



Strategic Plan



2016-2017 Annual Implementation Plan





Dear Colleagues:

It is with great pleasure that I present, on behalf of the Steering Committee, Citrus College's 2016-2017 Annual Implementation Plan, which will begin the college's five-year venture to achieve the objectives of our new 2016-2021 Strategic Plan.

As a College of Completion, Citrus College has established a reputation for its outstanding academic programs and innovative support services that lead to student success. We are all proud of the college's faculty and staff who embrace a college culture of placing students first in all that we do—a tenet that is evident throughout the pages of our 2016-2017 Annual Implementation Plan.

Year one of implementing the Citrus College 2016-2021 Strategic Plan will be a busy one! There are 99 activities supporting 36 strategies — all of which will bring us closer to achieving the one overarching goal of the Strategic Plan: Increase Student Success and Completion.

The three focus areas with the most activities in the 2016-2017 Annual Implementation Plan are Student Support, with 18 activities; Enrollment, with 15 activities; and Instructional Quality, with 13 activities. All of these activities will form a strong foundation for the subsequent years of the 2016-2021 Strategic Plan and place the college on the best trajectory for success. In developing the college's new strategic plan and the first year of the implementation plan, we have worked diligently with all constituent groups which represent the college community to ensure that the work you do each day will make an important contribution in our collective effort.

Given the thoughtful, deliberative and strategic nature of Citrus College's 2016-2021 Strategic Plan, I am looking forward to an academic year where student lives are enhanced through an education at Citrus College. Each student we help to achieve the completion of his or her college goals will make a positive difference in our communities.

Thank you for contributing to the success of our students and of Citrus College.

Sincerely,

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

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Focus Area 1: Preparedness
Strategy 1.1: Increase college readiness through K-12 and adult education partnerships.
Contact: Vice President of Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> 1. Create dual enrollment MOUs with district high schools which are operationalized by fall 2017 and lead to increased enrollment and FTES from each district high school. 2. Develop a calendar of monthly discipline council meetings for high school faculty in math and English, along with proposed topics for each meeting and projected joint activities, such as curriculum revision, professional development, etc. 3. Align noncredit ESL curriculum with regional adult education curriculum in order to facilitate the transition of adult learners to Citrus College. 	<ol style="list-style-type: none"> 1. The college will have formalized MOUs with at least five district high schools, and a schedule of classes in each of the six high schools and a process to enroll students by fall 2017. 2. Discipline councils in math and English will conclude the year with a specific plan to align high school and Citrus College classes, enrich faculty development, and more fully prepare high school students for college. 3. The curriculum will be aligned by June 30, 2017, and a plan of action will be in place to recruit adult learners.

Focus Area 1: Preparedness
Strategy 1.2: Improve the transition of enrolled students to collegiate courses.
Contact: Vice President of Student Services, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> 1. The Student Support and Success Program (SSSP) Committee will work with the Multiple Measures Strike Team to identify a process for implementing the Common Assessment and Multiple Measures Project. 2. Implement a pilot study using high school transcripts from approximately 700 spring 2017 Early Decision students, using statewide multiple measure rules for placement into ESL, English, and math courses. 	<ol style="list-style-type: none"> 1. The college will have a formalized process for implementing the pilot study, at the beginning of the fall 2017 semester, for the Common Assessment and Multiple Measures Project. 2. The fall 2017 pilot study will assist the district in successfully implementing multiple measures assessment and placement for all Citrus College students in accordance with the statewide implementation timeline.

Focus Area 1: Preparedness

Strategy 1.3: Increase students' participation in activities designed to facilitate their transition to the collegiate environment.

Contact: Vice President of Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Student Services will work with Academic Affairs to develop a student resource guide with information about college success strategies, support services, and co-curricular activities.	1. The resource guide will be developed by March 15, 2017, to be disseminated by School Relations and Outreach staff during the Early Decisions recruitment period.

Focus Area 2: Enrollment

Strategy 2.1: Institutionalize scheduling that responds to the needs of traditional and nontraditional students, increases course/program completion, and maximizes college resources.

