

Citrus College

Strategic Plan: Annual Implementation Plan 2011-2012



DEFINING GOALS • IMPLEMENTING STRATEGIES • PREPARING FOR THE FUTURE



Dear Colleagues:

I am most pleased to present the Annual Implementation Plan for 2011-2012, which is the first-year action plan for the newly developed Citrus College Strategic Plan: 2011-2016.

As the name suggests, the Annual Implementation Plan is the yearly blueprint which the college will follow to ensure the successful implementation of the comprehensive five-year strategic plan. It presents the definitive activities which the college will embrace to advance the focus areas and objectives of the strategic plan. Academic Excellence, Student Support and Success, College Resources, the Learning Environment, Institutional Effectiveness, and Community/College Relations form the major focus areas of the strategic plan.

The 2011-2012 Annual Implementation Plan specifically addresses these focus areas along with 37 objectives of the strategic plan. The Annual Implementation Plan notes the activities that divisions and departments will carry out, key individuals responsible for spearheading the collaborative efforts to complete the activities, and assessment measures.

I am confident that the 2011-2012 Annual Implementation Plan will be an integral part of Citrus College's continued success, and I commend the faculty, staff and students for their contribution to this significant effort.

I extend special thanks to the members of the Board of Trustees for their leadership in support of this important endeavor.

Sincerely,

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

Citrus Community College District Board of Trustees

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**CITRUS COLLEGE STRATEGIC PLAN
ANNUAL IMPLEMENTATION PLAN 2011-2012**

- 1) Academic Excellence; 2) Student Support and Success; 3) College Resources; 4) Learning Environment;
5) Institutional Effectiveness; 6) Community/College Relations

	<u>Focus Area</u>	<u>Institutional Goal</u>	<u>Contact</u>	<u>Strategic Objectives/Specific Activities</u>	<u>Projected Measurable Outcomes</u>
1.	Academic Excellence	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.	Vice President of Academic Affairs	1.1.1: Increase student access to courses by offering a wider range of scheduling options. <ul style="list-style-type: none"> • Analyze Spring 2012 schedule and adjust to increase student access. • Implement GE/IGETC study results. 	1.1.1 Reallocate GE/IGETC course offerings in Spring 2012 schedule as compared to Spring 2011 schedule

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1.	Academic Excellence	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.	Dean of Students	1.1.8: Provide increased opportunities for student feedback in institutional and instructional practices <ul style="list-style-type: none"> • Form a task force consisting of student affairs and academic affairs key personnel to develop options for collecting student feedback. 	Plan developed by May 2012

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1.	Academic Excellence	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.	Vice President of Academic Affairs	<p>1.2.4: Provide opportunities for collaborative teaching.</p> <ul style="list-style-type: none"> • Provide professional development opportunities and training to promote best teaching practices. • Propose a strategy to expand learning communities that utilizes faculty development funds. • Explore additional opportunities to create interdisciplinary programs combining technical, applied arts, and media production. <p>1.2.5: Develop a formal mentoring program for faculty.</p> <ul style="list-style-type: none"> • With division faculty participation, develop mentoring program for new faculty • Encourage faculty and management participation in the SanFACC Mentoring Program. • Assess need for expanded professional development for adjunct faculty 	Strategy presented to Vice President of Academic Affairs Fall 2011

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2.	Student Support and Success	2.1 Citrus College will ensure the long-term stability of the college by maintaining student enrollment	Dean of Students	<p>2.1.1 Develop and implement an institutional student recruitment campaign to reach potential students. This plan, which will utilize various recruitment/marketing modalities, will aim to bran the college and its uniqueness.</p> <ul style="list-style-type: none"> • School Relations and Outreach will develop a student recruitment plan addressing objective 2.1.1. • Discuss the inclusion of the outreach plan in Advancement’s comprehensive marketing plan with the Director of Communications. 	Plan develop by May 2012

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2.	Student Support and Success	2.2 Citrus College will strengthen programs and services that address the learning needs of students	Vice President of Academic Affairs	2.2.1 Implement best practices identified by groups such as the State Basic Skills Task Force and the RP (Research and Planning) Group with the goal of increasing the basic skills improvement rate. <ul style="list-style-type: none"> • Agendize discussions of best practices at division meetings. • Assess student performance and feedback concerning the reorganization of the basic skills sequence. 	Reports from the deans on division discussions.

