

Strategic Plan: 2015-2016 Progress Report





Dear Colleagues-

Congratulations on your outstanding work over the past five years that has resulted in the successful completion of the college's 2011-2016 Strategic Plan. It is with pleasure that I present the plan's 2015-2016 Progress Report, which represents the final milestone in what has been a highly productive and very rewarding undertaking.

With each year of implementation of the 2011-2016 Strategic Plan we have taken on ambitious objectives and achieved some impressive results. In 2015-2016, the college lived up to, and even exceeded, its accomplishments of the past.

In the area of academic excellence, the college developed additional Associate Degrees for Transfer (ADTs). We have been so successful in this area, Citrus College now ranks seventh among the state's 113 community colleges in the number of ADTs awarded. Our STEM grant partnerships were also expanded, and a new partnership with the Keck Graduate Institute will provide additional options for Summer Research Experiences for STEM students.

Citrus College also made strides in the area of student success and support. Special trainings on the Common Assessment Initiative were provided to faculty and staff; the Transfer Center hosted 12 student trips to universities; and three completion specialists were hired. I am pleased to note that the "I Will Complete College" cohort demonstrated a higher rate of fall-to-spring persistence than the college's rate overall.

The learning environment at Citrus College was enhanced during 2015-2016, with Alertus software installed on staff and faculty computers and podium systems. Pedestrian thoroughfares were upgraded with LED lighting campus-wide, and water-wise devices were installed in the new Visual Arts Building and elsewhere on campus.

Citrus College continued a robust marketing campaign and increased its presence on social media. Results of a survey of the readers of the *Citrus College News Magazine* and the *Citrus View* were positive, with readers indicating they learned new things about Citrus College. The Foundation launched a "Reconnect to Citrus" campaign; hosted a successful Estate Planning Seminar; and have begun planning their 50th Anniversary Celebration for fall 2016.

It is exciting to think that Citrus College has now concluded its 2011-2016 Strategic Plan and accomplished the ambitious goals we set for ourselves just five years ago. The tremendous efforts of the entire college community in completing the plan has resulted in awards, recognitions and record breaking accomplishments that are unprecedented in the history of our great institution.

As we look ahead, it is even more exciting to contemplate all we will accomplish in the 2016-2017 academic year, under the guidance of our 2016-2021 Strategic Plan. I look forward to working with you.

Sincerely,

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

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Superintendent/President

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.4: Expand transfer options and degrees in emerging fields of study.

Contact: Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
			P	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
1. In disciplines where Transfer Model Curricula are approved, faculty efforts to develop and seek approval for related transfer degrees will be supported.	1. The articulation officer will work with the curriculum committee and discipline faculty in philosophy, music and economics to develop transfer degrees. A minimum of three transfer degrees will be approved.	1. The associate degrees for transfer (ADT) in philosophy and music have been approved by the Curriculum Committee and Board of Trustees. We are preparing to submit the philosophy ADT to the Chancellor's Office. The college is waiting on Chancellor's Office approvals for the ADTs in music, anthropology, and biology.

Focus Area 1: Academic Excellence

Institutional Goal 1.1: Citrus College will provide high quality instructional programs in recognized and emerging fields of study that lead to successful attainment of degrees, certificates, employment and transfer.

Strategic Objective 1.1.6: Provide additional opportunities for internships, job shadowing and work experience to help students apply learning to careers.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
			P	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> The STEM grant partnerships will be expanded to increase the range of research and internship opportunities for our students. Funding for additional research opportunities will be sought. The Veterans Success Center will partner with the Foothill Workforce Development Board to provide internship opportunities for student veterans. 	<ol style="list-style-type: none"> The range of research and internship opportunities for our students will be increased. New grants or collaboration with grant partners will provide additional grant funding. A new National Science Foundation (NSF) project will begin and will provide 20 students annually with research/experiential learning opportunities. Three new collaborative grants will be submitted, each of which will include student research/internship opportunities. At least 10 student veterans will be connected to internship opportunities within their academic majors, as evidenced by attending Workforce Development workshops. 	<ol style="list-style-type: none"> A new partnership with the Keck Graduate Institute will provide additional options for summer research experiences, beginning in June 2016. Two collaborative grants, which will provide STEM internship opportunities to Citrus College students, were submitted to the NSF, and they have been funded. The first, focused on physics and gravitational waves, was funded at CSU Fullerton. Citrus College is the only named community college partner. A second collaborative grant, which was awarded to Rancho Santa Ana Botanic Garden, includes Citrus College and one other community college. It provides for semester and year-long paid internships. As a result of contacts made through the Workforce Development Board (workshops), 15 student veterans were connected to internship opportunities and three veterans were offered jobs during fall 2015. As of May 13, 2016, an additional four students were connected to internships through workforce development, bringing the total to 19 students.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.1: Implement best practices identified by groups such as the State Basic Skills Task force and the RP (Research and Planning) Group with the goal of increasing the basic skills improvement rate.

