Triton College
Master Plan

Fiscal Year 2011 – 2013
Volume III
Working Document

Student Success

Curriculum and Services

Academic Senate
Business Services Functional Committee
Human Resources Functional Committee
Student Services Functional Committee

College Council

July 1, 2010
Goal 1  Provide high quality educational programs, curricula and pedagogy that meet the diverse academic needs of our students.

By utilizing student data, environmental scanning, labor market projection, societal trends and community assessment, the college will provide programs and services that meet the needs of our students and the community. The college will continue to serve both college readiness and college completion needs of our students and will strategically implement plans to increase student readiness, retention, and a shared campus ownership for student success.

Expected Outcomes:
- New or adapted curricula that effectively meet the diverse and changing needs of the community.
- Scheduling and course delivery options that are flexible for all learners.
- Expanded partnerships that facilitate the success of current and future students.
- Developmental education structure, curricula, and delivery methods that effectively interface with Academic Success services and enhance student readiness for and completion of credit courses.
- Policy modifications to support placement testing for all credit-seeking students.
- Identification of barriers to student retention.
- Modification of key college documents (mission statement, vision statement, etc.) to clearly reflect an emphasis on student success.

Objective 1: Develop and implement student success initiatives related to college readiness

Project 1: Review Developmental Education structure and curriculum and implement recommended changes.

Measurable Outcome:
- Create a developmental education review team by September 2010 and initiate regular meetings for the academic year
- Initiate a developmental education curriculum review that includes a literature review of best practices and engages the campus for feedback. This review is to be completed by January 2011
- Initiate a developmental education institutional structure review that includes a literature review of best practices and engages the campus for feedback. This review is to be completed by January 2011
- Implement recommendations of each review by June 2011.

Project 2: Develop and implement policy or policies that support mandatory placement testing of all students.

Measurable Outcome:
- Revise requirements for placement testing, implement in Spring 2011
- 100% of degree-seeking students taking placement tests
Objective 2: Enhance curricular offerings to the benefit of all students.

**Project H:** Generate new and revise existing curricula in ways identified through data that are appropriate to the mission of the college and that serve the needs of our community. Curricular additions and/or enhancements that address issues of globalization and stewardship will be pursued. Corporate Education, the Continuing Education Center for Healthcare Professionals (CECHP), and Youth and Lifelong Learning programs will be expanded and/or enhanced.

**Measurable Outcome:**
- 5% of curricula will be presented for updates/revisions in the curricular process.
- At least 3 new curricula will be submitted to the ICCB for approval.

Objective 3: Develop and strengthen partnerships that facilitate the success of current and future students.

**Project J:** Develop a comprehensive Community Outreach Plan to reach out to Triton’s community and create strong alliances with our stakeholders with a goal of providing better college access to target populations and increase overall student success. With the assistance of a community outreach consultant, increase the visibility of the college and its leadership within the community by providing a sponsored lecture programs, community forums and events that target our underserved populations. Establish strategic partnerships that engage community businesses and industry to bring needed resources to campus to meet the future needs of our students, support services and academic program needs.

**Measurable Outcome:**
- Increase the number of articles published about our efforts to 13
- Develop community survey by March 2011
- Increase number of meetings with district businesses to 10

**Project K:** Provide hourly support to the Alumni Relations Office that will assist with the development of a database that can be used to regularly communicate with our alumni to build a loyal following and support for the institution. Develop events and activities for alumni that will reconnect them with the college, faculty and students. Encourage alumni to serve in a variety of capacities such as advisory committee members, guest lecturers in the classroom and keynote speakers in order to engage them in the future success of the college.

**Measurable Outcome:**
- Develop alumni survey by January 2011
- 80% of those attending alumni events report that events were a valuable use of their time
- 50 student alumni members by May 2011
- Market 15 opportunities for alumni to assist in college recruitment efforts by May 2011
• Host 2 joint events with the Triton Alumni Foundation by June 2011

**Project L:** Strengthen relationships with local, state and federal elected officials and offices for the purpose of informing them of the value of community colleges, and in particular Triton College. The on-going communications and events will allow for advocacy from stakeholders for the college’s mission with the goal of securing financial support.

**Measurable Outcome:**
- Produce 4 state of the college communication pieces to share with state and national legislators.
- 90% participation rate at the spring legislative event

**Project M:** Maintain a dynamic community advisory committee representative of constituents within our community. Quarterly meetings will be held for the purpose of soliciting input on emerging community needs, informing them of progress towards our long term plan and assessment of the college’s responsiveness to community needs.

**Measurable Outcomes:**
- Community Advisory Committee maintained with a representative membership in order to gain feedback on Triton College programs and services.
- Quarterly meetings held with participation of 75 percent of members.
- Develop Community Advisory Committee members survey with 75% response rate and 75% of members expressing satisfaction with CAC.
- All CAC members will attend at least 4 college events.

