



Strategic PLAN

2022 ANNUAL
2023 IMPLEMENTATION
PLAN





Dear Colleagues:

I am excited to share the Citrus College 2022-2023 Annual Implementation Plan (AIP) with you. Now in year two of the 2021-2026 Strategic Plan, our AIP is focused on several key areas. The following pages include 53 detailed activities and their corresponding projected outcomes. Guided by the strategies within the focus areas, each activity has been developed and refined to lead to outcomes in alignment with the college's overarching goal of increasing student success and completion.

Citrus College continues to focus on providing a welcoming and inclusive learning and working environment as part of our diversity, equity and inclusion (DEI) efforts. In recent months, the college has hired a director of DEI, a Pride Center coordinator and a mental health supervisor, each of whom are providing leadership and support for our students, faculty and staff. Research continues to be conducted to gain a current sense of our students' and employees' perspectives in relation to DEI. This data will be shared with the college in an effort to inform the development of learning opportunities for continued growth. Ongoing shared-governance discussions will include the Academic Senate for California Community Colleges' DEI in Curriculum: Model Principles and Practices, and supporting our faculty in their efforts to continue shifting curriculum and classroom practices from a Eurocentric model to an equity-minded framework. During the spring 2023 Flex Day activities, the concept of "cultural humility" will be featured through an engaging awareness-building professional development opportunity.

At Citrus College, we pride ourselves on providing a wide range of valuable student support services. By offering hands-on assistance to first-time and continuing Promise program students applying for financial aid or scholarships, we are helping remove financial barriers for students pursuing their academic goals. Upcoming new credit courses specifically designed for first-generation students and students with parenting responsibilities, are intended to provide strategies and critical skills needed to balance priorities and for building vital support systems.

On behalf of the Citrus Community College District Board of Trustees and our entire Citrus College community, thank you for taking the time to review this important document. Thank you for the outstanding contributions you are making to our campus community to help our students thrive. I look forward to working with you as we implement the year two AIP in support of the college's strategic plan.

Sincerely,

Greg Schulz, Ed.D.
Superintendent/President

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Focus Area 1: College Readiness

Citrus College will utilize a wide range of strategies to prepare students for success in a collegiate environment.

Strategies:

- 1.1 - Increase college readiness through K-12, adult education and industry partnerships
- 1.2 - Increase participation of incoming students in activities designed to facilitate their transition to the collegiate environment
- 1.3 - Increase noncredit course offerings that prepare students for credit courses

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The math department will create a mathematics corequisite course to support the STEM students enrolled in Math 190: Calculus I. The new course will be called Math 090: Corequisite Support for Calculus I. The course will potentially improve student progression in the Calculus sequence for STEM majors.	1. This new corequisite course will enable students to continue their progression through the Calculus sequence and be better prepared to take Math 191 Calculus II and Math 210: Calculus III (if needed).

Focus Area 2: Enrollment Management

Citrus College enrollment management strategies will be comprehensive, responsive, flexible and efficient.

- Strategies:**
- 2.1 - Promote student-centered scheduling that decreases time to completion, maximizes college resources and aligns with Guided Pathways
 - 2.2 - Ensure that college enrollment processes are equitable and efficient in meeting student needs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The interim vice president of academic affairs together with the dean of counseling programs and services will design course scheduling patterns that effectively meet student demand and are in alignment with program maps/Student Education Plans (SEPs). The scheduling patterns will include an appropriate mix of on-campus, online education and hybrid options.	1. There will be a 0.5% enrollment increase in spring 2023 compared to spring 2022.
2. The Enrollment Management Committee will evaluate the student enrollment experience including but not limited to the application, registration and payment processes for credit and non-credit programs.	2. A gap analysis will be conducted with recommendations for improvement.
3. Credit for prior learning co-leads will work with faculty to expand both the number of courses and the number of industry certificates for credit for prior learning.	3. The number of courses approved for credit by exam will be increased by five and the number of industry certifications accepted will be increased by three.