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

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> Distance Education (DE) training for faculty will be implemented. Retention and success in DE courses will be analyzed. The Student Health Center will continue to implement the Kognito Program (an online mental health training and awareness program) for students and staff. Implementation of "I Will Complete College" (IWCC) freshmen completion cohorts will be continued. 	<ol style="list-style-type: none"> There will be higher success and retention rates in DE courses with a projected increase of 1-3%. At least 30 DE faculty members will successfully complete the second @ONE DE training. For the second year, there will be a total of 80-100 students and staff members completing the training, passing the test, and obtaining the certificate. At least 50% of the students in the fall 2015 pilot cohorts will participate in the spring 2016 cohorts. 	<ol style="list-style-type: none"> The DE Committee is completing the annual program review. They were encouraged by small increases in retention and success for students enrolled in the program in summer and fall 2015. This increase occurred following the spring @One training for 23 faculty. The faculty coordinator is currently offering the second @One Introduction to Online Teaching and Learning to 15 faculty. As of the end of spring 2016, 698 participants have utilized the Kognito program (173 staff and 525 students). Each participant received a certificate of completion. For the fall 2015 IWCC cohort, 90% enrolled in the spring semester. This exceeds the college's persistence rate of 80%.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.2: Evaluate the feasibility of collaborating with CSU to conduct joint assessments (e.g. Early Assessment Program) during high school in an effort to ensure that students take a single assessment for both institutions and that students have time to remedy identified deficiencies prior to college entrance.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
1. The college is waiting for direction to implement the Common Assessment as part of the Student Success and Support Program (SSSP). The SSSP Committee decided to wait for these guidelines before making changes to assessment practices.	1. The California Community Colleges (CCC) Common Assessment Initiative Steering Committee shifted the rollout for the common assessment. The assessment may not be available until spring 2017. The change allows for additional time devoted to piloting, validating and approval of the test, ensuring the highest quality product available to faculty and their colleges. A Citrus College faculty member from Basic Skills sits on the Chancellor’s Office workgroup that recommends test items. In addition, the Region 8 SSSP Committee will receive an update about progress for the Common Assessment at the November 2015 meeting.	1. Citrus College participated in special trainings about the Common Assessment with the SSSP Committee in March and the Dean’s Council in April. Dr. John Hetts (known for his research at Long Beach City College) came and provided a very engaging presentation to over 60 Citrus College faculty and staff members regarding the Common Assessment Initiative (CAI) and the Multiple Measures Assessment Project (MMAP) on May 27. Faculty workgroups are meeting during summer 2016 to begin mapping competencies to discipline related data sets. Citrus College will test the CAI in spring 2018 for fall 2018 placement.

Focus Area 2: Student Support and Success

Institutional Goal 2.2: Citrus College will strengthen programs and services that address the learning needs of students.

Strategic Objective 2.2.4: Increase specialized programs to support student learning such as tutoring, online tutoring, supplemental instruction, learning communities, a writing lab, a reading center and intensive programs such as Power Math.

