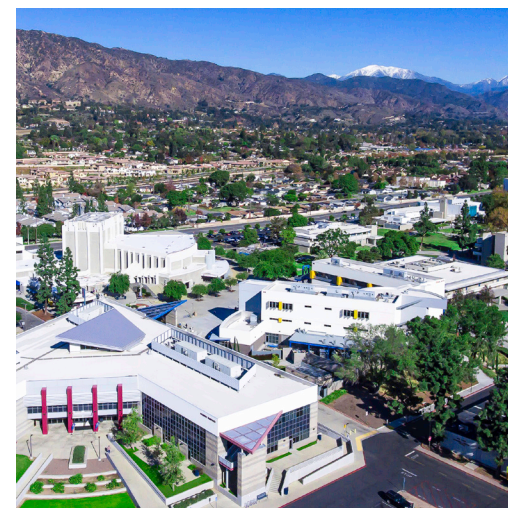


Citrus College

2020
2021

STRATEGIC PLAN ANNUAL IMPLEMENTATION PLAN





Dear Colleagues:

I am pleased to present the Citrus College 2020-2021 Annual Implementation Plan (AIP). It is hard to believe that this marks the fifth and final year of the college's five-year strategic plan, which set forth the overarching institutional goal of increasing student success and completion.

This year's AIP includes 79 activities across 11 focus areas. Each activity was developed with a student-focused mindset and draws upon the innovation and dedication of the college community. As we continue to adapt to our remote and online environments due to COVID-19, this document will help us remain focused on providing meaningful academic and support services to our students, even during these unique and challenging times.

Though all 11 focus areas are vital to our students' success, I would like to draw your attention to a few highlights that can be found in the following pages. An online orientation for dual enrollment students, instructional videos for CalWORKs students and a virtual tour of the Veterans Success Center are being developed to support remote learning and increase enrollment. Continued implementation of AB 705 will also take place, with embedded tutors and study sessions available for students who utilize the virtual STEM and Writing Centers.

This year, efforts are also being made to address diversity, equity and inclusion. The Citrus Community College District Board of Trustees passed a resolution to take action against structural racism and to champion equity. As a result of this commitment, new and enhanced curriculum developed by social and behavioral sciences faculty will address equity, race and social justice in the administration of justice program. Broad revisions to course content in the arts and social sciences will include increased study, analysis and awareness of historically underrepresented populations. Faculty and staff will also work to identify and promote pedagogy with a focus on equity.

I commend the faculty and staff who helped develop the 2020-2021 AIP, and I thank our board of trustees for their continued support of the college's strategic plan. I look forward to working with the entire college community as we build upon the significant progress that we have already made and implement year five of Citrus College's strategic plan.

Sincerely,

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

Citrus Community College District Board of Trustees

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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>
1. The dean of Visual and Performing Arts (VPA) will expand the current dual enrollment program and will offer general education courses at California School of the Arts-San Gabriel Valley (CSArts-SGV).	1. The number of Citrus College dual enrollment courses offered each semester at CSArts-SGV will expand to 24 VPA courses and 5 general education courses for the 2020-21 academic year. Impact Statement: Expanded dual enrollment partnership; increased level of preparedness of incoming new students to Citrus College
2. The dean of Career Technical and Continuing Education (CTCE), with the appropriate deans and faculty from various divisions, will work with the Foothill K-12 Consortium to increase concurrent and dual enrollment opportunities for career and technical education (CTE) programs.	2. At least one dual enrollment course in Information Technology and one dual enrollment course in Administration of Justice will be offered in the 2020-21 academic year. Impact Statement: Expanded dual enrollment partnerships; increased level of preparedness of incoming new students to Citrus College
3. The director of the Institute for Completion will work to transition the pre-algebra, algebra, geometry enrichment (PAGE) program from a grant activity to a noncredit program to ensure continued preparedness of local students in the area of mathematics.	3. The program curriculum will be written in a noncredit format and will seek local curriculum approval to be offered in summer 2021. Impact Statement: Increased level of preparedness of incoming new students to Citrus College
4. The dean of CTCE will work with the Citrus College Adult Education Consortium to transition students from adult education into the college's noncredit program.	4. Enrollment of adult education students into noncredit will increase by 10 students for the 2020-21 academic year. Impact Statement: Increased level of preparedness for noncredit students