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2.	Student Support and Success	2.2 Citrus College will strengthen programs and services that address the learning needs of students	Dean of Counseling	<p>2.2.3 Increase communication between Counseling and Instruction using 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> <ul style="list-style-type: none"> • Provide Flex Day Workshop introducing counseling services. • Provide opportunities for key faculty/deans to attend the Transfer Task Force each semester to learn about transfer. • Assign full-time counselor liaisons to attend meetings with instructional faculty each semester to provide up-to-date transfer information. Relationships for liaisons are planned for Career Technical Education, College Success, and Athletics. 	<ul style="list-style-type: none"> • Number of faculty who attend Flex Day workshops. • Documentation of invitation to key faculty and deans to attend the Transfer Task Force meetings. • Documentation of meeting dates and counseling minutes about information exchange regarding instructional faculty.

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2.	Student Support and Success	2.2 Citrus College will strengthen programs and services that address the learning needs of students	Vice President of Academic Affairs	<p>2.2.4 Increase specialized programs to support student learning such as tutoring, online tutoring , supplemental instruction, learning communities, a writing lab, a reading center and intensive programs such as Power Math.</p> <ul style="list-style-type: none"> • Increase awareness of specialized support programs including student success data. • Assess impact of specialized programs and schedule/budget accordingly. <p>2.2.6: Conduct a comprehensive review of certificates, including the use and selection of advisory committees, articulation and promotion strategies.</p> <ul style="list-style-type: none"> • Conduct a comprehensive review of all certificates for content and student completers. • Review current advisory committees to ensure compliance with current Administrative Procedure (AP) guidelines. 	<p>2.2.4 Report number of visits tutoring, online tutoring , supplemental instruction, and writing lab for Fall 2010 vs. 2011</p> <p>2.2.4 Report success rates for learning communities, supplemental instruction in STEM for Fall 2010 vs. 2011 and compare to college success rate in similar courses.</p> <p>2.2.4 Report retention rates for learning communities, supplemental instruction in STEM for Fall 2010 vs. 2011 and compare to college success rate in similar courses.</p> <p>2.2.6 Report completion of annual program reviews for programs with certificates.</p> <p>2.2.6 Report number of advisory committees in compliance with current AP guidelines.</p>

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2.	Student Support and Success	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.	Director of Institutional Research	<p>2.3.1 Conduct ongoing research to determine how pilot programs such as the Basic Skills Initiative and the STEM grant impact student success.</p> <ul style="list-style-type: none"> • Conduct research to examine students' progression from basic skills to college level courses in math and English. 	Progression rates from basic skills to college-level math and English

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2.	Student Support and Success	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	Dean of Admissions and Records	2.3.2 Research best practices to improve student persistence and implement the strategies that are the most promising <ul style="list-style-type: none"> • Implement DegreeWorks to better track student progress • Track student course-taking patterns and increase student persistence 	

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2.	Student Support and Success	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	Dean of Counseling	2.3.3 Use technology to assist student in completing programs including degree audit, online counseling, and online student educational plans <ul style="list-style-type: none"> • Work with new Cal State Fullerton STEM grant to develop an electronic student educational plan for Citrus Students enrolled in STEM majors who plan to enroll at CSU Fullerton. • Monitor the number of students who use online counseling. Appoint a counseling lead to oversee the inquiries. 	<ul style="list-style-type: none"> • Electronic student educational plan (SEP) for Citrus students who plan to attend CSU Fullerton as STEM majors. • Name counseling lead. • Number of contacts via online counseling.

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2.	Student Support and Success	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	Vice President of Academic Affairs	2.3.5 Review enrollment practices such as priority registration and the limitation on the number of units. <ul style="list-style-type: none"> • Participate in the Priority Registration task force. • Discuss unit limitation and priority registration issues with faculty at division meetings. 	2.3.5 Report recommendations from the Priority Registration task force meetings. 2.3.5 Report recommendations from division discussions on unit limitation.

