



# Strategic Plan: 2016-2017 Progress Report





Dear Colleagues,

Congratulations on a year of outstanding accomplishments in implementing year one of Citrus College's 2016-2021 Strategic Plan. As you review this 2016-2017 Progress Report, I think you will be impressed by the efforts of the entire college community toward achieving the plan's overarching goal, to increase student success and completion.

A critical component of college success is enrolling students who are prepared for college-level courses. To that end, the college formalized AB 288 Dual Enrollment MOUs with all five of its K-12 feeder districts, and classes commenced as of spring 2017. To increase placement accuracy, five high schools participated in the college's Early Decision and Multiple Measures Assessment Project pilot study.

Moving the needle on college success also requires innovative instruction and curriculum, such as the seven math 20/29 linked courses, with counseling and tutoring services embedded, which were offered in spring and fall. As part of the L.A. Strong Workforce regional project, the college collaborated with other community colleges to develop work-based learning processes, as well as norms and practices to be used in the field with employers.

Students also need a safe and welcoming environment in which to thrive. A Campus Climate Survey was developed to identify students' perceptions and experiences pertaining to unwanted sexual contact and sexual assault. In addition, Human Resources conducted over 20 Title IX training sessions for students, faculty and staff.

Promoting the college's position as a leader in higher education instills a vision for success in the minds of students, as well as a sense of pride in the Citrus College community. The college's 2016-17 marketing efforts included ads on streaming radio, various websites, Gold Line stations, buses, print media, the Dodgers Annual Yearbook and myriad other platforms. An Alumni Speakers Series featured successful Citrus College alumni, and the annual K-14 Education Forum reinforced strong partnerships with our K-12 unified school districts. The Foundation's 50th Anniversary Celebration brought together 300 friends, new and old, to celebrate an institution that makes student success its top priority.

While I am sure you will find the accomplishments set forth in the 2016-2017 Progress Report to be inspiring, it is important to note that the report also reflects the college's commitment to integrated planning. The report's initiatives mirror those activities in the college's new Enrollment Management Plan, our Basic Skills Initiative, the Student Success and Support Program, and the Student Equity Plan. This level of integration keeps us working together and collectively focused on student success.

Thank you for your many contributions to student success and for making Citrus College a "College of Completion."

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

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**Focus Area 1:** Preparedness

**Strategy 1.1:** Increase college readiness through K-12 and adult education partnerships.

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. Create dual enrollment MOUs with district high schools which are operationalized by fall 2017 and lead to increased enrollment and FTES from each district high school.</li><li>2. Develop a calendar of monthly discipline council meetings for high school faculty in math and English, along with proposed topics for each meeting and projected joint activities, such as curriculum revision, professional development, etc.</li><li>3. Align noncredit ESL curriculum with regional adult education curriculum in order to facilitate the transition of adult learners to Citrus College.</li></ol>	<ol style="list-style-type: none"><li>1. The college will have formalized MOUs with at least five district high schools, and a schedule of classes in each of the six high schools and a process to enroll students by fall 2017.</li><li>2. Discipline councils in math and English will conclude the year with a specific plan to align high school and Citrus College classes, enrich faculty development, and more fully prepare high school students for college.</li><li>3. The curriculum will be aligned by June 30, 2017, and a plan of action will be in place to recruit adult learners.</li></ol>	<ol style="list-style-type: none"><li>1. AB 288 MOU's have been completed for all five feeder USD's. These include Claremont, Monrovia, Duarte, Azusa, and Glendora. AB 288 courses have been offered in spring 2017 at Monrovia, Duarte, Gladstone, Sierra, Claremont, and San Antonio high schools. Classes are planned for scheduling at each of the above high schools, including Glendora, for fall 2017. Student enrollment processes are completed and approved.</li><li>2. The Discipline Council met in November 2016, at Citrus College. Faculty from the Monrovia, Azusa and Claremont districts, as well as math and English faculty from Citrus College, were present. Discussions focused on class content, Common Core in mathematics, the opportunities available through AB 288, the possibility of observing in each other's classrooms, and the love of teaching. All participants indicated a desire to have these conversations on a regular basis. The Discipline Council meeting for March 2017 was cancelled due to lower-than-expected attendance by high school faculty.</li><li>3. Several curriculum alignment meetings occurred between the Citrus College noncredit ESL adjunct faculty and the five district USD adult school ESL teachers in the CCAEC (Citrus College Adult Education Consortium). Gaps in course objectives and standards were identified across the consortium. Next, ESL levels were normed along with objectives and content. The CCAEC adult schools primarily adopted the content, objectives, and standards found in Citrus College's noncredit ESL Beginning 1, Beginning 2, Intermediate 1, and Intermediate 2 courses. Additionally, Citrus College noncredit counselors and the counselors at the adult education campuses have met to work on smoothing the transition of students from the adult schools to Citrus College. Pathways are now in development.</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>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. The Student Support and Success Program (SSSP) Committee will work with the Multiple Measures Strike Team to identify a process for implementing the Common Assessment and Multiple Measures Project.</li><li>2. Implement a pilot study using high school transcripts from approximately 700 spring 2017 Early Decision students, using statewide multiple measure rules for placement into ESL, English, and math courses.</li></ol>	<ol style="list-style-type: none"><li>1. The college will have a formalized process for implementing the pilot study, at the beginning of the fall 2017 semester, for the Common Assessment and Multiple Measures Project.</li><li>2. The fall 2017 pilot study will assist the district in successfully implementing multiple measures assessment and placement for all Citrus College students in accordance with the statewide implementation timeline.</li></ol>	<ol style="list-style-type: none"><li>1. The SSSP and Multiple Measures Strike Team developed a timeline for implementing the Multiple Measures Assessment pilot project during spring 2017. The Common Assessment project has been postponed by the CCCCCO and new implementation dates have not been established.</li><li>2. Seven high schools have participated in the Early Decision and Multiple Measures Assessment Project (MMAP) pilot study during the spring 2017 term including: Azusa, Claremont, Duarte, Gladstone, Glendora, Monrovia, and San Antonio high schools. Forty-nine percent of the participants received a higher math placement and 40% received a higher English placement.</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 Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
1. Student Services will work with Academic Affairs to develop a student resource guide with information about college success strategies, support services, and co-curricular activities.	1. The resource guide will be developed by March 15, 2017, to be disseminated by School Relations and Outreach staff during the Early Decisions recruitment period.	1. A workgroup made revisions to the current version of the resource guide. The group began meeting in late spring 2017 to make additional changes and create an online form to update program information. The information for programs will form the bulk of the resource guide, which will be completed by the end of fall 2017.

