

# STRATEGIC PLAN

2018-2019

ANNUAL IMPLEMENTATION PLAN





Dear Colleagues:

It is hard to believe that we are embarking on year three of the 2016-2021 Strategic Plan – yet, here we are. The 2018-2019 Annual Implementation Plan (AIP), which I am pleased to present to you now, holds fast to the very essence of the Citrus College mission and commitment to providing a firm academic foundation for our students. The activities of the AIP were developed with a student-focused perspective, and it is that institutional mindset that will ultimately lead to increased student achievement and our continued success as a college community.

Within the pages that follow are 84 activities promoting collegewide collaboration and engagement. For starters, Citrus College is thrilled to officially welcome its first cohort of Promise Program students! The Student Services team will be monitoring closely more than 700 first-time Promise Program students to ensure they are taking advantage of the program's essential requirements intended to safeguard their success.

The 2018-2019 AIP is, in part, a compilation of activities inspired by exciting initiatives we are fully embracing as a college and the continued implementation of existing college plans and strategic activities. At the college level, we will be engaging in a series of activities to advance our planning for Guided Pathways – a highly structured framework designed to create clear academic pathways; to help students choose, enter, and stay on their academic path; and to ensure students complete their academic pathways. You will find Guided Pathways-themed activities throughout this AIP.

The English and Mathematics programs will collaborate regularly throughout the year to discuss course offerings, effectiveness, and sequencing to ensure all students have access to transfer-level courses which, in some cases, include co-requisite support. The college will be well positioned to be in full compliance with AB 705, and, ultimately, to ensure a shorter time to degree completion for students. A team of Citrus College's faculty and staff will be working together to bring the Enrollment Management Plan's long-term goals to fruition, some of which involve improved communication with students, and efficient and effective class scheduling.

As Citrus College's geographical area of influence begins to stretch beyond the borders of our immediate service area due in part to the influence of social media, the necessity of projecting an image that reflects our vision, values, and commitment to students remains ever present and stronger than ever. Hosting visits by local legislators and maintaining an active presence at local civic meetings and events will strengthen the college's image as a leader in higher education.

Together, as we reflect on all we have accomplished as a team during the first two years of the 2016-2021 Strategic Plan, we can, with confidence, look ahead to our one common overarching goal of increasing student success and completion. Exciting times are on the horizon for 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 successfully launch the Citrus College Promise Program in the fall 2018 semester by enrolling a minimum of 700 students and ensuring they complete all of the eligibility requirements of the program such as enrolling full-time, applying for financial aid, and participating in the I Will Complete College (IWCC) program.</li><li>2. Counseling Programs and Services will ensure that all students participating in the Promise Program in the 2018-2019 academic year will complete a comprehensive Student Educational Plan (SEP) before the end of their first year in the program.</li><li>3. In consultation with the Guided Pathways Advising Design Team, the Career/Transfer Center (CTC) will plan and offer a Career Day to local high school students in the spring 2019 semester. The date will be chosen in consultation with the local high school districts.</li></ol>	<ol style="list-style-type: none"><li>1. At least 700 students will participate in the Promise Program and will complete by the fall 2018 semester all of the Program's eligibility requirements.</li><li>2. By June 30, 2019, all students in the Promise Program will have a comprehensive SEP.</li><li>3. In the spring 2019 semester, approximately 50 local high school students will receive career planning information after attending Career Day at Citrus College.</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. The Office of School Relations and Outreach will work with the Counseling and Advisement Center to develop a communication campaign for the Guided Pathways framework.</li> <li>2. Student Services will work with Academic Affairs to increase course offerings and recruitments for College and Career Access Pathway (CCAP) courses at the college's feeder high schools.</li> <li>3. During the fall 2018 semester, the International Student Center will develop an online onboarding workshop for new international students to complete prior to their arrival in the United States. Workshop topics will include information on health insurance, housing, transportation, immigration, and other pre-registration topics designed to assist the student's transition to U.S. collegiate courses.</li> <li>4. The Student Equity and Achievement Program Strike Team (Strike Team) will evaluate the fall 2018 semester course success in English and math based on the Citrus College MMAP and AB 705 assessment model. English and math faculty will meet weekly to discuss student needs and course effectiveness. During the spring 2019 semester, the success rates of the fall 2018 cohort will be evaluated and recommendations will be made regarding interventions and support needed for student success.</li> </ol>	<ol style="list-style-type: none"> <li>1. By the spring 2019 semester, incoming students, parents, and high school counselors will receive information about the Guided Pathways framework.</li> <li>2. Headcount enrollment in the CCAP program will increase by 10% (approximately 44 students) compared to the 438 students who participated in the 2017-2018 academic year.</li> <li>3. The workshop will be offered in the spring 2019 semester to welcome the fall 2019 cohort.</li> <li>4. The Strike Team's recommendations regarding intervention and support will be implemented by the end of the spring 2019 semester.</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