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>
<p>1. The Counseling and Advisement Center will revise the Online Orientation to ensure students have a better understanding of math courses as they pertain to their Career and Academic Pathways.</p>	<p>1. The revised Online Orientation will be completed by the end of spring 2021.</p> <p>Impact Statement: Increased students' understanding of their appropriate Career and Academic Pathway and increased number of students who complete transfer-level math</p>

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>
1. School Relations and Outreach will collaborate with Counseling and Advisement to develop by the end of fall 2020 a College and Career Access Pathways (CCAP)/dual enrollment online orientation using Comevo software.	1. Beginning spring 2021, all new CCAP students will complete the customized online orientation. Impact Statement: Better transition to college life and increased course completion rate of students
2. The Student Health Center (SHC) will provide two employee workshops on how to better assist students and two student workshops on how to manage stress and anxiety during remote learning. The workshops will be offered during fall 2020 and spring 2021.	2. Ninety percent of participants will have a better understanding of the workshop topics as evidenced by the results of surveys conducted at the conclusion of each workshop. Impact Statement: Empowered employees who can better assist students; students' increased course completion as a result of learning to manage stress and anxiety

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>
1. The dean of Social and Behavioral Sciences will promote the Social Justice associate degree for transfer (ADT). Courses in the ADT will be offered in the 2020-21 academic year and promoted through faculty-student interactions, counseling, and in collaboration with the Office of Communications and External Relations. Students taking certain required Social Justice ADT and elective courses will be surveyed to determine if they have developed an improved sense of belonging at the college as a result of completing the course(s).	1. Survey results will be shared with program faculty and the dean and are expected to show a positive correlation between taking the course and the students' sense of belonging at the college thus increasing the likelihood of completing their ADT. <i>Impact Statement: Sense of inclusion and deeper appreciation of cultural diversity among students</i>
2. Academic deans will work with the Guided Pathways Mapping team to develop career/academic pathway (CAP) sequencing patterns in Business, Administration of Justice, Psychology, and Sociology to model future pathways.	2. Modified or new course patterns will be developed by the end of fall 2020 for Business, Administration of Justice, Psychology, and Sociology. <i>Impact Statement: More streamlined scheduling and course offerings leading to timely completion</i>

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>
1. The Admissions and Records Office will generate an automated monthly report for distribution to student support programs. The report will include a list of new student applicants who indicated an interest in a specific program on their college application. Student support programs will begin receiving the monthly reports before the end of the fall 2020 semester and will use the reports to recruit students.	1. The number of students who enroll at Citrus College in spring 2021 will increase by 1% compared to spring 2020. <i>Impact Statement: Increased number of applicants who enroll at Citrus College</i>
2. School Relations and Outreach will send monthly recruitment notifications with enrollment information and the latest Citrus College press releases to prospective students who submit an interest card indicating a desire to receive additional information about Citrus College.	2. At least 80% of prospective students who submit an interest card will indicate that the monthly emails made them more likely to enroll at Citrus College as indicated in a survey to be conducted in spring 2021. <i>Impact Statement: Increased number of applicants who enroll at Citrus College</i>

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>
1. Develop a plan for collegewide and divisional Full-Time Equivalent Student (FTES) targets that align with the budget allocation for 2020-21.	1. All eight academic divisions will reach the college’s annual FTES target without exceeding their 2020-21 budget allocation. Impact Statement: Identified specific FTES targets for each division leading to increased FTES

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. The Office of Communications and External Relations will work with Academic Affairs and Student Services to determine program priorities, needs, and challenges as they relate to marketing and the changing educational landscape due to COVID-19.	1. A comprehensive marketing strategy will be implemented throughout 2020-21 to address enrollment and student equity goals and to provide key messages and campaign themes to reach target audiences. Impact Statement: More targeted outreach and enhanced communication to students leading to increased enrollment
2. The Office of Communications and External Relations will work with the dean of CTCE to develop a marketing plan specifically for CTE that complements the state Chancellor’s Office and regional CTE enrollment and awareness efforts.	2. Targeted marketing campaigns will occur throughout 2020-21 to encourage enrollment in various CTE programs. Impact Statement: Enhanced communication to students in CTE leading to increased enrollment