**Project N:** Identify resource opportunities and assist to secure funding with private and corporate foundations; and local, state, and federal agencies.

**Measurable Outcome:**
- 8 Funding referrals to program areas within the College each semester
- 5 Meetings with deans and/or faculty to discuss/review potential funding opportunities each semester
- 2 New or continuation funding applications submitted each semester
- Contact staff at each agency from which the College receives award funds once per semester
Goal 2: Implement a comprehensive strategic enrollment plan to ensure that students have the institutional resources to succeed.

To further engage productive teaching and learning, the college will continue to develop a comprehensive strategic enrollment plan that empowers students by providing academic programs and services that will lead to student success. This plan will not only focus on recruiting new students but will place an emphasis on retaining existing students. The college will continue to develop a welcoming campus community by creating a vibrant, engaging campus life for current and prospective students and the community.

Through activities, student organizations, multi-cultural events, student leadership training, opportunities for student involvement and engagement, creation of student spaces, and acquisition of diversity symbolisms and icons for the campus, the college will foster a climate of inclusiveness.

Expected Outcomes:
- Strategies and practices that will provide long-term support for increased enrollment and successful retention of students.
- A dynamic marketing plan that is research driven and encompasses student recruitment.
- A comprehensive annual recruitment plan that includes enrollment growth potential and target markets.
- An enhanced quality of campus life and offerings that foster student engagement.
- Cutting-edge academic support programs that reflect the needs of students and support the institutional commitment of student success.

Objective 1: Explore, develop, and implement strategies and practices that provide long-term support for increased enrollment and successful retention of students.

**Project W:** Require all incoming students seeking a degree or certificate to take a placement test in the areas of reading, writing and mathematics at the time of enrollment to improve college readiness. (Exemptions will be made based on a review of previous education obtained.)

**Measurable Outcome:**
- All students will know their college readiness level
- 5% increase in the number of students taking developmental education courses during the first year of study

**Project X:** Strengthen process for transitioning students from non-credit classes to credit programs or job skills programs. Title III grant monies will assist with this effort.

**Measurable Outcome:**
- Identify marketing options that maximize potential student awareness of services available through AE. (Increase enrollment.)
• Identify staff to take on the role of retention specialist/case manager to decrease percentage of students leaving program before semester completion. (Improve retention.)
• Provide GED testing scholarships for students unable to pay the increased fees. (Increase graduation.)
• Identify and allocate funds specifically for tuition reimbursement of students enrolled in AE classes and credit or certificate programs. (Increase transition.)
• Provide one semester scholarships for graduating students to attend Triton College credit or certificate courses.

Project Z: Identify and implement marketing strategies that will complement the Strategic Enrollment Plan based on data supporting the needs of our district and the demographics served.

Measurable Outcome:
• College baseline data for number of visits to website. Data will then be used to determine increase in web traffic due to marketing efforts.
• College baseline data for facebook traffic.
• Analyze the ratio of emails sent to conversions (by utilizing unique URLs). Use this data to improve content and usefulness of email.
• 60% of students report a positive perception of the college.
• 80% of alumni report a positive perception of the college.

Objective 2: Develop a retention plan to increase completion and/or transfer rates.

Project AA: Continue and improve Peer Mentoring Program and expand and institutionalize student learning communities and service learning components across the curriculum.

Measurable Outcome:
• Peer mentors will demonstrate at least a 25 percent increase in their knowledge and understanding of issues related to cultural diversity, including impact on learning and interpersonal skills.
• 5 percent of the students participating in the Peer Mentoring Program will be previous and current learning community students.
• 10 percent of the peer mentees will be selected from the learning communities.

Project AB: Retention efforts need to be addressed both in and out of the classroom. Academic support and access to technology, as well as to the institution, are vital elements that will aid in student success. Expanding the resources in the Academic Success Center, implementing supplemental instruction, and increasing access points to technology are important aspects that will be addressed.
Measurable Outcome:

- 75% of student respondents indicate being satisfied with the success shuttle.
- 55% of student respondents indicate that the student success shuttle contributes to their success at Triton.

Objective 3: Enhance opportunities for students to take courses that are personally enriching and that support lifelong learning.

Project AC: Student engagement is a primary factor in the academic success of a student. Building campus community and offering extra-curricular programs will aid in successful student engagement opportunities. The Health Services area will explore and integrate wellness programs that will help educate student about health issues and provide a greater understanding of well-being. The Career Services are will integrate programs for specialized groups within student population. We will also create leadership opportunities and cultivate students to serve in a global society.

