Triton College Master Plan
2009 - 2014

Second Quarter Report
October 1, 2008 through December 31, 2008
Approved Fiscal Year 2009 Tasks

**Goal 1** – Enhance the physical campus to promote and support sound educational environments by updating facilities and creating flexible learning spaces that incorporate technology.

**Objective 1:** To identify space utilization to maximize learning outcomes

During this quarter, decisions were made to reallocate space based on learning and service needs. A five year plan for facility modifications has been created. This plan will maximize learning outcomes and student services. Based on the five year facility modification plan, discussions are underway with the targeted areas to examine the cost of fully implementing the relocations. Once these discussions are completed, a formalized relocation plan for fiscal year 2010 will be presented to the campus community.

**Objective 2:** To ensure that the instructional facilities are equipped to accommodate latest technologies and strategies for learning.

In quarter II a technology expo was held to provide a forum for faculty to review the latest technologies available for potential use in the classroom. After the technology expo, faculty was surveyed and the consensus was for the college to consider the “Smart Board” and the “Feedback Response” systems. Pricing for the equipment is being obtained.

Six classrooms have been identified that will be converted into electronic classrooms prior to the start of the spring 2009 semester. The equipment that will be installed is based upon the survey results of the technology expo. Due to funding constraints, the college will not be able to convert 15 classrooms as originally planned; however, a priority conversion list of classrooms to electronic classrooms has been created for each fiscal year through fiscal year 2016.

As learning spaces are designed to be more flexible, the need for wireless access becomes a critical element in the design process. Therefore, the college has placed a high priority on implementing wireless curb-to-curb and is now in the process of bidding on equipment to facilitate this need. Once the equipment is purchased, the Student Center meeting rooms (B building 2nd floor), the Science building (D), the Liberal Arts (E) building and the Business building (F) will have wireless connectivity.

The creation of a prototype smart classroom (G118) has been reevaluated and the primary focus for this room will be on infrastructure modifications only. The purchase of the required furniture, fixtures and equipment will be postponed until fiscal year 2010. Funds that would have been used for the furniture, fixtures and equipment have been reallocated to purchase light filtering shades. Four rooms were identified as test rooms and different light filtering shades were purchased and installed. Once the test rooms are evaluated for the effectiveness and types of shades installed, additional shades will be installed as funding allows.
Objective 3: To create provisions to allow for the ongoing upgrade, replacement of instructional equipment, and updating of laboratories.

Utilizing Federal Perkins grant funds and operational funds, programs that have received equipment upgrades include Nuclear Medicine (gamma Camera and student work station), Personal Trainer (digital cameras and digital movement analyzer software), Automotive Technology (diagnostic tools), Criminal Justice (spectrophotometer), Engineering Technology (lab computers), and Culinary Arts (bruner range, smoker and mixer).

The plan for the renovation of the Science labs (D207/D205) is underway. ACM remediation, replacement of all defective fume hood ductwork and the demolition of all interior space has occurred. The fixtures including work stations and fume hoods have been specified and drawn into bid documents. The final layout will be completed and put out to bid in January. This project is progressing on schedule. If funds remain, a similar renovation will occur in D310.

Objective 4: To create and/or upgrade the general campus environment to be conducive for learning and social interaction.

Students often come to class early and in most cases there has not been a comfortable waiting area. To address this issue, adult friendly benches were ordered. Specifically, 80 adult friendly benches were installed in the C, D, E, F, J, R and T buildings. Adult friendly classroom furniture was also ordered and received during quarter II. The furniture is scheduled to be installed prior to the beginning of the spring 2009 semester.

As part of this objective, the college has made a commitment to “Going Green.” A Greening the Campus Committee has been organized with two subgroups. The education subgroup is facilitating the integration of green concepts into curricula. The advocate subgroup has developed a website Greening the Campus and will be leading Earth Day activities.

Objective 5: To maintain the campus infrastructure.

Work continues with Johnson Controls to engineer an electrical distribution equipment replacement plan. Also being investigated is the opportunity to incorporate the installation of sustainable solar and wind turbine components. The scope of the project has been expanded to include retrofitting other components that will bring additional energy savings to the college. The cost of the project has exceeded the allocated amount and alternate funding options are being considered.

In addition to the switchgear project, construction bid documents have been prepared for the asbestos remediation project (life safety funded) and the backflow prevention device project grant funded by the Department of Commerce and Economic Opportunity (DCEO). Bids for both projects are scheduled to go out in January.
Objective 6: To support and improve campus safety and security.

