

Citrus College



# Strategic Plan



# 2017-2018 Annual Implementation Plan





Dear Colleagues,

It is a tremendous privilege to be part of a college community that has a strategic focus on student success and a commitment to working together to help students complete their college goals. Therefore, it is with great pleasure that I present the 2017-2018 Annual Implementation Plan (AIP), which provides direction for collegewide initiatives during year two of Citrus College's 2016-2021 Strategic Plan.

This year's AIP is filled with innovative activities that are designed to transform college programs, services and technologies, with the goal of propelling students' educational experiences and ultimately their lives. The results of the college's Multiple Measures pilot study will be analyzed and a Multiple Measures assessment model will be created that will improve student placement and course completion. The college will also develop a Guided Pathways model that will provide a structured educational route for students from point of entry to degree or certificate completion. Additionally, to address the high cost of a college education, Student Services and the Institute for Completion will create a Citrus College Promise Program for all Early Decision students who are enrolled full-time.

There are many other activities in the plan that will have a positive impact on student success and completion, such as the integration of the Student Success and Support Program, the Student Equity Program and the Basic Skills Initiative. In addition, the implementation of a comprehensive, intuitive student portal will enable students to gain access to their personal academic program, email and college updates. To provide for a safe and sustainable campus, blue light emergency phones will be installed, and a collegewide promotional campaign will be launched to encourage sustainable practices.

During the 2017-2018 academic year, a newly designed staff and faculty professional development program will further enhance the learning environment. Staff will have the opportunity to attend workshops on the use of technology in the workplace and the application of personalized customer service. There will be faculty workshops on student retention, innovative teaching practices, Multiple Measures assessment and online teaching. In addition, to increase the applicant pool for adjunct and full-time faculty positions, a faculty internship program will be developed for individuals who are nearing completion of their master's degrees.

Effective messaging, marketing and branding will be a critical part of our efforts to increase student success and completion. This year, the Website Redesign Committee will begin the process of redesigning the Citrus College website to make it more attractive and easier to navigate, and a comprehensive marketing plan will be developed that will effectively promote the college to the community. In addition, the college will continue to build mutually beneficial relationships with its local K-12 districts to ensure the next generation of students are prepared, informed and eager to pursue their higher education goals at Citrus College.

Thank you for the many valuable contributions you will make to the 2017-2018 AIP and for your outstanding support of Citrus College.

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 Student Services, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> <li>1. Student Services will work with the Institute for Completion (IFC) to develop a Citrus College Promise Program for all Early Decision students who are enrolled full-time.</li> <li>2. Student Services will work with Academic Affairs to increase course offerings and recruitments for College and Career Access Pathway (CCAP)/AB288 courses at the college's feeder high schools.</li> </ol>	<ol style="list-style-type: none"> <li>1. By September 2017, plans for a Citrus College Promise Program, including cost models and timeline for related activities, will be provided to Cabinet. The plan will outline provisions to launch in August 2018 serving a minimum of 775 Early Decision students who enroll full-time and participate in the I Will Complete College (IWCC) program.</li> <li>2. High school student enrollment in the CCAP/AB288 program will increase by 10% from 315 students in the 2016-2017 academic year.</li> </ol>

**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"> <li>1. Counseling and School Relations and Outreach will develop a fall parent/student open house for dual enrollment/CCAP students. The open house will introduce students and parents to Citrus College and orient them to the college’s student support services.</li> <li>2. The Multiple Measures Strike Team will study the pilot program, develop a collegewide implementation plan, and provide staff development training. The Strike Team will also work with the statewide MMAP project to evaluate course success rates and identify the steps necessary to implement a collegewide plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Students and parents who attend the open house event will have an increased awareness of the college’s student support services as evidenced by the results of a post-orientation survey.</li> <li>2. By the fall 2018 semester, at least 35 math and English faculty will receive staff development training on the MMAP project, course success rates will be reviewed and a collegewide plan will be implemented.</li> </ol>