<b><u>Specific Activities</u></b>	<b><u>Projected Outcomes</u></b>
1. The EOP&S faculty and director will redesign the Summer Bridge program in order to provide increased access for incoming new students to participate in the program. The redesign will include both non-curriculum related changes (to be implemented in summer 2019) and curriculum related changes (to be implemented in summer 2020).	1. The students who participate in the redesigned Summer Bridge program in summer 2019 will have the skills needed to successfully transition to the collegiate environment as measured by a survey at the end of the program.

**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. Division faculty will participate in professional development activities and division meetings during the fall 2018 semester to familiarize themselves with Guided Pathways and the development of academic clusters.</li><li>2. Division faculty will work in concert with the Guided Pathways Academic Clusters/Mapping Existing Curriculum Design Team in the spring 2019 semester to begin the process of developing discrete clusters of academic programs with shared program outcomes and career goals.</li><li>3. Division deans will work with the Office of Institutional Research, Planning and Effectiveness (IRPE) to review existing course sequencing patterns, identify gaps in these patterns, and modify or create new patterns that would reduce the time to completion and increase the number of awards granted. IRPE will develop a multi-year study to determine the effectiveness of the sequencing patterns.</li><li>4. Division deans will identify one or two programs to pilot as fast-track evening/online degree programs. A cohort-friendly scheduling pattern will be developed to maximize student participation and minimize time to completion. Division faculty will develop curriculum and provide input on scheduling patterns as appropriate.</li><li>5. The English and Mathematics programs will monitor and respond to AB 705 to ensure full compliance by the fall 2019 semester, including the development of placement criteria that provides access to transfer-level courses for all students; the development of mathematics co-requisite opportunities at the transfer level and new math pathways for non-STEM majors; and the continued conversations related to prerequisites with faculty from affected disciplines, including possible curriculum changes.</li></ol>	<ol style="list-style-type: none"><li>1. All division faculty will attend at least one professional development activity and one division meeting devoted to Guided Pathways and academic clusters.</li><li>2. Drafts of career cluster groupings will be completed for each division by the end of the spring 2019 semester.</li><li>3. New and modified course sequencing patterns will be ready for publication in the 2019-2020 college catalog; IRPE will finalize their research design for measuring the effectiveness of the sequencing patterns by the end of the spring 2019 semester.</li><li>4. At least one fast-track evening/online degree program will be developed and published in the 2019-2020 college catalog. The program will be scheduled to begin no later than the fall 2019 semester.</li><li>5. By the fall 2019 semester, all students will have direct access to transfer-level English and Mathematics courses; co-requisites will be developed for Math 151, Math 162, and Math 170; Math 160 will be modified to serve as a transfer-level option for non-STEM students who do not need Statistics; courses in other programs that have English and/or Mathematics prerequisites will be modified as needed to align with AB 705 course sequencing in English and Mathematics.</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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. Division deans will identify 2-3 programs that align with industry needs and work with industry partners to increase recruitment and enrollment in those programs.</li><li>2. Academic Affairs will work with Student Services to increase course offerings and recruitments for College and Career Access Pathway (CCAP)/AB 288 courses at the college’s feeder high schools.</li><li>3. Division deans will work with IRPE to analyze unit loads, success and retention rates, and student progression through the first year of the Promise Program.</li></ol>	<ol style="list-style-type: none"><li>1. Enrollment in targeted programs will increase by 5% during 2018-2019 compared to 2017-2018.</li><li>2. New and revised course offerings will be identified and scheduled for the CCAP/AB 288 program including an appropriate AB 705 compliant Math course; enrollment in the CCAP/AB 288 program will increase by 10% during 2018-2019 compared to 2017-2018.</li><li>3. Promise Program students will enroll in 10% more units than the average full-time student in 2018-2019; they will complete their English and Mathematics requirements in the first year at a 20% higher rate than the average full-time student; and they will complete their first year with 15% more units than the average full-time student.</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, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The vice president of Academic Affairs will work with the division deans to identify and implement strategies to maximize funding under the new budget allocation model.</li><li>2. The vice president of Academic Affairs will work with TeCS to identify and implement a scheduling software that will enhance efficiency and collaboration across divisions in order to maximize funding under the new budget allocation model. A team from Academic Affairs and TeCS will meet with vendors to assess scheduling software options, and demos will be scheduled for the top 2-3 products.</li></ol>	<ol style="list-style-type: none"><li>1. Monthly meetings will be held in the fall 2018 semester to develop strategies and a detailed action plan will be developed by the end of the 2018-2019 academic year.</li><li>2. A final recommendation for purchase will be made by December 2018, with the goal of full implementation by the fall 2019 semester.</li></ol>