Focus Area 3: Instructional Quality

Citrus College will deliver high-quality instructional courses and programs.

Strategies:

- 3.1 - Develop and organize high-quality curricular and instructional pathways that respond to student needs, address equity gaps and promote program completion
- 3.2 - Expand professional development for faculty and staff and promote participation in these opportunities

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<p>1. The director of diversity, equity and inclusion and the interim vice president of academic affairs will facilitate the review of the professional development process at Citrus College and create a proposal for developing year-round training that aligns with the needs of all employee groups on campus. The proposal will include how to expand reading groups, new workshops/seminars of interest, and align with the 2022-2025 Student Equity Plan, Classified Staff Development Committee (CDC), Faculty Learning Institute (FLI), and the Office of Diversity, Equity, Inclusion and Accessibility + (DEIA+).</p>	<p>1. The college will engage in discussions to determine the professional development needs of all employees, departments that host professional development-related activities, how, where, and when professional development activities should be publicized, and the institutional structure needed to ensure comprehensive and effective professional development at the college. Discussions will also include how the college can offer year-round workshops and training outside of FLEX Day, book discussion series, and ongoing training and conversations around Academic Senate for California Community Colleges (ASCCC) toolkits and DEI in Curriculum: Model Principles and Practices. The proposal developed will be vetted by the superintendent/president’s Cabinet and other shared governance groups before implementing a revised professional development structure.</p>
<p>2. The interim vice president of academic affairs with the dean of career/technical and continuing education (CTE) will develop at least one sequence of evening courses leading to certificate and degree completion. A marketing, recruitment and student support plan will also be developed.</p>	<p>2. A degree pattern will be developed by June 2023 with course offerings after 5:00 p.m. exclusively. Both hybrid and online modalities will be included.</p>

Focus Area 3: Instructional Quality

Citrus College will deliver high-quality instructional courses and programs.

<u>Specific Activities</u>	<u>Projected Outcomes</u>
3. By June 2023 as part of a regional effort, the interim vice president of academic affairs and career/technical and continuing education division will modify Cosmetology curriculum (i.e., new or modified courses, content, and andragogy, etc.) which will include curriculum portability and shared course content access among the participating Los Angeles County colleges.	3. One new student-centered and job readiness standardized curriculum pattern will be developed. The curriculum pattern will be shared across Los Angeles County regional colleges and will give students the skills needed to thrive in their profession while meeting employer needs.
4. The interim vice president of academic affairs and career/technical and continuing education division will launch, promote and recruit students for the Drone Technology Certificate pathway. This pathway will help support students in special populations by introducing and training them for new, innovative jobs that allow for creativity, non-traditional employment and a variety of working conditions and locations without having prior experience in the drone piloting industry. Students from all cultural and socioeconomic backgrounds, with various physical abilities and skill levels can participate and succeed in this noncredit curriculum.	4. A new noncredit Drone Technology Certificate pathway will be launched in 2022-2023.

Focus Area 5: Student Support

Citrus College will provide effective and comprehensive student support services that contribute to a successful collegiate experience.

Strategies:

- 5.1 - Provide an equitable student support service environment that is proactive and responsive to student needs and perspectives
- 5.2 - Promote access and awareness of student support services to increase student participation
- 5.3 - Identify student success barriers, assess student perspectives and implement student-centered strategies to overcome challenges

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Admissions and Records program will implement the Zendesk Talk tool to better assist students.	1. The implementation of Zendesk Talk will enable Admissions and Records staff to better monitor and respond to all phone inquiries in a timely manner. Zendesk Talk will improve customer service for students who prefer to interact with a live person for assistance and guidance. At least 90% of student inquiries will be acknowledged and resolved within one business day.
2. The Black Scholars program faculty and staff leads will invite current Black Scholars students to become ambassadors for the program. The new Black Scholars ambassadors will establish a peer-to-peer mentor support service to respond to the needs of other students in the program to enhance student engagement in the services available to them.	2. Black Scholars student ambassadors and peer mentors will promote the Black Scholars mission of empowering students and building a community of support. The number of Black Scholars participants in the program and the number of those students utilizing services will be compared to the previous year to assess the level of student engagement in the Black Scholars program.