**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 Student Services, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> <li>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.</li> <li>2. Counseling and School Relations and Outreach will offer six orientations during the spring 2018 semester, and one at each participating high school, designed to address the needs of concurrent enrollment students.</li> <li>3. The Career/Transfer Center will develop an interactive Focus2Career workshop for students who are undecided about a major and those who would like to learn more about career options.</li> </ol>	<ol style="list-style-type: none"> <li>1. School Relations and Outreach staff will distribute copies of the resource guide to students starting in November 2017 during the winter and spring registration period.</li> <li>2. The new student orientations will be deployed in the spring 2018 semester. The orientations will address the ways that concurrent enrollment students access support services and will increase focus on college readiness and tips for academic success.</li> <li>3. The workshop will be given in the fall 2017 semester. Participants will respond to a survey indicating that they are more confident in declaring a major.</li> </ol>



**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 Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. Academic deans will increase the number of online and evening course offerings.</li><li>2. The Guided Pathways team will initiate a Guided Pathways model that will be used to streamline 2018-19 course offerings.</li><li>3. The dean of kinesiology, health, and athletics will increase the number of online classes in Kinesiology.</li><li>4. The dean of kinesiology, health, and athletics will increase the number of short-term classes offered in Kinesiology.</li><li>5. The Enrollment Management Committee will work with Academic Affairs, Student Services, External Relations, and TeCS to implement the activities listed in the college’s Enrollment Management Plan.</li></ol>	<ol style="list-style-type: none"><li>1. By June 30, 2018, student enrollments in evening and online sections for 2017-18 will increase by 10% compared to evening and online enrollments from 2016-17.</li><li>2. By June 1, 2018, counselors and program faculty will create clusters of degree and certificate programs to form the instructional components of Guided Pathways.</li><li>3. Offering eight additional online classes in 2017-18 will lead to a 5% increase in student enrollment in Kinesiology classes and a 10% increase in Kinesiology certificate completions by June 2019.</li><li>4. Enrollment in Kinesiology classes will be increased by 5% during the 2017-18 academic year when compared to the 2016-17 academic year.</li><li>5. Program staff will implement the 90 activities listed in the 2017–18 Enrollment Management Plan in a concerted effort to grow enrollments.</li></ol>

**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, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. TeCS will create a user-friendly, searchable, frequently updated list of open classes each semester/term.</li><li>2. Coaches and the athletic counselor will make contacts with feeder districts and contiguous districts to present Citrus College athletics information and discuss National Collegiate Athletic Association (NCAA) transfer regulations with high school students.</li><li>3. The International Student Center in collaboration with TeCS will implement Terra Dotta software to improve the efficiency, recruitment, admission, and enrollment of international students.</li><li>4. School Relations and Outreach will expand efforts to visit out-of-district schools with the goal of increasing enrollment.</li></ol>	<ol style="list-style-type: none"><li>1. The report will be made available by the fall 2017 semester enabling students to easily find and register for open classes that meet their student educational plan and fit their personal schedule.</li><li>2. The incoming high school students will have a better understanding of Citrus College athletics and NCAA transfer regulations as measured by pre- and post-test questionnaires.</li><li>3. By the end of the spring 2018 semester, the spring 2017 yield rate of completed international student applications (75.9%) and the spring 2017 yield rate of enrolled students (47.7%) will increase by 5%, to 80.9% and 52.7% respectively, with the use of Terra Dotta software.</li><li>4. The number of out-of-district students participating in Early Decision in the spring 2018 semester will increase by 5% from the 228 out-of-district students who participated in Early Decision in spring 2017.</li></ol>

**Focus Area 2:** Enrollment

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

**Contact:** Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The vice president of academic affairs will create and implement a budget allocation model that is based upon the prior year full-time equivalent students (FTES) results, student demand, and available funding with the goal of meeting or exceeding the FTES target for 2017-18.	1. The vice president of academic affairs will discuss the approved 2017-18 budget allocation model with the academic deans in September 2017, in order for the deans to acknowledge and not exceed their budget for the year.