Connect-Ed by Blackboard has been installed. This product is being implemented to allow for emergency notification via phone or text message or both to students and staff. Information Systems has tested the system and anticipates rolling it out in January.

In addition to alerting students and staff via phone and/or text messaging about an emergency, an early lightning detection system has been installed and is operational. The bid process for the installation of internal and external speakers throughout campus and new emergency building phones has occurred.

To ensure that the Police department has reliable vehicles to patrol campus, a new Police vehicle (SUV) was ordered and delivered in November 2008.

Goal 2 – Develop new educational programs based on community and workforce needs within Triton’s district.

Objective 1: Identify new academic programs that meet the needs of our community.

During this quarter, seven new programs were identified for potential curriculum development; two from the school of Arts & Sciences, three from the school of Business and Technology and two from the school of Health Careers. Prior to curriculum development, three of the identified programs will have feasibility studies conducted for an in depth analysis of the need in our community.

The Continuing Education department hired an Assistant Director of Corporate Outreach at the end of quarter II to expand and enhance corporate education. This position will support corporate instruction and the Entrepreneurship Center.

To support the reestablishment of the Continuing Education of Health Care Professionals, the following new courses were offered in quarter II: CNA Instructor Course for RN’s, Evaluator Workshop, CPR-American Heart Association, Activity Director, Dialysis Technician, Phlebotomy Technician, Certificate in Gerontology, Oxygenation Issues, End of Life Care and Complementary and Alternative Medicine.

The following youth programs were developed in quarter II and will be offered in the spring 2009 semester through Continuing Education: Writing in Chinese, Mexican Folkdance, Beginning Piano for Young Adults, and Beginning Violin for Young Adults.

To provide additional staff for the Child Care Center, a new full time child care associate position was added. The new child care associate was hired at the end of the quarter and will begin in January 2009.

Objective 2: Develop alternate scheduling option to be flexible for all learners.

Alternative scheduling is under review as work begins on the preparation of the spring 2010 course schedule.
Objective 3: Identify student support service needs.

This objective will be collapsed into Goal 4 Objective 3 for fiscal year 2010. There will be no further reporting on this objective for fiscal year 2009.

Objective 4: Develop and strengthen partnerships.

To publicize the Alumni Relations Office, an Alumni Relations web page was developed. By creating this presence on the web, upcoming events will be highlighted and alumni will be able to register their current information by completing an online form that will populate Triton’s alumni database. To further engage alumni, an Alumni Relations Strategic Plan is being developed for fiscal year 2010.

An Alumni Athletic Banquet will occur on April 29, 2009. This banquet is a collaborative effort between Student Services and the Alumni Relations Office. Attendees to be invited will be former athletes and coaches.

A Legislative Luncheon was hosted on October 22, 2008 on Triton’s campus. Testimonials were given by students from Allied Health and Early Childhood Education. After the luncheon and presentation, the legislatures were given a tour of the Early Childhood Education Center and Radiologic Technology lab. The legislatures were very impressed with the facilities given the financial challenges the college faces.

On November 18, 2008, 11 village mayors attended a breakfast on Triton’s campus. The focus of the breakfast was to allow the village leaders the opportunity to hear directly from Triton’s administration on the future of the college, the economic impact the college has on the communities it serves and continuing education opportunities. Many ideas resulted from the discussion but the officials felt strongly about a K-16 district meeting where they would actively participate. The mayors felt that their presence and participation in such a meeting would help to aid in a discussion regarding strengths and weaknesses of the educational system in the district.

The third meeting of the Community Advisory Committee (CAC) was held in October 2008. At this meeting, highlights of this plan were presented as well as presentations regarding initiatives to strengthen retention of at risk students, programs for youth and programs for retirees considering second careers. The next meeting is scheduled for January 2009.

The many activities held this quarter demonstrate Triton’s continued support of educational partnerships and expansions. Some of the events this quarter included: High School CTE (Career Technical Education) Program Expos were held for Automotive Technology, Early Childhood Education, and Engineering, Architecture and Construction Management. These program expos required faculty to faculty collaboration between Triton and high school faculty serving on the Administrative Council subcommittees. The School/College Partnership Workshop was held on campus in October 2008. Meetings were held to strengthen the K-8 partnerships. Articulation agreements were finalized between Triton and DePaul University for Computer Information Systems (CIS) and Early
Childhood Education. Additional articulation agreements are being developed with Illinois State University.

