

Citrus

College Strategic Plan: 2011-2016



DEFINING GOALS • IMPLEMENTING STRATEGIES • PREPARING FOR THE FUTURE

Mission, Vision and Values

Mission Statement

Citrus College delivers high quality instruction that empowers students to compete globally and to contribute to the economic growth of today's society.

We are dedicated to fostering a diverse educational community and cultural learning environment that supports student success in pursuit of academic excellence, economic opportunity, and personal achievement.

Vision Statement

Citrus College will provide excellent educational opportunities that are responsive to the needs of the community and help students meet economic, social, and environmental challenges to become active participants in shaping the world of the future.

Values

Student Focus

Meeting community and student needs by creating an educational environment and culture so students can attain a variety of goals.

Excellence

Maintain a high standard of integrity and performance leading to the achievement of academic and professional goals.

Collaboration

Seeking input from all sectors of the college and the community.

Diversity

Fostering a learning community in which the values, goals, and learning styles of all students are recognized and supported.

Life-Long Learning

Serving enthusiastic, independent thinkers and learners striving for personal growth.

Integrity

Behaving ethically in all interactions at all levels.

Technological Advancement

Keeping pace with global technology trends and enhancing traditional instruction with technology to prepare students for success in the work place.

Superintendent/President's Message



Dear Colleagues:

I am honored to present the *Citrus College Strategic Plan: 2011-2016*. The Strategic Plan provides a comprehensive road map that will lead the college forward for the next five years—serving as a blueprint for our future, supporting the college mission, vision and values and ensuring the success of our students.

The strategic plan is the result of eighteen months of thoughtful and collaborative efforts by the college community, and it includes input from all college constituent groups. The plan is informed by external data from the Accountability Reporting for Community Colleges, the Community College Survey of Student Engagement and the California Community Colleges System-Wide Strategic Plan. The plan also incorporates internal data from the 2009 Accreditation Self-Study Report, the Educational and Facilities Master Plan, employee surveys and program reviews. These documents laid the foundation for the six key focus areas of the plan: *Academic Excellence, Student Support and Success, College Resources, Learning Environment, Institutional Effectiveness and Community/College Relations*.

The process of developing the new strategic plan began with a comprehensive SWOT (strengths, weaknesses, opportunities and threats) analysis of the college conducted by a representative 14-member college committee. In an effort to encourage greater collegewide participation, an “All-Campus Strategic Planning Session” was held as a Convocation Day activity. This successful activity generated many creative ideas and, based on the data collected, an online survey was developed listing activities that would support the six strategic plan focus areas. The entire college community was invited to participate in the survey.

During the fall 2010 semester, the college became engaged in the Educational Master Plan process. Comprehensive reviews of the external environment, including the community’s demographic and population trends, as well as an internal data analysis including student success and persistence, were conducted. Recommendations generated from these data, reviews and interviews with stakeholders including faculty, staff and advisory committee members were incorporated in the strategic plan. It was from these and other collective efforts that the comprehensive strategic plan for 2011-2016 was developed.

In 2015, Citrus College will celebrate its centennial. As we commemorate our past and look forward to our future, we can be proud that the college has earned many honors, enjoyed the goodwill of our communities and the acclaim of our peers. Most importantly, Citrus College has been a catalyst for achievement for thousands of students.

The *Citrus College Strategic Plan for 2011-2016* will guide us in shaping the future of Citrus College and will be an important component of our continued success.

Sincerely,

A handwritten signature in black ink that reads "Geraldine M. Perri". The signature is written in a cursive, flowing style.

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

CITRUS COMMUNITY COLLEGE DISTRICT BOARD OF TRUSTEES

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Dr. Geraldine M. Perri, Superintendent/President

Focus Areas



Focus Area One: 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.
- 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.

Focus Area Two: Student Support and Success

- Institutional Goal 2.1: Citrus College will ensure the long-term stability of the college by maintaining student enrollment.
- Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.
- 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.

Focus Area Three: 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.
- 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.

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

Focus Areas

Focus Area Five: 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.

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

Focus Area Six: 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.