**Focus Area 2:** Enrollment

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. The articulation officer will outline course sequences using Degree Works that lead to the completion of an associate degree for transfer (ADT) in two to three years.</li><li>2. The dean of admissions and records will work with TeCS and Fiscal Services to develop a process for students with extenuating circumstances to delay being rolled out of classes for nonpayment in time for spring 2017 registration.</li></ol>	<ol style="list-style-type: none"><li>1. All ADT programs will have course sequences available to students online and through student educational planning appointments.</li><li>2. Students with extenuating circumstances will not be rolled out for non-payment and will utilize their priority registration date to enroll in classes and complete their educational goals.</li></ol>	<ol style="list-style-type: none"><li>1. The articulation officer is working with the Degree Works Team to outline course sequences. There are six remaining outlines to be completed by the articulation officer. They will then be scribed into Degree Works by Admissions. Anticipated completion date is mid-September 2017.</li><li>2. The number of “drop for non-payment” dates was reduced from an average of six to two or three (depending on the length of the registration period). This gives students additional time to apply for financial aid and/or make payments.</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>	<u>Update of Activities</u>
<p>1. The dean of natural and physical sciences (NPS) and School Relations and Outreach staff will engage in AB 288 dual enrollment strategies to increase dual enrollment opportunities for high school students.</p> <p>2. Financial Aid will host a Cash4College event on campus to increase existing and prospective students' access to financial aid resources.</p> <p>3. The Institute for Completion will research the reason why some students do not complete their educational goals at Citrus College and implement strategies to reduce roadblocks to completion.</p>	<p>1. At least one new dual enrollment program will be in existence before the end of the fall 2016 semester.</p> <p>2. Existing and prospective students will have greater access to financial aid resources before the end of spring 2017.</p> <p>3. Identified roadblocks to completion will be reduced, resulting in higher completion rates.</p>	<p>1. New dual enrollment programs were developed in fall 2016 with classes offered at Monrovia, Sierra, Claremont, and San Antonio high schools in spring 2017. Classes are expected to be offered at the remaining District feeder high schools by fall 2017.</p> <p>2. The Financial Aid Office hosted its first Cash4College event at Citrus College on January 28, 2017. Approximately 47 students and 58 parents attended. Participants received hands-on assistance in submitting the Free Application for Federal Student Aid (FAFSA), as well as information on the California Dream Act.</p> <p>3. The Institute for Completion, in collaboration with IRPE, has begun to identify potential roadblocks to students completing their educational goals. Data has been reviewed in the following areas:</p> <ul style="list-style-type: none"><li>• Student progression through the basic skills English sequence</li><li>• Pass rates for ENG 103 vs. ENG 104</li><li>• Use of the various tutoring centers and related student outcomes</li><li>• Units accumulation of I Will Complete College (IWCC) students vs. non-IWCC participants</li></ul> <p>Research and analysis of the data will continue and additional services or changes to existing services will be incorporated in fall 2017.</p>

**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, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. The vice president of academic affairs will work with constituent groups to restructure the Enrollment Management Committee by fall 2016 and develop a collegewide, comprehensive enrollment management plan to meet FTES goals. The plan will include all services provided by Student Services, External Relations, and TeCS in addition to a comprehensive schedule with classes in place to meet student demand/need and to ensure classrooms are utilized effectively and efficiently. The plan will include a cost analysis of FTES generation to meet FTES targets by academic divisions and an annual marketing plan timelines and costs.</li><li>2. Human Resources will reach out to major companies within the District to establish courses offered on corporate site.</li><li>3. Human Resources will assist with the recruitment of adjunct faculty that may be necessary to support additional class sections.</li></ol>	<ol style="list-style-type: none"><li>1. The plan will be operationalized by spring 2017, with FTES targets met.</li><li>2. A credit and/or non-credit class will be offered at one or more company locations.</li><li>3. Adjunct faculty will be available for additional class sections.</li></ol>	<ol style="list-style-type: none"><li>1. The Enrollment Management Committee was restructured during fall 2016 to include more faculty on the committee. The committee has two new co-chairs – the academic senate president and the vice president of academic affairs. A new enrollment management plan is being developed that relies upon managers and faculty as co-leads for each of the eight segments of the plan. Additional work will be required to meet the activities as stated. The final version of the 2017-2019 Enrollment Management Plan was presented to the Enrollment Management Committee at its May 1 meeting. The plan incorporates content from Academic Affairs, Student Services, External and Government Relations (EGR), and TeCS. FTES goals are set at the college level, and for each division, by term. A cost analysis component is also included.</li><li>2. Human Resources has reached out to major companies within the district concerning class offerings that are available as professional development opportunities for their employees. A letter was sent to businesses within the district outlining opportunities for employees to attend Citrus College classes.</li><li>3. In collaboration with the deans, Human Resources has updated all adjunct applicant pools and engaged in additional recruitment activities for adjunct positions.</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 Student Services, Vice President of Academic Affairs, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. A committee of representatives of the college community will conduct a thorough assessment of the college’s website, utilizing student survey and focus groups, to determine if the website is attractive, informative, student-friendly, technology-friendly, easy to navigate, accurate in content, appealing, and compliant with external regulations.</li> <li>2. Student Services deans will work to develop a marketing campaign for student support services to increase student awareness and use of services.</li> <li>3. To increase accessibility, TeCS will work with the dean of students to launch a smartphone application before the end of the fall 2016 semester that allows students to register for classes in order to increase accessibility.</li> <li>4. Improve communication with students through the use of text messaging.</li> </ol>	<ol style="list-style-type: none"> <li>1. The college’s website will be revised in accordance with the committee’s recommendations by fall 2017.</li> <li>2. Assessment will indicate an increase in awareness and use of available support services.</li> <li>3. Students will gain increased accessibility to class registration.</li> <li>4. Text messaging to communicate with students will be implemented before the end of the fall 2016 semester.</li> </ol>	<ol style="list-style-type: none"> <li>1. A committee to review the current web structure and start the redesign began working in spring 2017. This committee will make recommendations for the requirements and structure of the new website design.  A contract with SectorPoint for the website redesign was signed July 2016. The chief information services officer and the executive director of communications and external relations met via conference call on May 2, 2017 with Jon Cornelison of SectorPoint to renew the engagement. A representative Website Redesign committee was formed on June 22 and invited to a kickoff meeting with the vendor on July 21.</li> <li>2. Student Services hosted the first Student Resource Fair March 7-9, 2017. The purpose of the event was to showcase the various programs and services available to students. Student Services also hosted an Enrollment Fair (Nov. 14-17, 2016) and Registration Assistance Week (Jan. 17-20, 2017) to help new students with the registration process.</li> <li>3. <b>Phase I</b> - The mobile application from Dublabs was configured for Citrus College during the winter 2017 term. A beta version of the mobile app was demonstrated to the College Information Technology Committee in April 2017. A small committee of students and counselors are currently evaluating the application to make recommendations before it goes live.  <b>Phase II</b> – Development for the interactive portion of the mobile application was completed and announced to the campus community via the TeCS update in June 2017. Students are able to view holds, account balances, and financial aid awards via the Citrus Mobile App.</li> <li>4. Where appropriate and when the capability of student text messaging is available, text messages are sent when automated phone calls are made. SARS Text is installed and is currently being tested by counselors. Blackboard Connect is currently being used to send text message notifications to students.</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 Student Services, Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. The dean of counseling will assign at least two counselors during fall 2016 to STEM programs to conduct major-related classroom visits and host one career-related event.</li><li>2. The articulation officer will develop suggested course pathways for STEM majors, focusing on those for which the UC pathways are yet to be developed such as Biotechnology and Physical Science.</li><li>3. The STEM project director will work with the outreach supervisor to provide STEM presentations at annual Parent Night and Welcome Day events.</li></ol>	<ol style="list-style-type: none"><li>1. Students will have an increased awareness of STEM careers.</li><li>2. Students interested in STEM will have clear roadmaps for their coursework and transfer.</li><li>3. New students will gain information and understanding of STEM programs at Citrus College.</li></ol>	<ol style="list-style-type: none"><li>1. During fall 2016, four STEM counselors conducted 19 classroom visits to Math 150 courses. Students received information about career planning and STEM careers, and they heard a STEM-sponsored speaker during an event with an astronaut.</li><li>2. The articulation officer developed pathways for math, biology and physics. A bio manufacturing pathway will be completed by December 2017.</li><li>3. The STEM director made presentations at Welcome Day in August 2016, covering STEM opportunities at Citrus College and STEM career opportunities for students who complete STEM degrees. The STEM director also made a presentation at the May 11, 2017 Parent Night. STEM staff were also available to speak with parents at this event.</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>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. Program faculty will develop an Information Technology Technician Pathway (ITTP) with stage one and stage two aligned programs.</li> <li>2. The dean of mathematics, business, health sciences and library (MBHSL) will implement MATH 140 in fall 2016.</li> <li>3. The dean of NPS will meet with Facilities to discuss the feasibility of expanding lab space for increased classroom scheduling.</li> <li>4. The dean of MBHSL will embed instructional support services in MATH 020 and 029 courses and institutionalize a centralized location for basic skills courses and support services in the ED Building.</li> </ol>	<ol style="list-style-type: none"> <li>1. The ITTP pathways will be aligned before the end of the spring 2017 semester.</li> <li>2. Student success results from MATH 140 to MATH 165 will be analyzed and adjustments will be made, if necessary.</li> <li>3. A meeting with Facilities will occur by December 1, 2016, to determine if additional lab space is feasible.</li> <li>4. Beginning in the fall of 2016 semester, students enrolled in MATH 020 and 029 courses will have access to embedded tutors located in the ED Building.</li> </ol>	<ol style="list-style-type: none"> <li>1. The IT Technician: Computer Retail Sales and the IT Technician: Support Specialist certificates of achievement have been approved regionally and locally. We are awaiting CCCCO approval. Both of these programs are aligned with the State Information Technology Technician Pathway.</li> <li>2. Seven sections of Math 140 were offered in fall 2016 with 216 students at census. Seven sections were offered in spring 2017 with 177 students at census. The first analysis of student success in Math 165 can be completed after spring 2017.</li> <li>3. Multiple meetings with Facilities (and a contractor) occurred during the fall 2016 semester to identify potential areas that can be used for additional lab space. At the present time, the most viable option for expansion of new lab space is the conversion of a classroom on the second floor of the TC building into a chemistry lab room.</li> <li>4. Seven sections of linked Math 20/29 were offered in fall 2016 with 255 students at census. Counseling and tutoring services were embedded in these classes, which were located on ED 2<sup>nd</sup> floor with the Learning and STEM Center. Seven sections were offered in spring 2017 with 229 students at census.</li> </ol>