As a continuation of the President’s Outreach Plan, the following events were held: On October 11, 2008, the Latino College Visit Day was held in collaboration with the President’s office, Enrollment Services and Latino Connections. Member’s of Triton’s Latino Connection moderated and participated in a panel discussion to answer questions regarding classroom expectations, admissions and financial aid. Seventy-five individuals attended the day long event. Triton hosted a Faith Based Breakfast in Maywood at the Rock of Ages Baptist Church on October 14, 2008. Church leaders from Triton’s district learned about our community involvement and programming from Enrollment Services, Adult Education and Continuing Education staff. Also, Triton engaged the Church leaders in a discussion to determine how we could better serve their needs. A High School Early Assessment Day was held on November 8, 2008. The purpose of this event was to engage district high school juniors and their parents in discussions regarding college readiness, the college application process, how to apply for financial aid and available campus resources. Students were provided the opportunity to take the college placement test and a Triton counselor was available to discuss the results. To recognize Veteran’s in our district, a Veteran’s Reception was held on November 11, 2008. The attendees shared their experiences with each other and had an opportunity to talk with Triton’s faculty and staff. The reception closed with a book discussion and a Vets 4 Vets support group meeting. The Community Outreach Consultant met with mayor’s from the northern part of our district. The Consultant continues to make certain that there is a Triton presence in the district (literature as well as Triton’s employees). Due to reduced funding for the consultant, outreach efforts have been limited but strategic.

To facilitate an infrastructure for successful grant management and institutional advancement that will support the development of new programs and community involvement, a Grants Specialist was hired in quarter II. This individual will assist with the writing of grants (federal, state and external foundations).

**Objective 5:** Identify and support opportunities for team-teaching and interdisciplinary collaboration.

To support interdisciplinary collaboration, a grant is being written to the American Association of University Women (AAUW) which would fund a two day science and technology camp for female middle school students. The disciplines that would be targeted include Music Technology, Visual Communications, Computer Information Systems and Physics, Math and Science. If awarded, this program would begin in fiscal year 2010.

Learning communities have provided an excellent vehicle for interdisciplinary collaboration. For the Fall 2008 semester, six learning communities ran. An example of courses that have been linked together in a learning community include: Algebra and College Reading I (students can then reflect on the relationship between reading and math). As a result of the faculty Chairs and Coordinators retreat held in November 2008, more collaboration across schools and areas will occur and may be implemented as early as
Fall 2009. These learning communities will feature criminal justice, exercise science, and ethics; and a program to create digitized learning vignettes for health science programs created and produced by Theatre and Visual Communications students. A Learning Community Coordination Team (LCCT) was developed and has held several meetings. The LCCT will work towards the institutionalization of the learning communities as the Title III grant ends.

**Goal 3:** Maintain technology components to campus standards.

**Objective 1:** Develop a comprehensive technology plan to ensure optimum operational effectiveness.

To address the need of improving internet performance, the speed of the internet was successfully upgraded in October 2008. Additionally, a virtual tape library was purchased to replace older technology that slowed down the internet and is now in production. Upgraded hubs and switches which also contribute to the speed of the internet are out to bid. In addition to purchasing hardware to enhance the speed of the internet, there are steps being taken to determine if certain sites should be blocked (this is called traffic shaping). At present, no web sites are being blocked but the Technology Advisory Committee has chosen a product to be used and is in the bidding process. Once the product is installed, this should contribute to faster response time on the internet.

**Objective 2:** Reduce the replacement and refresh cycles for all technology components to standards based on best practices.

One hundred fifty-six computers were purchased in quarter II for student use and await installation. Fifty-three of the computers will be installed in the Computer Aided Design (CAD) lab, 100 computers will be installed as replacement computers for general classroom usage and three will serve as print stations. An additional 100 computers have been purchased for faculty and staff and installation will begin in the spring semester.

The college also maintains laptops and a report detailing the ages of these laptops was developed in quarter II. For consistency, two models of Hewlett Packard laptops and one Mac laptop have been chosen as the standard for the campus. The cost to replace the laptops has decreased since many who currently have laptops opted out of a replacement at this time.

Specifications for Audio Visual upgrades have been developed and are in the process of being purchased. New projection screens will be installed throughout campus with mounting features that will enhance stability.

As efforts continue across campus to be more environmentally friendly, a conscious effort is being made to reduce the number of stand alone printers on campus. To do this, Triton’s current copier solution will be expanded to allow for more individuals to print at the copiers. A plan will be developed to move faculty and staff to the copiers where it is practical to do so.
Goal 4: Enhance Triton’s virtual campus environment.