Focus Area 5: Student Support

Citrus College will provide effective and comprehensive student support services that contribute to a successful collegiate experience.

<u>Specific Activities</u>	<u>Projected Outcomes</u>
3. The Citrus College Student Services Office will develop and submit a Rising Scholars Track 2 Planning and Implementation Grant application before the September 26, 2022 deadline. If awarded, the grant will enable Citrus College to implement the Guiding Principles of the California Community College’s Rising Scholars Network, a network of colleges with programs to support incarcerated and formerly incarcerated students.	3. If selected for the grant, Citrus College will implement the Rising Scholars Network Guiding Principles to develop a program, begin recruitment, and launch a Rising Scholars program in spring 2023.
4. The dean of students, with support from the Human Resources office, will hire a Pride Center coordinator to launch a Pride Center on the Citrus College campus and develop programming centered around supporting the LGBTQ+ community.	4. Students visiting the Pride Center will feel the college has become a more supportive and inclusive campus for the LGBTQ+ community, as indicated in the survey results conducted by the end of spring 2023.
5. The School Relations and Outreach program will collaborate with the Financial Aid department to provide hands-on assistance workshops for first-time and continuing Citrus College Promise students who do not have a FAFSA or Dream Act application on file.	5. At least 20 Promise students will attend the workshops and receive hands-on assistance submitting their FAFSA or Dream Act applications.
6. The Financial Aid department, in collaboration with the Citrus College Foundation, will work with faculty to develop and implement two scholarship workshops on how to submit the Citrus College Scholarship application and how to write an effective scholarship essay.	6. The number of completed Foundation Scholarship applications will be increased by 5% in 2022-2023 as compared to the prior year.
7. In spring 2023, Student Services divisions will host a GradFest event to promote awareness of the graduation application deadline and provide students with resources to prepare for the 2023 commencement and transfer.	7. As a result of the GradFest event, an increase is anticipated in the number of completed graduation applications prior to the application deadline (April 14, 2023) and the number of pre-orders for regalia through the Owl Bookstore compared to the 2021-2022 academic year.

Focus Area 5: Student Support

Citrus College will provide effective and comprehensive student support services that contribute to a successful collegiate experience.

<u>Specific Activities</u>	<u>Projected Outcomes</u>
8. The Veterans Success Center (VSC) will enhance their social media platform to raise awareness of VSC support services.	8. The number of student veterans following the VSC on social media will increase by 50% from 155 to 230 student veterans and will in turn raise awareness of VSC support services.
9. The mental health supervisor will provide various classroom and/or department presentations to make students and stakeholders aware of the mental health and wellness services available at the Student Health Center.	9. The use of mental health and wellness services will increase by 5%, or 50 appointments for the 2022-2023 academic year compared to the prior year baseline of 48 appointments.
10. The college nurse will provide sexual health presentations that will include information specific to LGBTQ+ students. Presentations will be held in the fall and spring semesters.	10. Students attending the presentations will gain an increased knowledge about sexual health, as indicated in the results of surveys conducted at the end of each presentation.
11. In October 2022, the Counseling Programs and Services division will host the third annual Men of Color Conference. Information about financial literacy will be featured along with cultivating the ability to network and explore mentorship opportunities with Citrus College faculty, staff and administrators.	11. After the conference, students will have access to resources about wealth management, retirement planning and investing. Students will be provided access to Citrus College employees who are interested in providing mentorship or further assistance with the students' academic and personal goals.
12. The Student Life and Leadership Development program (SLLD) staff will promote Basic Needs services. The promotion will include an emphasis on utilizing digital platforms to provide greater accessibility to resources for students by developing digital marketing strategies including videos, social media posts, and bookmarks with QR codes linking students to resources.	12. As a result of these efforts, there will be a greater awareness and ease of access among students in need of Basic Needs resources.