Measurable Outcome:

- Increase the number of students served by Career Services 3%.
- Increase the number of students served by CAAS 3%.
- Increase the number of student clubs and organizations by 25%.
- Health services will serve a comparable number of students to sister institutions.

Project AD: Implement the Diversity Plan to create a welcoming environment for all students and employees to create awareness, understanding, and appreciation for others. Integrate diversity into all aspects of learning which will aid student success. The plan is supported by all members of the college. The decentralized plan's activities will be monitored and assessed by the Council on Diversity and a coordinator will facilitate its implementation.

Measurable Outcome:

- Council members attendance and participation at 4 institutional committees per academic year
- Increase in satisfaction levels on Student Success Survey item “I feel that my cultural background is valued at Triton College” from a mean of 3.43 to 3.9
**Goal 3**  
Enhance and expand existing evaluation and assessment processes to promote continuous improvement throughout the college.

The college will assess the effectiveness of its support processes and procedures in order to improve the productivity of staff and to maximize resources. Assessment will be comprehensive in nature and will be especially crucial to those areas that most impact student success, including faculty development structure and curricular processes, developmental education and student support programs. A careful assessment of the relevance and currency of these areas will enable us to identify those that need revitalization, modification or withdrawal.

**Expected Outcomes:**
- Assessment structures for educational and student support programs that lead to improved student learning.
- A continuous process improvement plan for all areas of the institution providing measurable outcomes that will result in the improvement of services and institutional quality.

**Objective 1:** Develop and validate program outcomes and assessment structures for all academic areas in order to improve student learning.

**Project AE:** Develop and refine continuous cycle of program assessment including the completion of program outcomes for all program areas, and consistent faculty-driven assessment of these outcomes. Also continue ongoing evaluation of program currency to determine which programs are no longer viable as well as which programs should be revitalized or added.

**Measurable Outcome:**
- The Triton Assessment Committee will have on file a program assessment plan for very program.
- The Triton Assessment Committee will have on file from every program a program assessment report that describes the full cycle of assessment of at least one program outcome.

**Project AF:** There are a number of academic related testing services that the institution will explore with the possibility of becoming a testing site within our district to offer college entrance exam opportunities.

**Measurable Outcome:**
- 4 new cameras and/or a minimum of 20 lockers with keys will be installed
- Staff and students will indicate improved satisfaction with testing conditions.
Objective 2: Implement a continuous process improvement plan for all areas of the institution.

**Project AG:** Establish an assessment plan to evaluate the effectiveness of business and support processes to ensure optimal usage of resources. This continuous process improvement plan will be supported and validated by a culture of evidence based on data collected by the institution.

**Measurable Outcome:**
- 80% of supervisors report having appropriate data for decision-making
- Document changes that result and impact of these changes
- Increase in satisfaction levels on Student Success Survey Financial Aid item from a mean of 3.39 to 3.8
Goal 4 | Enhance campus environment to promote students success.

Facilities will be updated to foster a positive learning and social environment. Improvements will include creating flexible learning spaces; transforming out-dated lecture halls into electronic presentation halls; upgrading designated science labs; and, maintaining and/or replacing infrastructures of the institution. As facilities are remodeled, the design will emphasize flexibility of usage, state-of-the-art technological enhancements and sustainable building technologies where feasible.

Expected Outcomes:
- A systematic process to update and replace instructional equipment to update laboratories.
- Facilities and equipment that will support student learning and student engagement.
- A facility plan to maintain a campus infrastructure that will provide a physical environment conducive to positive educational and social outcomes. Embedded in the plan will be campus safety and security that will provide for a healthy and safe environment for students, faculty and the community.

Objective 1: To create provisions to allow for the ongoing upgrade, replacement of instructional equipment, and updating of laboratories.

Project A: Select classrooms will be identified for implementation of new/innovative educational technology in order to help identify which new trends in technology should be more fully integrated over time. There will be a systematic effort to update and replace instructional equipment/spaces throughout campus, including but not limited to science lab renovations.

Measurable Outcome: renovated labs will meet safety codes

Project B: Improve facilities and equipment that support student learning, student involvement and student support services. There are several areas within the Student Affairs division that need upgrading of equipment. These upgrades will provide for current technologies used in the delivery of accommodative services and health services. In addition, there will also be a focus of equipment upgrades for the athletic area. Replacing equipment in this area will aid in ensuring safety standards are maintained with appropriate athletic equipment.

Measurable Outcome: Use questions from the SENSE survey to develop benchmarks
Objective 2: To create and/or upgrade the general campus environment to be conducive for learning and social interaction.

Project C: Renovate learning and social spaces to be adult friendly and learner-centered. This includes the replacement of carpets, etc. ADA compliance will also be assessed and consistently implemented. Priority will be given to updates that are environmentally friendly (green) and sustainable.