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

The upgrade to Blackboard CE (Web based Course Management System) is complete and faculty and student information will be automatically imported into the system as required. The Professional Development Center (PDC) trained an additional 36 faculty members on Blackboard this past quarter.

To ensure the quality of online courses, blended and web-enhanced courses, the PDC has been facilitating discussions with faculty related to an Online Course Development Protocol. A draft of the protocol has been discussed at various venues and feedback is being compiled. Once the protocol is agreed upon, it will be implemented and integrated into training.

The Assessment subcommittee of the Academic Senate is facilitating the development of learning outcomes. As part of that effort, they will be addressing how learning outcomes are affected by online delivery.

Continuing Education has had success in the partnership with ED2Go, Gatlin, and AAPC in deploying rapid non credit courses. The partnership has paid for itself and is generating revenue.

The online GED-i program had 52 students registered in the Fall semester. The program was designed to be a blended program (classroom and online). The classroom portion of the program presented a scheduling challenge but these challenges will be addressed for the spring semester.

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

A budgeting program (at a significantly reduced cost than originally projected) has been evaluated that will help the college to create a stronger link between the budget and the master plan process.

Objective 3: Develop an online student support services platform.

The Early Alert System (EAS) which was completed in quarter I will now be expanded to all Developmental Education English courses for the spring semester. Faculty will now be able to send “alerts” to counselors and the Academic Success Center. Further enhancements will be made to the system as feedback is obtained.

To enhance the support of distance education courses, new orientation and support materials have been developed and are available online for the students to access.
Beginning in the spring semester, all students enrolled in online courses will receive emails directing them to support information. A comprehensive online student orientation is now available as a course through Blackboard.

The Library continues to expand the electronic resources available. During this quarter two new databases were added and research is on-going to identify additional electronic resources to expand the collection.

The Professional Development Center (PDC), in collaboration with Marketing and Information Systems, has made significant progress towards activating the iTunesU site for the college. Administrative access has been created as well as templates and the site is being customized with Triton’s logo and color palette. It is the intention of the PDC to launch the site in quarter III. Once the site goes live, additional ways to use this tool for the delivery of online services and marketing of the college will be explored.

**Goal 5:** Develop a comprehensive strategic enrollment plan to achieve the optimal recruitment, retention, and graduation of students

**Objective 1:** Develop a strategic enrollment plan to increase services to a diverse district.

A Coordinator for the Academic Success Center was hired in October 2008 to expand services provided by the Academic Success Center as a result of increased demand. Additional laptops to expand the laptop loan program are being obtained. Also, a proposal is being reviewed to replace desktop computers with laptops to create a more flexible environment. This proposal is being submitted to the Triton College Student Association (TCSA) in early spring for funding.

In late December, the college was awarded a $43,000 Bridge grant (Adult Education) to strengthen Triton’s transition program (non-credit ESL –GED to credit courses).

The first official Supplemental Instruction (SI) program was piloted in the Fall 2008 semester with an Accounting course. It is anticipated that one course (Chemistry) will be added in the spring semester. Implementation of Supplemental Instruction is critical to supporting students in courses that traditionally have a low pass rate.

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

The Strategic Enrollment Management (SEM) steering committee continued to meet throughout the last quarter. In addition to the SEM steering committee there are two subcommittees: Retention and Business Practices and Communication. These subcommittees have crafted a year long planning schedule. A SWOT (strengths, weakness, opportunity and threats) analysis has been done by the SEM steering committee and a campus wide SWOT analysis will be conducted to engage the campus community in the process. A consultant has been hired and will begin an analysis of the financial aid process in February. In November, The Interim Vice President of Student Affairs attended a Strategic Enrollment Planning conference and will integrate some of the learned strategies into the overall SEM plan.
Objective 3: Enhance opportunities for personal enrichment and lifelong learning.

To enhance opportunities for personal enrichment and lifelong learning, the college wants to build a stronger campus community. In doing so, spaces for student organizations and a student union would be desirable to achieving the objective. Space for the student organizations and clubs has been identified and is included in the five year plan for facility modifications. The student union will require further research and discussion.

The college is very cognizant of the diverse student population it serves. The Council on Diversity has established a Diversity Plan and serves as a resource for faculty and staff in achieving the institution’s goals on diversity. During this quarter, the Council held a College Hour to continue dialogue on the goals and objectives of the plan.