**Focus Area 3:** Instructional Quality

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. The distance education coordinator, with support from the dean of social and behavioral sciences and distance education (SBSDE) and TeCS, will expand online technology training to include a course to be taught in the fall semester for instructors, both full-time and adjunct, who want to teach courses via distance education. The course will result in the instructors receiving a certificate of accomplishment.</li> <li>2. The dean of curriculum, career, technical and continuing education (CCTCE) will participate in the creation of a regional plan to address the California Strong Workforce Taskforce trailer bill.</li> <li>3. The Faculty Learning Institute (FLI) will increase contextualized teaching and learning opportunities for faculty.</li> </ol>	<ol style="list-style-type: none"> <li>1. Approximately 20 faculty members will receive training in fall 2016. It is anticipated that there will be increased retention and success rates for students taught by trained faculty.</li> <li>2. Citrus College staff will work with regional partners throughout 2016-2017 to help plan a regional approach to the trailer language of the bill.</li> <li>3. A contextualized teaching and learning methods and techniques workshop will be provided to encourage at least five faculty members to adopt and develop new methods of instruction.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Introduction to Online Teaching and Learning course was offered in Oct./Nov. 2016, with 17 faculty members completing the course successfully. There are 59 trained faculty to date. The training will be offered again in fall 2017.</li> <li>2. The dean of curriculum, career, technical and continuing education has been closely involved in the creation of the Strong Workforce regional plan, authoring several sections, and leveraging Citrus College’s participation in 12 regional projects. Citrus College will receive funding for eight of the projects and serve as the lead college for the Los Angeles Workforce Education Research Center.</li> <li>3. A contextualized learning workshop was offered on FLEX Day, 2017, by Dr. Christine Goedhart. Twenty-six faculty members attended.</li> </ol>

**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>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. Academic Affairs will seek to institutionalize the pilot faculty mentoring program.</li> <li>2. Academic Affairs will offer workshops to faculty and staff on the effective and innovative use of technology in the classroom and the office.</li> <li>3. Academic Affairs will work with Human Resources to offer training to faculty and staff on effective service delivery before the end of the spring 2017 semester.</li> <li>4. Academic Affairs will offer workshops on effective retention strategies.</li> <li>5. Human Resources will work with the classified staff development committee and the supervisor/confidential team to develop and implement an ongoing staff development program, including various activities and workshops.</li> <li>6. Human Resources will engage in activities to raise awareness of the professional growth provisions set forth in the CSEA collective bargaining agreement.</li> </ol>	<ol style="list-style-type: none"> <li>1. The faculty mentoring program will be institutionalized before the end of the spring 2017 semester, through the use of district funding.</li> <li>2. Working with the Faculty Learning Institute (FLI) and the Staff Development Committee, the college will provide at least two technology workshops to faculty and two technology workshops to staff during the 2016–2017 academic year.</li> <li>3. Academic Affairs will work with Human Resources to identify and provide effective service delivery by June 30, 2017.</li> <li>4. Academic Affairs will work with the FLI and the Staff Development Committee to provide at least two workshops on effective retention strategies during 2016-2017.</li> <li>5. A series of professional development workshops will be offered to the classified staff and the supervisor/confidential team.</li> <li>6. Utilization of the professional growth provisions will increase, compared to the prior academic year.</li> </ol>	<ol style="list-style-type: none"> <li>1. The mentoring program has been expanded to include math and language arts faculty. In fall 2016, two mentors had more than 150 mentoring sessions with more than 30 faculty. The program is supported by Student Equity funds. The English program mentor visits classes taught by adjunct faculty members to observe, holds private meetings and provides consultations.</li> <li>2. FLI hosted two technology workshops for faculty on FLEX Day, 2017. One of these workshops focused on the use of Canvas, with 75 faculty attendees, and the other one focused on the use of technology in the classroom, with 26 faculty attendees. Three additional workshops for staff were offered at the beginning of the 2017 year: Microsoft Windows Training on January 11, with 16 participants; Microsoft Outlook Training on January 12, with 16 participants; and Microsoft Excel Training on January 18, with 24 participants.</li> <li>3. A series of student engagement discussion sessions, attended by faculty and staff, were held during 2016-2017. Through these discussions led by Citrus faculty, presenters shared their unique and effective practices for improving student engagement in the classroom.</li> <li>4. Two workshops focusing on retention were held on FLEX Day 2017. These included a workshop on contextualized learning offered by Dr. Christine Goedhart, with 26 faculty attendees, and one on aiding students with Autism and other disabilities offered by Dr. David Morrison, with 38 in attendance.</li> <li>5. Human Resources and the Classified Staff Development Committee have worked together to create a series of professional development activities for the classified staff. The topics of the training are as follows: Color Code Training; Windows 10; Outlook; Excel; Engage, Empower, Enlighten; Stress Reduction through Effective Communication; PERS Retirement; and basketball and volleyball in the gym.</li> <li>6. In conjunction with the Classified Staff Development Committee, a memo was sent on February 2, 2017, to all classified employees outlining the tuition reimbursement provisions in the CSEA collective bargaining agreement.</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>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. Academic Affairs will develop an institutional model (BP/AP) for work experience.</li> <li>2. Academic deans will promote to faculty the value of internship and work experience opportunities at division meetings in 2016-2017.</li> </ol>	<ol style="list-style-type: none"> <li>1. A work experience BP/AP will be developed and brought through the shared governance process for consideration before the end of the spring 2017 semester.</li> <li>2. Students will begin to take advantage of internship and work experience opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>1. One of the LA Strong Workforce Regional projects is a collaborative Work Experience project between Citrus, Pasadena City, Glendale, Rio Hondo, and Mt. San Antonio Colleges. Under the lead of Pasadena City College, this project will fund the hiring of a regional director of Work Based Learning, as well as individual work experience coordinators at each campus. The intent is to develop and form processes at each campus, as well as develop norms and practices used in the field with employers.</li> <li>2. Current work experience policy and practices used in each division are being examined, and the vice president of academic affairs has asked deans to begin increasing current work experience offerings. Several work experience templates for paid and unpaid work experience were created by the dean of curriculum, career technical, and continuing education. New work experience courses were developed in STEM and Communications. These courses should be available for the fall 2017 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>	<u>Update of Activities</u>
1. Academic Affairs will promote noncredit ESL offerings in district cities to meet the needs of community members.	1. Noncredit ESL offerings will be expanded by at least 20% in 2016-2017.	1. A flyer soliciting potential offsite locations for noncredit ESL was developed. Several visitations have been made, but no additional locations have been secured within the district at this time. Additional ESL courses have been created and locally approved in order to increase offerings and noncredit ESL enrollment on campus. Depending on the CCCCO's responsiveness to approving, these additional courses, they may be available to students for the fall 2017 semester. Noncredit ESL counselors and noncredit instructional staff have been actively working on student retention and persistence in order to achieve increases in noncredit ESL enrollments.