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>
1. With input from the dean of Mathematics and Business, the dean of Natural, Physical, and Health Sciences will develop and implement marketing strategies to increase STEM student enrollments.	1. The college will experience enhanced enrollment in STEM disciplines and a 1% enrollment increase in STEM courses for 2020-21 compared to 2019-20. Impact Statement: Enhanced awareness of STEM pathways leading to more STEM majors and increased persistence

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. Natural, Physical, and Health Sciences faculty will offer Biology of Cancer and Biology of Infectious Diseases as online courses to draw new students and will continue online labs for natural sciences' BIO 105, BIO 200, ESCI 120 and ANTH 212.	1. There will be a 1% increase of enrollment and retention of non-traditional students in online lab courses. Impact Statement: Increased interest in STEM disciplines especially among non-traditional students
2. English and math faculty will continue to fully implement AB 705 curricular changes and monitor the student engagement and outcomes by conducting a student survey. The STEM and Writing centers will ensure students are supported by embedded tutors and study sessions that enhance classroom instruction.	2. Student success and throughput rates for English and math courses will be monitored and shared with faculty. Students' experiences in the classes will continue to improve as measured by the survey. Impact Statement: Increased success in English and math courses and persistence among students toward degree and certificate completion

Focus Area 3: Instructional Quality

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The dean of Online Education will identify and promote models of exemplary pedagogy with a focus on equity to support online teaching and learning.	1. At least one faculty professional development workshop will be offered in fall and spring semesters by the Institute for Completion and Faculty Learning Institute (FLI). Impact Statement: Increased offerings of innovative and equitable instructional methods designed to promote online learning success, persistence, degree completion and transfer
2. A series of 12 Community of Practice (COP) group meetings, discussing student outcomes and appropriate AB 705 changes, will be held by math faculty during 2020-21 to implement exemplary teaching strategies that enhance corequisite class success especially for students in DI groups.	2. The percent of students completing transfer-level math courses in DI groups, as indicated in the Student Equity Plan, will increase by 2%. Impact Statement: Increased course success, persistence, degree completion and transfer among DI groups

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>
<p>1. English and math faculty will participate in strategic online professional development activities in support of AB 705 curricular changes and online teaching.</p>	<p>1. English and math faculty will attend at least one online professional development workshop per term like those hosted by the California Acceleration Project (CAP) and the RP Group (Strengthening Student Success).</p> <p><i>Impact Statement: Greater collaboration among faculty regarding shared innovative and online teaching strategies to support student learning and retention</i></p>
<p>2. FLI will structure Flex Day offerings to respond to the Chancellor’s Office “Call to Action” and the June 16, 2020 Board of Trustees resolution to address structural racism and to focus on multiple facets of diversity, equity, and inclusion.</p>	<p>2. There will be an increase in knowledge of diversity, equity, and inclusion among faculty and staff as measured by a post-FLEX Day survey.</p> <p><i>Impact Statement: Increased diversity, equity and inclusion</i></p>
<p>3. The director of the Institute for Completion will provide research that supports faculty understanding of student departure and provides literature-based strategies that reinforce efforts to increase persistence and degree completion.</p>	<p>3. A study of first-time freshmen fall-to-fall persistence and rates of departure complemented with approaches to growing student persistence will be completed and distributed to the college community in spring 2021.</p> <p><i>Impact Statement: Increased faculty understanding of research, leading to increased persistence, transfer, and degree completion among DI groups</i></p>
<p>4. The Office of Human Resources will make available online webinars for faculty and staff.</p>	<p>4. A listing of available online professional development opportunities will be provided each month by the Office of Human Resources.</p> <p><i>Impact Statement: Empowered faculty and staff</i></p>