**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>
<ol style="list-style-type: none"><li>1. Division deans will work with the Office of External Relations to identify marketing opportunities for new and existing programs and will develop promotional materials to be distributed through print and social media. The Office of External Relations will strategically market these programs to targeted audiences during the pre-determined promotional period.</li><li>2. The dean of CTE will work with the Office of External Relations to implement marketing and rebranding activities within the Strong Workforce/CTE Regional Plan.</li></ol>	<ol style="list-style-type: none"><li>1. Each division will identify at least one new or existing program to promote through print and/or social media for 2018-2019. Monthly postings on social media will be made to promote the identified programs.</li><li>2. Promotional materials, including program brochures, will be developed for all Citrus College programs identified in the Strong Workforce/CTE Local Plan. The Office of External Relations will develop a digital marketing plan and post CTE related marketing materials to social media at least once a week throughout the year.</li></ol>

**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. Division deans will work with IRPE to identify enrollment gaps by gender and ethnicity and by major for underrepresented students in STEM. Once identified, the division deans will work with the Office of External Relations to develop marketing materials targeted at increasing awareness among these underrepresented groups of STEM careers and enrollment in STEM majors.</li><li>2. The STEM Center will work to raise awareness among underrepresented groups about STEM majors and careers opportunities.</li><li>3. The STEM Center and STEM Trio will host a STEM information table at the Student Resource Fair in the fall 2018 semester to ensure students are aware of the various STEM resources and opportunities available on campus, including STEM tutoring, STEM TRiO, STEM counseling, and STEM clubs.</li></ol>	<ol style="list-style-type: none"><li>1. Production of marketing and promotional materials, including posters, bookmarks, videos, and social media posts depicting underrepresented groups engaging in STEM activities and portrayed as successful professionals in STEM careers, will be completed by June 2019.</li><li>2. At least two STEM majors/careers information sessions will be held in each semester in the 2018-2019 academic year.</li><li>3. A minimum of 50 students will learn about various resources and opportunities in STEM, such as STEM tutoring, STEM TRiO, STEM counseling, and STEM clubs, as evidenced by sign-in sheets at the fall 2018 Student Resource fair.</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, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Guided Pathways Steering Committee (GPS) will collaborate with faculty, staff, and students to design and implement Guided Pathways at Citrus College.	1. Activities identified in the College's 2018-2019 Guided Pathways Plan submitted to the Chancellor's Office will be completed by June 1, 2019. And the College's 2019-2020 Guided Pathways Plan will be submitted to the Chancellor's Office by March 31, 2019.