**Focus Area 5:** Student Support

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. TeCS will implement a student portal to enhance services to students.</li> <li>2. The dean of counseling and the dean of admissions and records will work with the chief information services officer to design, build, and maintain articulation tables.</li> <li>3. The dean of admission and records will work with TeCS to implement an online BOG Fee Waiver and an International Student Application.</li> <li>4. The dean of admission and records will work with TeCS to enable the sending and receiving of electronic transcripts.</li> <li>5. The dean of admission and records will work with TeCS to enable students to update their course of study online.</li> <li>6. The vice president of student services and the vice president of academic affairs will work with the chief information services officer to coordinate an effort to develop electronic applications for enrollment into college programs, such as nursing, EOPS, and STEM.</li> </ol>	<ol style="list-style-type: none"> <li>1. A comprehensive intuitive student portal will be released before the end of the fall 2016 semester.</li> <li>2. Articulation tables will be designed and built before the end of the spring 2017 semester leading to full implementation of Degree Works student educational plans.</li> <li>3. An interface will be built and will be operating by fall 2016.</li> <li>4. Citrus College will be able to send transcripts through eTranscript California by spring 2017.</li> <li>5. Students will be able to update their course of study on their student portal by fall 2016.</li> <li>6. Application processing and the timeliness of services will be improved before the end of the spring 2017 semester.</li> </ol>	<ol style="list-style-type: none"> <li>1. A consultant from SectorPoint has installed the servers and software. Banner 9 components are required in order to continue. The portal software provider rSmart provided a demonstration to the campus of the OneCampus portal software on May 2, 2017. A second demonstration was delivered to the campus on June 1 2017. A contract with rSmart was signed on June 9, 2017, and a kickoff meeting was held on June 13.</li> <li>2. Banner consultants worked with the articulation officer in July 217 to create the tables. Periodic updates are needed to maintain the articulation tables.</li> <li>3. The Financial Aid Office and the International Student Center began the implementation process for the online BOG Fee Waiver application and the CCCApply International Application. Financial Aid is scheduled to go live with the online BOG Fee waiver application in fall 2017.</li> <li>4. TeCS staff attended the CCCCO eTranscript training in April 2017 and will work toward implementation.</li> <li>5. TeCS is looking at viable options for a cloud-based student portal and will be presenting options to stakeholders during the summer 2017 term.</li> <li>6. The Honors Program application has been developed and is currently in the testing phase. It is scheduled for release by September 1. The EOP&amp;S, STEM and nursing applications will be developed following the successful implementation of the Honors Program application.</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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<p>1. The vice president of student services and student services deans will identify and adopt a student-centered service model.</p> <p>2. The Institute for Completion (IFC) director will work with pertinent stakeholders at the college to identify effective strategies to improve student services for nontraditional students.</p>	<p>1. A model leading to increased student engagement and completion will be identified, and staff will begin receiving training by fall 2016.</p> <p>2. Gaps will be identified and strategies will be implemented that will improve services for nontraditional students.</p>	<p>1. The vice president of student services hosted the first training on August 12, 2016, titled Student Support (Re)defin(d). The second training occurred on February 10, 2017, to review the application and registration process and assist students in overcoming obstacles in the enrollment process. The third training was completed on May 12, 2017, in which staff were trained on the new combined summer/fall registration process.</p> <p>2. The IFC has begun to identify strategies that may improve services to nontraditional students, including:</p> <ul style="list-style-type: none"> <li>• Additional course offerings after 5:00 p.m., especially for required courses in the math sequence and GE transfer courses.</li> <li>• The literature suggests that embedding tutors into classes with traditionally high failure rates may prove more effective than expecting students to seek out services on their own. With grant funds, MA 20 and 29 classes now have embedded tutors, a practice that supports non-traditional and all other students. Data will be analyzed following the spring 2017 term.</li> <li>• Embedded tutors have been added to two ENGL 99 courses in spring 2017 to determine if this approach may yield higher success rates. Outcome data will be analyzed in summer 2017.</li> </ul>

**Focus Area 5:** Student Support

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. In preparation for the adoption of the common assessment in fall 2018 (in accordance with the statewide timeline), the Citrus College task force (also known as the Strike Team) will coordinate with faculty in ESL, English and math to complete required competency maps.</li> <li>2. The academic counselors will pilot the degree audit and electronic Student Educational Plan (SEP) in workshops with students during fall 2016.</li> <li>3. The SSSP committee will work with the Early Alert coordinator to review and assess the current Early Alert system that provides early academic interventions, with an increased usage by faculty.</li> </ol>	<ol style="list-style-type: none"> <li>1. The competency maps will be developed by the end of the spring 2017 semester.</li> <li>2. The pilot will address remedies to potential technical obstacles leading to full implementation by fall 2017.</li> <li>3. The workgroup will identify a new Early Alert software for implementation in fall 2017.</li> </ol>	<ol style="list-style-type: none"> <li>1. The dean of counseling worked with faculty in ESL, English, and math to complete required competency maps during summer 2016. The CCCCO is postponing the implementation of the common assessment and has not distributed new implementation dates.</li> <li>2. Academic counselors on the Degree Works Team piloted the degree audit and electronic Student Educational Plan (SEP) during fall 2016. Counselors started utilizing the SEP in March 2017, and Degree Works will be rolled out to students beginning in fall 2017.</li> <li>3. The Region 8 Student Support and Success Program (SSSP) Committee hosted a presentation on February 3, 2017 at Citrus College to review Early Alert products available through the Educational Planning Initiative. A survey will be developed during fall 2017 to determine faculty preferences for an Early Alert System.</li> </ol>