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3.	College Resources	3.1 Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management	Vice President of Academic Affairs	3.1.1 Forecast student population trends to predict future enrollment and parking needs. <ul style="list-style-type: none"> • Initiate discussions with the Office of Institutional Research regarding the forecasting of student demographics. • Constantly monitor enrollment numbers to measure student demand and balance offerings to ensure graduation and transfer. • Implement the use of room matrices to reduce building use costs. 	3.1.1 Report recommendations from meetings with IR. 3.1.1 Produce daily enrollment reports and review at academic deans meetings. 3.1.1 Reallocate GE/IGETC course offerings in Spring 2012 schedule as compared to Spring 2011 schedule (same as 1.1.1). 3.1.1 Report on buildings closed in intercessions.

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3.	College Resources	3.1 Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management	Chief Information Services Officer	3.1.2 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. <ul style="list-style-type: none"> • Upgrade and expand career/transfer data tracking. • Initiate the Instruction Technology Committee, which will provide guidance for purchasing and implementing technology in classrooms and labs. 	

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3.	College Resources	3.1 Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management	Vice President of Academic Affairs	3.1.4 Develop a clearer communication process to promote program review and equipment procurement funding priorities, resulting in improved allocation of physical resources <ul style="list-style-type: none"> • As a part of the annual program review, provide an opportunity for faculty/staff work groups to rank equipment, staff, and facilities requests at the end of the fall semester based on requests submitted. • Simplify annual program reviews and require submission by early fall. • Evaluate the effectiveness of a five-year annual planning review cycle to be connected to the Strategic Plan and Educational Master Plan cycles. 	3.1.4 Report on number of program reviews that have submitted resource request lists. 3.1.4 Report the date on which the prioritized resource requests were submitted to Fiscal and Facilities. 3.1.4 Report on CAAO and instructional dean's participation in Program Review task force. 3.1.4 Report on Program Review task force recommendations concerning program review process effectiveness.

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3.	College Resources	3.1 Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management	Director of Human Resources	<p>3.1.6 Review job descriptions and work schedules across campus to maximize and share personnel resources and periodically evaluate the college's organizational structure against the major planning documents (such as the Educational Master Plan) to assign personnel as needed.</p> <ul style="list-style-type: none"> • The district will complete its review of all classified job descriptions and develop revised job description statements by January 1, 2012. • By January 1, 2012, the District will finalize its faculty hiring plan for the 2012-13 academic year, consistent with the recommendations of the Faculty Needs Identification Committee, the district's faculty hiring obligation number (as established by the Chancellor's Office) and the college's fiscal ability. • Classified hiring will be determined in relation to the needs of the various departments consistent with identified needs through program reviews and consistent with the district's fiscal ability to fund classified positions. 	

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3.	College Resources	3.2 Citrus College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.	Executive Director of Development and External Relations	3.2.3 Develop corporate sponsorships for both academic and vocational programs. <ul style="list-style-type: none"> • Meet with all Academic Affairs deans and key staff responsible for career preparation programs to identify potential sponsors and develop a sponsorship program. 	Potential sponsors are identified, program goals established, and sponsorships developed for implementation in 2012-2013.

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3.	College Resources	3.2 Citrus College will expand the college resources base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.	Dean of Students	3.2.4 Increase on-campus retail services to better serve the students' needs. <ul style="list-style-type: none"> Transition the Owl Bookshop's Art Supplies section to new Owl Bookshop Art and Coffee Bar in Student Services. 	<ul style="list-style-type: none"> 2011-2012 art sales will increase by 10% from 2010-2011 fiscal year sales. Class kits offered will increase from 2 to 4 by the end of 2011-2012 fiscal year

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4.	Learning Environment	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	Chief Information Services Officer	4.1.1: 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. <ul style="list-style-type: none"> • Upgrade five classrooms to virtual environment. • Upgrade operating systems and Microsoft Office packages. • Continue the network refresh project. • Expand wireless access on campus. 	

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4.	Learning Environment	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.	Dean of Students	<p>4.1.2: 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> <ul style="list-style-type: none"> • Create a sub-committee consisting of key staff from Academic Affairs, TeCS, the bookstore, and the library to identify potential solutions for improved student access to information. <p>4.1.3: 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> <ul style="list-style-type: none"> • Create a sub-committee consisting of representatives from the Physical Resources Committee to develop a plan to address this objective. 	Implementation plan developed by May 2012.