**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

<b><u>Specific Activities</u></b>	<b><u>Projected Outcomes</u></b>
1. The Guided Pathways Instructional Methods Design Team will identify models of exemplary pedagogy, including growth mindset, productive struggle, and contextualized learning, and will make recommendations for professional development in these areas.	1. Professional development activities related to exemplary pedagogy will be identified in the fall 2018 semester and offered to faculty in the spring 2019 semester.

**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. In addition to the ongoing staff development activities, the Office of Human Resources will offer at least three online professional development activities to faculty and staff.</li><li>2. The Institute for Completion will offer professional development workshops to faculty regarding innovative teaching practices.</li><li>3. The English, Mathematics, and ESL programs will continue professional development activities related to AB 705, including attendance at California Acceleration Project (CAP) workshops, professional conferences, discipline specific trainings and program meetings during the fall 2018 and spring 2019 semesters.</li></ol>	<ol style="list-style-type: none"><li>1. Faculty and staff will have increased access to professional development opportunities tailored to their specific job-related areas of interest.</li><li>2. At least eight workshops will be offered to faculty during the 2018-2019 academic year, including a year-long professional development series on Student-Centered Teaching.</li><li>3. At least 50 English, Mathematics and ESL faculty will participate in AB 705-specific professional development activities during the 2018-2019 academic year.</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 dean of Career and Technical Education (CTE), in collaboration with division faculty, will develop and receive Board of Trustee’s and Chancellor’s Office approval for a new certificate program and courses in Construction Management.</li><li>2. The dean of CTE, in collaboration with division faculty, will develop and receive Board of Trustee’s and Chancellor’s Office approval for a new certificate program and courses in Stationary Power Generation.</li><li>3. The dean of CTE, in collaboration with division faculty, will analyze Labor Market Information (LMI) to identify new and emerging career education programs based on industry needs.</li><li>4. The dean of Math and Business, in collaboration with division faculty, will develop a fast-track Real Estate Skill Award for students seeking a broker's license.</li></ol>	<ol style="list-style-type: none"><li>1. A certificate program and courses in Construction Management will be submitted for approval in the fall 2018 semester and will be included in the 2019-2020 catalog.</li><li>2. A certificate program and courses in Stationary Power Generation will be submitted for approval in the fall 2018 semester and will be included in the 2019-2020 catalog.</li><li>3. At least one new/emerging program will be identified for development based on LMI analysis and advisory committee input.</li><li>4. A Real Estate Skill Award for students seeking a broker's license will be submitted for approval in the fall 2018 semester. The four-course sequence will be offered for the first time in the spring 2019 semester.</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>
1. The Noncredit program will expand and increase noncredit ESL courses to include new courses that focus on speaking and pronunciation skills for specific contextual career settings.	1. At least two new courses will be developed during the 2018-2019 academic year and offered no later than the fall 2019 semester.

**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, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The dean of Enrollment Services will work with TeCS to enable students to update their mailing address via the student portal.</li><li>2. The dean of Enrollment Services will work with TeCS to enable the sending and receiving of electronic transcripts.</li><li>3. The Financial Aid Office will work with Fiscal Services and TeCS to enable electronic disbursements of financial aid funds.</li><li>4. During the fall 2018 semester, counselors will provide demonstration workshops for students on how to use Degree Works for creating a Student Educational Plan (SEP).</li><li>5. The dean of Counseling will work with counseling faculty and TeCS to incorporate a component to the in-person and online new student orientation, which includes information on math courses and their linkage to majors and university systems.</li><li>6. The Career/Transfer Center (CTC) will work with the dean of Enrollment Services to add a new question to the online college application (CCCApply) in order to identify students who may need additional career guidance.</li></ol>	<ol style="list-style-type: none"><li>1. By the spring 2019 semester, students will be able to update their mailing address via the student portal.</li><li>2. Before the end of the fall 2018 semester, Citrus College will be able to send and receive college transcripts electronically through eTranscript California.</li><li>3. By the start of the fall 2018 semester, students will be able to receive their financial aid disbursements via electronic deposit.</li><li>4. Students who attend the workshop will have a better understanding about the Degree Works audit worksheet and plan features as measured by a post-workshop survey.</li><li>5. By December 2018, the online and in-person new student orientations will be updated. Transfer students completing the orientations will be able to make better informed decisions on choosing an effective math course pathway related to their major at their preferred transfer institution.</li><li>6. A new question will be added beginning with the winter and spring 2019 applications. Students who identify as needing additional career guidance will receive information about career classes and resources from career counselors to assist them with clarifying career paths.</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, Chief Information Services Officer, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The School Relations and Outreach Office will coordinate the cross-training of student employees who work in the Student Services (SS) building information kiosk in order to have those student employees answer a greater number of questions without having to refer students to other programs.	1. Before the end of the spring 2019 semester, student employees who work in the information kiosk will be able to accurately answer the most frequently asked questions and provide some hands-on assistance such as helping students register for their classes.