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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Develop a marketing plan that integrates search engine marketing (SEM), targeted digital display, and social media marketing along with print advertising, outdoor display, streaming radio and grass-roots sponsorship efforts in feeder high schools. All marketing materials should reflect the college’s diverse and inclusive culture while reinforcing its mission.	1. By the fall 2017 semester, the Marketing Plan will be completed and implemented with the results tracked and optimized. Some of the metrics include impressions, clicks and click-thru rates, to demonstrate a broader coverage of the marketing efforts.

**Focus Area 2:** Enrollment

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

**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"> <li>1. The STEM grant manager will advertise STEM opportunities to all new students and include the same information as part of the orientation for Student Support programs such as CalWORKs and EOPS.</li> <li>2. The STEM grant manager will host a STEM information table at the Student Resource Fair in the fall 2017 semester to ensure students are aware of the opportunities provided by the various STEM grants.</li> <li>3. The Institute for Completion, in collaboration with the Catch a Wave grant at CSU Fullerton, will provide a STEM workshop focused on physics and gravitational waves.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interest and enrollment in STEM programs of study will increase by 8% in 2017-18 for students involved in Student Support programs such as CalWORKs and EOPS when compared to enrollment in STEM programs of study for 2016-17.</li> <li>2. A minimum of 50 students will learn about various opportunities in STEM as evidenced by sign-in sheets at the fall Student Resource fair. As a result, at least 10% of the students are expected to choose STEM for their program of study.</li> <li>3. A minimum of 40 students will attend the workshop and increase their understanding about careers in physics and the study of gravitational waves as measured by a post-workshop survey. It is expected that at least 10% of the students will choose STEM for their program of study.</li> </ol>

**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, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> <li>1. The Astronomy program will provide online instruction for critical thinking and calculation-based homework assignments in Astronomy classes.</li> <li>2. The Online Education Faculty Coordinator will offer @One training courses to faculty as follows: Introduction to Online Teaching and Learning in the fall 2017 semester, and Assessment in the spring 2018 semester.</li> <li>3. Instructional deans will expand online course offerings by 1% by the spring 2018 semester.</li> </ol>	<ol style="list-style-type: none"> <li>1. Online tutorials for Mystery Solar System and Constellation components of ASTR 115 will be created which may result in an increased student success rate in ASTR 115 by 10%.</li> <li>2. The training courses will enable faculty to modify their course shells to enhance the learning experience for students which will lead to an increase in student success and retention in online and hybrid courses by 4% for 2017-18 compared to 2016-17 for the same faculty members.</li> <li>3. The average number of units taken by students will increase in the spring 2018 semester compared to the spring 2017 semester.</li> </ol>

**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, Vice President of Student Services, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Academic Affairs and Student Services will collaborate to create and implement Guided Pathways.	1. First-time, full-time students who began in the fall 2017 semester will successfully complete at least 30 units by the end of the spring 2018 semester compared to the previous cohort.

**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"><li>1. The Institute for Completion will offer professional development workshops to faculty regarding innovative teaching practices.</li><li>2. The Human Resources Office will work with the Classified Staff Development Committee to expand staff development opportunities for classified employees. At least six professional development activities will be offered throughout the 2017-18 academic year. These activities will include the use of work related tools such as Microsoft Office, customer service awareness, and working with a diverse student and staff population.</li></ol>	<ol style="list-style-type: none"><li>1. At least six workshops will be offered to faculty during the 2017-18 academic year.</li><li>2. The outcome of increased understanding of Microsoft Office, and customer service and diversity awareness will be reflected by the results of the pre- and post- workshop assessments pertaining to major topics of the training.</li></ol>