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

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> STEM instructors will pilot a math PAGE program for veterans. The STEM grant will continue to provide Supplemental Instruction (SI) in math and science classes and increase the number of facilitated study groups, resulting in a broader range of math classes than offered in the past. The STEM and Math Success Center will be open on Fridays to provide additional support for students in math and science. Completion Coaches will enhance student achievement by coordinating and participating in educational assistance activities and events to encourage and improve student retention and completion. The use of NC 1 (supervised tutoring), in order to expand tutoring services and ensure all regulations for collecting attendance and apportionment are followed, will be revisited. 	<ol style="list-style-type: none"> Two STEM PAGE instructors will provide a total of 60 hours of instruction/tutoring in the Veterans Success Center. All participating students will have successfully passed their summer math courses. There will be a projected 10% increase in the number of courses supported with SI and a projected 5% increase in the number of students participating in the facilitated study groups. The hours of operation for the Math Success Center and the STEM Center will be increased. The number of students who graduate, transfer, or complete a certificate program will increase. NC 1 will be implemented. 	<ol style="list-style-type: none"> Two PAGE math instructors provided instruction and tutoring in the Veterans Success Center from 7/20 – 8/7/2015. All students who participated passed their summer math classes. STEM has continued to provide a designated instructor to the Veterans Success Center twice weekly throughout the fall 2015 semester. A total of 105 math (29, 30, 32, 142, 150, 151) and science (BIO 105, CHEM 103) course sections were supported with SI over the past academic year. Across the winter, spring and fall terms, study groups, organized by both the STEM Center and the SIGMA program, supported CHEM 103, 110, and 112; MA 150, 190, 191, and 210; and PHYS 110 and 201. Over 300 student contacts were recorded for these study groups. A sharp increase in participation was noted in fall 2015, as compared to winter and spring 2015. The Math Success Center began opening on Fridays, from 9:30 a.m. to 1:30 p.m. in fall 2015. Attendance logs show that students utilized the Friday hours. The Friday schedule continued through winter and spring 2016. Three completion specialists and one completion advisor have been hired. The School Relations and Outreach Office staff has contacted IWCC students to invite them to participate in educational assistance activities and events. As a freshman cohort program, the outcomes of these efforts will probably not be seen for two to three years. Learning Center staff researched the feasibility of tracking tutoring hours for apportionment purposes. At this time, it is recommended not to move forward with NC 1 (supervised tutoring).

Focus Area 2: Student Support and Success

Institutional Goal 2.3: Citrus College will enhance its supportive collegiate environment to enable students to persist and to achieve their goals of transfer, degree and certificate completion.

Strategic Objective 2.3.6: Provide more opportunities for students to visit four-year colleges through campus tours and to participate in joint programs with four-year colleges.

Contact: Vice President of Student Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
			P	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> The Transfer Center will sponsor trips to four-year colleges. The Summer Research Experience program will be expanded on four-year campuses. 	<ol style="list-style-type: none"> The Transfer Center plans to sponsor eight trips to four-year colleges, including UCLA (two), UC Riverside, Cal Poly Pomona, CSU Los Angeles, CSU Fullerton, CSU Northridge, and the University of La Verne. The goal is to serve 150 students. At least 50 students will be placed in summer research experiences. 	<ol style="list-style-type: none"> The Transfer Center, with assistance from student equity funds, sponsored 12 student trips to universities during the 2015-2016 academic year. Specifically, 177 students participated in 11 visits to five CSU and three UC campuses across Southern California, with an additional 11 students visiting the University of La Verne. Furthermore, the same funding source permitted the Transfer Center to sponsor 20 students to tour six Northern California universities. Around 90% of students who attended the tour indicated that the experience inspired them to attend the schools visited, provided knowledge and awareness of university requirements for admittance, and equipped them to make more informed decisions regarding transfer. The number of placements at Cal Poly Pomona was expanded for the 2016 cohort. Additionally, a placement at the Keck Graduate Institute was added and, through the new NSF grant, 20 students will spend 10 days at University Corporation for Atmospheric Research (UCAR) and the University of Colorado at Boulder conducting a small-scale research project.

Focus Area 3: College Resources

Institutional Goal 3.1: Citrus College will maximize the use of existing fiscal, physical, personnel and technical resources via effective planning and resources management.

Strategic Objective 3.1.6: Review job descriptions and work schedules across campus to maximize and share personnel resources and periodically evaluate the college’s organizational structure against the major planning documents (such as the Educational Master Plan) to assign personnel as needed.

Contact: Director of Human Resources

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> By January 2016, Human Resources will identify a list of any current classifications in which the job descriptions may need to be modified. Based on this identification, Human Resources will revise the job description and review the new job description with applicable constituent groups. Human Resources will review all requests for new positions to ensure the current job description is appropriate for the new position and develop modified or new job descriptions as needed. Human Resources will provide training to managers/supervisors to ensure appropriate understanding of the work schedule provisions in the collective bargaining agreement. 	<ol style="list-style-type: none"> Job descriptions for all employee categories will be updated as needed. Job descriptions for new positions will be developed as needed. There will be an increased level of understanding among managers and supervisors regarding the standard and alternative work schedules available for classified staff, as evidenced in the survey results collected in fall 2015. 	<ol style="list-style-type: none"> During the fall 2015 semester, all job descriptions were reviewed, and it was determined that no modifications were necessary. New job descriptions were prepared and approved for the following: database administrator, mailroom reprographics technician, completion specialist, completion advisor, outreach supervisor, dean of students, director-fiscal services and associate director-fiscal services. In February and March, 2016 training was provided to all managers and supervisors on new provisions in the CSEA collective bargaining agreements, including specific rules related to work schedules. <p>In December 2015, the director of Human Resources made a presentation at a supervisors meeting on classified work schedules and issues of absences and tardiness.</p>

Focus Area 4: Learning Environment

Institutional Goal 4.1: Citrus College will enhance student learning by providing a safe, accessible and attractive campus with classrooms, labs, equipment/technology and parking adequate to meet student needs.