**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, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The dean of Enrollment Services will develop a process for students to request articulation of their incoming transcripts.</li><li>2. The Financial Aid Office will ensure that students are able to use up to 150% of their Pell Grant award in one year by enrolling in summer.</li><li>3. The director of Student Support Services, in partnership with other area directors, will develop transfer activities to highlight UC transfer as an attainable goal for students.</li></ol>	<ol style="list-style-type: none"><li>1. By the spring 2019 semester, students will be able to request articulation of courses taken at other colleges.</li><li>2. By the fall 2018 semester, the Financial Aid Office will implement a process to disburse to eligible students Pell Grant award funds in fall, spring, and summer terms.</li><li>3. By September 2018, counseling faculty and area directors will have created a plan identifying activities to increase the number of students who apply to the UC system. The plan will be presented to the EOP&amp;S and Transfer Advisory Committees in the fall 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, Chief Information Services Officer, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The International Student Center will work with Counseling and Advisement to develop an international student retention plan. This will be an action plan that seeks to identify challenges to the success of underperforming international students. The plan will also list resources to help students succeed and complete their educational goals.</li><li>2. The CTC will work with Disabled Students Programs and Services (DSP&amp;S) to conduct Transfer 101 classroom presentations for students with disabilities to increase the students' understanding of the transfer process and how they can prepare for transfer.</li><li>3. The CTC will work with the Financial Aid Office to conduct "How to Pay for College" classroom presentations to increase the students' awareness of financial aid resources and to facilitate program completion and/or transfer. Classroom presentations will be conducted in the fall 2018 and spring 2019 semesters.</li></ol>	<ol style="list-style-type: none"><li>1. By the end of the spring 2019 semester, a retention plan will be developed and implemented.</li><li>2. Two classroom presentations will be offered during each of the fall 2018 and spring 2019 semesters. At the conclusion of each presentation, students will be surveyed about their understanding of the transfer process.</li><li>3. Students will have a better understanding of financial aid resources, actions for timely transfer, and financial aid options at transfer institutions as measured by a post-presentation survey.</li></ol>