**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"> <li>1. The Natural, Physical, and Health Sciences dean will increase course offerings in Biotechnology to meet the needs of students and local industry.</li> <li>2. The Social and Behavioral Sciences dean will increase online course offerings in Administration of Justice and Child Development.</li> <li>3. The Kinesiology, Health, and Athletics dean will increase the number of skill awards/certificates offered in Kinesiology.</li> <li>4. The dean of Career/Technical and Continuing Education will increase course offerings beyond the minimum State Board requirements in Cosmetology to provide students with a competitive advantage in seeking entry-level employment.</li> <li>5. Develop and receive Board of Trustee’s and Chancellor’s Office approval for a new certificate program and courses in Construction Management in the Career/Technical and Continuing Education division.</li> <li>6. Academic Affairs will expand the cooperative work experience program course offerings across the curriculum.</li> <li>7. The dean of Career/Technical and Continuing Education will increase program options and course offerings in Computer Science and Information Systems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Student enrollment and matriculation through course sequences will increase by 2% in 2017-18 compared to 2016-17.</li> <li>2. Student enrollment in Administration of Justice and Child Development courses will grow by 5% each in 2017-18 compared to student enrollment for 2016-17.</li> <li>3. At least two new Kinesiology skill awards will be offered and one certificate will be submitted to the Curriculum Committee in 2017-18.</li> <li>4. Two new courses will be offered in the fall 2017 and spring 2018 semesters in Men’s Haircutting and Hair Extensions which is expected to yield approximately 100 enrollments.</li> <li>5. A certificate program and courses in Construction Management will be ready to offer in the fall 2018 semester.</li> <li>6. The number of students participating in approved work experience courses will increase at least 20% by June 30, 2018 compared to the 2016-17 year.</li> <li>7. The enrollment in the Computer Science and Information Systems program will be increased by 20% in 2017-18 compared to the number of enrollments for 2016-17.</li> </ol>

**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>
<ol style="list-style-type: none"><li>1. The Noncredit program will expand noncredit ESL offerings by scheduling two courses on Friday mornings to take advantage of facility availability and student preferred time of course offerings.</li><li>2. The Noncredit program will expand and increase noncredit ESL courses to include new courses that focus on speaking and pronunciation skills.</li></ol>	<ol style="list-style-type: none"><li>1. Enrollment in ESL courses for 2017-18 will increase by 15% compared to ESL enrollments for 2016-17.</li><li>2. At least two new courses will be scheduled in the fall 2017, winter and spring 2018 semesters.</li></ol>



**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"><li>1. TeCS will implement a student portal to enhance services for students.</li><li>2. The dean of Counseling and the dean of Enrollment Services will work with the chief information services officer to design, build and maintain articulation tables.</li><li>3. The dean of enrollment services will work with TeCS to build an interface to implement an online International Student Application.</li><li>4. The dean of Enrollment Services will work with TeCS to enable the sending and receiving of electronic transcripts.</li><li>5. The dean of Enrollment Services will work with TeCS to enable students to update their course of study online.</li><li>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 EOPS, nursing, and STEM.</li></ol>	<ol style="list-style-type: none"><li>1. A comprehensive intuitive student portal will be released before the end of the spring 2018 semester.</li><li>2. Articulation tables will be designed and built before the end of the spring 2018 semester leading to full implementation of Degree Works for student educational plans.</li><li>3. An interface will be built and will be operating by the spring 2018 semester.</li><li>4. Citrus College will be able to send transcripts through eTranscript California by the spring 2018 semester.</li><li>5. Students will be able to update their course of study on their student portal by the spring 2018 semester.</li><li>6. Electronic applications will be available before the end of the spring 2018 semester.</li></ol>

**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, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The Institute for Completion (IFC) director will work with pertinent stakeholders at the college to identify effective strategies to improve student services for nontraditional students.</li><li>2. Develop and implement a plan to hire, train, and schedule student employees to staff the Student Services building lobby information kiosk year-round in order to provide critical guidance and support for students in navigating the services they need and where to find them.</li><li>3. Increase the frequency of student services trainings to include various student services topics and customer service strategies.</li></ol>	<ol style="list-style-type: none"><li>1. Gaps will be identified and strategies will be implemented to improve student services for nontraditional students.</li><li>2. Through a collaborative effort by various departments in Student Services, the Student Services building lobby information kiosk will be staffed five days a week by the fall 2018 semester.</li><li>3. There will be enhanced customer service delivery driven by student perspectives and needs by the end of the spring 2018 semester. Survey results will provide feedback on how the trainings were received by staff and a decline in student complaints will show that the trainings were an effective mitigation strategy for student complaints and that trainings keep customer service at the forefront of employees minds.</li></ol>

