published in the fall and spring, and the college’s <i>Report to the Community</i> and the <i>Measure G Report to the Community</i> will be published at the beginning of the calendar year. These external publications will continue to inform the community of the college’s progress, while fostering support for its programs and initiatives. 4. Seven issues of <i>Citrus View</i> will be produced each year and sent to members of the college community, and a targeted group of community leaders will continue to receive <i>Citrus View</i>. The publication will also be linked to Facebook and Twitter, expanding its reach to new audiences. 	<ol style="list-style-type: none"> 1. There will be increased awareness and interest as measured by monitoring online views, with a projected increase of 10-15% throughout the year. 2. The number of Facebook and Twitter followers will grow, with a projected increase of 10-15% this year. 3. The local community will be informed of the college’s progress, programs and initiatives through the publication of the <i>News Magazine</i> and the <i>Report to the Community</i>, as evidenced by the results from a readers’ survey. 4. The college community will be informed of the college’s progress, programs and initiatives through the publication of <i>Citrus View</i>, as evidenced by the results from a readers’ survey.

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>
<ol style="list-style-type: none"> Contact will be initiated via mailings, letters, invitations, phone-tree communications and magazines to former faculty members, current staff and faculty, members of the community, and local businesses for a “Reconnect to Citrus” event scheduled for September 2016 that will continue the centennial celebration momentum of promoting Citrus College. The Foundation will host a pre-reception event to the spring 2016 Estate Planning Seminar specifically for former employees of the college. A committee that will continue to plan and organize the Foundation’s outreach effort to the retired employee population to ensure their connection to and support of the college’s educational mission will be developed. 	<ol style="list-style-type: none"> At least two mailings will be sent by the end of the 2015-2016 academic year to former faculty members, current staff, members of the community, and local businesses to reengage the community and the college constituency groups. The Foundation will host at least one pre-reception event before the spring 2016 Estate Planning Seminar. A projected 120 personalized invitations will be mailed and a telephone follow-up per contact will be made to ensure personal connections are aligned with the invitation. At least three to five members of the committee that will plan and organize the Foundation’s outreach effort will be identified by the end of 2015. Outreach will consist of four to six college mailings and three to five event-specific mailings, along with two to three personalized phone calls per contact.