Strategic Objective 4.1.4: Improve safety standards in classrooms and offices on campus, such as the addition of panic buttons and/or telephones in all offices and classrooms.

Contact: Chief Information Systems Officer, Vice President of Finance and Administrative Services, Vice President of Academic Affairs

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Installation of the Alertus Beacon emergency notification system will be completed, including: a) desktop software on all staff, faculty and classroom podium systems; and b) classroom phones and alarms, including wiring necessary to support phone and alarm installations. The new system will be used during the spring emergency drill. 2. A workshop will be presented to the faculty and staff during the Spring 2016 Flex Day to demonstrate the functions of the new systems in classrooms. 	<ol style="list-style-type: none"> 1. As a result of the installation of the Alertus Beacon Alarm system in all designated classrooms and common areas and on all designated staff and faculty desktops, emergency communication time to designated locations will be decreased to less than one minute. 2. Faculty and staff will understand the usage of the new system as evidenced by the survey results collected at the Flex day workshop. 	<ol style="list-style-type: none"> 1. Alertus software was installed on staff and faculty computers and on podium systems. <ul style="list-style-type: none"> – Wiring to support the installation of phones in the classrooms was completed in February. – Phones have been installed in classrooms. – Sixty Beacon Alarms have been installed throughout campus. 2. TeCS will work with Ben Macias, campus safety supervisor, to create workshops to be held in early fall.

Focus Area 4: Learning Environment

Institutional Goal 4.2: Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.

Strategic Objective 4.2.2: Incorporate efficient methods of heating, ventilating and air conditioning (HVAC), lighting technologies, electrical distribution and alternative generation, and/or usage reduction for campus facilities, such as passive or active solar technologies, advanced lighting devices, occupancy sensors and integrated load-shedding into facilities construction, renovation and maintenance.

Contact: Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	P	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> IS Building HVAC and infrastructure will be upgraded. Energy Management System (EMS) infrastructure will be upgraded. Pedestrian thoroughfares campus wide will be upgraded with LED lighting. The Campus Center number two air handler unit will be replaced. Facade lighting on campus buildings with LED lighting will be upgraded (this is Phase I of a two-year project). 	<ol style="list-style-type: none"> There will be a projected 15% increase in efficiency of the HVAC unit. There will be an estimated 75% reduction in service calls for the server room A/C and an estimated 75% reduction in shutdowns. Over the multi-year project, there will be a projected 75% decrease in controller failure and work orders to the applicable buildings. There will be a reduction in electrical usage of approximately 300,000 kWh and a projected 90% reduction in device failure. There will also be a projected 25% increase in lumens. There will be a reduction in electrical usage of approximately 40,000 kWh, a projected 75% reduction in service calls for the air handler, and a projected 15% increase in air supply. There will be an estimated 164,000 kWh reduction in electrical usage and a projected 90% reduction in device failure. There will also be a projected 25% increase in lumens. 	<ol style="list-style-type: none"> Construction documents will be revised due to demand changes, and the bidding phase will commence for anticipated construction as planning allows. Upgrading the EMS is continuing in a multiyear program. Upgrades are complete with regard to the Central Plant and the TC, PC, MA, CI and the PAC Buildings. The project is complete and has resulted in an approximate 300,000 kWh reduction of electrical usage and an increase in lumens of approximately 25%. The project is complete and has resulted in an approximate 40,000 kWh reduction of electrical usage, and a corresponding reduction in service calls and an increase in air supply. The project is 99% complete, and the remaining product will be installed in May, 2016. Project completion is expected for June, 2016 and projected measureable outcomes will be achieved.

Focus Area 4: Learning Environment

Institutional Goal 4.2: Citrus College will increase ecological responsiveness through enhanced measures for utilities conservation, recycling and promotion of alternative transportation strategies.