Contact: Vice President of Student Services, Vice President of Academic Affairs, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The articulation officer will outline course sequences using Degree Works that lead to the completion of an associate degree for transfer (ADT) in two to three years.2. The dean of admissions and records will work with TeCS and Fiscal Services to develop a process for students with extenuating circumstances to delay being rolled out of classes for nonpayment in time for spring 2017 registration.	<ol style="list-style-type: none">1. All ADT programs will have course sequences available to students online and through student educational planning appointments.2. Students with extenuating circumstances will be able to utilize their priority registration to complete their educational goals.

Focus Area 2: Enrollment

Strategy 2.2: Ensure that access to recruitment, admissions, and enrollment processes is efficient.

Contact: Vice President of Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The dean of natural and physical sciences (NPS) and School Relations and Outreach staff will engage in AB 288 dual enrollment strategies to increase dual enrollment opportunities for high school students.2. Financial Aid will host a Cash4College event on campus to increase existing and prospective students' access to financial aid resources.3. The Institute for Completion will research the reason why some students do not complete their educational goals at Citrus College and implement strategies to reduce roadblocks to completion.	<ol style="list-style-type: none">1. At least one new dual enrollment program will be in existence before the end of the fall 2016 semester.2. Existing and prospective students will have greater access to financial aid resources before the end of spring 2017.3. Identified roadblocks to completion will be reduced, resulting in higher completion rates.

Focus Area 2: Enrollment

Strategy 2.3: Institutionalize an efficient budget allocation model that funds FTES strategies.

Contact: Vice President of Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The vice president of academic affairs will work with constituent groups to restructure the Enrollment Management Committee by fall 2016 and develop a collegewide, comprehensive enrollment management plan to meet FTES goals. The plan will include all services provided by Student Services, External Relations, and TeCS in addition to a comprehensive schedule with classes in place to meet student demand/need and to ensure classrooms are utilized effectively and efficiently. The plan will include a cost analysis of FTES generation to meet FTES targets by academic divisions and an annual marketing plan timelines and costs.2. Human Resources will reach out to major companies within the District to establish courses offered on corporate site.3. Human Resources will assist with the recruitment of adjunct faculty that may be necessary to support additional class sections.	<ol style="list-style-type: none">1. The plan will be operationalized by spring 2017, with FTES targets met.2. A credit and/or non-credit class will be offered at one or more company locations.3. Adjunct faculty will be available for additional class sections.

Focus Area 2: Enrollment

Strategy 2.4: Implement a relevant, technologically advanced marketing and promotion plan to meet the annual enrollment goals of the college.

Contact: Vice President of Student Services, Vice President of Academic Affairs, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. A committee of representatives of the college community will conduct a thorough assessment of the college’s website, utilizing student survey and focus groups, to determine if the website is attractive, informative, student-friendly, technology-friendly, easy to navigate, accurate in content, appealing, and compliant with external regulations.2. Student Services deans will work to develop a marketing campaign for student support services to increase student awareness and use of services.3. To increase accessibility, TeCS will work with the dean of students to launch a smartphone application before the end of the fall 2016 semester that allows students to register for classes in order to increase accessibility.4. Improve communication with students through the use of text messaging.	<ol style="list-style-type: none">1. The college’s website will be revised in accordance with the committee’s recommendations by fall 2017.2. Assessment will indicate an increase in awareness and use of available support services.3. Students will gain increased accessibility to class registration.4. Text messaging to communicate with students will be implemented before the end of the fall 2016 semester.

Focus Area 2: Enrollment

Strategy 2.5: Increase the number of underrepresented students enrolled in STEM programs of study.

Contact: Vice President of Student Services, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The dean of counseling will assign at least two counselors during fall 2016 to STEM programs to conduct major-related classroom visits and host one career-related event.2. The articulation officer will develop suggested course pathways for STEM majors, focusing on those for which the UC pathways are yet to be developed such as Biotechnology and Physical Science.3. The STEM project director will work with the outreach supervisor to provide STEM presentations at annual Parent Night and Welcome Day events.	<ol style="list-style-type: none">1. Students will have an increased awareness of STEM careers.2. Students interested in STEM will have clear roadmaps for their coursework and transfer.3. New students will gain information and understanding of STEM programs at Citrus College.

Focus Area 3: Instructional Quality

Strategy 3.1: Citrus College faculty will develop innovative curriculum and instructional pathways that respond to students' needs and promote program completion.