Focus Area 5: Student Support

Citrus College will provide effective and comprehensive student support services that contribute to a successful collegiate experience.

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<p>13. To improve how students navigate the campus, the director of DEI in collaboration with the Technology and Computer Services office team will update the information listed on the Citrus College Mobile Application. The updates will include highlighting college services, resources, and facilities that are currently not mentioned on the application. The campus map currently appearing on the mobile application will be revised to show where each service, resource and facility being highlighted is located.</p>	<p>13. The mobile application update will go live before spring 2023. Updating the mobile application will introduce students to many resources, services, and facilities they may not have known about. The update will increase student awareness of services provided and may result in an increase in student participation or access. Additionally, staff can use the mobile application for reference when informing students about services and spaces on campus.</p>
<p>14. The offices of Institutional Research, Planning and Effectiveness (IRPE), DEIA+, and the Student Equity and Achievement Program (SEAP) team will conduct research on diversity, equity and inclusion through surveys, focus groups and individual interviews with students and employees. The purpose of this research will be to gain a sense of the students’ and employees’ overall perspectives as they relate to diversity, equity and inclusion. A summary of the research will be shared with the college.</p>	<p>14. Surveys have been conducted in spring 2022 and the data will be analyzed in fall 2022 to identify respondents’ overall experiences and perspectives. This data will help inform the questions for the focus groups in spring 2023. Focus group discussions will be analyzed in summer 2023 and inform questions for the individual interviews which will take place in fall 2023. Student success barriers will be identified and discussed to prompt changes. Data will be used to inform the creation of practical professional development training throughout the year.</p>
<p>15. The interim vice president of academic affairs, in collaboration with the communications and external relations team, will develop social media posts to introduce Career/Technical and Continuing Education (CTE) counselors to students during every term who will provide instructions to students for making appointments to meet with them. This will ensure students are provided with up-to-date CTE counselor information and can easily access those services.</p>	<p>15. Social media posts introducing each counselor will be made a minimum of twice per semester in 2022-2023.</p>

Focus Area 5: Student Support

Citrus College will provide effective and comprehensive student support services that contribute to a successful collegiate experience.

<u>Specific Activities</u>	<u>Projected Outcomes</u>
16. The Learning Center Programs supervisor and staff will hold a series of awareness building activities that will culminate into a larger event to celebrate the center with an opportunity drawing based on student usage.	16. The activities will be delivered to increase student awareness of the services offered by the learning center, as part of its 10-Year Anniversary Celebration

Focus Area 6: Safe Environment

Citrus College will promote a safe and secure educational and workplace environment.

- Strategies:**
- 6.1 - Foster a strong awareness of safety and security to ensure preparedness and responsiveness to emergency situations
 - 6.2 - Ensure a socially safe and secure educational and work environment
 - 6.3 - Mitigate hazards through a systematic review and evaluation of the internal and external college environment

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. By mid-October 2022, the Campus Safety department will create an emergency preparedness training and campus emergency drill calendar for the 2022-2023 academic year and communicate to all employees the scheduled training opportunities, available resources, and events to support emergency preparedness on campus.	1. The trainings, drills and leadership of the Campus Safety staff will strengthen emergency preparedness efforts and the college’s overall response to emergencies on campus. Advance notifications of drills and trainings will allow employees to plan accordingly.
2. By December 2022, the Campus Safety department will implement virtual parking permits and license plate readers (LPRs) to ensure only authorized vehicles are parked on campus in accordance with AP 6750 Parking.	2. The LPRs will confirm vehicles are registered with Campus Safety’s parking system and will allow Campus Safety to contact the owners/drivers of the vehicles in the event of an emergency or issue with the vehicle.
3. The Campus Safety department will host at least one campus community engagement event per semester.	3. By hosting campus community engagement events such as “Coffee with a Cop” and “Meet Us Before You Need Us,” students and employees will have an opportunity to experience a positive interaction and dialogue with Campus Safety and Glendora Police Department personnel. The intent is to build relationships, ensure public trust and strengthen partnerships within the community we serve.