Strategic Objective 4.2.3: Improve water conservation efforts through measures such as drought tolerant landscaping, drip irrigation and more cost-effective bathroom fixtures.

Contact: Vice President of Finance and Administrative Services

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
P	I	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> 1. Water efficient toilets, urinals and faucets will be installed in all new buildings and in all modernized spaces where applicable. 2. Water-wise or drought tolerant plants will be planted at new planting locations. 3. Water-wise landscaping devices and Best Management Practices (BMPs) will be installed. 	<ol style="list-style-type: none"> 1. Through delivery and verification of water-wise and/or water consumption efficient devices, water usage will be reduced by approximately 65% per device. 2. Through delivery and verification of drought tolerant planting, water usage for irrigation in new planting areas will be reduced by approximately 50%. 3. There will be a projected 50% reduction in the amount of watering needed for landscaped areas throughout the campus. 	<ol style="list-style-type: none"> 1. Installation of water-wise and efficient devices is continuing in a multiyear program; the new Visual Arts Building is outfitted with these devices. All other things being equal, i.e., the number of flushes, the number of times the sink is used, etc., each replaced fixture will result in an approximate 65% reduction in water consumption. 2. Installation of drought tolerant flora is continuing in a multiyear program. The Visual Arts Building has received this type of planting, and this will continue through completion of construction on the facility. For existing areas, irrigation has been reduced by 50%, thus resulting in a 50% usage reduction. 3. Installation of water-wise irrigating mechanical equipment continues to be implemented. The Visual Arts Building is receiving these types of installations during the site landscaping infrastructure phase. For existing areas, irrigation has been reduced by 50%, thus resulting in a 50% usage reduction.

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.3: Automate data collection for routine and repetitive tasks to enhance productivity whenever possible.

Contact: Chief Information Services Officer

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
	P	I	I	I*

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
1. An online application for STEM and honors students to apply for their respective programs will be provided. Due to workload issues, this activity was postponed from the 2014-2015 to the 2015-2016 academic year.	1. The number of students using the online applications will be monitored. Students will be surveyed to determine the ease of use of the online applications.	1. This activity has been delayed due to lack of staffing.

I* Implementation carried over from 2014-15

Focus Area 5: Institutional Effectiveness

Institutional Goal 5.1: Citrus College will strengthen the campus culture of planning and informed decision making by maximizing the use of research, program review and student outcomes assessment.

Strategic Objective 5.1.4: Expand options to track student completion data, including tracking students after they leave Citrus College.

Contact: Director of Institutional Research, Planning and Effectiveness

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
		P	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> TeCS staff will receive DegreeWorks training to produce enrollment management reports. The academic performance of the “I Will Complete College” cohort will be tracked. 	<ol style="list-style-type: none"> Reports related to student tracking and enrollment management will be available for analysis and schedule planning, leading to decreased waitlists. Results on the first “I Will Complete College” (IWCC) cohort will be available and analyzed for future planning, as relating to completion strategies. 	<ol style="list-style-type: none"> This activity has been delayed due to lack of staffing in TeCS. Analysis of the fall 2015 IWCC cohort is complete and has been shared with the IWCC planning committee.

Focus Area 6: Community/College Relations

Institutional Goal 6.2: Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objective 6.2.1: Enhance pride in the institution's image by continuing to promote faculty, staff and student success stories in the community.