**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, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The EOP&amp;S director will work with the dean of Enrollment Services, the IWCC program, and the Financial Aid staff to facilitate the enrollment of Promise Program students in EOP&amp;S.</li><li>2. The dean of students, in consultation with the vice president of Student Services, will coordinate biannual professional development trainings addressing a variety of topics that support a service environment driven by student perspectives and needs.</li><li>3. The Veterans Success Center, along with various departments that provide student support services, will offer veteran informational workshops on support services to increase their use of services.</li></ol>	<ol style="list-style-type: none"><li>1. All Promise Program students who are eligible for EOP&amp;S will submit an EOP&amp;S application by September 30, 2018.</li><li>2. Division-wide trainings provided prior to the fall 2018 and spring 2019 semesters will encourage a service environment driven by student perspectives and needs, which will result in better student experiences when visiting departments within the Student Services division.</li><li>3. Student veterans will be introduced to health services, counseling resources, and DSP&amp;S services for additional support during their post-military college transitions. Student veteran participation in student support services will increase by 20% before the end of the spring 2019 semester. Approximately 6% of student veterans currently utilize support services.</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, Vice President of Academic Affairs, Chief Information Services Officer, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The dean of students will coordinate student resource fairs at the beginning of the fall 2018 and spring 2019 semesters. Various college departments that provide student support services will be invited to host information booths to communicate the services they provide to students.</li><li>2. The dean of Counseling will work with TeCS to add portal announcements and text messages with links promoting Degree Works.</li><li>3. Counseling Programs and Services will incorporate information about Guided Pathways to the new student orientation. Students who attend orientation will be given a survey at the end of each session.</li></ol>	<ol style="list-style-type: none"><li>1. Students attending the fairs will have an opportunity to receive information relevant to their personal needs and make face-to-face connections with student support services staff members as opposed to receiving basic information via email or U.S. mail.</li><li>2. As a result of the portal announcements and text messages, an increased number of students will create an SEP using Degree Works. There will be a 10% increase (an additional 576 students) in the number of SEPs in Degree Works by June 2019. The baseline for 2017-2018 is 5,775.</li><li>3. By the spring 2019 semester, information about Guided Pathways will be added to the new student orientation. As a result, students will be informed about the Guided Pathways framework as measured by the post-orientation survey.</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, 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"><li>1. The results of the spring 2018 semester Campus Safety survey will be evaluated during the fall 2018 semester and used to guide efforts for improvement of services including trainings and collegewide awareness.</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 will produce an emergency preparedness calendar by August 1<sup>st</sup> of each year. The calendar will include emergency drill and training dates for the upcoming academic year.</li><li>4. Campus Safety and TeCS will implement a new, upgraded mass emergency notification system: RAVE Alert. The system will continue to be referred to as "Citrus Alert." The Citrus Alert mass notification system will allow authorized users to easily send emergency notifications via text, email, voice mail, social media, Alertus beacons, marquees, and blue light emergency phones.</li><li>5. Campus Safety, in collaboration with Facilities and TeCS, will implement blue light emergency phones throughout campus using a multi-phase approach. Phase one will consist of installing blue light emergency phones throughout the interior of campus. 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.</li><li>6. During the 2018-2019 academic year, the Office of Human Resources will provide at least two Title IX training sessions open to faculty, staff, and students.</li><li>7. The Office of Human Resources will review the online new student orientation section on sexual harassment/assault and update the content as well as provide video content.</li></ol>	<ol style="list-style-type: none"><li>1. The efforts for improvement will be developed and implemented by the end of the spring 2019 semester.</li><li>2. The EOP will be updated with best practices related to emergency preparedness, drills, and training.</li><li>3. Setting emergency drill and training dates in advance will allow the campus community to prepare for emergency drills and trainings, thereby minimizing disruptions to work and/or classroom activities.</li><li>4. The RAVE alert system will be in place by September 2018.</li><li>5. Ten blue light emergency phones (contingent on cost) will be installed in the interior of campus before the end of the spring 2019 semester.</li><li>6. The training sessions will expand the attendees' awareness of Title IX and how to report any issues of suspected gender discrimination, including sexual harassment and sexual assault.</li><li>7. Students participating in the online new student orientation will obtain an awareness of gender discrimination issues, including sexual harassment and sexual assault, and will obtain an understanding of the "affirmative consent" standard as it relates to sexual activity.</li></ol>

**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, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The Student Health Center (SHC) will provide employee workshops that promote safe learning environments. Workshops will cover topics related to de-escalating difficult situations, mindfulness, self-care, providing students with resources, and how to assist students experiencing anxiety or emotional distress.</li><li>2. Campus Safety will work with the Office of Student Life and Leadership Development to promote campus safety awareness month (September) by providing campus safety related events, trainings, and workshops for students during the month of September.</li><li>3. Campus Safety will conduct educational workshops for students and employees in an effort to increase the usage of the Citrus Guardian mobile app.</li></ol>	<ol style="list-style-type: none"><li>1. Workshops will be offered once during the fall 2018 semester and once during the spring 2019 semester. As a result of having attended these workshops, employee participants will be better equipped to refer students to the appropriate resources and/or assist them during a crisis situation until help arrives.</li><li>2. As a result of these events, more students will be aware of safety procedures on campus and the resources available to them.</li><li>3. Citrus Guardian mobile app usage will increase by 15% (approximately 52 users) by the spring 2019 semester. The current number of users is 345.</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, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. Facilities will mitigate three turf areas throughout campus to widen narrow concrete areas which allow safer flow of student traffic and minimized trip hazards.</li><li>2. Facilities, in conjunction with Campus Safety, will conduct two annual safety drills for testing of the fire alarm and building security lock systems.</li></ol>	<ol style="list-style-type: none"><li>1. The widened concrete areas will ease the path of student travel and reduce turf area trip hazards.</li><li>2. Annual testing of the fire alarm and security lock systems will mitigate potential safety problems by providing proactive, preventative maintenance on our safety systems.</li></ol>