**Focus Area 5:** Student Support

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. The director of institutional research, planning and effectiveness will disseminate the results of the Community Colleges Survey of Student Engagement (CCSSE) survey and facilitate discussions to develop strategies to address issues identified in the survey.</li> <li>2. The dean of CCTCE will work with the career and technical education counselor to evaluate career exploration and workforce needs of students and develop strategies to address those needs.</li> <li>3. The director of financial aid will identify and implement strategies to increase awareness of financial aid opportunities among current and prospective students.</li> </ol>	<ol style="list-style-type: none"> <li>1. The CCSSE results will be reviewed and strategies will be identified by the end of the fall 2016 semester.</li> <li>2. The dean of CCTCE will evaluate the needs and strategies will be implemented by the end of the fall 2016 semester.</li> <li>3. The use of financial aid resources by current and prospective students will increase during the 2016-2017 academic year.</li> </ol>	<ol style="list-style-type: none"> <li>1. CCSSE results from spring 2016 and six-year longitudinal data trends were presented and discussed at IRPC, EPC, Student Services, the Academic Senate, and Steering Committee meetings in fall 2016. Dialogue on strategy identification is ongoing. At the Steering Committee, standing committee chairs were asked to take on different engagement areas and identify strategies.</li> <li>2. A workforce development specialist (WDS) job description was drafted and presented for district adoption. The position is designed to facilitate the transition of students from recruitment through their instructional program and into employment. At this time, the position has not been approved. The local Strong Workforce plan and the regional plan were developed and include various strategies in addition to the hiring of workforce development specialists who specialize in programs and/or industry sectors/clusters.</li> <li>3. The Financial Aid Office hosted its first Cash4College event on Saturday, January 28, 2017. The turnout was approximately 47 students and 58 parents. Participants received hands-on assistance in submitting the Free Application for Federal Student Aid (FAFSA), as well as information on the California Dream Act. The office also participated in a campus resource fair March 7-9, 2017, to inform current students about available financial aid sources.</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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. The dean of students will work with the college nurse to increase awareness and utilization of mental health resources among students and staff.</li><li>2. The supervisor of school relations and outreach will work with completion specialists to increase student participation in student support programs.</li></ol>	<ol style="list-style-type: none"><li>1. The awareness and use of mental health services among students and staff will increase by the end of the spring 2017 semester.</li><li>2. Student participation in student support programs will increase by the end of the spring 2017 semester.</li></ol>	<ol style="list-style-type: none"><li>1. The director of the Student Health Center (SHC) has conducted various workshops on managing anxiety, coping with depression, dealing with difficult students in the classroom, mental health resources, and grief counseling. These services have been promoted to students and staff via emails and fliers. Data indicates that the use of mental health services has increased. A total of 52 students, faculty, and staff attended these workshops. The most well attended workshops were the post presidential election workshops with a total of thirty attendees.</li><li>2. The School Relations and Outreach Office has called all "I Will Complete College" (IWCC) students who did not complete a comprehensive student education plan (SEP). One hundred sixty-one students completed a comprehensive SEP. IWCC counselors conducted follow-up with the Early Alert program. Ninety-five referrals have been made to tutoring 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, Chief Information Services Officer, Vice President of Academic Affairs, Executive Director of Communications and External Relations

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<p>1. TeCS will work with the dean of students to implement messaging through a student portal.</p> <p>2. The digital communications and publications supervisor will work with TeCS to maintain currency with social media trends and adopt relevant communication technologies to improve communication with students.</p>	<p>1. Students will begin receiving targeted messages through their portal before the end of the spring 2017 semester.</p> <p>2. Before the end of the spring 2017 semester, students will be more informed and engaged with the college, as a result of these efforts.</p>	<p>1. A consultant from SectorPoint has installed the servers and software. Banner 9 components are required in order to continue. The portal software provider rSmart provided a demonstration to the campus of the OneCampus portal software on May 2, 2017. A second demonstration was delivered to the campus on June 1, 2017. A contract with rSmart was signed on June 9, and a kickoff meeting was held on June 13.</p> <p>2. The External and Government Relations (EGR) Department conducted a survey at the start of the spring 2017 semester to gather data to document which social media channels students are using most frequently. This data will be used to inform the choices for communication channels for social media.</p> <p>In April 2017, EGR received the results of the “Pick Your Favorite” student survey. Nine hundred and twenty-six Citrus College students participated. Respondents were asked 14 questions on topics related to advertising preferences, preferred media consumption, social media habits, perceived benefits of a Citrus College education, and demographic information.</p> <p>The data received is actionable, and the results will immediately be used to inform the college’s messaging and marketing strategies, aligning them with actual student behaviors, perceptions and preferences. Areas to be impacted include creative design; photo selection; messaging, including calls to action and points of distinction; advertising/media placement and frequency; and social media strategy.</p>

**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>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. Campus Safety, in collaboration with Institutional Research, Planning and Effectiveness and the Title IX coordinator, will conduct a Campus Climate Survey in the fall 2016 semester. The survey will identify perceptions of the campus climate pertaining to unwanted sexual contact and sexual assault, perceptions of how the institution addresses and responds to sexual assault, and the extent to which students have experienced unwanted sexual contact or sexual assault.</li> <li>2. An Emergency Preparedness Task Force will be created to review the Emergency Operations Plan, and evaluate best practices related to emergency preparedness, drills, and training.</li> <li>3. Human Resources will provide a series of trainings on Title IX for employees and students.</li> <li>4. Human Resources, in collaboration with Student Services, will develop a Title IX awareness poster and flyer to be distributed collegewide.</li> </ol>	<ol style="list-style-type: none"> <li>1. The results of the fall 2016 Campus Climate Survey will be evaluated and used for additional training, a wider awareness campaign, and implementation of best practices by the end of the spring 2017 semester.</li> <li>2. The Emergency Preparedness Task Force will review the Emergency Operations Plan and revise the plan based on best practices by the end of the spring 2017 semester.</li> <li>3. Employees' and students' awareness and knowledge of Title IX will be increased.</li> <li>4. Collegewide awareness of rights and requirements under Title IX will increase.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Campus Climate Survey has been developed with a suggested sample from the Department of Justice and input from the VPSS, CS, Student Affairs, IRPE, the dean of students, and the Title IX coordinator. More than 600 students participated in the online survey, which was administered May 1<sup>st</sup> through June 30, 2017. The Campus Climate Survey responses are now being analyzed by the Office of Institutional Research and will be used to develop additional training, create a wider awareness campaign, and implement best practices by the end of the spring 2018 semester.</li> <li>2. The Emergency Preparedness Task Force has been formed and includes the CS supervisor, VPSS, VPFAS, risk management supervisor, health and safety supervisor, TeCS, and the director of facilities and construction. Revision of the EOP is in progress. MOUs for off campus Emergency Operations Centers have been revised and sent to Glendora USD and Azusa Pacific University. Mt. SAC is also interested in sharing an EOC, and those talks are ongoing. A campuswide emergency drill occurred on April 6, 2017, and a table-top exercise is being planned. The updated EOP plan will be implemented by the end of spring 2018.</li> <li>3. Human Resources has conducted over 20 Title IX training sessions for faculty, students and staff during the 2016-2017 academic year. A Title IX workshop was offered to students as part of the Sex 101 week.</li> <li>4. At the beginning of the spring 2017 semester, a letter advising students of their rights under Title IX was emailed to all students. The Title IX guideline document has been posted throughout the campus. The Title IX workgroup and several students from Phi Beta Kappa are designing an awareness poster. The poster will be placed around campus beginning fall 2017.</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, Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. Campus Safety, TeCS, and Facilities will collaborate in the review and evaluation of campuswide emergency notification systems within a multi-year implementation plan period.</li> <li>2. Campus Safety will work with the academic deans and the Academic Senate to encourage faculty to devote class time to review emergency response procedures with their students within the first two weeks of class each fall and spring semester.</li> <li>3. Campus Safety will increase the number of Campus Safety assistants (student employees), the number of safety escorts and the visibility of Campus Safety.</li> <li>4. Student Affairs, the Student Health Center, and Campus Safety will collaborate in providing workshops/trainings for employees on how to deal with difficult people or those with mental health issues.</li> <li>5. Facilities will continue to implement the district standard door locking mechanism on existing classroom and office doors campuswide.</li> </ol>	<ol style="list-style-type: none"> <li>1. Installation of emergency phones in classrooms, Alertus beacons, and audio notifications via speakers in buildings will be completed by the end of the fall 2016 semester.</li> <li>2. Students will be familiar with the emergency response procedures after the first two weeks of class each fall and spring semester.</li> <li>3. The addition of more Campus Safety assistants will increase the visibility of Campus Safety by spring 2017.</li> <li>4. Employees who attend the trainings will be empowered to effectively assist difficult people or those with mental health issues by spring 2017.</li> <li>5. Existing classroom and office door locks will be replaced by spring 2017.</li> </ol>	<ol style="list-style-type: none"> <li>1. Installation of emergency phones in classrooms and 60 Alertus beacons was completed in fall 2016. An emergency messaging system was implemented to broadcast on the campus phone system. This system was tested during the fall 2016 semester emergency drill and again during the spring 2017 semester emergency drill.</li> <li>2. The campus safety and risk management supervisors attended the first Academic Senate meeting of fall 2016 and encouraged faculty to devote class time to review emergency response procedures with their students within the first two weeks of class. Many faculty indicated they had done or would do so. This will be an ongoing effort.</li> <li>3. Twenty-six CSAs were hired for the spring 2017 semester. This will be an ongoing effort, contingent upon availability, hiring, scheduling and retention of CSAs.</li> <li>4. This is a work in progress and will likely not happen until fall 2017.</li> <li>5. This is being implemented in phases. The following has been completed: Campuswide assessment and replacement of existing classroom and office door locks in buildings LB, MA, TC, AD, VA, PC (80%), PS (faculty offices), and ED (faculty offices).</li> </ol>