Focus Area 6: Safe Environment

Citrus College will promote a safe and secure educational and workplace environment.

<u>Specific Activities</u>	<u>Projected Outcomes</u>
4. Facilities and Purchasing will begin the procurement phase for the construction of ingress/egress pipe gates at each non-gated vehicular access apron to the college.	4. The completed project will provide the college with securable points-of-entry onto campus allowing each vehicle apron to be closed in the event of an emergency.
5. As part of the ED building modernization project, the Facilities and Construction team will ensure the initial installation of Building Automation System (BAS) automated exterior door locking devices and linked to a central command point.	5. Upon completion, the ED building will be the first college facility to have automated lockdown capability from a central command point located in the Campus Safety building. This will allow the ED building to be secured electronically via remote automated means.

Focus Area 7: Sustainability

Citrus College will promote the economic and social benefits of environmental sustainability and will implement sustainable practices.

Strategies:

7.1 - Identify, evaluate and implement cost-effective sustainable practices

7.2 - Develop and implement learning opportunities for students and employees that benefit environmental sustainability

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The director of Facilities and Construction will create a Sustainability Fellow internship opportunity. The internship has been awarded to the college by SCE at no cost to the college due to Citrus College having supreme sustainability successes.	1. Upon board approval in October 2022, the internship will begin and extend for a period of ten (10) months. The intern will assist the college in various sustainability projects and will learn and gain intellectual equity for furthering sustainability initiatives for their career path.
2. The Finance and Administrative Services team will develop sustainability specifications for future capital projects. The specifications will be standardized and applied during the construction phase of each project. The standardization is applicable to engineering and construction.	2. The sustainability specifications will allow each architectural team to employ standardized requirements across the campus. This will increase energy efficiency, reduce waste and reduce the college’s carbon footprint.

Focus Area 8: Technological Advancement

Citrus College will anticipate and address technological needs that foster an efficient and effective educational and administrative environment.

Strategies:

- 8.1 - Improve student success through the effective use of technology in teaching and learning
- 8.2 - Provide a robust, secure and accessible technology infrastructure to streamline and improve college processes, and provide data resources relevant to institutional decision-making

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The chief information services officer, together with the TeCS team and faculty and staff in academic affairs with the support of the California Virtual Campus (CVC)-Online Education Initiative (OEI) project, will complete the implementation of the CVC integration and Course Exchange via the Ethos API platform.	1. By spring 2023, students interested in taking Citrus College courses through the CVC-OEI will be able to browse the list of classes available through the Course Exchange from Citrus College in real-time.
2. The chief information services officer, together with the TeCS team and staff from Finance and Administrative Services, will complete the implementation of Nelnet for students' online payment processing.	2. By spring 2023, students who make online payments to Citrus College will have their payments processed through Nelnet Payment Services which will result in a significant cost savings to Citrus College.

Focus Area 9: Diversity, Equity and Inclusion

Citrus College will proactively assess and address the needs of the diverse college community to continually foster a culture of equity, inclusion and collegiality.

- Strategies:**
- 9.1 - Broaden the scope of college outreach, promotion and marketing initiatives to attract a diverse student population
 - 9.2 - Engage in recruitment, hiring and promotion practices to develop a more diverse college workforce
 - 9.3 - Engage the college community in professional development activities to increase awareness of diversity, equity and inclusion
 - 9.4 - Increase student awareness of diversity, equity and inclusion through curriculum and student-centered activities
 - 9.5 - Increase efforts to reduce equity gaps among disproportionately impacted groups of students

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Communications and External Relations office, in collaboration with Academic Affairs and Student Services divisions, and the Diversity, Equity and Inclusion office, will create a comprehensive marketing and advertising plan to attract a diverse student population.	1. Various digital and print enrollment campaigns will be launched throughout the year, as well as large-scale, outdoor formats.
2. The Communications and External Relations office, in collaboration with the Academic Affairs and Student Services divisions, will create and publish high-quality videos highlighting the college’s programs, services and students.	2. At least two videos will be created and published by June 30, 2023.
3. The Communications and External Relations office will create “Owl Spotlights” featuring a variety of students to share on the college’s social media platforms.	3. At least 15 student “Owl Spotlights” will be written and shared on the college’s various social media platforms.