**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"><li>1. Maintain water conservation efforts through the procurement and installation of water-efficient restroom fixtures in the ED building modernization.</li><li>2. Prepare the ED building modernization for upcoming energy code mandates of Zero Net Energy (ZNE).</li><li>3. Implement the 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. All new toilet installations in ED will utilize 1.2 gallons of water per flush (GPF), as opposed to the former 4.0 GPF fixtures, resulting in an overall reduction in water usage per flush.</li><li>2. The ED building will be designed for ZNE “readiness” within current budgetary requirements.</li><li>3. One thousand old “sleep” systems will be replaced with new technology, providing an overall energy savings of 10% in kWh on tethered electronics.</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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The Sustainability Committee, in conjunction with the Office of External Relations, will develop a campuswide awareness campaign, consisting of social media posts via Facebook and Twitter, and traditional print notifications to communicate campus sustainable practices.</li><li>2. The Sustainability Committee will develop a new Sustainability Plan which will be in effect from 2019-2024, following expiration of the current plan in 2018.</li></ol>	<ol style="list-style-type: none"><li>1. Sustainable postings will be communicated at least four times per year to the college community.</li><li>2. The new five-year Sustainability Plan will outline sustainable focus areas to be used as the basis for developing specific activities to be achieved throughout the duration of the plan.</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 Student Services, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The chief information services officer, together with the TeCS team, will take the required steps to join the California Community Colleges (CCC) pilot project to implement the Cornerstone Learning Management System - an intuitive and personalized learning interface which makes possible a variety of timely, professional development training opportunities for Citrus College faculty and staff.	1. By the end of the spring 2019 semester, faculty and staff will be able to view and sign up for professional development training opportunities held in a variety of modalities (e.g. in person, webinar, recorded video) through a common calendar system. Managers and supervisors will also be able to assign trainings to faculty and staff encouraging professional development which leads to enhanced job proficiency.

**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>1. The chief information services officer, together with the TeCS team, will upgrade the campus firewall hardware to accommodate 10GB connectivity.</li><li>2. During the fall 2018 semester, the chief information services officer and the TeCS team will begin implementing Banner 9 by Ellucian. The test environment and training will be provided to pertinent staff. Among Banner 9's many attributes are an improved user interface and mobile-friendly system allowing students to register for classes using a shopping cart function. Faculty will have the ability to post final grades by uploading a spreadsheet.</li></ol>	<ol style="list-style-type: none"><li>1. Upon completion of this upgrade in the spring 2019 semester, faculty, staff, and students will be able to access the Internet through a connection with 10 times the capacity of the current connection, thereby improving responsiveness.</li><li>2. By June 2019, faculty, staff and students will be using Banner 9 with its multi-functional enhancements.</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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. As part of an ongoing effort to enhance wireless access campuswide, TeCS will broaden wireless access to seven additional outdoor locations throughout the 2018-2019 academic year. Areas include: the outdoor pool areas, softball fields, campus center mall, Visual Arts building area, Hayden Library, the math building, and the football field.	1. Faculty, staff, and students will be able to connect their mobile devices to the Internet at more outdoor locations on campus, improving mobile computing, increasing the number of places to study, and providing Internet access for campus events.