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>
1. Faculty in the division of Social and Behavioral Sciences will enhance current curriculum and develop new curriculum addressing equity, race, and social justice in the administration of justice system possibly leading to a new certificate in Administration of Justice (AJ).	1. Current courses will be enhanced and one new AJ course and possibly an AJ certificate will be developed and submitted to the Chancellor's Office by fall 2020. Impact Statement: Increased awareness and intolerance of structural racism in the administration of justice system
2. The dean of CTCE, in collaboration with academic deans and faculty, will analyze labor market information to identify new and emerging career education programs based on industry needs.	2. Develop and submit for approval by December 2020, a new and emerging career education program entitled "Product Design and Development Technology." Impact Statement: Broadened degree options for CTE students

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 Career Development and College Preparation (CDCP) courses to bridge the noncredit to credit programs.	1. Office Technology and Customer Service certificates will be developed by the end of spring 2021 to align with the priorities of the Strong Workforce Noncredit College and Career Readiness Regional Project and to bridge noncredit to credit career education. Impact Statement: Increased enrollment as noncredit learners advance to credit courses

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>
1. The Veterans Success Center (VSC) will create a virtual tour of the VSC facilities for recruitment purposes and increased enrollment. The virtual tour will also cover VSC services offered.	1. The virtual tour will help to promote the VSC which will result in a 10% increase in student veteran enrollment for spring 2021. Impact Statement: Increased number of veteran applicants who enroll at Citrus College
2. The Student Health Center (SHC) will create a Canvas shell for students by the end of fall 2020 in order to increase access to information about SHC services and workshops.	2. The number of students who use SHC services in 2020-21 will increase by 5% from the 7,370 students who used the services during 2019-20 (an increase of 368 additional students). Impact Statement: Better supported students, leading to increased student success and course completion

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. By the end of fall 2020, California Work Opportunity and Responsibility for Kids (CalWORKs) will create step-by-step guides and instructional videos aimed toward increasing students' comfort level with online learning and knowledge of county services.	1. In a survey to be conducted in spring 2021, seventy-five percent of CalWORKs students will report greater knowledge of online learning and county services which may lead to increased online learning proficiency and usage of county resources. Impact Statement: Increased course completion of CalWORKs students
2. The Student Life and Leadership Development Office (SLLD) will host CalFresh Zoom workshops during the fall 2020 and spring 2021 semesters. The workshops will inform students of CalFresh eligibility requirements and the application process.	2. Ninety percent of participants in a post-workshop survey will indicate that they are more knowledgeable about CalFresh eligibility requirements and the application process. Impact Statement: Increased persistence as a result of students' increased awareness of available basic needs resources

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>
1. The Counseling and Advisement Center will launch a promotional campaign in fall 2020 that encourages students to create with assistance from counselors an Abbreviated SEP using Degree Works.	1. The number of Abbreviated SEPs completed in 2020-21 using Degree Works will increase by 5% compared to the previous year. Impact Statement: Increased student persistence

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>
1. The Career/Transfer Center (CTC) will develop new career resources to assist students with job/internship search and preparation to address the changing economy as a result of the COVID-19 pandemic.	1. The number of students who access career resources during the 2020-21 academic year will increase by 5% compared to 2019-20. Impact Statement: Improved student employability as a result of gaining job and internship experiences
2. Disabled Student Programs and Services (DSPS), in partnership with the Asian and Pacific Islanders with Disabilities of California (APIDC), will participate in a pilot program in 2020-21 entitled "Anxiety Resources for Campus Health (ARCH)."	2. At least 20 DSPS students will participate in the ARCH pilot program and gain knowledge of the services offered. Impact Statement: Improved success of DSPS students
3. Extended Opportunity Programs and Services (EOP&S) and Counseling will develop an online educational summit for male students of color with on- and off-campus speakers in spring 2021.	3. Based on survey results, ninety percent of participants will indicate a sense of belonging and connectedness to the college, to faculty, and to fellow men of color. Impact Statement: Increased success of disproportionately impacted groups