Focus Area 9: Diversity, Equity and Inclusion

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<u>Specific Activities</u>	<u>Projected Outcomes</u>
4. The CalWORKs department will promote COUN 105: Success Strategies for Student Parents, on campus and to CalWORKs partners off campus.	4. The course will be offered for the first time in winter 2023. Targeted promotion will be conducted to fill the class. In addition to offering curriculum conducive to providing student-parents with tools and strategies for school-home success, the course will serve as a centralized space for student-parents, which may help in the development of a support group for student-parents on campus.
5. Beginning with the 2022-2023 academic year and every year thereafter, the SLLD office will work with EOP&S, Black Scholars, the Dream Resource Center (DRC), the VSC, the International Student Center (ISC), the Pride Center, and related student clubs to recruit a diverse pool of student candidates for ASCC leadership roles.	5. As a result of these efforts, there will potentially be a more diverse group of students in ASCC leadership roles.
6. The mental health supervisor will provide a cultural humility professional development training during FLEX Day in spring 2023, to increase awareness and support student diversity, equity, and inclusion.	6. As a result of attending this training, participants will gain knowledge and understanding relevant to cultural humility as evidenced by the results of a survey conducted at the conclusion of the training.
7. The VSC will develop educational displays relevant to each cultural awareness month. The displays will be visible at the VSC and create a welcoming environment that embraces the diversity of all student veterans.	7. As a result of these efforts, student veterans will indicate that they feel the VSC is an inclusive space that supports diversity within the veteran community. This will be ascertained by asking student veterans to complete a survey.
8. Latinx students are disproportionately impacted in the degree/certificate completion and transfer metrics of the 2022-2025 Student Equity Plan. The Counseling and Advisement department will create a workgroup of counselors who will explore the development of a Latinx student support program.	8. The workgroup will identify the programmatic and college support necessary to establish a Latinx student support program.

Focus Area 9: Diversity, Equity and Inclusion

Citrus College will proactively assess and address the needs of the diverse college community to continually foster a culture of equity, inclusion and collegiality.

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<p>9. First-generation college students are identified as a disproportionately impacted group in four of the five equity metrics. The EOP&S department will develop the course EOPS 211: First-Generation College Student Seminar, and will submit it to the Curriculum Committee for approval in fall 2022 with a recommendation to be offered in fall 2023.</p>	<p>9. The course will be developed and approved by spring 2023 and listed in the fall 2023 schedule. The course is designed to increase students’ engagement and retention by investigating and discussing topics such as family/cultural influences, building a support system, leadership development, and college success.</p>
<p>10. The director of DEI will develop a plan and timeline for reviewing and revising job announcements, application questions, hiring committee training, and interview questions. Future revisions will move the current process from being Equal Employment Opportunity (EEO) and sensitivity focused to DEIA+ and EEO-focused.</p>	<p>10. Reviewing the current hiring process and materials will allow the college to identify areas for potential bias in the recruitment and hiring process and materials. Using disaggregated data will allow the college to identify potential trends, areas for improvement, and data that will continue to be used to monitor the results and effectiveness of changes to the process.</p>
<p>11. In a collaborative effort, the CDC, FLI, and the DEIA+ office will strategically market and advertise monthly USC Equity Alliance eConvening trainings to employees based on topic. The DEIA+ office website will be used to house all of the training recordings and materials, in addition to other areas where information can be accessed.</p>	<p>11. Select employees will be identified and invited to participate in eConvenings based on the topic of the month. Participants in the eConvenings will gain an enhanced understanding of the relevance and significance of DEIA+ on campus and how they can apply the strategies discussed in their roles daily. Additionally, all employees will have access to review previous trainings or host conversations related to the training within their department.</p>
<p>12. The interim vice president of academic affairs with the Citrus College Hayden Library team will create and market an IRS Volunteer Income Tax Assistance (VITA) site housed in the college’s library. The VITA program has operated for over 50 years and serves community members by providing free tax help to people who need assistance (i.e., low-income, disabled and limited English-speaking taxpayers) in preparing their tax returns.</p>	<p>12. At least two Citrus College accounting students will gain hands-on volunteer experience at this on-campus VITA site.</p>