**Focus Area 6:** Safe Environment

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. Facilities will replace antiquated halogen lighting with new LED energy-efficient lighting in all parking lot and interior campus light posts by fall 2016.</li><li>2. Campus Safety and Facilities will conduct annual checks, evaluations, and preventative maintenance of alarm systems, interior/exterior lighting, emergency phones in elevators, and campus emergency phones.</li></ol>	<ol style="list-style-type: none"><li>1. LED lighting will replace antiquated halogen lighting in all parking lots and interior campus light posts by fall 2016.</li><li>2. Annual checks, evaluations, and preventative maintenance of facility lighting fixtures and safety systems will alleviate potential hazards.</li></ol>	<ol style="list-style-type: none"><li>1. The project is complete – LED lighting in parking lots and interior campus light posts has been installed.</li><li>2. These types of checks, corrective measures and preventative maintenance are conducted multiple times throughout the year. Recently, all parking lot lights were changed over to LED lighting to replace the prior antiquated bulbs. Interior campus lights in walkways have gone through the same process. Additional LED lighting has also been added to interior campus walkways and stairwells. Elevator emergency phones are tested frequently by Facilities and the elevator company. Exterior blue light emergency phones are being evaluated for implementation by spring 2018.</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>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. Departmental and individual offices will implement appropriate strategies for sustainable and ecological use of office consumables.</li><li>2. Available funding opportunities will be utilized to procure efficient methods of heating, ventilating, and air conditioning; lighting technologies; and alternative power generation sources.</li><li>3. Additional recycling bins will be placed campuswide in visible, prominent areas to encourage collegewide recycling efforts.</li><li>4. Institutional support projects involving facilities and technology will be carried out in a manner which ensures sustainable practices.</li><li>5. Increase water conservation efforts, such as drought tolerant landscaping, efficient irrigation, and cost-effective bathroom fixtures.</li></ol>	<ol style="list-style-type: none"><li>1. Departmental and individual offices will be able to show a year-over-year comparison of reduced office consumables or ecological strategies employed.</li><li>2. The college will receive grant revenues or utility rebates and incentives, as applicable, or a reduction in utility costs will be recognized.</li><li>3. An increase in active collegewide recycling practices will be realized.</li><li>4. All new facilities and technology projects brought on-line will consume the least amount of ecological resources as possible.</li><li>5. The college will recognize a reduction in water consumption.</li></ol>	<ol style="list-style-type: none"><li>1. Purchasing continues to recycle approximately 900 toner cartridges annually for re-use, the most efficient form of recycling and sustainability. Purchasing is working with the copier maintenance vendor to reduce consumable product use by programming copy/print equipment to default to draft/toner-saver print mode, and by printing color documents in monochrome, with user override capability.</li><li>2. The college continues to leverage state grants and utility rebates/incentives and all applicable funding sources for a reduction in utility costs. Prop. 39 Phase IV captured \$432,135 in grant funds and has an estimated \$58,000 rebate. This project is nearing installation completion.</li><li>3. The college continues to utilize the recycling center for capturing recycling materials and works with our contracted waste hauler for capturing waste stream diversion. Additionally, procurement of more recycle containers for campuswide placement is in progress.</li><li>4. All modernized buildings and new buildings comply with the latest energy code requirements per DSA. The Hayden Hall and Campus Center modernizations are engineered with low-flow plumbing devices, LED lighting, insulation and energy efficient HVAC equipment.</li><li>5. The college utilizes water-wise practices and has realized nearly a 20 percent reduction in water use during the drought. The VA building project utilized drought tolerant landscaping, and bidding is underway for a "turf removal" project using grant funds.</li></ol>

**Focus Area 7:** Sustainability

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

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

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

**Focus Area 8:** Technological Advancement

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
1. The distance education coordinator, with support from the dean of social and behavioral sciences and distance education (SBSDE) and TeCS, will expand online technology training to include a course to be taught in the fall semester for instructors, both full-time and adjunct, who want to teach courses via distance education. The course will result in the instructors receiving a certificate of accomplishment.	1. Approximately 20 faculty members will receive training in fall 2016. It is anticipated that there will be increased retention and success rates for students taught by trained faculty.	1. The Introduction to Online Teaching and Learning course was offered in Oct/Nov 2016 with 17 faculty completing the course successfully. There are 59 trained faculty to date. The training will be offered again in fall 2017.