**Focus Area 9:** Diversity and Equity

**Strategy 9.1:** Broaden the scope of college outreach, promotion and marketing initiatives 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. The Office of External Relations will continue to implement the 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.	1. The Marketing Plan will be implemented with the results tracked and optimized to the greatest extent possible. Digital metrics will be provided by vendor partners on a bi-monthly basis or more frequently if requested. Trackable metrics will include impressions delivered, clicks, click-through rates, cost-per-click, page likes (social media) and post-click/engagement actions.

**Focus Area 9:** Diversity and Equity

**Strategy 9.2:** Enhance the 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>
1. The Office of Human Resources, in cooperation with the Academic Senate and the Citrus College Faculty Association (CCFA), will begin the implementation of a trial faculty internship program.	1. During the spring 2019 semester, candidates for the internship program will be identified. Chosen candidates will begin their internship in the summer or fall 2019 semester.

**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>
1. The Office of Human Resources will collaborate with the Classified Staff Development Committee (CSDC) and the Faculty Learning Institute (FLI) to offer at least four workshops to faculty and staff focused on strategies for working with a diverse student and employee population.	1. Faculty and staff will obtain an increased awareness of potential issues related to diversity in the work environment.



**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>
<p>1. The Institute for Completion will provide professional development opportunities that build instructors’ pedagogical repertoire and expand their understanding of equity and diversity, student engagement, and learning theories.</p>	<p>1. A minimum of six on-campus professional development opportunities for campus constituents will be organized and offered during the 2018-2019 academic year by the Institute for Completion. These professional development opportunities will provide a higher level of understanding of diversity and equity and expose participants to effective methods of student engagement, learning theories, and curriculum development.</p>

**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>
<ol style="list-style-type: none"><li>1. Expand the college’s social media outreach. A strategic approach to enhanced engagement includes posting a variety of content, such as informational fliers, student success stories, faculty news and college highlights. These posts will be supplemented by using creative hashtags, participating in trending topics, and engaging users when appropriate.</li><li>2. Create and implement a Guided Pathways informational campaign, which will include a college-branded logo, quick facts (FAQ) sheet, webpage, and other marketing materials.</li></ol>	<ol style="list-style-type: none"><li>1. The college’s social media presence (i.e., number of “followers”) will increase by the end of the 2018-2019 academic year as follows: Instagram by 12%, Facebook by 8%, and Twitter by 4%.</li><li>2. A Guided Pathways theme will be used for the fall 2018 Convocation event. Additionally, once the Guided Pathways program information is approved, information will be distributed to the college community via social media, emails, and traditional posters/fliers.</li></ol>

**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 Superintendent/President's Office and External Relations will coordinate attendance by Citrus College staff and faculty at community events to increase community awareness of college programs and services.	1. By the end of the 2018-2019 academic year, Citrus College representatives will have attended and/or presented at major community, civic, and 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 local, state and federal level.

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<ol style="list-style-type: none"><li>1. The Superintendent/President’s Office and External Relations will schedule and organize campus tours for legislators to provide them with an opportunity to learn about the college’s programs, services, and priorities.</li><li>2. The Superintendent/President’s Office and External Relations will develop procedures to ensure that Citrus College representatives attend events with 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 2018-2019 academic year, the college will have hosted legislators at the college.</li><li>2. Board of Trustees members and college administrators will be apprised, through emails and updates, of legislative events that will take place during the 2018-2019 academic year. Board of Trustees 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, community college organizations and four-year colleges and universities.

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Superintendent/President’s Office and External Relations will plan and execute the annual K-14 Education Forum with representation from Citrus College and K-12 districts within the college district to enhance understanding of topics relevant to both groups and improve the working relationship between the college and its K-12 districts.	1. The K-14 Education Forum will be held in the spring 2019 semester, and attendance will increase by 5% over the previous year. A survey will be distributed to attendees, which will provide feedback on the program and gather ideas for future forums.

**Focus Area 11:** Community Relations

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Superintendent/President’s Office and External Relations will develop a process to assign Citrus College representatives to local chambers of commerce to regularly attend meetings and events to promote Citrus College and build relationships with local communities.	1. By the end of the 2018-2019 academic year, Citrus College representatives will have attended and/or presented at major community, civic, and legislative meetings in each of the college district’s main feeder cities.