Focus Area 9: Diversity, Equity and Inclusion

Citrus College will proactively assess and address the needs of the diverse college community to continually foster a culture of equity, inclusion and collegiality.

<u>Specific Activities</u>	<u>Projected Outcomes</u>
13. Academic affairs departments and divisions will hold a multi-division High School Open House in spring 2023 that promotes college programs. The event will include workshops that focus on DEIA+ components.	13. At least 500 potential students will participate in the event.
14. The Automotive Technology program, in collaboration with the Communications and External Relations office, will hold three outreach events during 2022-2023 and social media marketing will target potential non-traditional and underrepresented students promoting the automotive and medium and heavy-duty diesel truck industries.	14. There will be an increase in the number of non-traditional and underrepresented students enrolled in the automotive and medium and heavy-duty diesel truck courses and articulated pathways.
15. In a collaborative effort between the Office of IRPE and Office of DEIA+, data-driven and DEIA+ discussions will be infused within department/division meetings as a standing agenda item. Discussions will include ASCCC’s DEI in Curriculum: Model Principles and Practices, explore trends regarding enrollment and student achievement, allow faculty to ask questions, and share promising practices.	15. Perpetuating these conversations may bring an increased awareness to DEIA+ and the potential to redesign curriculum and classroom practices from a Eurocentric model to an equity-minded framework.
16. Library faculty and staff will conduct a diversity audit of its current collection, which will start with library faculty training.	16. The library faculty will complete the training by June 2023 on how to evaluate the collection for gaps in diversity.
17. The Curriculum Committee and the Office of DEIA+ will explore the development of a process in order to improve assessment of current and adoption of new Open Education Resources.	17. A new process of assessing and adding OER will be developed and implemented as part of a representative textbook list in course outlines of record as appropriate.

Focus Area 9: Diversity, Equity and Inclusion

Citrus College will proactively assess and address the needs of the diverse college community to continually foster a culture of equity, inclusion and collegiality.

<p>18. The director of DEI, together with the interim vice president of academic affairs and director of human resources, will review the hiring procedures, including relevant administrative procedures, and implement identified changes which will reinforce the District's commitment to DEIA+ and EEO.</p>	<p>18. Hiring procedures and relevant administrative procedures will be reviewed, resulting in appropriate changes identified reflecting the District's commitment to DEIA+ and EEO.</p>
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Focus Area 10: Image

Citrus College will be known as a premier community college and will maintain prominence as a leader in higher education and career preparation.

Strategies:

- 10.1 - Promote the college as a leader in higher education and career preparation by highlighting programs, services, students and employees, and by actively engaging with the broader community
- 10.2 - Increase student, faculty, staff and administration participation in community activities

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Citrus College Foundation will host two Community Day events this academic year – one in fall 2022 and one in spring 2023. These events will each include a guest campus tour with 8-10 stops throughout the campus and will serve to grow the circle of college supporters.	1. The Community Day events will ensure that key community leaders who attend are aware of the college resources available to students and the academic programs offered. The purpose of hosting Community Day events is to increase the number of community supporters and community resources that may enhance the college’s programs.
2. The Citrus College Foundation will establish a committee that meets monthly to design, finalize and launch a campaign promoting donor wall recognition in the courtyard area of the Haugh Performing Arts Center west patio. Committee members and Foundation staff will create marketing materials, a solicitation list and conduct follow up with prospective donors to raise funds.	2. Funds raised will be allocated to undesignated foundation funding.