**Focus Area 8:** Technological Advancement

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. The TeCS Department will expand Wi-Fi across campus with the installation of an additional 200 wireless access points in buildings, classrooms and outside common areas during the fall 2016 semester.</li><li>2. The district's web page will be updated to provide students and staff with relevant information on Title IX.</li></ol>	<ol style="list-style-type: none"><li>1. There will be improved wireless coverage campuswide.</li><li>2. Easily accessible information concerning Title IX will be available on the district's web page.</li></ol>	<ol style="list-style-type: none"><li>1. Wireless access points and network switches for the wireless system were installed during the fall 2016 semester and the winter 2017 term to expand wireless access on campus. All wireless additional access points were installed and operational as of June 1, 2017.</li><li>2. A Title IX webpage was created to provide information about the Title IX law, the Citrus College policies and procedures regarding Title IX, the process for filing a complaint and links to related information. This activity is complete.</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 Academic Affairs, Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. The TeCS Department, with support from Sharepoint expert consulting and input from Student Services and Academic Affairs, will implement the new WingSpan Ellucian portal.</li> <li>2. The TeCS Department, with input from Student Services and Academic Affairs, will implement and configure Dublabs mobile applications. Phase I, which will be completed during the fall 2016 semester, will provide increased communication for students, including allowing students to view Banner information on mobile devices. Phase II, which will be completed during the spring 2017 semester, will allow students to register via the mobile application, beginning in summer 2017.</li> </ol>	<ol style="list-style-type: none"> <li>1. The WingSpan Ellucian portal will be fully configured; students will be able to use the portal to interact with WingSpan; and Student Services and Academic Affairs will be able to use the portal as an additional means of communication with students.</li> <li>2. Phase I, a mobile application, will be implemented in fall 2016 and will provide students with the ability to access Banner and other information via the application. Phase II, will provide students with the ability to register via the mobile application, beginning in summer 2017.</li> </ol>	<ol style="list-style-type: none"> <li>1. A consultant from SectorPoint has installed the servers and software. Banner 9 components are required in order to continue. The portal software provider rSmart provided a demonstration to the campus of the OneCampus portal software on May 2, 2017. A second demonstration was provided to the campus on June 1, 2017. A contract with rSmart was signed on June 9, and a kickoff meeting was held on June 13.</li> <li>2. <b>Phase I</b> - The mobile application from Dublabs was configured for Citrus College during the winter 2017 term. A beta version of the mobile app was demonstrated to the College Information Technology Committee in April 2017. A small committee of students and counselors are currently evaluating the application to make recommendations before going live.  <b>Phase II</b> – The vendor is currently working on the interactive portion which will be ready for use by students beginning in summer 2017.</li> </ol>

**Focus Area 9:** Diversity and Equity

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. Highlight STEM programs to underrepresented minority students and increase student-focused diversity awareness through exposure to STEM careers and other areas.</li><li>2. Highlight success stories of returning students, veterans, and other non-traditional students.</li><li>3. Create college marketing and promotional materials that better represent the student population and the college community.</li></ol>	<ol style="list-style-type: none"><li>1. There will be a broader awareness of the STEM program among minority students.</li><li>2. The success stories of students will be known collegewide and serve as motivational springboards to completion for other students.</li><li>3. Relatable college marketing and promotional materials will further promote the college’s mission statement of meeting the needs of our demographically diverse population.</li></ol>	<ol style="list-style-type: none"><li>1. The management position in EGR, vacant since spring 2016, was filled in April 2017. These activities will carry over into year two of the plan.</li><li>2. Content produced by the EGR office, in the Citrus College News Magazine, the Citrus View, in trustee columns, and across promotional platforms, has regularly highlighted success stories of Citrus College’s diverse student body.</li><li>3. All advertisements and marketing materials are carefully prepared to ensure that the messaging and graphic design reflect a campus environment of diversity, equity and inclusion.</li></ol>

**Focus Area 9:** Diversity and Equity

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. Employment recruitment and outreach efforts will be expanded to potential applicants of underrepresented groups.</li><li>2. Provide professional development seminars to faculty and staff related to diversity and equity.</li></ol>	<ol style="list-style-type: none"><li>1. Current and new employment opportunities will have greater visibility to potential applicants of underrepresented groups.</li><li>2. Attendees will gain an increased understanding of diversity and equity, and become better equipped to demonstrate the principles in daily teaching and work practices.</li></ol>	<ol style="list-style-type: none"><li>1. Human Resources has expanded the use of online advertisement services and has increased its advertisement in publications, print and online, focusing on specific underrepresented groups.</li><li>2. The spring 2017 FLEX Day keynote speaker, Tyrone C. Howard, Ph.D., engaged the faculty and staff in a discussion on the complexities, challenges and privileges of working with a diverse population and why it matters to the college community.</li></ol>

**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>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. Provide at least two workshops for faculty and staff designed to increase awareness and sensitivity to issues of diversity on campus.</li><li>2. Reserve space in campus marketing materials and various newsletters to focus on promoting a campus culture of diversity, equity, and inclusion.</li></ol>	<ol style="list-style-type: none"><li>1. There will be increased awareness of diversity issues among staff and students.</li><li>2. There will be increased public awareness of the district's commitment to providing a campus climate that supports diversity, equity and inclusion.</li></ol>	<ol style="list-style-type: none"><li>1. The spring 2017 FLEX Day keynote speaker, Tyrone C. Howard, Ph.D., engaged the college community in a discussion on the complexities, challenges and privileges of working with a diverse population and why it matters to the college community.</li><li>2. Content produced by the EGR office, in the Citrus College News Magazine, the Citrus View, in trustee columns, and across promotional platforms, has regularly highlighted success stories of Citrus College's diverse student body, as well as the student support services available to all students. Advertisements and other marketing materials are carefully designed to reflect Citrus College's campus climate of diversity, equity and inclusion. A newsletter specifically addressing the needs and concerns of students with disabilities is being developed.</li></ol>



**Focus Area 9:** Diversity and Equity

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. Encourage faculty to incorporate diversity, equity and inclusion in their curriculum or pedagogy.</li> <li>2. Provide workshops open to faculty, staff and students on diversity involving faculty, professional speakers, and campus resources to promote staff/faculty student engagement.</li> <li>3. Increase utilization of diversity-oriented materials in classrooms and campuswide.</li> </ol>	<ol style="list-style-type: none"> <li>1. Students will gain a heightened cultural awareness and understanding in matters relating to diversity, equity and inclusion.</li> <li>2. There will be a heightened faculty/staff/student engagement fostering a sense of inclusion for students while leading to an increased probability of success and completion.</li> <li>3. There will be a higher usage of diversity-oriented materials in classrooms.</li> </ol>	<ol style="list-style-type: none"> <li>1. A new course has been created, HIST 160: History of Women in the United States, for the fall 2017 catalog. A new AA degree in Peace Studies has been developed for the fall 2017 catalog. The Chancellor’s office has approved a new AA degree in Social Sciences with a different emphasis. One emphasis is in gender studies, and the other emphasis is in ethnic studies.</li> <li>2. The spring 2017 FLEX Day keynote speaker, Tyrone C. Howard, Ph.D., engaged the college community in a discussion on the complexities, challenges and privileges of working with a diverse population and why it matters to the college community.</li> <li>3. The management position in EGR, vacant since spring 2016, was filled in April 2017. These activities will carry over into year two of the plan.</li> </ol>

**Focus Area 10:** Image

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. The executive director of communications and external relations, with support from the digital communications and publications supervisor and the TeCS Department, will create a social media plan expanding use of social media and ensuring that social media efforts are coordinated across campus organizations to enhance the image of Citrus College and improve communications with students and the local communities.</li>   <li>2. The executive director of communications and external relations, with support from the digital communications and publications supervisor, will develop a marketing plan to enhance the image of Citrus College and support enrollment, by expanding the number of people in our communities who learn about Citrus College and the instructional programs available.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Social Media Plan will be complete. There will be an increased number of people reached by social media, as indicated by social media statistics.</li>   <li>2. The Marketing Plan will be completed and implemented by the end of the spring 2017 semester.</li> </ol>	<ol style="list-style-type: none"> <li>1. The management position in EGR, vacant since spring 2016, was filled in April 2017. These activities will carry over into year two of the plan.</li>   <li>2. The management position in EGR, vacant since spring 2016, was filled in April 2017. The marketing plan will be completed by the start of the fall 2017 semester. Spring 2017 marketing efforts included online radio with Pandora targeting 18 to 24 year olds; website advertising with Q1 Media targeting 15 to 18 year olds planning for college; outdoor advertising on buses and with the Gold Line rail cars and stations; advertising with local newspapers with the San Gabriel Valley Newsgroup, the Beacon Media Newsgroup, the Claremont Courier and the Inland Daily Bulletin; advertising with four-year universities including Azusa Pacific University, California State University (CSU) at Fullerton, CSU Los Angeles, California Polytechnic State University, Pomona and the University of La Verne; direct mailing of post cards to Citrus College students; advertisement in the Dodgers Annual Year Book; and several ad hoc local publications.</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 and Superintendent/President