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



Focus Area One: 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 Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Increase student access to courses by offering a wider range of scheduling options.	I				
2. Assess the need to develop and implement English and mathematics skill-level advisories or pre-requisites for entry level courses in other disciplines.		P	I		
3. Develop strategies to encourage students to complete English and mathematics courses at the associate degree level at the earliest stages in their matriculation.		P	I		
4. Expand transfer options and degrees in emerging fields of study.				P	I
5. Expand curriculum development and curriculum alignment through increased collaborations with K-12 districts and four-year colleges and universities.		P	I		
6. Provide additional opportunities for internships, job shadowing and work experience to help students apply learning to careers.				P	I
7. Develop a student mentoring program involving faculty and successful former students.			P	I	
8. Provide increased opportunities for student feedback in institutional and instructional practices.	P	I			

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Focus Area One: 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 Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Establish equipment replacement cycles and training for innovative instructional technology.			P	I	
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.			P	I	
3. Utilize research to identify successful instructional strategies and promote interdisciplinary dialogue on assessment and excellence in teaching.		P	I		
4. Provide opportunities for collaborative teaching.	I				
5. Develop a formal mentoring program for faculty.	P	I			

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Focus Area Two: Student Support and Success

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

Strategic Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Develop and implement an institutional student recruitment campaign to reach potential students. This plan, which will utilize various recruitment/marketing modalities, will aim to brand the college and its uniqueness.	P	I			
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.		P	I		

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Focus Area Two: Student Support and Success



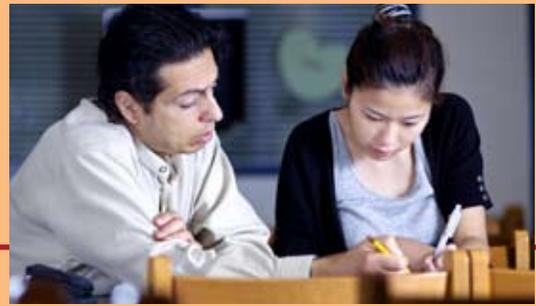
Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
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.	I	I	I	I	I
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.		P	I	I	I
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.	P	I			
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.	I	I	I	I	I
5. Conduct a series of formal assessments (including student and faculty focus groups) to identify student learning needs and strategies to address these needs.		P	I		
6. Conduct a comprehensive review of certificates, including the use and selection of advisory committees, articulation and promotion strategies.	P	I			

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Focus Area Two: 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 Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Conduct ongoing research to determine how pilot programs such as the Basic Skills Initiative and the STEM grant impact student success.	I	I			
2. Research best practices to improve student persistence and implement the strategies that are most promising.	P	I			
3. Utilize technology to assist students in completing programs, including degree audit, online counseling and online educational plans.	P	I	I		
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.		P	I		
5. Review enrollment practices such as priority registration and limitation on number of units.	I				
6. Provide more opportunities for students to visit four-year colleges through campus tours and to participate in joint programs with four-year colleges.				P	I
7. Identify ways to more visibly acknowledge and reward student achievement and transfer.		I			
8. Develop a program to promote cross-cultural awareness through speakers, clubs and mentors.			P	I	

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Focus Area Three: 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 Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Forecast student population trends to predict future enrollment and parking needs.	I				
2. Increase technical support for Academic Affairs and Student Services, such as providing wireless access to the whole campus; expanding online access to one's own personnel information; incorporating into technology planning a procedure for evaluating and testing new instructional technology.	P	I	I		
3. Develop an orientation program for new hires at both college-wide and division/department levels.		P	I		
4. Develop a clearer communication process to promote program review and equipment procurement funding priorities, resulting in improved allocation of physical resources.	P	I			
5. Seek input from various constituencies on how to use current resources more efficiently.		P	I		
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.	I		I		I

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Focus Area Three: 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.

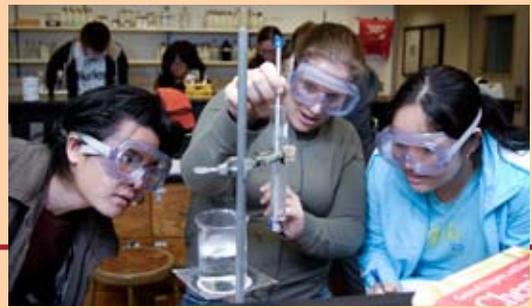
Strategic Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Centralize and integrate grant development with institutional planning.		P	I		
2. Train faculty/staff in grant writing and seeking grant sources; provide incentives for faculty grant writing.			P	I	
3. Develop corporate sponsorships for both academic programs and vocational programs.	P	I			
4. Increase on-campus retail services to better serve the students' needs.	I	I			

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Focus Area Four: 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 Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
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.	I	I			
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.	P	I	I		
3. Improve parking conditions by encouraging alternative transportation options, such as the creation of a carpool program and increased access to bike racks, bus schedules and passes.	P	I			
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.			P	I	I
5. Support opportunities associated with the creation of the new Gold Line Station.		I	I		