Measurable Outcome:
- Improved student perception of the overall maintained condition of the campus.

Project D: Improve and enhance facilities outside of the classroom. This is an important aspect that helps contribute to the student’s overall academic experience and supports student engagement and student retention. Our intent is to beautify some of the public spaces and create dynamic areas that foster student interaction and promote campus community. In addition, student organizations are vital to the life of our campus and creating spaces to house the functions of the organization is also essential.

Measurable Outcome: Use questions from the SENSE survey to develop benchmarks

Project E: Upgrade classrooms to adult friendly furniture so that the environment is conducive to student learning, while paying special attention to the functional objectives of specific classrooms.

Measurable Outcome:
- 35% of full time faculty provide feedback on potential furniture during according to newly developed assessment instrument
- Representatives from the furniture committee attend one meeting per semester to provide updates and receive feedback.
- Establish student satisfaction levels by May 2011 to use as a benchmark for FY12 furniture.

Objective 3: To maintain the campus infrastructure in order to provide appropriate environments and facilities for student learning, socializing and retention.

Project F: A critical element in a learning environment is a physical environment that is conducive to positive education and social outcomes. Facilities will be maintained and upgraded to keep the campus in optimal condition.

Measurable Outcome:
- Continuance of uninterrupted power to the campus thus allowing classes to continue without disruption.
- Facility repairs that will improve the esthetics of the campus.
Objective 4: To support and improve campus safety and security.

**Project G:** The institution needs to utilize current technologies in providing for a knowledgeable, safe and responsive environment in the event of a crisis situation. An emergency notification system is one tool that will be used in communicating key information to our campus community at an immediate pace. In addition, other ongoing crisis management and campus safety issues will continue to be addressed for the preventative measures and safety of our campus. One of these initiatives includes the expanded use of an integrated access control system.

**Measurable Outcome:**
- 100% of staff and students signed up for emergency notification.
- Develop student satisfaction baseline data
Goal 5  Enhance Triton’s virtual campus environment.

The college will increase the quantity and enhance the quality of online, blended and Web-enhanced classes. Online student support services will be expanded and enhanced. The average age of the Triton student is 29.9, and many of our students have varied and substantial work and family obligations. Given these factors it is imperative to address the unique needs of the adult population we serve by providing an online infrastructure that supports optimal faculty and student interaction for quality learning outcomes.

Expected Outcomes:
- An infrastructure that supports the development, delivery and assessment of online courses.
- Improved and/or new business support processes that complement a virtual campus and provide enhanced student and staff satisfaction.
- Enhance online student support services and systems that increase access.

Objective 1: Create an infrastructure to support the development, delivery, and assessment of online courses.

Project R: Increase the number of high-quality online, blended, and Web enhanced courses (which have a shell for use in course management).

Measurable Outcome:
- 3% growth in the number of blackboard courses
- Maintain 99.7% up time
- 10% Reduction in the number of support questions

Objective 2: Increase and create business support processes that complement a virtual campus.

Project S: Implement a class and event scheduling solution (software and maintenance) that includes facility rentals.

Measurable Outcome:
- 70% of faculty and staff perceive that the new course and event scheduling solution will maximize space availability for scheduling academic courses and events.
- 70% of faculty and staff are aware that the College is implementing a new course and event scheduling solution.

Project T: Access to student records and process improvement. In an effort to support the on demand student services via the Web, an effort needs to be made to enhance some of our existing processes and utilize technology to provide access to student records. A Web based financial aid solution will be explored to allow for greater access and process improvement with the financial aid area. In addition, student records will be digitized which will allow for a more efficient access to key data. There will also be new modifications to the student/staff portal that would address additional services for students and staff at this point of entry.
One of these new additions will include the ability for faculty to submit mid-term and final grades online which will allow for greater efficiency. These initiatives will help support the online delivery of our services.

**Measurable Outcome:**
- 70% of student records digitized
- Training provided to 100% of staff request
- Increase student portal use by 5% for both students and staff
- Develop student satisfaction benchmark for the portal

**Project U:** To support process improvement for business and support areas of the college, a plan to digitize and automate processes will be created and implemented. The solutions will incorporate Web based business processes, electronic filing (digitizing records) and podcasting at an institutional level.

**Measurable Outcome:**
- Support processes identified, developed and implemented that will enhance student and employee satisfaction.
- Baseline data for support processes satisfaction will be created.

**Objective 3:** Develop an online student support services platform.

**Project V:** As the demand for online services continues to grow, the institution needs to position itself to support the online needs of our students. Several initiatives will occur to enhance the foundation of our virtual environments and provide additional virtual support mechanisms that aid in student success.

