



# *Strategic* PLAN

2022 PROGRESS  
2023 REPORT





Dear Colleagues:

At Citrus College, the 2022-2023 academic year has been a time of growth, progress and, of course, learning. As we approach the finish line of implementing year-two of the 2021-2026 Strategic Plan, I am proud to share with you a snapshot of highlights from the 2022-2023 Progress Report.

As you look through the following pages, you may notice three key areas of focus for the college this year: enrollment, student support, and diversity, equity and inclusion. The college intentionally honed its efforts to identify and eliminate potential barriers that may hinder underrepresented groups from achieving success, while adding a

means of direct access to resources and pathways leading to degree and certificate completion.

This year, Citrus College has partnered with the [USC Race and Equity Center](#). All faculty and staff now have access to dynamic professional learning resources that are in direct alignment with the college's pursuit of creating a workforce dedicated to closing equity gaps. In addition, a team of 30 Citrus College employees representing various constituency groups are participating in the USC Race and Equity Center's Hiring Institute training. Through this team's efforts, new elements will be added to the college's hiring processes, including diversity, equity, inclusion and accessibility. This important work is well underway!

Grants provide an essential means for the college to develop in-demand courses and unique programs that directly benefit specific student populations. This year, the college was awarded the "California Learning Lab: Seeding Strategies II to Close the Calculus Equity Gap" grant that provides funding for the development of a new Corequisite Support for Calculus I course, which supports students pursuing STEM majors. Additionally, Citrus College has become one of 12 California community colleges to receive the "Rising Scholars Track 2" grant, which supports justice-impacted students.

The aforementioned highlights are just a glimpse of the progress being made among the 53 activities within this report. The college is also making progress in the areas of instructional quality; providing a safe, sustainable environment for students and staff; offering technologically advanced services that allow students greater access to courses and services; and connecting with our local and surrounding communities, among others. All of which are in direct alignment with the Citrus College mission and overarching goal of increasing student success and completion.

I thank the entire campus community for taking part, whether directly or indirectly, in the important work being done to move Citrus College forward.

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>  | <u>Update to Activities</u>  |
|---|--|--|
| <p>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.</p> | <p>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).</p> | <p>1. The college was awarded the California Learning Lab: Seeding Strategies II to Close the Calculus Equity Gap grant. The purpose of the grant is to fund development of the new MATH 090: Corequisite Support for Calculus I course. The MATH 090 course was developed and vetted through curriculum in fall 2022 including modifications of math placement rules in spring 2023. The first three sections of the MATH 090/190 classes are being offered in fall 2023. The Community of Practice funded by the California Learning Lab grant will also begin meeting in fall 2023 and will include precalculus and calculus instructors.</p> |

**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>  | <u>Update to Activities</u>   |
|---|--|---|
| <p>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.</p> | <p>1. There will be a 0.5% enrollment increase in spring 2023 compared to spring 2022.</p>   | <p>1. Career and Academic Pathways (CAP) teams have completed curriculum maps for each of their respective programs. Collegewide, at this time we have projected a 4.6% increase in FTES over spring 2022. Noncredit enrollment increased 76% from 201 in spring 2022 to 352 in spring 2023.</p>  |
| <p>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.</p>  | <p>2. A gap analysis will be conducted with recommendations for improvement.</p>   | <p>2. The external relations and communications office, in collaboration with the Enrollment Management Committee, worked with a third-party vendor to provide an anonymous student enrollment experience analysis in May 2023.</p>   |
| <p>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.</p>   | <p>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.</p> | <p>3. The processing of Military Articulation Platform (MAP) credit for prior learning (CPL) was completed in fall 2022. In fall 2023, faculty will finalize their exams, portfolios and practicums for the courses selected for CPL. Additionally, there are at least 10 courses across three divisions that are preparing for implementation by the end of fall 2023.</p> |