Contact: Vice President of Academic Affairs, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Program faculty will develop an Information Technology Technician Pathway (ITTP) with stage one and stage two aligned programs.2. The dean of mathematics, business, health sciences and library (MBHSL) will implement MATH 140 in fall 2016.3. The dean of NPS will meet with Facilities to discuss the feasibility of expanding lab space for increased classroom scheduling.4. The dean of MBHSL will embed instructional support services in MATH 020 and 029 courses and institutionalize a centralized location for basic skills courses and support services in the ED Building.	<ol style="list-style-type: none">1. The ITTP pathways will be aligned before the end of the spring 2017 semester.2. Student success results from MATH 140 to MATH 165 will be analyzed and adjustments will be made, if necessary.3. A meeting with Facilities will occur by December 1, 2016, to determine if additional lab space is feasible.4. Beginning in the fall of 2016 semester, students enrolled in MATH 020 and 029 courses will have access to embedded tutors located in the ED Building.

Focus Area 3: Instructional Quality

Strategy 3.2: Investigate and implement state and national models of exemplary pedagogy that lead to course completion.

Contact: Vice President of Academic Affairs, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The distance education coordinator, with support from the dean of social and behavioral sciences and distance education (SBSDE) and TeCS, will expand online technology training to include a course to be taught in the fall semester for instructors, both full-time and adjunct, who want to teach courses via distance education. The course will result in the instructors receiving a certificate of accomplishment.2. The dean of curriculum, career, technical and continuing education (CCTCE) will participate in the creation of a regional plan to address the California Strong Workforce Taskforce trailer bill.3. The Faculty Learning Institute (FLI) will increase contextualized teaching and learning opportunities for faculty.	<ol style="list-style-type: none">1. Approximately 20 faculty members will receive training in fall 2016. It is anticipated that there will be increased retention and success rates for students taught by trained faculty.2. Citrus College staff will work with regional partners throughout 2016-2017 to help plan a regional approach to the trailer language of the bill.3. A contextualized teaching and learning methods and techniques workshop will be provided to encourage at least five faculty members to adopt and develop new methods of instruction.

Focus Area 3: Instructional Quality

Strategy 3.3: Increase professional development opportunities and resources for faculty and staff.

Contact: Vice President of Academic Affairs, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Academic Affairs will seek to institutionalize the pilot faculty mentoring program.2. Academic Affairs will offer workshops to faculty and staff on the effective and innovative use of technology in the classroom and the office.3. Academic Affairs will work with Human Resources to offer training to faculty and staff on effective service delivery before the end of the spring 2017 semester.4. Academic Affairs will offer workshops on effective retention strategies.5. Human Resources will work with the classified staff development committee and the supervisor/confidential team to develop and implement an ongoing staff development program, including various activities and workshops.6. Human Resources will engage in activities to raise awareness of the professional growth provisions set forth in the CSEA collective bargaining agreement.	<ol style="list-style-type: none">1. The faculty mentoring program will be institutionalized before the end of the spring 2017 semester, through the use of district funding.2. Working with the FLI and the Staff Development Committee, the college will provide at least two technology workshops to faculty and two technology workshops to staff during the 2016–2017 academic year.3. Academic Affairs will work with Human Resources to identify and provide effective service delivery by June 30, 2017.4. Academic Affairs will work with the FLI and the Staff Development Committee to provide at least two workshops on effective retention strategies during 2016-2017.5. A series of professional development workshops will be offered to the classified staff and the supervisor/confidential team.6. Utilization of the professional growth provisions will increase, compared to the prior academic year.

Focus Area 4: Instructional Responsiveness

Strategy 4.1: Increase programming to meet the needs of viable regional industry clusters.

Contact: Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Academic Affairs will develop an institutional model (BP/AP) for work experience.2. Academic deans will promote to faculty the value of internship and work experience opportunities at division meetings in 2016-2017.	<ol style="list-style-type: none">1. A work experience BP/AP will be developed and brought through the shared governance process for consideration before the end of the spring 2017 semester.2. Students will begin to take advantage of internship and work experience opportunities.

Focus Area 4: Instructional Responsiveness

Strategy 4.2: Increase noncredit programming options in ESL, short-term vocational, and workforce preparation courses.