**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"><li>1. Academic counselors and TeCS will release the electronic Student Educational Plan (SEP) through Degree Works for student viewing purposes only.</li><li>2. Conducting a faculty survey of the Early Alert system to learn what faculty need or want in order to increase usage of the system (e.g. training, workshops, online tutorials, etc.).</li></ol>	<ol style="list-style-type: none"><li>1. By the fall 2017 semester, students will be able to access and create a Student Educational Plan online. Once the student created plan is approved by a counselor, students will be able to perform a degree audit and determine classes needed to complete their degree or certificate.</li><li>2. Solutions for increasing faculty usage of the Early Alert system will be identified via a survey, and implemented by the end of the spring 2018 semester.</li></ol>

**Focus Area 5:** Student Support  
**Strategy 5.4:** Identify challenges to student success and implement mitigation strategies.  
**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"> <li>1. The Multiple Measures Strike Team will offer professional development activities related to the Multiple Measures Assessment Project (MMAP).</li> <li>2. Successfully integrate the Student Success and Support Programs (SSSP), Student Equity (SE), and Basic Skills Initiative (BSI) programs by collaborating with stakeholders to coordinate program efforts.</li> </ol>	<ol style="list-style-type: none"> <li>1. During the fall 2017 semester, more than 35 instructors will be invited to learn about statewide Multiple Measure Assessment models. During the spring 2018 semester, more than 35 faculty will attend Flex Day workshops related to helping students overcome learning disabilities to successfully complete basic skills math and English courses</li> <li>2. The Integrated Planning Committee will complete a full draft of the Integrated Plan by September 1, 2017 and will 1) Present the draft to campus shared governance groups, 2) Present the draft to the Board of Trustees, and 3) Submit the final document to the CCCC by December 15, 2017.</li> </ol>

**Focus Area 5:** Student Support  
**Strategy 5.5:** Increase student participation in college support programs.  
**Contact:** Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> <li>1. The dean of students will work with the college nurse to increase awareness and utilization of mental health resources among students and staff by offering workshops and resources.</li> <li>2. School Relations and Outreach will work with I Will Complete College (IWCC) students to ensure that an increased number of students declare a course of study by the end of their first year.</li> <li>3. Identify and promote financial aid resources to enrolled students who do not have a financial aid application on record.</li> </ol>	<ol style="list-style-type: none"> <li>1. The awareness and use of mental health services among students and staff will increase by 3% before the end of the spring 2018 semester. Awareness will be measured based on student/faculty attendance at workshops and use of resources.</li> <li>2. The number of IWCC students who declare a course of study will increase by 10% by the end of the spring 2018 semester.</li> <li>3. The number of financial aid applicants, as measured by the number of enrolled students who submitted a FAFSA or Dream Act Application, will increase by 3% by June 30, 2018.</li> </ol>

**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, Executive Director of Communications and External Relations

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The dean of students will work with TeCS to send messages to students through the student portal to promote awareness of campus activities and increase participation in campus events.</li><li>2. The Office of External Relations will work with TeCS to improve and increase digital communication with students.</li></ol>	<ol style="list-style-type: none"><li>1. Students will begin receiving messages through their portal before the end of the spring 2018 semester.</li><li>2. Students will be more informed and engaged with the college as the result of these efforts, as measured monthly through social media metrics.</li></ol>