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>
1. The Financial Aid Office, in collaboration with TeCS, will successfully implement Campus Logic, an online financial aid verification platform, as a means of streamlining the financial aid process by fall 2020.	1. At least 90% of spring 2021 financial aid applicants will use Campus Logic to complete the financial aid process. Impact Statement: Increased number of students benefiting from financial aid
2. Extended Opportunity Programs and Services/Cooperative Agencies Resources for Education (EOP&S/CARE) faculty and staff will expand methods of connecting with students and will develop online materials for students to improve their confidence with technology.	2. The number of remote activities offered for EOP&S/CARE students will be increased from 3 in 2019-20 to 10 in 2020-21. Impact Statement: Increased course completion of EOP&S/CARE students
3. Disabled Student Programs and Services (DSPS), in collaboration with the VSC, will conduct targeted outreach, workshops, and specialized DSPS appointments to encourage qualified student veterans with disabilities to register with DSPS.	3. The number of qualified student veterans registered with DSPS will increase by 5% in 2020-21 compared to 2019-20. Impact Statement: Increased number of veteran student completers

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>
1. The VSC will provide high quality remote services to student veterans by launching a Canvas shell that includes announcements of upcoming events. It will also include a virtual mental health lounge, provide DSPS services, and allow for remote drop-in visits with a Veteran Affairs representative. The Canvas shell was piloted in summer 2020 and will be expanded to serve all student veterans in fall 2020.	1. At least 80% of student veterans who utilize the services will agree that the services were helpful as indicated by a survey. Impact Statement: Increased number of student veteran completers
2. The director of the Career/Transfer Center (CTC) will create and maintain a Canvas shell with resources regarding careers, majors, and transfer during the 2020-21 academic year to improve student access to career and transfer information and services.	2. At least 100 students will access the CTC Canvas shell by the end of fall 2020 semester. Impact Statement: Increased degree completion and transfer
3. EOP&S will convert the in-person EOP&S and CARE New Student Orientation to an online platform before the end of fall 2020.	3. At least 80% of new students will complete the revised orientation each semester while services are offered remotely. Impact Statement: Increased fall to spring persistence rate of EOP&S and CARE applicants

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>
1. Campus Safety, in collaboration with Facilities and Purchasing, will procure and install by June 30, 2021 two public safety “blue light” emergency phones at the Math and Student Services buildings.	1. Two emergency phones will be purchased, installed, and commissioned for operation and use. Impact Statement: Increased safety measures and public safety
2. The Office of Human Resources will provide online training for faculty and staff concerning the prevention of sexual harassment.	2. Faculty and staff will have an increased understanding of the employee rights under state and federal sexual harassment laws and of the complaint filing process pursuant to the District’s sexual harassment complaint procedure. Impact Statement: Potentially decreased sexual harassment incidents
3. The Office of Human Resources will provide training to all faculty and staff related to COVID-19 requirements and protocols for a safe return to campus.	3. Faculty and staff will be provided with specific information and knowledge concerning health and safety requirements and protocols prior to returning to campus. Impact Statement: Increased confidence to a safe return to campus
4. The Office of Human Resources will provide Title IX training to faculty, staff, and students with an emphasis on new Title IX regulations.	4. Title IX training will be offered during Flex Day for faculty and staff, and a separate training session will be offered to students. As a result of this training, participants will gain an awareness of the new Title IX regulations and how to report any issues of suspected gender discrimination, including sexual harassment and assault, as measured by a survey. Impact Statement: Increased knowledge of new Title IX regulations, particularly an employee’s responsibility as a “responsible employee”

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>
1. Campus Safety will provide mandatory annual training to all employees who have been identified as Campus Security Authority (CSA) per the Clery Act. Due to the current pandemic, the CSA training will be conducted by October 2020 in an online format.	1. At least 90% of CSAs will complete the annual training before the end of the fall 2020 semester. Impact Statement: Enhanced Clery Act compliance leading to safer campus