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4.	Learning Environment	4.2 Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.	Vice President of Finance and Administrative Services	4.2.1 Identify personnel to develop a campuswide green plan. <ul style="list-style-type: none"> • Citrus College was awarded a Sustainability Grant which is being used to establish a comprehensive Climate Action Plan in the spring of 2012. A committee has been formed consisting of two science faculty members, the Dean of Physical and Natural Sciences, four students, the Environmental Health & Safety Program Supervisor, the Director of Purchasing & Warehouse, the Director of Facilities & Construction, the Bond Program Manager and the Vice President of Finance and Administrative Services. The plan will address current and future objectives both short and long range. Programs and projects that may be included are: <ul style="list-style-type: none"> ○ Energy Independence and Renewable Energy ○ Water, Wastewater and Sustainable Landscaping 	

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				<ul style="list-style-type: none"> ○ Solid Waste Reduction and Management ○ Sustainable Building Practices ○ Energy Efficiency and Efficient Facilities Operations ○ Transportation, Commuting, and Campus Fleet & Travel ○ Facilities Operation ○ Green Purchasing ○ Campus & Community Outreach & Awareness ○ Student & Curriculum Development ● Implement the DEEP Program (Developing Energy Efficiency Professionals) which is grant funded. The DEEP Program promotes sustainability and efficiency awareness. DEEP student interns will learn about sustainable lifestyles and promote what they learn. Interns will be guided by facilities, faculty and administrative staff regarding the current status of on-campus green building construction practices, recycling, green procurement, and renewable energy. This connection will help draw links between 	

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				<p>campuses sustainability and a green economy.</p> <ul style="list-style-type: none"> • The 2011 Education and Facilities Master Plan will also address sustainability practices to be addressed for new construction, facility renovation projects and scheduled maintenance. 	

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4.	Learning Environment	4.2 Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.	Vice President of Finance and Administrative Services	4.2.2 Incorporate efficient methods of heating, ventilation 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. <ul style="list-style-type: none"> • Develop the long-range Climate Action Plan. • Implement the DEEP program. 	Development of Long-Range Climate Action Plan in the Spring of 2012 and the implementation of the DEEP Program.

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4.	Learning Environment	4.2 Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.	Vice President of Finance and Administrative Services	4.2.3 Improve water conservation efforts through measures such as drought tolerant landscaping, drip irrigation and more cost-effective bathroom fixtures. <ul style="list-style-type: none"> • Develop the long-range Climate Action Plan. • Implement the DEEP program. 	Development of Long-Range Climate Action Plan in the Spring of 2012 and the implementation of the DEEP Program.

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4.	Learning Environment	4.2 Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.	Vice President of Finance and Administrative Services	4.2.4 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. <ul style="list-style-type: none"> • Develop the long-range Climate Action Plan. • Implement the DEEP program. 	Development of Long-Range Climate Action Plan in the Spring of 2012 and the implementation of the DEEP Program.

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5.	Institutional Effectiveness	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	Chief Information Services Officer	5.1.1 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. <ul style="list-style-type: none"> • Automate program review data entry • At Flex day, provide training for understanding data that is reported to the CCCCCO. • Provide WorkFlow in Banner to automate communication when data changes 	

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5.	Institutional Effectiveness	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	Director of Institutional Research	5.1.5 Expand Institutional Research resources to provide more opportunity for interactions and collaborations with divisions and departments. <ul style="list-style-type: none"> • Fill the Research Analyst position. 	