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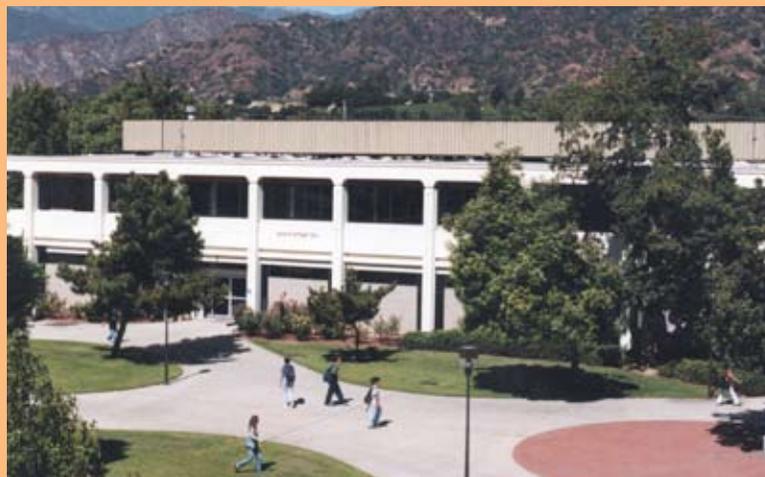
Focus Area Four: Learning Environment

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

Strategic Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Identify personnel to develop a campus-wide green plan.	I				
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.	P	P	I	I	I
3. Improve water conservation efforts through measures such as drought tolerant landscaping, drip irrigation and more cost effective bathroom fixtures.	P	I	I	I	I
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.	I	I			

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Focus Area Five: 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 Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Make data needed for decision making readily available and easily accessible for broader understanding, including enhancing data used in program review and promoting communications and data sharing options within and across departments.	P	I	I		
2. Continue to expand communications regarding shared governance and decision making to staff at all levels of divisions and departments.		P	I	I	
3. Automate data collection for routine and repetitive tasks to enhance productivity whenever possible.		P	I	I	
4. Expand options to track student completion data, including tracking students after they leave Citrus College.			P	I	I
5. Expand Institutional Research resources to provide more opportunity for interactions and collaborations with divisions and departments.	I	I			

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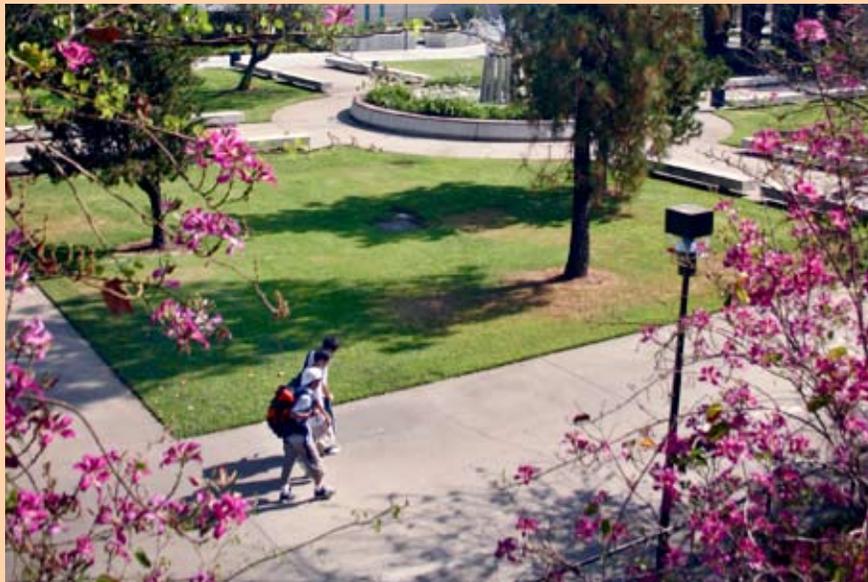
Focus Area Five: Institutional Effectiveness

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

Strategic Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Continue to update planning processes to ensure that program review and other relevant data are incorporated and that planning is linked to budgeting.	P	I			
2. Develop strategies to enhance communication, discussion and understanding of the budget across all levels of divisions and departments.		P	I	I	
3. Automate process for budget development and submission.		P	I		
4. Expand the use of student learning outcomes assessments including incorporating assessment results into course and program improvement and development.	P	I	I		

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Focus Area Six: 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 Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
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.	P	I	I		
2. Develop an external relations/advancement plan that includes marketing, communication, public relations and resource development strategies.	I				
3. Develop strategies to strengthen partnerships with external constituent groups, such as chambers of commerce; federal, state and local government officials; business and industry; and service organizations.	P	I			
4. Develop and recommend a process of determining the feasibility, purpose and outcome of community events sponsored and/or hosted by the college.	P	I			

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Focus Area Six: 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 Objectives

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
1. Enhance pride in the institution's image by continuing to promote faculty, staff and student success stories in the community.	I	I	I	I	I
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.	P	I			
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.		I			
4. Sponsor an annual networking opportunity with faculty and members of the external community, such as hosting a mixer on campus for members of the college's faculty, Foundation board, Board of Trustees, Citizens' Oversight Committee, advisory board members and the college's constituency groups.	I	I	I	I	I

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