Goal 6: Enhance the ongoing evaluation and assessment of processes to promote continuous improvement throughout the college.

Objective 1: Develop program outcomes and assessment structures for all academic areas.

During this quarter, inactive and underperforming programs were identified for orderly withdrawal. Two programs that were recommended for withdrawal were contested by the faculty and are currently under review by the president. This process is based on research which provides the cost, enrollment and completion rate of students.

The following programs have completed their program outcomes and will have them submitted for inclusion in the 2008-2009 catalog (provided their advisory committee approves): Engineering Technology, Ornamental Horticulture, Air Conditioning and Refrigeration, Automotive Technology, Architecture, and Construction Management. To assist the other programs, the assessment subcommittee of the Academic Senate has developed a plan that will be introduced at the spring faculty workshop.

Objective 2: Establish a timetable for assessment processes.

The assessment subcommittee of the Academic Senate continues to refine the assessment process. A spring timetable has been developed in detail and will be discussed at the spring faculty workshop.

Objective 3: Maximize the assessment process to support the culture of evidence.

Information Systems is reviewing three options with the Technology Advisory Committee (identifying pro’s and con’s of each) that will determine the future of the administrative computer system used at Triton. They are: Keep the administrative system status quo; Implement a Best of Breed (move some functions to other platforms that link into the current administrative system); Replace the current administrative system with an Enterprise Resource System (ERP).
Goal 7: Build upon the institutional framework to promote a highly qualified diverse workforce to support the mission and goals of the institution.

Objective 1: Develop and implement a strategic process for recruiting top talent.

Human Resources continues to use internet unlimited posting on higheredjobs.com to attract candidates.

Continuing Education utilized independent contractors to bring on five new programs for the spring semester, they are: Wedding Planner, Phlebotomy Technician, Activity Director, RN Refresher and Dialysis Technician.

Objective 2: Streamline functions for automation of human resources processes.

The PeopleAdmin Applicant Tracking System has been customized and is expected to go live in quarter III. This product will automate the application process through the web and track applicants and the process from start to finish.

In October a Human Resources Generalist was hired to provide additional resources to the administration of the faculty contracts. As an example, the Generalist will be setting up an electronic process for tracking adjunct wellness points.

Objective 3: Expand and enhance Professional Development opportunities.

Resources and programs continue to be made available to all employees to assist with their professional development. Dates have been identified for the new adjunct faculty orientation for the spring semester and new full time faculty orientation for the Fall 2009 semester.

Steps are being taken to create a comprehensive orientation process for new employees. The new employee orientation will include a learning community for new administrators. In addition to addressing the orientation process for new employees, the college is also assessing the professional development needs of existing employees. This will be a labor intensive project but is truly needed for the ongoing success of the college.

The New Faculty Resource Network calendar was completed and three gatherings were held in the Fall 2008 semester: Second and 3rd year tenure track full time faculty met in October; First year tenure track full time faculty met in November; and in December 1st, 2nd and 3rd year tenure track full time faculty came together as a group.

During this quarter, the Connections and Advanced Connections customer service training program was made available. Further customization of this training will occur in quarter III. The challenge with the customer service training program is low participation by staff.

Supervisors were offered workshops including appreciating personality differences and conflict management. The PDC is developing a “Supervisory Academy” to institutionalize the development of the college’s supervisory staff.
Four employees were recognized as Employees of the Semester. The process will be assessed for its’ effectiveness prior to the next award due at the end of the spring semester.

Discussions have been ongoing regarding the development of the Center for Teaching Excellence.

The President’s Leadership Academy participants have met as a group for the last three months to share their group project’s progress. The selected group project is a leadership academy for high school students and a mentoring program for middle school children. The participants are offered professional development activities through the PDC and are meeting individually with the president to discuss their professional aspirations.

In October 2008, the administration attended a Fall retreat for their professional development. The two day retreat focused on future planning, visioning and self reflection on leadership styles. Time was spent on how to advance the five year master plan through a participatory process.

**Objective 4:** Implement a succession plan program that fosters growth, motivation and retention.

A key element to developing a succession plan is the review of the current job classification structure for employees. The college has been working with a consultant to review the current classification of jobs (classified, mid-management and hourly). Based on input from employees and supervisors, the first phase of the project is near completion. This phase includes grouping jobs together into “families” and creating a hierarchal structure within the “family”. The created hierarchal structure will help to facilitate succession planning.

**Objective 5:** Develop and implement cross training to create depth within Triton’s employee base.

No progress to report at this time.