**Measurable Outcome:**
- Implementation and piloting for Fall 2010
- Develop survey to gauge student and staff feedback
Goal 6: Recruit and develop a highly qualified and diverse workforce to support the mission and goals of the institution.

The Professional Development Center and the Center for Teaching and Excellence will provide training resources and programs for faculty and staff that support the educational enterprise of the college. To eliminate silos and to facilitate student success, the college will adhere to high professional standards and develop cross-functional teams.

Expected Outcomes:

- A strategic process for recruiting top talent whose abilities directly or indirectly help to facilitate our goal of increasing student success.
- Professional development opportunities that reinforce professional and team-orientated behavior for new and existing employees.
- A human resource and succession plan that fosters growth, professional behavior and performance.

Objective 1: Develop and implement a strategic process for recruiting top talent whose abilities directly or indirectly help to facilitate our goal of increasing student success.

Objective 2: Expand and enhance professional development opportunities.

**Project AI:** Develop and implement high-quality programming and resources for the Center for Teaching Excellence that focus on pedagogy, curricular development, and the assessment of teaching practice.

**Measurable Outcome:**

- Increase faculty participation rate by 5%
- 75% satisfaction rating from faculty

**Project AJ:** Provide professional development to all employees on appropriate technologies and applications and business support processes based on an assessment of employees needs. Professional development activities will include: training for supervisors and a reward and recognition program.

**Measurable Outcome:**

- 5% overall increase in employees participating in general programs
- 90% of all supervisors participating in at least one workshops
- 50% of all supervisors completing required supervisory training
- Evaluate the effect of PDC workshops through analysis of data gathered in surveys
- 20% growth in the number of nominations received for the Employee of the Semester program
- Implementation of “Wow the President” and the “Employee Rewards Store”
- 50% of all employees aware of recognition programs
Project AK: Continue to build upon the new employee orientation program to effectively transition these employees into their role at the college. As part of the new employee orientation program, a three-year program for tenure track faculty will be provided. The program includes: a general orientation to the college, mentoring, forums on various topics related to teaching and learning and networking opportunities. Additionally, new adjunct faculty orientation will continue to be strengthened.

Measurable Outcome:
- 75 percent of all new Triton College employees will participate in the New Employee Orientation Program as demonstrated by a comparison of new hire lists and welcome session attendance records.
- Develop survey to measure the positive impact of New Employee Orientation for tenure track and adjunct faculty when compared to those who do not attend
- 80% of faculty report satisfaction with Tenure Track and NFRN programs.
- 50% increase in the number of new Adjunct Faculty attending the orientation

Objective 3: Implement a human resources and succession plan program that fosters growth, motivation and retention.

Project AM: A succession plan model will be developed to include staff forecasting based on programs and services and mentoring. As part of succession planning and professional development for employees, a President’s Leadership Academy will be offered each year to 25 employees from various employee groups.

Measurable Outcome:
- Succession plan approved and documented
- Qualitative changes that may result from the plans development
- Increase employee retention compared to baseline
Recognizing that student success is improved by greater access to technology, Triton will expand and enhance the resources needed. In doing so, the college will assure that the technology solutions proposed and delivered will enable and empower students and staff to effectively complete their work. Technology initiatives will be strategic and have the student’s perspective foremost in the solutions proposed.

Expected Outcomes:

- Introduction of new technologies and functionality to advance the mission of the college based on trends and best practices to support student success.
- A technology plan for a reliable and secure infrastructure that provides access to college resources and contributes to a positive educational experience.

Objective 1: Implement technologies that support the availability and effectiveness of campus systems and applications.

Project O: Operational effectiveness will be monitored and optimized to increase the speed, reliability and availability of the Internet, network services and the administrative computer system.

Measurable Outcome:

- 98% availability of the administrative computer system as compared to 95% availability for the previous year.
- 99.2% availability of the Internet as compared to 97% availability for the previous year.
- 99.2% availability of the website as compared to 93% availability for the previous year.

Objective 2: Develop and execute a technology refresh plan that adheres to industry best practices.

Project P: Technology will be replaced based on the refresh plan established at the onset of the fiscal year. The refresh plan will encompass all campus computers, electronic classrooms and audio visual equipment.

Measurable Outcome:

- Ensure that all computers in student computer labs are no older than 3 years
- Ensure that all staff computers are no older than 5 years
Objective 3: Continue to introduce new technologies and functionality to advance the mission of the college.

Project Q: Based on technology trends and best practices, new technology will be introduced to remain relevant in today's computing environment. These technology trends include the continuation of the implementation of curb-to-curb wireless, Internet based phones, high level electronic classrooms, economical print solutions and software solutions that will maximize user productivity.