Contact: Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Academic Affairs will promote noncredit ESL offerings in district cities to meet the needs of community members.	1. Noncredit ESL offerings will be expanded by at least 20% in 2016-2017.

Focus Area 5: Student Support

Strategy 5.1: Enhance services to students through the implementation of relevant, intuitive technology.

Contact: Vice President of Student Services, Vice President of Academic Affairs, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. TeCS will implement a student portal to enhance services to students.2. The dean of counseling and the dean of admissions and records will work with the chief information services officer to design, build, and maintain articulation tables.3. The dean of admission and records will work with TeCS to implement an online BOG Fee Waiver and an International Student Application.4. The dean of admission and records will work with TeCS to enable the sending and receiving of electronic transcripts.5. The dean of admission and records will work with TeCS to enable students to update their course of study online.6. The vice president of student services and the vice president of academic affairs will work with the chief information services officer to coordinate an effort to develop electronic applications for enrollment into college programs, such as nursing, EOPS, and STEM.	<ol style="list-style-type: none">1. A comprehensive intuitive student portal will be released before the end of the fall 2016 semester.2. Articulation tables will be designed and built before the end of the spring 2017 semester leading to full implementation of Degree Works student education plans.3. An interface will be built and will be operating by fall 2016.4. Citrus College will be able to send transcripts through eTranscript California by spring 2017.5. Students will be able to update their course of study on their student portal by fall 2016.6. Application processing and the timeliness of services will be improved before the end of the spring 2017 semester.

Focus Area 5: Student Support

Strategy 5.2: Adopt a service environment that is driven by student perspectives and needs.

Contact: Vice President of Student Services, Vice President of Academic Affairs, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The vice president of student services and student services deans will identify and adopt a student-centered service model.2. The Institute For Completion director will work with pertinent stakeholders at the college to identify effective strategies to improve student services for nontraditional students.	<ol style="list-style-type: none">1. A model leading to increased student engagement and completion will be identified, and staff will begin receiving training by fall 2016.2. Gaps will be identified and strategies will be implemented that will improve services for nontraditional students.

Focus Area 5: Student Support

Strategy 5.3: Increase and promote efficient and effective student support services.

Contact: Vice President of Student Services, Vice President of Academic Affairs, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. In preparation for the adoption of the common assessment in fall 2018 (in accordance with the statewide timeline), the Citrus College task force (also known as the Strike Team) will coordinate with faculty in ESL, English and math to complete required competency maps.2. The academic counselors will pilot the degree audit and electronic Student Educational Plan (SEP) in workshops with students during fall 2016.3. The SSSP committee will work with the Early Alert coordinator to review and assess the current Early Alert system that provides early academic interventions, with an increased usage by faculty.	<ol style="list-style-type: none">1. The competency maps will be developed by the end of the spring 2017 semester.2. The pilot will address remedies to potential technical obstacles leading to full implementation by fall 2017.3. The workgroup will identify a new Early Alert software for implementation in fall 2017.

Focus Area 5: Student Support

Strategy 5.4: Identify challenges to student success and implement mitigation strategies.

Contact: Vice President of Academic Affairs, Vice President of Student Services, Director of Institutional Research, Planning and Effectiveness

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The director of institutional research, planning and effectiveness will disseminate the results of the Community Colleges Survey of Student Engagement (CCSSE) survey and facilitate discussions to develop strategies to address issues identified in the survey.2. The dean of CCTCE will work with the career and technical education counselor to evaluate career exploration and workforce needs of students and develop strategies to address those needs.3. The director of financial aid will identify and implement strategies to increase awareness of financial aid opportunities among current and prospective students.	<ol style="list-style-type: none">1. The CCSSE results will be reviewed and strategies will be identified by the end of the fall 2016 semester.2. The dean of CCTCE will evaluate the needs and strategies will be implemented by the end of the fall 2016 semester.3. The use of financial aid resources by current and prospective students will increase during the 2016-2017 academic year.

Focus Area 5: Student Support

Strategy 5.5: Increase student participation in college support programs.

