Dream Big: An Innovative, Unorthodox Strategy to Strategic Planning

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Today’s Session

- Background
- Major Steps & Timeline
- Tools, Exercises & Planning Materials
- Activity
INTEGRATED PLANNING MODEL

Mission, Vision, Values
Serves as the basis for all college planning

Board Goals
Respond to Board’s role in accomplishing institutional goals and strategic objectives

Strategic Plan
Guides the direction of the college’s energies and resources

Educational and Facilities Master Plan
Charts the college’s long-term course toward accomplishing its mission, vision, and values

Institutional Support Plans
Developed to meet those goals and objectives from the Strategic Plan and Educational and Facilities Master Plan

Human Resources Plan
Meets the strategic objectives aligned with Human Resources

Technology Plan
Guides the implementation of technology at the college

Sustainability Plan
actualizes the strategic objectives regarding sustainability

Annual Implementation Plan/Progress Report
Establishes the timeline for accomplishing annual goals; reports the results and success levels of the annual plan

Resource Allocation
Links program reviews and strategic planning to resources needed to accomplish institutional goals

Plan Implementation
Manages timelines, assesses levels of success and reports activities and results

Program Improvement
Uses assessment findings to make necessary changes

Assessment
Documents progress, reviews planning components and makes modifications

Instructional Program Review
Vehicle for ongoing integration of the needs and recommendations for the college’s instructional support programs

Academic Support Program Review
Vehicle for ongoing integration of the needs and recommendations for the college’s academic support programs

Student Services Program Review
Vehicle for ongoing integration of the needs and recommendations for the college’s student services programs

Excerpted from 2014-2015 IPM
Approved by IEC on 11/24/2014

Background
Major Steps

1. Coming Together
2. From the Sky Down
3. Laying the Foundation
4. Digging for Identity
5. Clearing up the Fog
6. Back to Reality
7. Fun Faculty Feedback
8. Looking Ahead
Timeline

1. Coming Together
2. From the Sky Down
3. Laying the Foundation
4. Digging for Identity
5. Clearing up the Fog
6. Back to Reality
7. Fun Faculty Feedback
8. Next Steps
I. Coming Together

The 32-member Strategic Planning Workgroup

- Director of IRPE (Chair)
- Superintendent/President
- VP of Academic Affairs
- VP of Student Services
- VP of Finance & Admin Services
- Dean, CTE
- Dean, Language Arts
- Dean, Social & Behavioral Science
- Dean, Admissions & Records
- Academic Senate President
- Academic Senate Vice President
- Program Review Coordinator
- Curriculum Chair
- Counseling Faculty Members
- CTE faculty
- Articulation Officer

- Chief Information Officer
- Director of EOP&S
- Director for STEM
- Director of College Success
- Director of Institution of Completion
- Director of Communications
- Director of Human Resources
- Protocol & Government Relations Officer
- Coordinator of School Relations
- Continuing Education Supervisor
- Admissions & Records Coordinator
- Research Analysts
- Administrative Assistant
- ASCC representatives
1. Coming Together

Work Completed: 2011-2016 Strategic Plan
2. From the Sky Down

Dream Speech

It’s spring 2021. Citrus College is being awarded the Aspen Prize – a $1M monetary award for the best community college in the nation.

What would you say about Citrus College if you were asked to give an acceptance speech?

What sets Citrus College apart from other community colleges?

What does this dream community college look like?

THIS IS YOUR DREAM SCHOOL, SO DREAM BIG!
Who are Citrus College Students?

Before…
- Feeder district enrollment trend & outcome rates

During…
- Enrollment
- Demographics
- Preparedness
- Special populations

After…
- Degrees
- Transfer
- Alumni survey
Who are Citrus College Students?

Unprepared Students

- 2008-09 Scorecard Cohort (n=2,121)
  - Unprepared 82%
  - Prepared 18%

Unprepared is defined as the student’s lowest course attempted in Math and/or English was at a remedial level.

First Generation and Low Income Students

- First Generation
  - Neither parent completed a baccalaureate degree.
  - Individual resides with and receives support from a single parent who did not complete a baccalaureate degree.

- Low Income
  - Family taxable income for the preceding tax year did not exceed 150 percent of an amount equal to the poverty level determined by the US Census Bureau.

Fall 2014

- First Generation 66%
- Low Income 33%

Degrees and Certificates

- Associate Degrees
- Associate Degrees for Transfer
- Certificates

Transfers Enrolled at Four-Year Institutions

- 2010-11
- 2011-12
- 2012-13
- 2013-14
- 2014-15

Note: 2014-15 values for UC and CSU are for Fall 2014 only; In-State Private/Out-of-State are not available.
3. Laying the Foundation

SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats
Materials Reviewed
4. Digging for Identity

- Review current mission statement
- ACCJC accreditation standard IA
- Two versions of mission statement
- Mission survey
5. Clearing up the Fog (Focus Areas)

1. Preparedness
2. Enrollment
3. Instructional Quality and Responsibility
4. Student Support
5. Safe and Sustainable Environment
6. Technological Advancement
7. Diversity and Equity
8. Student Success and Completion
9. Image and Community Relations
The Evolution of a Goal

Focus on transfer degrees and certificates

Citrus College students will complete college.
Citrus College students will transfer.

Citrus College students will complete their academic programs.
Citrus college students will transfer and/or be career-ready.

Citrus College students will complete their academic programs.
6. Back to Reality

- Link to program review categories
  - Program Review Coordinator
- Cover ACCJC accreditation standards
  - ACCJC Exercise
- Writing SMART objectives
  - Quick educational sessions
How is this SMART?

Increase the fall-to-spring persistence rate of first-time freshmen by 1% per year.
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Measurable

Increase the fall-to-spring persistence rate of first-time freshmen by 1% per year.
Attainable

Increase the fall-to-spring persistence rate of first-time freshmen by 1% per year.
Increase the fall-to-spring persistence rate of first-time freshmen by 1% per year.

**GOAL:** Citrus College students will complete their academic programs
Increase the fall-to-spring persistence rate of first-time freshmen by 1% per year.
7. Fun Faculty Feedback

- Flex Day activity
- Five focus groups
- Facilitator/scribe
- Prompts
Faculty Feedback Highlights

- Expand peer mentors and peer-led study groups
- Implement a focus on career exploration
- Analyze and fix scheduling bottlenecks
- Expand internship opportunities/work experience
- Professional development for effective teaching practices
- Explore Dual Enrollments programs
- Emeritus education program for senior citizens
- Community events – create a presence
- Advertise student success stories on the Gold Line
- Open House
- First year experience programs
8. Looking Ahead

- Next steps
- Success and challenges
We want your feedback!

- Please take a look at our strategic planning materials
- http://www.citruscollege.edu/admin/research/
- Don’t forget the evaluation

Thank You!