Measurable Outcome:
- Maintain current efficiency of completed updates (100) to the administrative computer system and the related Portals.
- Maintain current efficiency of completed updates (364) to the website.
Appendix A
Approved Fiscal Year 2011 Projects and Budgets

Budget

Goal 1 - Provide high quality educational programs, curricula and pedagogy that meet the diverse academic needs of our students.

Objective 1: Develop and implement student success initiatives related to college readiness

Project 1: Review Developmental Education structure and curriculum and implement recommended changes. Project Leader: Jonathan Paver

Objective 2: Enhance curricular offerings to the benefit of all students.

Project H: Generate new and revise existing curricula in ways identified through data that are appropriate to the mission of the college and that serve the needs of our community. Curricular additions and/or enhancements that address issues of globalization and stewardship will be pursued. Corporate Education, the Continuing Education Center for Healthcare Professionals (CECHP), and Youth and Lifelong Learning programs will be expanded and/or enhanced. Project Leader: Angela Latham

Objective 3: Develop and strengthen partnerships that facilitate the success of current and future students.

Project J: Develop a comprehensive Community Outreach Plan to reach out to Triton’s community and create strong alliances with our stakeholders with a goal of providing better college access to target populations and increase overall student success. With the assistance of a community outreach consultant, increase the visibility of the college and its leadership within the community by providing a sponsored lecture programs, community forums and events that target our underserved populations. Establish strategic partnerships that engage community businesses and industry to bring needed resources to campus to meet the future needs of our students, support services and academic program needs. Project Leader: Lindsey Westley

Budget

$0

$0

$12,250
## Budget

**Project K:** Provide hourly support to the Alumni Relations Office that will assist with the development of a database that can be used to regularly communicate with our alumni to build a loyal following and support for the institution. Develop events and activities for alumni that will reconnect them with the college, faculty and students. Encourage alumni to serve in a variety of capacities such as advisory committee members, guest lecturers in the classroom and keynote speakers in order to engage them in the future success of the college.  
*Project Leader: Lindsey Westley*

*Project K*:

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<td>Provide hourly support to the Alumni Relations Office</td>
<td>$54,600</td>
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**Project L:** Strengthen relationships with local, state and federal elected officials and offices for the purpose of informing them of the value of community colleges, and in particular Triton College. The on-going communications and events will allow for advocacy from stakeholders for the college’s mission with the goal of securing financial support.  
*Project Leader: Lindsey Westley*

*Project L*:

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<td>Strengthen relationships with local, state and federal elected officials</td>
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**Project M:** Maintain a dynamic community advisory committee representative of constituents within our community. Quarterly meetings will be held for the purpose of soliciting input on emerging community needs, informing them of progress towards our long term plan and assessment of the college’s responsiveness to community needs.  
*Project Leader: Susan Page*

*Project M*:

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<td>Maintain a dynamic community advisory committee</td>
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**Project N:** Identify resource opportunities and assist to secure funding with private and corporate foundations; and local, state, and federal agencies.  
*Project Leader: Sherry Burlingame*

*Project N*:

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**Goal 2** – Implement a comprehensive strategic enrollment plan to ensure that students have the institutional resources to succeed.

**Objective 1:** Explore, develop, and implement strategies and practices that provide long-term support for increased enrollment and successful retention of students.

- **Project W:** Require all incoming students seeking a degree or certificate to take a placement test in the areas of reading, writing and mathematics at the time of enrollment to improve college readiness. (Exemptions will be made based on a review of previous education obtained.  
  **Project Leader:** Doug Olson  
  **Budget:** $83,600

- **Project X:** Strengthen process for transitioning students from non-credit classes to credit programs or job skills programs. Title III grant monies will assist with this effort.  
  **Project Leader:** Elsa Figueroa  
  **Budget:** $0

- **Project Z:** Identify and implement marketing strategies that will complement the Strategic Enrollment Plan based on data supporting the needs of our district and the demographics served.  
  **Project Leader:** Marge Stabile  
  **Budget:** $661,684

**Objective 2:** Develop a retention plan to increase completion and/or transfer rates.

- **Project AA:** Continue and improve Peer Mentoring Program and expand and institutionalize student learning communities and service learning components across the curriculum.  
  **Project Leader:** Ricardo Magalla  
  **Budget:** $0

- **Project AB:** Retention efforts need to be addressed both in and out of the classroom. Academic support and access to technology, as well as to the institution, are vital elements that will aid in student success. Expanding the resources in the Academic Success Center, implementing supplemental instruction, and increasing access points to technology are important aspects that will be addressed. In addition, transportation connections to the institution have also proven to be beneficial and will continue to be cultivated.  
  **Project Leader:** Debbie Baness King  
  **Budget:** $55,000
Objective 3: Enhance opportunities for students to participate in extra-curricular activities that are personally enriching and that support lifelong learning.