Contact: Vice President of Student Services, Vice President of Academic Affairs, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li data-bbox="155 540 1104 638">1. The dean of students will work with the college nurse to increase awareness and utilization of mental health resources among students and staff.<li data-bbox="155 683 1104 748">2. The supervisor of school relations and outreach will work with completion specialists to increase student participation in student support programs.	<ol style="list-style-type: none"><li data-bbox="1125 540 1927 638">1. The awareness and use of mental health services among students and staff will increase by the end of the spring 2017 semester.<li data-bbox="1125 683 1835 748">2. Student participation in student support programs will increase by the end of the spring 2017 semester.

Focus Area 5: Student Support

Strategy 5.6: Diversify methods used to connect and communicate with students.

Contact: Vice President of Student Services, Chief Information Services Officer, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. TeCS will work with the dean of students to implement messaging through a student portal.2. The digital communications and publications supervisor will work with TeCS to maintain currency with social media trends and adopt relevant communication technologies to improve communication with students.	<ol style="list-style-type: none">1. Students will begin receiving targeted messages through their portal before the end of the spring 2017 semester.2. Before the end of the spring 2017 semester, students will be more informed and engaged with the college, as a result of these efforts.

Focus Area 6: Safe Environment

Strategy 6.1: Foster a strong awareness of safety and security to ensure preparedness and responsiveness to emergency situations.

Contact: Vice President of Student Services, Vice President of Finance and Administrative Services,
Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Campus Safety, in collaboration with Institutional Research, Planning and Effectiveness and the Title IX coordinator, will conduct a Campus Climate Survey in the fall 2016 semester. The survey will identify perceptions of the campus climate pertaining to unwanted sexual contact and sexual assault, perceptions of how the institution addresses and responds to sexual assault, and the extent to which students have experienced unwanted sexual contact or sexual assault.2. An Emergency Preparedness Task Force will be created to review the Emergency Operations Plan, and evaluate best practices related to emergency preparedness, drills, and training.3. Human Resources will provide a series of trainings on Title IX for employees and students.4. Human Resources, in collaboration with Student Services, will develop a Title IX awareness poster and flyer to be distributed collegewide.	<ol style="list-style-type: none">1. The results of the fall 2016 Campus Climate Survey will be evaluated and used for additional training, a wider awareness campaign, and implementation of best practices by the end of the spring 2017 semester.2. The Emergency Preparedness Task Force will review the Emergency Operations Plan and revise the plan based on best practices by the end of the spring 2017 semester.3. Employees' and students' awareness and knowledge of Title IX will be increased.4. Collegewide awareness of rights and requirements under Title IX will increase.

Focus Area 6: Safe Environment

Strategy 6.2: Promote a safe learning environment.

Contact: Vice President of Student Services, Vice President of Finance and Administrative Services, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Campus Safety, TeCS, and Facilities will collaborate in the review and evaluation of campuswide emergency notification systems within a multi-year implementation plan period.2. Campus Safety will work with the academic deans and the Academic Senate to encourage faculty to devote class time to review emergency response procedures with their students within the first two weeks of class each fall and spring semester.3. Campus Safety will increase the number of Campus Safety assistants (student employees), the number of safety escorts and the visibility of Campus Safety.4. Student Affairs, the Student Health Center, and Campus Safety will collaborate in providing workshops/trainings for employees on how to deal with difficult people or those with mental health issues.5. Facilities will continue to implement the district standard door locking mechanism on existing classroom and office doors campuswide.	<ol style="list-style-type: none">1. Installation of emergency phones in classrooms, Alertus beacons, and audio notifications via speakers in buildings will be completed by the end of the fall 2016 semester.2. Students will be familiar with the emergency response procedures after the first two weeks of class each fall and spring semester.3. The addition of more Campus Safety assistants will increase the visibility of Campus Safety by spring 2017.4. Employees who attend the trainings will be empowered to effectively assist difficult people or those with mental health issues by spring 2017.5. Existing classroom and office door locks will be replaced by spring 2017.

Focus Area 6: Safe Environment

Strategy 6.3: Mitigate hazards through a systematic review and evaluation of the internal and external college environment.