**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, Director of Institutional Research, Planning and Effectiveness, Director of Human Resources,  
Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> <li>1. Campus Safety, in collaboration with the Office of Institutional Research, Planning and Effectiveness (IRPE), the dean of students, and the Title IX coordinator will analyze the results of the Campus Climate Survey. The survey will identify perceptions of the campus climate pertaining to unwanted sexual contact and how the institution addresses and responds to sexual misconduct and the extent to which students have experienced unwanted sexual contact.</li> <li>2. The Emergency Preparedness Task Force will review the Emergency Operations Plan (EOP) and evaluate best practices related to emergency preparedness, drills, and training.</li> <li>3. Campus Safety, in collaboration with Facilities and TeCS, will implement blue light emergency phones through the campus interior using a multi-phase approach. Phase one (year one – 2017-18) will consist of interior campus phones, while phase two (year five – 2021-22) will consist of adding blue light emergency phones in parking lots and other areas on campus.</li> <li>4. Campus Safety will conduct educational workshops for students and employees in an effort to increase the usage of the Citrus Guardian mobile app.</li> <li>5. Throughout the course of the 2017-18 academic year, Human Resources in collaboration with Student Services will implement a collegewide Title IX awareness program which will include posters on campus, revised written materials for students and staff as well as a Title IX awareness event for students and one for faculty/staff.</li> </ol>	<ol style="list-style-type: none"> <li>1. The results of the spring 2017 Campus Climate Survey will be evaluated in the fall 2017 semester and used to guide efforts for additional training, a wider awareness campaign, and to implement best practices by the end of the spring 2018 semester.</li> <li>2. The revised June 2018 EOP will ensure best practices related to emergency preparedness, drills, and training are implemented, conducive to overall campus safety.</li> <li>3. Easily identifiable blue light emergency phones will provide 24/7 direct communication with Campus Safety and will also be used to broadcast audible emergency notifications, such as Citrus Alerts, during a major emergency. Ten blue light emergency phones (contingent on cost) will be installed in the interior of campus by June 2018.</li> <li>4. Citrus Guardian mobile app usage will increase by 15% by June 2018. The baseline is approximately 300 current users of the app.</li> <li>5. Students and staff will gain a new awareness as to issues of sexual harassment and sexual assault and how to best assist students reporting like incidents. This increase in awareness will be measured by surveying faculty and students during the fall 2017 semester and at the end of the 2017-18 academic year.</li> </ol>



**Focus Area 6:** Safe Environment  
**Strategy 6.2:** Promote a safe learning environment.  
**Contact:** Vice President of Student Services, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"> <li>1. Student Affairs, the Student Health Center, and Campus Safety will collaborate by providing two employee workshops each being offered once during the fall 2017 and once during the spring 2018 semesters on how to assist difficult people and/or de-escalate difficult situations 1) Verbal Judo, and 2) How to Identify and Assist Students Experiencing Anxiety.</li> <li>2. The Office of Student Life and Leadership Development will work with Campus Safety to promote emergency preparedness by providing trainings and workshops for students during campus safety month in September 2017.</li> </ol>	<ol style="list-style-type: none"> <li>1. Employees who attend a workshop will be surveyed to ensure that they learned de-escalation techniques that will assist them in delivering student services.</li> <li>2. Four campus events promoting safety awareness and emergency preparedness will be provided to the college community during the month of September 2017.</li> </ol>

**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"><li>1. Facilities and Campus Safety will observe all exterior lighting, including walkways and stairwells, during their daily rounds, to ensure compliance with IES (Illuminating Engineering Society of America) lighting standards.</li><li>2. The district's third-party risk insurer will complete a campuswide safety inspection report that will be used to mitigate potential safety hazards.</li></ol>	<ol style="list-style-type: none"><li>1. All lighting work orders for repairs and/or replacements will be completed within two weeks of receipt of all applicable required goods and/or services .</li><li>2. The district will receive a risk experience modification rating of less than 1.00 which will indicate an improvement in the amount of safety-hazard related claims filed against the district.</li></ol>

**Focus Area 7:** Sustainability

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

**Contact:** 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"><li>1. A minimum of two available funding opportunities will be pursued to allow procurement of efficient methods of heating, ventilating, and air conditioning; lighting technologies; and alternative power generation sources.</li><li>2. Recycling bins will be placed in at least four visible, prominent areas on campus to encourage collegewide recycling efforts.</li><li>3. Maintain water conservation efforts through the procurement and installation of water-efficient bathroom fixtures in the Hayden Hall and Campus Center modernization projects.</li><li>4. Participate in a pilot grant project through the CCC-IOU Partnership to upgrade existing computer “sleep” systems of desktop computers.</li></ol>	<ol style="list-style-type: none"><li>1. The college will receive grant revenues or utility rebates and incentives, totaling at least \$750,000, and will recognize a 10% reduction in total kWh.</li><li>2. At least four recycling bins will be placed on campus to increase active collegewide recycling practices.</li><li>3. All new toilet installations in Hayden Hall and Campus Center will utilize 1.2 gallons of water per flush (GPF), compared to the previous 4.0 GPF fixtures, resulting in an overall reduction in water usage per flush.</li><li>4. One thousand old “sleep” systems will be replaced with new technology, providing overall energy savings, as measured via the overall 10% reduction in kWh mentioned in #1 above.</li></ol>