**Project AC:** Student engagement is a primary factor in the academic success of a student. Building campus community and offering extra-curricular programs will aid in successful student engagement opportunities. The Health Services area will explore and integrate wellness programs that will help educate student about health issues and provide a greater understanding of well-being. The Career Services are will integrate programs for specialized groups within student population. We will also create leadership opportunities and cultivate students to serve in a global society. *Project Leader: Quincy Martin*

**Project AD:** Implement the Diversity Plan to create a welcoming environment for all students and employees to create awareness, understanding, and appreciation for others. Integrate diversity into all aspects of learning which will aid student success. The plan is supported by all members of the college. The decentralized plan’s activities will be monitored and assessed by the Council on Diversity and a coordinator will facilitate its implementation. *Project Leader: Lindsey Westley*

**Budget**

- Project AC: $0
- Project AD: $0
Goal 3 – Enhance and expand existing evaluation and assessment processes to promote continuous improvement throughout the college.

Objective 1: Develop and validate program outcomes and assessment structures for all academic areas in order to improve student learning.

Project AE: Develop and refine continuous cycle of program assessment including the completion of program outcomes for all program areas, and consistent faculty-driven assessment of these outcomes. Also continue ongoing evaluation of program currency to determine which programs are no longer viable as well as which programs should be revitalized or added.  
Project Leader: Mary Tobin

Project AF: There are a number of academic related testing services that the institution will explore with the possibility of becoming a testing site within our district to offer college entrance exam opportunities.  
Project Leader: Amanda Turner

Objective 2: Implement a continuous process improvement plan for all areas of the institution.

Project AG: Establish an assessment plan to evaluate the effectiveness of business and support processes to ensure optimal usage of resources. This continuous process improvement plan will be supported and validated by a culture of evidence based on data collected by the institution.  
Project Leader: Will Edwards
Goal 4 – Enhance the campus environment to promote student success.

Objective 1: Provide for the ongoing upgrade of student learning spaces, including the replacement of instructional equipment, and updating of laboratories.

Project A: Select classrooms will be identified for implementation of new/innovative educational technology. There will be a systematic effort to update and replace instructional equipment/spaces throughout campus, including but not limited to science lab renovations.  
Project Leader: Cheryl Antonich  
Budget: $388,083

Project B: Improve facilities and equipment that support student learning, student involvement and student support services. There are several areas within the Student Affairs division that need upgrading of equipment. These upgrades will provide for current technologies used in the delivery of accommodative services and health services. In addition, there will also be a focus of equipment upgrades for the athletic area. Replacing equipment in this area will aid in ensuring safety standards are maintained with appropriate athletic equipment.  
Project Leader: Doug Olson  
Budget: $0

Objective 2: To create and/or upgrade the general campus environment to be conducive for learning and social interaction.

Project C: Renovate learning and social spaces to be adult friendly and learner-centered. This includes the replacement of carpets, etc. ADA compliance will also be assessed and consistently implemented. Priority will be given to updates that are environmentally friendly (green) and sustainable.  
Project Leader: John Lambrecht  
Budget: $15,000

Project D: Improve and enhance facilities outside of the classroom. This is an important aspect that helps contribute to the student’s overall academic experience and supports student engagement and student retention. Our intent is to beautify some to the public spaces and create dynamic areas that foster student interaction and promote campus community. In addition, student organizations are vital to the life of our campus and creating spaces to house the functions of the organization is also essential.  
Project Leader: Doug Olson  
Budget: $0
Project E: Upgrade classrooms to adult friendly furniture so that the environment is conducive to student learning, while paying special attention to the functional objectives of specific classrooms.  
*Project Leader: Lindsey Westley*

**Objective 3:** To maintain the campus infrastructure in order to provide appropriate environments and facilities for student learning, socializing and retention.

Project F: A critical element in a learning environment is a physical environment that is conducive to positive education and social outcomes. Facilities will be maintained and upgraded to keep the campus in optimal condition.  
*Project Leader: John Lambrecht*

**Objective 4:** To support and improve campus safety and security.

Project G: The institution needs to utilize current technologies in providing for a knowledgeable, safe and responsive environment in the event of a crisis situation. An emergency notification system is one tool that will be used in communicating key information to our campus community at an immediate pace. In addition, other ongoing crisis management and campus safety issues will continue to be addressed for the preventative measures and safety of our campus. One of these initiatives includes the expanded use of an integrated access control system.  
*Project Leader: Kevin Kennedy*