**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>  | <u>Update to Activities</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>1. The vice president of academic affairs and director of DEI met with the FLI co-chairs and staff development leaders to assess the college’s existing professional development structure. The assessment was reviewed by the superintendent/president’s Cabinet with samples of models used at different community colleges in California. A new professional learning structure proposal was developed and discussed with the appropriate campus leaders and constituency groups. The proposal was supported, and the college will create a Professional Learning Committee to start in fall 2023, which will be a Steering subcommittee. This committee will be led by three co-chairs: the director of DEI, the professional learning faculty coordinator, and a classified employee. The Professional Learning Committee will be under the director of DEI’s purview. A professional learning faculty coordinator has been selected and will start in fall 2023. This position will receive reassigned time. FLI and CDC have been disbanded and replaced with the Professional Learning Committee.</p> |

**Focus Area 3: Instructional Quality**

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

| <u>Specific Activities</u>  | <u>Projected Outcomes</u>  | <u>Update to Activities</u>  |
|---|--|--|
| <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>   | <p>2. Currently, esthetician, public works and construction management certificates can be completed by students taking classes which are offered during the evening and/or on Saturdays. In water technology, several evening courses have been added to the fall 2023 class schedule. Evening and/or Saturday courses will be offered in winter and spring 2024 as appropriate. A marketing, recruitment and student support plan will also be developed.</p>        |
| <p>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.</p> | <p>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.</p> | <p>3. Regional cosmetology faculty have completed a curriculum comparison among classes for Citrus College, Santa Monica College, Compton College, LA Trade Tech College and El Camino College. Faculty have worked on state board preparation exams and have considered the possibility of a regional multi-school advisory committee. A health and safety training course and pivot point tests have been added to the Los Angeles County preparatory test bank.</p> |

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| <u>Specific Activities</u>  | <u>Projected Outcomes</u>   | <u>Update to Activities</u>  |
|---|---|--|
| <p>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.</p> | <p>4. A new noncredit Drone Technology Certificate pathway will be launched in 2022-2023.</p> | <p>4. The noncredit Drone Technology certificate pathway was successfully launched in fall 2022. NC 107: Drone Pilot License and NC 108: Drone Mapping were offered. NC 109: Commercial Drone Applications and Flight Training was offered in winter 2023. In spring 2023, NC 107 and NC 108 have both been offered with solid enrollment.</p> |

**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>   | <u>Update to Activities</u>  |
|---|---|--|
| <p>1. The Admissions and Records program will implement the Zendesk Talk tool to better assist students.</p>  | <p>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.</p>    | <p>1. The Financial Aid department was chosen to pilot Zendesk Talk, a browser-based program for phones. Staff will utilize headsets and will not use traditional phones. This will allow them to answer phones from any location. The department conducted preliminary setup and training in April 2023 and is currently awaiting the purchase of Talk credits through purchasing to begin the pilot phase.</p>   |
| <p>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.</p> | <p>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.</p> | <p>2. The first Black Scholars student ambassador joined the Black Scholars team in Sept. 2022. The student ambassador has been instrumental in marketing and student engagement efforts by creating relatable social media content and promoting the program through word of mouth. In March 2023, the student ambassador and another Black Scholars student began the pilot for the peer-to-peer mentorship support service. The students are meeting on a weekly basis to discuss topics such as their educational and career goals, how to navigate college, and how to enhance the Black Scholars community. There are currently 47 students in the program compared to 38 students at the end of spring 2022, which is a 24% increase in participants. The number of students regularly attending program events has increased to seven students compared to two students last year.</p> |