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>
1. Facilities and Risk Management will conduct an analysis of college facilities that are being reinstated for instructional use, in compliance with approval from the LACDPH, to ensure adequate cleaning and sanitizing per COVID-19 guidelines.	1. An analysis of utilized facilities will be done with each newly approved instructional plan. Impact Statement: Minimized risk of spreading infectious diseases
2. Facilities will assess and implement preventative maintenance measures to ensure a safe domestic water supply is maintained during the COVID-19 shutdown.	2. Facilities will maintain the water distribution system and flush the domestic water system for each building on campus on a monthly basis. Impact Statement: Mitigating maintenance issues and protecting District assets
3. Facilities, Purchasing, Campus Safety, and TeCS will conduct an analysis of building intrusion alarms and develop a Request-For-Proposal/Quote (RFP/RFQ) document to identify a coordinated, campus-wide building intrusion alarm system.	3. A coordinated and effective campus-wide alarm system will be identified. Impact Statement: increased security and safety to protect District assets

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>
1. Facilities will monitor and maintain Central Plant sustainability efforts by effectively scheduling and running equipment “on call” during the COVID-19 shutdown.	1. The Central Plant will operate more effectively and efficiently. Impact Statement: Improved sustainability practice
2. Facilities will install optimized HVAC equipment in the ED building modernization and will commission the equipment for maximum sustainability, energy efficiency, and filtration of building occupant air supply.	2. ED HVAC equipment will be optimized and commissioned for efficiency. Occupancy schedules will be implemented, advanced filtering equipment will be installed, and air exchange/supply will be commissioned per the DSA approved specifications. Impact Statement: Reduced energy utilization and better sustainability
3. Facilities will monitor and maintain the Citrus College campus grounds effectively during the COVID-19 shutdown to preserve existing sustainable landscapes and minimize losses due to the remote work environment.	3. The Facilities Grounds staff will monitor the campus on a weekly basis and address prioritized issues utilizing a “needs” strategy. During COVID-19 and limited access, a “needs” strategy will preserve most landscaping. Impact Statement: Minimized maintenance issues while preserving existing landscape

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>
1. The Sustainability Committee will collaborate with the college’s professional design team for implementing sustainable, architectural, and engineering design practices on upcoming capital projects.	1. The Sustainability Committee chair will meet with the design professionals at the advent of each new capital project, during the Design Development and engineering phase, and for development of the design standards. Impact Statement: Increased sustainability via design of new projects
2. The Sustainability Committee will develop sustainable product specifications for use and implementation on upcoming capital projects.	2. The process will result in a standardized “book” of products that is deliverable and usable for specification writing by all design professionals. The Sustainability Committee Chair will deliver the “book” to the design team. Impact Statement: Increased sustainability and energy-efficient practices

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 update the projector and sound system switching technology in the classrooms.	1. By the end of spring 2021, classrooms with obsolete and failing projector and sound system switches will have hardware replaced and upgraded to the latest technology. Impact Statement: Improved learning experience for students as a result of reliable classroom technology with support for high-definition video and fewer cancelled or interrupted lectures

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>
1. The chief information services officer, together with the TeCS team, will implement Banner 9 Finance Self-Service.	<p>1. By the end of spring 2021, staff will be able to enter and manage requisitions and purchase orders and monitor budgets through a modernized and improved system.</p> <p>Impact Statement: Improved user experience and better monitoring of budgets with Banner 9</p>
2. The chief information services officer, together with the TeCS team, will migrate email from the on-premises Exchange Server to Office 365.	<p>2. By November 2020, staff and faculty email will be housed in Office 365.</p> <p>Impact Statement: Increased reliability of technology, reduced storage costs, and improved collaboration with students</p>
3. The chief information services officer, together with the TeCS team, will implement two-factor authentication for administrative applications.	<p>3. By spring 2021, staff and faculty will be required to submit an additional method of authentication (such as a USB key or a code) along with their username and password when logging in to WingSpan, improving the security of the college’s information systems.</p> <p>Impact Statement: Improved security of our most sensitive data</p>

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. The chief information services officer, together with the TeCS team, will implement Banner 9 Financial Aid Self-Service.	1. By the end of spring 2021, students will be able to view and update their financial aid records using Banner 9 Self-Service. Impact Statement: Improved user experience
2. The chief information services officer, in collaboration with Counseling and Advisement and the Guided Pathways work group, will implement Degree Works templates for degree and certificate completion.	2. By December 2020, students and counselors will be able to select a recommended student educational plan from a library of optimal plans in Degree Works. Impact Statement: Reduced time to completion