Contact: Vice President of Student Services, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Facilities will replace antiquated halogen lighting with new LED energy-efficient lighting in all parking lot and interior campus light posts by fall 2016.2. Campus Safety and Facilities will conduct annual checks, evaluations, and preventative maintenance of alarm systems, interior/exterior lighting, emergency phones in elevators, and campus emergency phones.	<ol style="list-style-type: none">1. LED lighting will replace antiquated halogen lighting in all parking lots and interior campus light posts by fall 2016.2. Annual checks, evaluations, and preventative maintenance of facility lighting fixtures and safety systems will alleviate potential hazards.

Focus Area 7: Sustainability

Strategy 7.1: Institutionalize cost-effective, efficient sustainable practices.

Contact: Vice President of Finance and Administrative Services, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Departmental and individual offices will implement appropriate strategies for sustainable and ecological use of office consumables.2. Available funding opportunities will be utilized to procure efficient methods of heating, ventilating, and air conditioning; lighting technologies; and alternative power generation sources.3. Additional recycling bins will be placed campuswide in visible, prominent areas to encourage collegewide recycling efforts.4. Institutional support projects involving facilities and technology will be carried out in a manner which ensures sustainable practices.5. Increase water conservation efforts, such as drought tolerant landscaping, efficient irrigation, and cost-effective bathroom fixtures.	<ol style="list-style-type: none">1. Departmental and individual offices will be able to show a year-over-year comparison of reduced office consumables or ecological strategies employed.2. The college will receive grant revenues or utility rebates and incentives, as applicable, or a reduction in utility costs will be recognized.3. An increase in active collegewide recycling practices will be realized.4. All new facilities and technology projects brought on-line will consume the least amount of ecological resources as possible.5. The college will recognize a reduction in water consumption.

Focus Area 7: Sustainability

Strategy 7.2: Develop and implement learning programs that emphasize environmental sustainability.

Contact: Vice President of Finance and Administrative Services, Vice President of Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The Sustainability Committee, in conjunction with External and Government Relations and Student Services, will develop a campuswide promotional campaign to encourage sustainable practices.2. The Sustainability Committee, in collaboration with the various professional development committees on campus, will create a professional development program to promote the efficient use of technology as it relates to sustainability.3. The Sustainability Committee will coordinate with Academic Affairs to encourage service learning projects in the area of sustainability.	<ol style="list-style-type: none">1. The college community will be better informed regarding sustainable practices and the importance of environmental sustainability.2. Individuals will be trained on the benefits of incorporating and better utilizing technology to reduce the usage of non-ecologically-friendly office consumables.3. The importance of incorporating sustainability into our educational/learning programs will be promoted.

Focus Area 8: Technological Advancement

Strategy 8.1: Optimize the use of technology in teaching and learning to support innovative teaching practices.

Contact: Chief Information Services Officer, Vice President of Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The distance education coordinator, with support from the dean of social and behavioral sciences and distance education (SBSDE) and TeCS, will expand online technology training to include a course to be taught in the fall semester for instructors, both full-time and adjunct, who want to teach courses via distance education. The course will result in the instructors receiving a certificate of accomplishment.	1. Approximately 20 faculty members will receive training in fall 2016. It is anticipated that there will be increased retention and success rates for students taught by trained faculty.

Focus Area 8: Technological Advancement

Strategy 8.2: Provide a robust, secure, accessible technology infrastructure, which is adequately funded, to improve and facilitate college processes and provide data resources relevant to institutional decision making.

Contact: Chief Information Services Officer, Vice President of Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li data-bbox="159 594 1104 695">1. The TeCS Department will expand Wi-Fi across campus with the installation of an additional 200 wireless access points in buildings, classrooms and outside common areas during the fall 2016 semester.<li data-bbox="159 735 1104 800">2. The district's web page will be updated to provide students and staff with relevant information on Title IX.	<ol style="list-style-type: none"><li data-bbox="1125 594 1839 626">1. There will be improved wireless coverage campuswide.<li data-bbox="1125 667 1839 732">2. Easily accessible information concerning Title IX will be available on the district's web page.

Focus Area 8: Technological Advancement

Strategy 8.3: Improve student success through strategically leveraging technologies that support student success initiatives.