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| <u>Specific Activities</u>   | <u>Projected Outcomes</u>  | <u>Update to Activities</u>   |
|--|--|---|
| <p>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.</p> | <p>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.</p>        | <p>3. Citrus College was selected as one of 12 colleges to receive the Rising Scholars Track 2 Grant in the amount of \$382,500 over a 31-month performance period. Since Jan. 2023, the program has hired a professional expert, recruited six students and collaborated with the Career/Transfer Center in the development of a career guide for justice impacted students. The program has successfully launched and is on target to implement the deliverables identified in the grant application.</p> |
| <p>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.</p>  | <p>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.</p> | <p>4. This goal is in progress. Citrus College hired a Pride Center coordinator in spring 2023.</p>   |
| <p>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.</p>  | <p>5. At least 20 Promise students will attend the workshops and receive hands-on assistance submitting their FAFSA or Dream Act applications.</p>   | <p>5. Two workshops were hosted in the summer 2022 to assist first-time and continuing Promise students. The workshops were held online and 17 students received assistance with their FAFSA or Dream Act applications.</p>   |

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| <u>Specific Activities</u>  | <u>Projected Outcomes</u>   | <u>Update to Activities</u>  |
|---|---|--|
| <p>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.</p> | <p>6. The number of completed Foundation Scholarship applications will be increased by 5% in 2022-2023 as compared to the prior year.</p>   | <p>6. The Financial Aid department has launched an online scholarship application for the academic year 2023-2024, which will be available for students to access from March 31 to May 1, 2023. To assist students in creating a compelling scholarship essay, the department has collaborated with faculty members and hosted a workshop on April 6. The workshop recording has been shared with all current students to view. Additionally, TeCS has enabled access to the scholarship application through Single Sign-On to improve accessibility. To encourage more students to apply, the Financial Aid department has published several informative articles on Zendesk and devised a targeted communication campaign.</p> |
| <p>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.</p>  | <p>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.</p> | <p>7. The second annual GradFest was held from March 29 to March 31 at the Campus Center. The event consisted of a two-day resource fair where 10 programs hosted tables to provide information to students about the graduation and transfer process. The event culminated with the Career/Transfer Center's Transfer Conference on March 31. The event was a success with over 150 students in attendance during the three days of activities providing valuable resources and information to students and helping them prepare for their transition from Citrus College to the next stage of their educational journey.</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>   | <u>Update to Activities</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. | 8. The Veterans Success Center has increased their social media presence. In Oct. 2022, the VSC had 164 followers on social media. As of April 2023, the VSC has 241 followers with 1,489 “likes”.   |
| 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.   | 9. The Student Wellness Center has provided nine classroom presentations and presented at the Business and Real Estate Department and Counseling Department meetings, and Language Arts and Library Department meeting. Presentations are centered on increasing faculty, staff and student knowledge of services provided. Throughout the 2022-2023 academic year, a total of 369 mental health and wellness appointments have been provided to students. The total number of appointments for 2022-2023 attended by students is 491. |
| 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.    | 10. On Oct. 21, 2022 and June 7, 2023, the Student Wellness Center hosted seminars in collaboration with Planned Parenthood with 15 and 9 students in attendance respectively. Surveys conducted at the end of each seminar showed that all students learned something new regarding sexual health.  |