**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,  
Executive Director of Communications and External Relations

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The Sustainability Committee, in conjunction with External and Government Relations and Student Services, will develop a campus-wide promotional campaign, consisting of such things as email blasts and flyers to encourage sustainable practices.</li><li>2. Academic Affairs will appoint an instructional representative to serve on the Sustainability Committee to act as a liaison with faculty to encourage service learning projects in the area of sustainability in at least two instructional courses.</li></ol>	<ol style="list-style-type: none"><li>1. Sustainable practices and the importance of environmental sustainability will be communicated at least three times to the college community via email blasts and flyers.</li><li>2. The importance of incorporating sustainability into our educational/learning programs will be promoted by the faculty teaching Water Technology and Forestry classes as evidenced by modifications to course syllabi.</li></ol>

**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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. TeCS will engage a consultant to advise the college regarding the configuration of its wireless access points and implement the recommendations.</li><li>2. TeCS will replace unstable virtual desktop computers with physical PC's in the library and lab computers in classrooms.</li></ol>	<ol style="list-style-type: none"><li>1. By the end of the spring 2018 semester, students, faculty and staff will have greater indoor and outdoor mobility while on campus without losing their wireless connection as evidenced by a decrease in reports of interrupted service.</li><li>2. One hundred and twenty computers will be replaced by the end of the spring 2018 semester. Students and faculty will be able to rely on computers in the library and lab computers in classrooms to efficiently run the software used for instruction. This increased reliability will be evidenced by a decrease in TeCS service requests for library and lab computers in classrooms.</li></ol>

**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 Student Services, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li data-bbox="201 540 1037 634">1. The newly formed Website Redesign shared governance committee, in collaboration with SectorPoint, the college’s contracted vendor, will begin the process of redesigning the Citrus College website.</li><li data-bbox="201 675 1037 873">2. TeCS will implement needed computer hardware and software changes to upgrade our current Enterprise Resource Planning (ERP) system to the latest version, Banner 9, and conduct training for end users. This will be carried out in stages beginning with the spring 2018 semester. Training will be conducted in the spring and summer of 2018.</li></ol>	<ol style="list-style-type: none"><li data-bbox="1060 540 1896 704">1. The college website will be redesigned by the spring 2018 semester. It will have a new innovative appearance and be more intuitive for all college constituents (community members, current and potential students, faculty and staff), including those using assistive technology as evidenced by the results of a post-completion collegewide survey.</li><li data-bbox="1060 745 1896 943">2. Upon completion of Banner 9 upgrades, students will be able to register for classes using a “shopping cart” function to add classes directly from their student educational plan. Trained faculty and staff will be able to conduct college business using the new simplified Banner interface. Reduced training time will enable new employees to be more productive sooner.</li></ol>

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<p>1. The TeCS Department will form a working group to implement <i>my.citruscollege.edu</i> – a new college student portal; brand it with the Citrus College identity, and build out tasks (buttons) linking the portal to our primary services such as registration, catalog, schedule, grades, the learning management system (Canvas), and student email.</p>	<p>1. The rSmart OneCampus portal will be fully configured. Students will be able to use the portal to interact with WingSpan. Student Services and Academic Affairs will be able to use the portal as an additional means of communication with students. The portal is expected to go live on November 1, 2017.</p>



**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:** 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>
1. Develop a marketing plan that integrates search engine marketing (SEM), targeted digital display, and social media marketing along with print advertising, outdoor display, streaming radio and grass-roots sponsorship efforts in feeder high schools. All marketing materials should reflect the college’s diverse and inclusive culture while reinforcing its mission.	1. By the fall 2017 semester, the Marketing Plan will be completed and implemented with the results tracked and optimized. Some of the metrics include impressions, clicks and click-thru rates, to demonstrate a broader coverage of the marketing efforts.