Contact: Chief Information Services Officer, Vice President of Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> 1. The TeCS Department, with support from Sharepoint expert consulting and input from Student Services and Academic Affairs, will implement the new WingSpan Ellucian portal. 2. The TeCS Department, with input from Student Services and Academic Affairs, will implement and configure Dublabs mobile applications. Phase I, which will be completed during the fall 2016 semester, will provide increased communication for students, including allowing students to view Banner information on mobile devices. Phase II, which will be completed during the spring 2017 semester, will allow students to register via the mobile application, beginning in summer 2017. 	<ol style="list-style-type: none"> 1. The WingSpan Ellucian portal will be fully configured; students will be able to use the portal to interact with WingSpan; and Student Services and Academic Affairs will be able to use the portal as an additional means of communication with students. 2. Phase I, a mobile application, will be implemented in fall 2016 and will provide students with the ability to access Banner and other information via the application. Phase II, will provide students with the ability to register via the mobile application, beginning in summer 2017.

Focus Area 9: Diversity and Equity

Strategy 9.1: Broaden the scope of college outreach, promotion and marketing to attract a diverse student population.

Contact: Executive Director of Communications and External Relations, Vice President of Student Services,
Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Highlight STEM programs to underrepresented minority students and increase student-focused diversity awareness through exposure to STEM careers and other areas.2. Highlight success stories of returning students, veterans, and other non-traditional students.3. Create college marketing and promotional materials that better represent the student population and the college community.	<ol style="list-style-type: none">1. There will be a broader awareness of the STEM program among minority students.2. The success stories of students will be known collegewide and serve as motivational springboards to completion for other students.3. Relatable college marketing and promotional materials will further promote the college’s mission statement of meeting the needs of our demographically diverse population.

Focus Area 9: Diversity and Equity

Strategy 9.2: Enhance the successful recruitment and professional development of a diverse college workforce.

Contact: Director of Human Resources, Vice President of Student Services, Executive Director of Communications and External Relations, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Employment recruitment and outreach efforts will be expanded to potential applicants of underrepresented groups.2. Provide professional development seminars to faculty and staff related to diversity and equity.	<ol style="list-style-type: none">1. Current and new employment opportunities will have greater visibility to potential applicants of underrepresented groups.2. Attendees will gain an increased understanding of diversity and equity, and become better equipped to demonstrate the principles in daily teaching and work practices.

Focus Area 9: Diversity and Equity

Strategy 9.3: Develop and promote a college culture of inclusion and collegiality.

Contact: Director of Human Resources, Vice President of Student Services, Executive Director of Communications and External Relations, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Provide at least two workshops for faculty and staff designed to increase awareness and sensitivity to issues of diversity on campus.2. Reserve space in campus marketing materials and various newsletters to focus on promoting a campus culture of diversity, equity, and inclusion.	<ol style="list-style-type: none">1. There will be increased awareness of diversity issues among staff and students.2. There will be increased public awareness of the district's commitment to providing a campus climate that supports diversity, equity and inclusion.

Focus Area 9: Diversity and Equity

Strategy 9.4: Increase students' global awareness through curriculum development and student activities.

Contact: Vice President of Academic Affairs, Director of Human Resources, Vice President of Student Services, Executive Director of Communications and External Relations

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. Encourage faculty to incorporate diversity, equity and inclusion in their curriculum or pedagogy.2. Provide workshops open to faculty, staff and students on diversity involving faculty, professional speakers, and campus resources to promote staff/faculty student engagement.3. Increase utilization of diversity-oriented materials in classrooms and campuswide.	<ol style="list-style-type: none">1. Students will gain a heightened cultural awareness and understanding in matters relating to diversity, equity and inclusion.2. There will be a heightened faculty/staff/student engagement fostering a sense of inclusion for students while leading to an increased probability of success and completion.3. There will be a higher usage of diversity-oriented materials in classrooms.

Focus Area 10: Image

Strategy 10.1: Enhance the college’s image as a leader in higher education by highlighting programs, services and staff and through consistent branding.

Contact: Executive Director of Communications and External Relations and Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The executive director of communications and external relations, with support from the digital communications and publications supervisor and the TeCS Department, will create a social media plan expanding use of social media and ensuring that social media efforts are coordinated across campus organizations to enhance the image of Citrus College and improve communications with students and the local communities.2. The executive director of communications and external relations, with support from the digital communications and publications supervisor, will develop a marketing plan to enhance the image of Citrus College and support enrollment, by expanding the number of people in our communities who learn about Citrus College and the instructional programs available.	<ol style="list-style-type: none">1. The Social Media Plan will be complete. There will be an increased number of people reached by social media, as indicated by social media statistics.2. The Marketing Plan will be completed and implemented by the end of the spring 2017 semester.