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| <u>Specific Activities</u>  | <u>Projected Outcomes</u>   | <u>Update to Activities</u>  |
|---|---|--|
| <p>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.</p>   | <p>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.</p> | <p>11. There were 33 students who participated in the Men of Color Conference. The students were informed of the mentorship opportunities offered by the nine mentors. Nine students completed the mentee interest form and were connected with a mentor who was the most compatible with the students' goals.</p>   |
| <p>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.</p> | <p>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.</p>  | <p>12. The SLLD staff and Basic Needs coordinators have created two videos. The communications and external relations office helped create a video where one of the Basic Needs coordinators provided information about basic needs services available to students. The Inter-Club Council president helped create a video where one of the Basic Needs coordinators shared information about the mobile food pantry. In addition, 36 fliers have been created and shared with the Citrus College community via Instagram, the Citrus Mobile App, email, and on the program's Canvas shell. The fliers and posts are about basic needs services, grants, the mobile food pantry, and CalFresh. The basic needs coordinators created bookmarks with QR codes linking students to resources.</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>  | <u>Update to Activities</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>13. The map portion of the Citrus Mobile App has been updated to include accessibility entrances in parking lots, all-gender restrooms, emergency areas and phones, food and beverage locations, parking spaces and permit stations, services and resources, and water refill stations. Additionally, the Clubs and Student Organizations tab in the Citrus Mobile App has been revised to reflect current information.</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>14. DEI student and employee survey data was analyzed in fall 2022, uploaded to IRPE's intranet page, and shared with college employees in spring 2023 through four presentation sessions titled "DEIA+ Data and Donuts." There were also two additional sessions, open exclusively to students during spring 2023. The survey results aided in identifying the college's top three strengths and top three areas for growth. DEIA+, IRPE, and SEAP met in the spring and summer of 2023 to finalize focus group questions and processes, which will be conducted in the 2023-2024 academic year.</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>  | <u>Update to Activities</u>  |
|--|--|--|
| <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>  | <p>15. Social media posts have been launched at least twice per semester during 2022-2023. The posts include the following: counselor photos with names, days, times, and location of CTE counseling hours. Posts also include drop-in hours information, and QR codes for virtual and in-person appointments.</p> |
| <p>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.</p>   | <p>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</p> | <p>16. A fall 2022 promotional event was held in early November to provide a soft opening for a year of events for the Learning Center. Supported by a Citrus College Foundation Innovation grant, the 10-year anniversary of the Learning Center was celebrated on May 4.</p>                                     |

**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>   | <u>Update to Activities</u>  |
|--|---|--|
| <p>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.</p> | <p>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.</p> | <p>1. An emergency preparedness training and campus emergency drill calendar has been set. Examples of drills and trainings included on the calendar are: the “Great Shake Out” earthquake and evacuation drill; fire/evacuation drill; lockdown drill; emergency information officer (EIO) basic training; mandatory crisis action team (CAT) training; active shooter response training co-presented by Campus Safety and the Glendora Police Department; and a mandatory campus community emergency response team (C-CERT) training for all college emergency response personnel. Collegewide emails were sent on multiple occasions during the fall 2022 and winter and spring 2023 semesters notifying employees of the emergency preparedness trainings and campus emergency drills scheduled for the academic year.</p> |
| <p>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.</p>   | <p>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.</p>  | <p>2. Annual virtual permits for students and employees became available during the fall semester. License plate readers have been installed on each Campus Safety vehicle. Daily virtual permits became available in spring 2023.</p>   |

**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>   | <u>Update to Activities</u>   |
|--|---|---|
| <p>3. The Campus Safety department will host at least one campus community engagement event per semester.</p>  | <p>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.</p> | <p>3. In collaboration with the Glendora Police Department (GPD), a “Coffee With a Cop” event was held on October 25 with favorable attendance by students and staff. The spring 2023 event did not occur due to lack of Campus Safety staff availability and schedule conflicts with GPD.</p>  |
| <p>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.</p>  | <p>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.</p>  | <p>4. Horizons Construction was awarded a contract, as the lowest responsive and responsible bidder, funded through HEERF funding. A Notice to Proceed was issued on January 16. The project is on schedule and is progressing nicely, with earthwork, steel fabrication and installation of bollards at several of the access points underway. The project is scheduled for completion in July 2023.</p> |
| <p>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.</p> | <p>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.</p>  | <p>5. The ED building project is approximately 97% complete, including installation of door hardware (key fobs) and BAS automated exterior door locking devices. The project is on schedule for completion by summer 2023 with the building occupancy in place by fall 2023. The ED building dedication celebration is scheduled for Aug. 10.</p>   |