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<p>1. The executive director of communications and external relations, the protocol and government relations supervisor and the superintendent/president liaison will plan, organize and launch a speakers' bureau that will coordinate faculty and staff member presentations at community meetings and events to expand the collaboration of Citrus College with community organizations and enhance the image of the college.</p> <p>2. The executive director of communications and external relations, the protocol and government relations supervisor and the superintendent/president liaison will establish procedures to coordinate attendance at community events by Citrus College staff and faculty to increase community awareness of college programs and services.</p>	<p>1. A formal speakers' bureau will be established, expanding the collaboration of Citrus College with community organizations and further enhancing the image of the college.</p> <p>2. There will be an increased visibility and community awareness of college programs and services.</p>	<p>1. Due to the fact that the executive director of communications and external relations position has been vacant, the foundation director, in partnership with current faculty and staff, has planned and launched an alumni speakers' series to invite successful and recent alumni back to campus and address current students regarding their professional and educational experiences. The first event was held on March 29. Three alumni were invited to campus to share their successful transfer stories. The event was attended by approximately 20 students, and although light on attendance by students, it was considered a highly successful and informative event by those who attended. The event model was replicated on April 26. The May 31 event, moderated by the director of Financial Aid, was attended by more than 60 students and fostered an open dialogue with alumni panelists focusing on accessing financial aid and scholarships. The Alumni Speaker Series Planning Committee members meet regularly to plan and enhance the program. The committee consists of several alumni representatives, ASCC, the IFC staff, and Phi Theta Kappa students Honor Society students. A summer planning session is being scheduled to organize event dates, alumni speakers and program goals for the next academic year.</p> <p>2. The management position in External Relations, vacant since spring 2016, was filled April 2017. These activities will carry over into year two of the plan.</p>

**Focus Area 11:** Community Relations

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. The protocol and government relations supervisor and the superintendent/president liaison will schedule and organize campus visits by legislators to provide the legislator with an opportunity to tour the campus to learn about college programs and priorities.</li> <li>2. The executive director of communications and external relations, the protocol and government relations supervisor and the superintendent/president liaison will develop procedures to ensure that Citrus College representatives attend events with local legislators to advocate for legislation and funding favorable to Citrus College.</li> </ol>	<ol style="list-style-type: none"> <li>1. The development of close relationships with legislative leaders will increase opportunities to communicate the college’s needs and its value to the community, thereby increasing the chances of additional funding and favorable legislation.</li> <li>2. Enhanced opportunities to interact with legislators, as evidenced by the number of events attended, will provide greater recognition of Citrus College’s value and institutional needs that will result in funding and favorable legislation.</li> </ol>	<ol style="list-style-type: none"> <li>1. The superintendent/president and board members met with Senator Portantino, Assemblymember Holden and Assemblymember Rubio in Sacramento on January 30, 2017. Senator Portantino and Assemblymember Holden asked the college to provide suggestions for new legislation to address problems with implementing dual enrollment programs (AB 288) in our K-12 districts. A campus tour for Assemblymember Blanca Rubio is scheduled for September 22, 2017, and a campus tour for Supervisor Kathryn Barger is scheduled for September 29, 2017. Efforts to schedule a tour for Senator Portantino are underway.</li> <li>2. Trustee Keith attended the National Legislative Summit in Washington, D.C. and met with locally-elected congressional representatives. The superintendent/president was honored as a 25<sup>th</sup> Senate District Woman of the Year by Senator Portantino at an event in the 25<sup>th</sup> Senate District. Trustees Dickerson, Keith and Ortell attended an open house hosted by Assemblymember Rubio in her district office. Trustee Ortell attended the 17<sup>th</sup> Annual Legislative Networking Reception hosted by the San Gabriel Valley Economic Partnership. Congresswoman Grace Napolitano was a guest speaker at the Women’s History Month Luncheon on March 31, 2017 and served as a panelist at the Veterans Success Center event on April 19, 2017.</li> </ol>

**Focus Area 11:** Community Relations

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"> <li>1. The protocol and government relations supervisor and the superintendent/president liaison with work with the vice president of academic affairs to plan and conduct an annual K-14 Education Forum with representation from Citrus College and all high schools within the district to enhance understanding of topics relevant to both groups and improve the working relationships between Citrus College and our district high schools.</li> <li>2. The foundation director will build contacts and relationships with education foundations within the five district area cities to promote and build relations to benefit Citrus College, particular to the Institute for Completion efforts.</li> </ol>	<ol style="list-style-type: none"> <li>1. The K-14 Education Forum will be held, with proceedings published and distributed as applicable. As a result, follow-up activities will be defined.</li> <li>2. The Foundation director will have regular contacts and periodically attend events sponsored by educational foundations within the five district area cities to represent the interest of the college to the community and establish relationships with local foundation donors and supporters.</li> </ol>	<ol style="list-style-type: none"> <li>1. The K-14 Education Forum took place on April 28, 2017. The topic for this year’s forum is “The Common Assessment and Multiple Measures Project.” The speakers for the event will be Ken Sorey from the Educational Results Partnership and the dean of counseling.</li> <li>2. Contacts, discussions and partnership opportunities have been established and are on-going with the Glendora Education Foundation, Claremont Education Foundation, Canyon City Foundation (Azusa). The foundation director has attended the Glendora Education Foundation events. Discussion with the Claremont Education Foundation is on-going. Dialogue regarding community grants is continuing. As educational needs and opportunities surface at Citrus College, district area Foundation funding sources will be solicited. Additional outreach is being made to Monrovia and Duarte education foundations, as well as district area service clubs, to enhance college programs.</li> </ol>

**Focus Area 11:** Community Relations

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>	<u>Update of Activities</u>
<ol style="list-style-type: none"><li>1. The executive director of communications and external relations, the protocol and government relations supervisor and the superintendent/president liaison will develop a process to assign Citrus College representative to local chambers of commerce to regularly attend meetings and events to promote Citrus College and build relations with local communities.</li><li>2. The foundation director will plan and conduct a formal event celebrating the Foundation's 50th Anniversary. This event will support efforts to build and develop relationships with community and business partnerships and sponsors by establishing a President's Anniversary Circle to promote the image of Citrus College.</li></ol>	<ol style="list-style-type: none"><li>1. Procedures will be in place so that Citrus College representatives will attend local chamber of commerce meetings and events regularly.</li><li>2. The Citrus College Foundation's 50<sup>th</sup> Anniversary Celebration event will create an opportunity to build new relationships and partnerships from community organizations and businesses through the establishment of the President's Anniversary Circle and it will help establish and promote the college as a premier community college.</li></ol>	<ol style="list-style-type: none"><li>1. The management position in EGR, vacant since spring 2016, was filled in April 2017. These activities will carry over into year two of the plan.</li><li>2. The Citrus College Foundation 50<sup>th</sup> Anniversary Celebration event was held on November 4, 2016, with 300 guests, supporters, community members and business partners in attendance.  The 2017 President's Anniversary Circle was established with eight major sponsors who supported the 50<sup>th</sup> anniversary event and will promote the image of the college in the community. An additional 20 businesses have been solicited for the 2017 President's Circle, and the Foundation Board of Directors are in planning mode for an Anniversary Celebration Campaign.</li></ol>