Focus Area 10: Image

Strategy 10.2: Increase student, faculty, staff and administration participation in community activities.

Contact: Executive Director of Communications and External Relations, Foundation Director and Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li data-bbox="159 542 1083 786">1. The executive director of communications and external relations, the protocol and government relations supervisor and the superintendent/president liaison will plan, organize and launch a speakers' bureau that will coordinate faculty and staff member presentations at community meetings and events to expand the collaboration of Citrus College with community organizations and enhance the image of the college.<li data-bbox="159 826 1083 997">2. The executive director of communications and external relations, the protocol and government relations supervisor and the superintendent/president liaison will establish procedures to coordinate attendance at community events by Citrus College staff and faculty to increase community awareness of college programs and services.	<ol style="list-style-type: none"><li data-bbox="1125 542 1913 639">1. A formal speakers' bureau will be established, expanding the collaboration of Citrus College with community organizations and further enhancing the image of the college.<li data-bbox="1125 688 1913 753">2. There will be an increased visibility and community awareness of college programs and services.

Focus Area 11: Community Relations

Strategy 11.1: Acquire favorable legislation and funding through advocacy efforts at the state and federal level.

Contact: Executive Director of Communications and External Relations and Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The protocol and government relations supervisor and the superintendent/president liaison will schedule and organize campus visits by legislators to provide the legislator with an opportunity to tour the campus to learn about college programs and priorities.2. The executive director of communications and external relations, the protocol and government relations supervisor and the superintendent/president liaison will develop procedures to ensure that Citrus College representatives attend events with local legislators to advocate for legislation and funding favorable to Citrus College.	<ol style="list-style-type: none">1. The development of close relationships with legislative leaders will increase opportunities to communicate the college's needs and its value to the community, thereby increasing the chances of additional funding and favorable legislation.2. Enhanced opportunities to interact with legislators, as evidenced by the number of events attended, will provide greater recognition of Citrus College's value and institutional needs that will result in funding and favorable legislation.

Focus Area 11: Community Relations

Strategy 11.2: Build mutually beneficial relationships with local K-12 districts and community college organizations.

Contact: Executive Director of Communications and External Relations, Foundation Director and Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> 1. The protocol and government relations supervisor and the superintendent/president liaison will work with the vice president of academic affairs to plan and conduct an annual K-14 Education Forum with representation from Citrus College and all high schools within the district to enhance understanding of topics relevant to both groups and improve the working relationships between Citrus College and our district high schools. 2. The foundation director will build contacts and relationships with education foundations within the five district area cities to promote and build relations to benefit Citrus College, particular to the Institute for Completion efforts. 	<ol style="list-style-type: none"> 1. The K-14 Education Forum will be held, with proceedings published and distributed as applicable. As a result, follow-up activities will be defined. 2. Foundation director will have regular contacts and periodically attend events sponsored by educational foundations within the five district area cities to represent the interest of the college to the community and establish relationship with local foundation donors and supporters.

Focus Area 11: Community Relations

Strategy 11.3: Build community partnerships and promote the image of the college through collaboration with business and community leaders.

Contact: Executive Director of Communications and External Relations, Foundation Director and Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none">1. The executive director of communications and external relations, the protocol and government relations supervisor and the superintendent/president liaison will develop a process to assign Citrus College representative to local chambers of commerce to regularly attend meetings and events to promote Citrus College and build relations with local communities.2. The foundation director will plan and conduct a formal event celebrating the Foundation's 50th Anniversary, this event will support efforts to build and develop relationships with community and business partnerships as sponsors by establishing a President's Anniversary Circle to promote the image of Citrus College.	<ol style="list-style-type: none">1. Procedures will be in place so that Citrus College representatives will attend local chamber of commerce meetings and events regularly.2. The Citrus College Foundation's 50th Anniversary Celebration event will create an opportunity to build new relationships and partnerships from community organizations and businesses through the establishment of the President's Anniversary Circle and it will help establish and promote the college as a premier community college.