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 Communications and External Relations will create engaging content for use on all social media channels and will post important college updates as they occur.	1. The number of followers on social media will increase by the end of the 2020-21 academic year as follows: Instagram by 20%, Facebook by 10%, Twitter by 5%, LinkedIn by 5%, and YouTube by 5%. Impact Statement: Increased student enrollments, enhanced student engagement, and audience awareness of online college activities
2. The Office of Communications and External Relations will develop a targeted marketing plan for 2020-21, with sensitivity to COVID-19 and new online/remote learning environments, using various strategies, including but not limited to digital, print, display, outdoor (if relevant), radio, streaming, and email, to reach diverse audiences and potential students. In addition to high school seniors, targeted audiences will include parents and adults returning to college, among others.	2. A minimum of five digital campaign occurrences will be launched throughout the 2020-21 academic year. Digital and streaming data will include impressions, clicks, click-through rates, cost-per-click, page likes, and post-click/engagement actions. Impact Statement: Increased and more diverse student enrollment
3. The International Student Center (ISC) will promote the ESL program to prospective international students by developing marketing materials, adding ESL content to ISC presentations, and using social media by the end of the fall 2020 semester.	3. The number of international students enrolled in the spring 2021 ESL program will increase by 10% compared to spring 2020. Impact Statement: More diverse college community, with an increased enrollment of international students

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 collaboration with the Human Resources Advisory Committee, will develop written recruitment material as part of a broad outreach program designed to increase the number of applicants for faculty positions from historically underrepresented groups.	1. An increased pool of potential applicants from historically underrepresented groups. Impact Statement: Increased diversity among applicants
2. The Office of Human Resources will work with the Human Resources Advisory Committee to review processes pertaining to the recruitment and selection of respective full-time faculty and classified staff to determine if modifications are required to better encourage and attract a greater diversity of applicants.	2. The recruitment and selection processes will be reviewed and revised as appropriate in order to increase the number and diversity of applicants and to make it easier for applicants to participate in the selection process. Impact Statement: Improved recruitment procedure, leading to increased diversity among faculty

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 Student Life and Leadership Development (SLLD) office will launch a new Foster Youth Ally training for students and college employees in the fall 2020 semester. The training will provide strategies for employees to support Foster Youth students and increase students' persistence.</p>	<p>1. Ninety percent of participants in a post-workshop survey will indicate that they have a better understanding of how to support this vulnerable population.</p> <p><i>Impact Statement: Increased persistence rate of Foster Youth students</i></p>
<p>2. The Office of Human Resources, working with CSEA and the Classified Staff Development Committee, will implement a series of workshops throughout the 2020-21 academic year that will emphasize customer service to our students through collegiality and engaging students from diverse backgrounds and that clarify the role of staff with respect to the Chancellor's Office Vision for Success.</p>	<p>2. Funds allocated by the Chancellor's Office for classified employee professional development will support learning opportunities emphasizing the role of classified staff as participants in the goals of the Chancellor's Office Vision for Success. Staff understanding of the Vision for Success will be increased through the year-long series of professional development activities as measured by a survey.</p> <p><i>Impact Statement: Enhanced staff awareness of District activities aligned with the Chancellor's Office Vision for Success</i></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 dean of Kinesiology and Athletics will identify strategies to increase outreach efforts, enrollments, and retention of a diverse population of student-athletes.	1. Increase by 2% the accessibility of student-athletes designated as disproportionately impacted (DI) through a variety of collaborative campus outreach and retention strategies. Impact Statement: Increased enrollment of a diverse student athlete population
2. Division deans, where appropriate but in particular in the arts and social sciences curricula, will encourage a broad revision of course content to include increased study, analysis, and awareness of historically underrepresented populations.	2. At least five course outlines of record (COR) will be revised to reflect increased college-wide attention to and understanding of issues surrounding equity, diversity, and inclusion. Impact Statement: Increased knowledge of historically underrepresented populations and each individual's responsibility to respond to social change