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5.	Institutional Effectiveness	5.2 Citrus College will focus on integrating and institutionalizing planning and budget development through ongoing and systematic review and evaluation	Vice President of Academic Affairs	<p>5.2.1 Continue to update planning processes to ensure that program review and other relevant data are incorporated and that planning is linked to budgeting</p> <ul style="list-style-type: none"> • Allot three hours at Convocation for departments to draft program reviews. • Complete all annual and 6-year program reviews by due dates • Submit prioritized budget requests to the Vice President of Academic Affairs by November 15. • Submit prioritized budget requests for Academic Affairs to the Superintendent/President by December 15. • Review measurable outcomes and update planning processes as needed. <p>5.2.4: Expand the use of student learning outcomes assessments including incorporating assessment results into course and program improvement and development.</p> <ul style="list-style-type: none"> • Support implementation of a plan that infuses assessment into program review. 	<p>5.2.1 Report the number of program reviews drafts completed during convocation.</p> <p>5.2.1 Report the number of annual program reviews completed by September 30, 2011.</p> <p>5.2.1 Report the number of prioritized budget requests completed by November 15, 2011.</p> <p>5.2.1 Report number of prioritized budget requests for Academic Affairs submitted to the Superintendent/President by December 15, 2011.</p> <p>5.2.4 Report on plan presented to Academic Senate in Fall 2011.</p>

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6.	Community/ College Relations	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.	Vice President of Academic Affairs	6.1.1 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 <ul style="list-style-type: none"> • Create an inclusive list of current partners in education, business/industry, and the community. • Produce a list of all interactions with partners. 	6.1.1 Report on list of current partners in education, business/industry, and the community. 6.1.1 Report on interactions with community partners.

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6.	Community/ College Relations	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.	Executive Director of Development and External Relations	<p>6.1.2 Develop an advancement plan that includes marketing, communication, public relations and resource development strategies.</p> <ul style="list-style-type: none"> • Create a communications matrix and project catalogue that includes all marketing efforts, publications, events and public relations efforts. • Consolidate and develop an annual plan incorporating all of the aforementioned items. <p>6.1.3 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> <ul style="list-style-type: none"> • A mixer with District-area chambers of commerce and Citrus College constituent and support groups is planned for fall 2011. • Assemblymember Roger Hernandez will tour the college in September 2011. • A K-12 Summit is being currently being explored. 	<p>6.1.2 A comprehensive plan is developed that provides a work plan of Advancement projects, publications and campaigns, while informing the college of these efforts.</p> <p>6.1.3 The college community receives additional opportunities to connect with community leaders and business people.</p> <p>Community leaders and business people visit the college, learn about its programs and services, and meet an expanded group of college staff and supporters in a variety of settings.</p>

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				<ul style="list-style-type: none"> • Students, faculty and staff attend local city council meetings and make remarks about the college and its efforts during the public comments portion of the meetings. <p>6.1.4 Develop and recommend a process of determining the feasibility, purpose and outcome of community events sponsored and/or hosted by the college.</p> <ul style="list-style-type: none"> • New events are currently being developed and planned. • A college wide master events calendar is being developed. 	<p>6.1.4 The college community will have an improved awareness of the events that the college sponsors; the purpose of these events, and the intended outcomes of these, such as political advocacy, fundraising, awards and recognition, and student recruitment.</p>

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6.	Community/ College Relations	6.2 Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.	Executive Director of Development and External Relations	<p>6.2.1 Enhance pride in the institution's image by continuing to promote faculty, staff and student success stories in the community.</p> <ul style="list-style-type: none"> • Utilize local, regional and national media in promoting success stories. • Expand the utilization of online and social network sources. • Continue to produce <i>Citrus College News Magazine</i> twice a year. <p>6.2.2 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> <ul style="list-style-type: none"> • Select a company to advise and assist the college on all aspects of its new brand identity. 	<p>6.2.1 The college maintains and improves its positive image in the community and students, faculty, and staff are informed of individual and collective achievements.</p> <p>6.2.2 The college receives professional and objective guidance on image and branding that accurately reflects its history, accomplishments and status in the community.</p>

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				<p>6.2.4 Sponsor an annual networking opportunity with faculty and members of the external community, such as hosting a mixer on campus for members of the college’s faculty, Foundation board, Board of Trustees, Citizens’ Oversight Committee, advisory board members and the college’s constituency groups.</p> <ul style="list-style-type: none"> The college is planning an event to be held in spring 2012 that includes all advisory committees and constituent groups such as the Board of Trustees, athletics boosters, the Foundation, the Citizens Oversight Committee, faculty and staff. 	<p>6.2.4 Citrus College launches its centennial with a new look and image.</p> <p>Faculty and staff have the opportunity to meet with other college constituents, community leaders and business people.</p> <p>Relationships are formed or strengthened, increasing public awareness of the college and enhancing resource development.</p>