**Budget**

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Budget</th>
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<tbody>
<tr>
<td>E</td>
<td>Upgrade classrooms to adult friendly furniture</td>
<td>$0</td>
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<tr>
<td>F</td>
<td>A critical element in a learning environment</td>
<td>$3,065,000</td>
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<tr>
<td>G</td>
<td>The institution needs to utilize current technologies</td>
<td>$40,000</td>
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**Goal 5 – Enhance Triton’s virtual campus environment.**

**Objective 1:** Create an infrastructure to support the development, delivery, and assessment of online courses.

**Project R:** Increase the number of high-quality online, blended, and Web enhanced courses (which have a shell for use in course management).  
*Project Leader: Darren Robards*  
$103,000

**Objective 2:** Increase and create business support processes that complement a virtual campus.

**Project S:** Implement a class and event scheduling solution (software and maintenance) that includes facility rentals.  
*Project Leader: Cheryl Antonich*  
$40,300

**Project T:** Access to student records and process improvement. In an effort to support the on demand student services via the Web, an effort needs to be made to enhance some of our existing processes and utilize technology to provide access to student records. A Web based financial aid solution will be explored to allow for greater access and process improvement with the financial aid area. In addition, student records will be digitized which will allow for a more efficient access to key data. There will also be new modifications to the student/staff portal that would address additional services for students and staff at this point of entry. One of these new additions will included the ability for faculty to submit mid-term and final grades online which will allow for greater efficiency. These initiatives will help support the online delivery of our services.  
*Project Leader: Mary-Rita Moore*  
$0

**Project U:** To support process improvement for business and support areas of the college, a plan to digitize and automate processes will be created and implemented. The solutions will incorporate Web based business processes, electronic filing (digitizing records) and podcasting at an institutional level.  
*Project Leader: Kevin Kennedy*  
$0

**Objective 3:** Develop an online student support services platform.

**Project V:** As the demand for online services continues to grow, the institution needs to position itself to support the online needs of our students. Several initiatives will occur to enhance the foundation of our virtual environments and provide additional virtual support mechanisms that aid in student success.  
*Project Leader: Mary-Rita Moore*  
$0
Goal 6 – Recruit and develop a highly qualified and diverse workforce to support the mission and goals of the institution.

Objective 1: Develop and implement a strategic process for recruiting top talent whose abilities directly or indirectly help to facilitate our goal of increasing student success.

Objective 2: Expand and enhance Professional Development opportunities.

Project AI: Develop and implement high-quality programming and resources for the Center for Teaching Excellence that focus on pedagogy, curricular development, and the assessment of teaching practice. Project Leader: Mary Tobin

Budget

Project AJ: Provide professional development to all employees on appropriate technologies and applications and business support processes based on an assessment of employees needs. Professional development activities will include: training for supervisors and a reward and recognition program. Project Leader: Marie-Ange Zicher

$44,100

Project AK: Continue to build upon the new employee orientation program to effectively transition these employees into their role at the college. As part of the new employee orientation program, a three-year program for tenure track faculty will be provided. The program includes: a general orientation to the college, mentoring, forums on various topics related to teaching and learning and networking opportunities. Additionally, new adjunct faculty orientation will continue to be strengthened. Project Leader: Marie-Ange Zicher

$9,200

Objective 3: Implement a human resources and succession plan program that fosters growth, motivation and retention.

Project AM: A succession plan model will be developed to include staff forecasting based on programs and services and mentoring. As part of succession planning and professional development for employees, a President’s Leadership Academy will be offered each year to 25 employees from various employee groups. Project Leader: Sean Sullivan

$3,000
**Goal 7 – Provide technology that promotes, supports and sustains effective teaching and learning.**

**Objective 1:** Implement technologies that support the availability and effectiveness of campus systems and applications.  

**Project O:** Operational effectiveness will be monitored and optimized to increase the speed, reliability and availability of the Internet, network services and the administrative computer system.  

*Project Leader: Terence Felton*  

**Budget**  

$732,546

**Objective 2:** Develop and execute a technology refresh plan that adheres to industry best practices.  

**Project P:** Technology will be replaced based on the refresh plan established at the onset of the fiscal year. The refresh plan will encompass all campus computers, electronic classrooms and audio visual equipment.  

*Project Leader: Humberto Espino*  

**Budget**  

$32,000

**Objective 3:** Continue to introduce new technologies and functionality to advance the mission of the college.  

**Project Q:** Based on technology trends and best practices, new technology will be introduced to remain relevant in today’s computing environment. These technology trends include the continuation of the implementation of curb-to-curb wireless, Internet based phones, high level electronic classrooms, economical print solutions and software solutions that will maximize user productivity.  

*Project Leader: Mike Garrity*  

**Budget**  

$31,493

**Total Budgeted Amount for Fiscal Year 2011**  

$5,382,356