Contact: Director of Communications

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
I	I	I	I	I

<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> The college will continue its robust marketing campaign among its target groups. Social media and online communication via Facebook and Twitter will continue. A minimum of three announcements per week will be posted to the college's official social media sites. The <i>Citrus College News Magazine</i> will continue to be published in the fall and spring, and the college's <i>Report to the Community</i> and the <i>Measure G Report to the Community</i> will be published at the beginning of the calendar year. These external publications will continue to inform the community of the college's progress, while fostering support for its programs and initiatives. Seven issues of <i>Citrus View</i> will be produced each year and sent to members of the college community, and a targeted group of community leaders will continue to receive <i>Citrus View</i>. The publication will also be linked to Facebook and Twitter, expanding its reach to new audiences. 	<ol style="list-style-type: none"> There will be increased awareness and interest as measured by monitoring online views, with a projected increase of 10-15% throughout the year. The number of Facebook and Twitter followers will grow, with a projected increase of 10-15% this year. The local community will be informed of the college's progress, programs and initiatives through the publication of the <i>Citrus College News Magazine</i> and the <i>Report to the Community</i>, as evidenced by the results from a readers' survey. The college community will be informed of the college's progress, programs and initiatives through the publication of <i>Citrus View</i>, as evidenced by the results from a readers' survey. 	<ol style="list-style-type: none"> Citrus College has an online presence in three areas: Q1 media, advertising to students seeking educational resources; Pandora, online radio; and online local news outlets in the San Gabriel Valley News Group (SGVN). In each online venue, views of the ads more than doubled and the click through rate (CTR) for Citrus College is consistently higher than industry averages. Facebook has 453 followers, a 17% increase since the end of the 2014-2015 academic year. Twitter followers increased 23% over the same period. A reader survey was included in the <i>Citrus College News Magazine</i>, Winter 2016. The respondents agreed strongly (with scores of 4.3 to 4.7 out of 5) that the magazine was interesting and colorful, easy to read and had interesting articles. The respondents also strongly agreed (score of 4.2) that they learn something new about the college from the magazine. Seven issues of <i>Citrus View</i> have been published. Of the more than 100 readers that responded to a reader's survey, 91% strongly agreed or agreed that the newsletter was clear and easy to read; 78% strongly agreed or agreed that the layout was attractive and appealing; and 72% strongly agreed or agreed that they have learned new things about the college.

Focus Area 6: Community/College Relations

Institutional Goal 6.2: Citrus College will enhance the sense of collegiality among members of the college through effective communication and community-building activities.

Strategic Objective 6.2.4: Sponsor an annual networking opportunity with faculty and members of the external community, such as hosting a mixer on campus for members of the college’s faculty, Foundation board, Board of Trustees, Citizen’s Oversight Committee, advisory board members and the college’s constituency groups.

Contact: Foundation Director

Timeline:

2011-12	2012-13	2013-14	2014-15	2015-16
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<u>Specific Activities</u>	<u>Projected Measurable Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> Contact will be initiated via mailings, letters, invitations, phone-tree communications and magazines to former faculty members, current staff and faculty, members of the community, and local businesses for a “Reconnect to Citrus” event scheduled for September 2016 that will continue the centennial celebration momentum of promoting Citrus College. The Foundation will host a pre-reception event to the spring 2016 Estate Planning Seminar specifically for former employees of the college. A committee that will continue to plan and organize the Foundation’s outreach effort to the retired employee population to ensure their connection to and support of the college’s educational mission will be developed. 	<ol style="list-style-type: none"> At least two mailings will be sent by the end of the 2015-2016 academic year to former faculty members, current staff, members of the community, and local businesses to reengage the community and the college constituency groups. The Foundation will host at least one pre-reception event before the spring 2016 Estate Planning Seminar. A projected 120 personalized invitations will be mailed and a telephone follow-up per contact will be made to ensure personal connections are aligned with the invitation. At least three to five members of the committee that will plan and organize the Foundation’s outreach effort will be identified by the end of 2015. Outreach will consist of four to six college mailings and three to five event-specific mailings, along with two to three personalized phone calls per contact. 	<ol style="list-style-type: none"> The college magazine was mailed and e-mail contact was made to former employees of the college in the fall 2015 timeframe. More than 300 special mailings of the college magazines were sent to reconnect alumni to the college. More than 7,000 e-mails were sent, updating community members on current events and information about the college. The most current Report to the Community was sent to more than 500 households in the community. A celebration event is being planned for November for the following purposes: celebrate the Foundation’s 50th anniversary; reconnect college retirees; and showcase campus building improvements and renovations (including the Visual Arts Building), of which former employees may not be aware. The events were held in the CI Building on April 27, 2016. More than 140 letters of invitation went out to retirees for the Retiree Reception event held before the estate planning seminar. More than 40 phone calls were made to establish contact, reconnect and check in, and to extend an invitation to the event. The event was also posted on social media to maximize exposure. Superintendent/President Geraldine M. Perri, Ph.D., academic deans, Foundation members, and college staff members were in attendance at the event. Nearly 20 guests attended the reception and more than 50 community guests attended the estate planning seminar. Follow up with retirees consisted of a thank you letter for their attendance. Members of the committee were identified in spring 2016. The Anniversary Celebration Committee met in April 2016 and are meeting regularly. The goals of the committee will be to clarify the purpose for reconnecting with college retirees and to develop a calendar of events and invitations to events that support the purpose. There will be on-going nuancing of the goals, execution of event details, and promotion of the college and the Foundation, as the committee meets and interacts with retirees, the community, donors and prospective donors.