**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>
<p>1. In cooperation with the Academic Senate, develop a faculty internship program by the end of the 2017-18 academic year, designed to engage individuals nearing completion of their Master’s degree as interns, in order to increase the applicant pool for both adjunct and full-time faculty.</p>	<p>1. The developed program will provide interested individuals an opportunity to teach classes and take advantage of professional development opportunities related to teaching pedagogy. The program will be ready for implementation in time for the fall 2018 semester. The applicant pool for adjunct and full-time faculty will be increased.</p>

**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>
<p>1. The Office of Human Resources will collaborate with the Classified Staff Development Committee and the Faculty Learning Institute (FLI) to offer four workshops to faculty and staff over the course of the 2017-18 academic year. The workshops will be designed to further the discussion which began with the spring 2017 Flex Day keynote speaker, Tyrone C. Howard, Ph.D., regarding working with a diverse student and employee population.</p>	<p>1. At the beginning of the workshops, participants will provide a statement of issues or questions they have. At the end of the workshops, the participants will be asked to provide a response to each of the issues or questions presented.</p>

**Focus Area 9:** Diversity and Equity

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

**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>
1. The Institute for Completion will provide workshops open to faculty, staff and students on diversity involving faculty, professional speakers, and campus resources to promote staff/faculty/student engagement.	1. A minimum of six professional development opportunities for campus constituents will be organized and offered during the 2017-18 academic year by the Institute for Completion to expose employees to effective methods of student engagement. Pre- and post-workshop surveys will be collected to measure the overall effectiveness of the workshops.

**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, Foundation Director, Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Develop and implement social media strategies to increase the frequency and quality of posts on the college’s official social media platforms, while growing their reach. This will include coordination of social media efforts across departments to ensure consistency of messaging and voice, as well as to enhance cross-promotion opportunities. Posts will reflect the college’s diverse and inclusive culture while reinforcing its mission.	1. The college’s social media presence will increase by the end of the academic year as follows: Instagram by 10%, Facebook by 5% and Twitter by 2%.

**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, Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The executive director of communications and external relations, the protocol and government relations officer and the Office of the Superintendent/President will establish procedures to coordinate attendance at community events by Citrus College staff and faculty to increase community awareness of college programs and services.	1. By the end of the spring 2018 semester, Citrus College representatives will have attended and/or presented at community, civic or legislative meetings in each of the college district's main feeder cities.

**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, Superintendent/President, Foundation Director

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The protocol and government relations officer and the Office of the Superintendent/President 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.</li><li>2. The executive director of communications and external relations, the protocol and government relations officer and the Office of the Superintendent/President will develop procedures to ensure that Citrus College representatives attend events with local legislators to advocate for legislation and funding favorable to Citrus College.</li></ol>	<ol style="list-style-type: none"><li>1. By the end of the spring 2018 semester, the college will have hosted campus visits for four elected officials, including but not limited to Assemblymember Rubio, Senator Portantino, Supervisor Barger and Supervisor Solis.</li><li>2. Board members and college managers and staff will be apprised, through emails and trustee updates, of local legislative meetings and events that take place during the 2017-18 academic year. Board members and/or college representatives will attend at least 50% of these meetings and events.</li></ol>

**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, Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The protocol and government relations officer will plan and execute the 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.	1. The K-14 Education Forum will be held in the spring 2018 semester and attendance will be increased by 10% over the previous year. A survey will be distributed to attendees that will provide feedback on the program and gather input and ideas for future forums. Forum Proceedings will be published and distributed to attendees before the end of the spring 2018 semester.



**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, Superintendent/President, Foundation Director

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The executive director of communications and external relations, the protocol and government relations officer and the Office of the Superintendent/President 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.	1. By the end of the spring 2018 semester, Citrus College representatives will have attended and/or presented at community, civic or legislative meetings in each of the college district's main feeder cities.