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. The Office of Communications and External Relations will partner with Student Services to develop a virtual tour of the college.	1. A virtual tour will be developed and posted on the college’s website for perusal by potential students and the community overall. Impact Statement: Enhanced college image to potential students
2. In addition to timely and regular writing assignments, the Office of Communications and External Relations will write more human interest press releases to engage media partners and social media followers.	2. During the 2020-21 academic year, a minimum of five human interest press releases will be written and distributed to local media outlets and through the college’s social media channels. Impact Statement: Enhanced college image and increased community awareness of the college
3. The Office of Communications and External Relations will increase internal and external communications in an effort to remain connected with students, the college community, and neighboring communities.	3. Regular internal updates on relevant and emerging issues, as well as general promotion of the college, will occur at least once a month during the academic year. Impact Statement: Increased awareness of pertinent issues by the college community and the public

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. If conditions allow, the Foundation will host two Community Day events on campus in winter/spring 2021. In the event that the remote environment continues through the spring 2021 semester, Foundation staff will create two corresponding virtual events to be hosted on college platforms highlighting programs and mirroring the Community Day model.	1. Two separate Community Day events (virtual or on campus) will be held during the winter/spring 2021 semester. Impact Statement: Increased awareness among community leaders of the educational resources available at Citrus College, leading to potential philanthropic support of the Foundation
2. The Foundation will establish a communication email list of previous Community Day guests as well as prospective guests and will provide relevant, exciting, and timely college publications and updates. In addition, the Foundation will develop a bi-monthly newsletter that will be emailed to donors, friends of the college, and others.	2. Approximately six issues of the newsletter will be distributed throughout the 2020-21 academic year. College friends and community leaders will be apprised of college news and updates. Impact Statement: Informed college friends and community leaders
3. The Foundation will utilize the Speaker’s Bureau as a tool to thank current donors and promote the college. Presentations will be prioritized based on donor requests. Additionally, the Foundation will reach out to prospective donors presenting an opportunity for them to support the college/Foundation.	3. At least one Speaker’s Bureau presentation event will be presented in each District city either in person or through a virtual modality. Impact Statement: Continued college visibility to community

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>
1. The Superintendent/President’s Office will ensure that state legislators and city government officials from District feeder communities are provided with periodic updates from Citrus College, e.g., Citrus View, Annual Report, Quick Facts, Fact Book, Accolades, and any other pertinent publications.	1. Major publications such as the Citrus View, Annual Report, Quick Facts, Accolades, and other pertinent publications will be sent electronically. Impact Statement: Enhanced college image and increased awareness of the college by legislative officials
2. Support California Community Colleges by advocating for key legislation and funding that would assist Citrus College and its students.	2. Phone calls will be made and letters of support for key legislation, when appropriate, will be sent to local, state, and federal legislators. Impact Statement: Stronger ties with our legislative representatives, enhanced college image, and increased awareness of the college by legislative officials

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>
<p>1. The vice presidents of Academic Affairs and Student Services will reach out to each K-12 principal and provide them with a Progress Report of their students who transition to Citrus College. Additionally, the Superintendent/President will reach out to K-12 District Superintendents to share the Progress Reports. Members of the Citrus College Board of Trustees will also be sent copies of their respective K-12 Progress Reports.</p>	<p>1. K-12 Progress Reports will be shared with all principals, superintendents and the members of the Citrus College Board of Trustees.</p> <p>Impact Statement: Enhanced relationships with the K-12 Districts and a better understanding of the needs of incoming high school students to Citrus College.</p>

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 Foundation will reconfigure and relaunch the community outreach team to represent the college during the current remote environment and to provide opportunities for alumni and the Foundation director to represent the college at virtual and possibly live events.	1. The community outreach team will represent the college at monthly events in district cities during the 2020-21 academic year. Impact Statement: Continued momentum of building and maintaining strong community relations
2. The Foundation will work with External Relations to establish and develop a consistent look of communication tools for community presentations and various college functions: College Highlights & Updates, campaign solicitations, VSC presentations, etc.	2. Community presentation materials being distributed from the college will have a coordinated and cohesive look and image. The style will be applied to written and electronic materials. Impact Statement: Increased college image due to cohesiveness in style and professionalism for Foundation communications and marketing materials