**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>   | <u>Update to Activities</u>  |
|--|---|--|
| <p>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.</p>                                     | <p>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.</p> | <p>1. The Strategic Energy Innovations (SEI) Fellow intern has been in place at Citrus College since Nov. 2022. Gaining intellectual equity, the intern has developed a Sustainability newsletter, has begun work on data collection and input per the Association for the Advancement of Sustainability in Higher Education (AASHE) requirements under the California Energy Commission as well as leading student sustainability projects such as a “clothing swap.” The internship will conclude on September 30, 2023.</p> |
| <p>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.</p> | <p>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.</p>   | <p>2. The sustainability specifications are currently in procurement. The pool of architectural teams is complete and the next phase of professional services procurement will be the specific team of engineers that will collaborate together with the District. A Request for Proposal (RFP) is currently underway for this team.</p>   |

**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>   | <u>Update to Activities</u>  |
|--|---|--|
| <p>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.</p> | <p>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.</p> | <p>1. TeCS has completed the technical integration to the CVC Course Exchange. We are currently working with Academic Affairs, faculty, and staff to ensure functionality of the integration and that it meets expectations. After testing is complete, students will be able to browse the list of classes available at Citrus College. We are meeting current integration milestones and deadlines that were set by CVC. Citrus College has been assigned to the CVC spring 2024 cohort.</p> |
| <p>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.</p>  | <p>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.</p>   | <p>2. TeCS has worked with Nelnet to install and configure local servers to allow the college and Nelnet to communicate. We have tested the connections for transactions and are currently working with Fiscal Services to ensure transactions and reporting meet expectations. Nelnet should be implemented during the spring 2023 semester.</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.

- 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>   | <u>Update to Activities</u>  |
|--|---|--|
| <p>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.</p> | <p>1. Various digital and print enrollment campaigns will be launched throughout the year, as well as large-scale, outdoor formats.</p> | <p>1. Digital, print, and large-scale enrollment campaigns were launched to promote the fall 2022, winter 2023 and spring 2023 semesters, the Drone Technology certificate program, and the Honors Transfer program. In addition, a new Citrus College “snapshot” brochure and mailer was created in spring 2023 and will be mailed to all households within the College’s service area.</p> |
| <p>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.</p>   | <p>2. At least two videos will be created and published by June 30, 2023.</p>   | <p>2. Six student videos are currently being created and will be finalized by July 30, 2023. In addition, social media videos have been created in-house and shared on the college’s social media platforms featuring the superintendent/president and various colleagues throughout the college to promote activities and programs available to students.</p>                               |

**Focus Area 9: Diversity, Equity and Inclusion**

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| <u>Specific Activities</u>  | <u>Projected Outcomes</u>   | <u>Update to Activities</u>   |
|---|---|---|
| 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.   | 3. Fifteen “Owl Spotlights” were written and shared on social media, featuring current students and alumni.   |
| 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. | 4. Due to low enrollment, the first course offering was moved to spring 2023 as a late start class. The course was taught in an asynchronous format and reached capacity. The course will continue to be offered each semester and serve as a platform where student-parents may support one another.   |
| 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.   | 5. The ASCC leadership position application closed in mid-April 2023. The SLLD office worked with EOP&S, Black Scholars, the DRC, the VSC, the ISC, the Honors Transfer program, STEM TRiO, honors societies, and student clubs to encourage their students to apply. The SLLD office will continue working with these programs in subsequent years to encourage their students to apply for the ASCC appointed positions. The ASCC elections were held on May 1 and May 2 and a diverse group of students were elected to serve as 2023-2024 ASCC executive board members. |

**Focus Area 9: Diversity, Equity and Inclusion**

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| <u>Specific Activities</u>   | <u>Projected Outcomes</u>   | <u>Update to Activities</u>  |
|--|---|--|
| <p>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.</p>  | <p>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.</p>                             | <p>6. The mental health supervisor provided a Cultural Humility workshop during Flex Day in spring 2023. The workshop was attended by 25 participants who were surveyed anonymously. The survey results showed that respondents unanimously “strongly agreed” that the workshop met their expectations and the presenter was effective and knowledgeable about the topic. Additional staff feedback included how the workshop expanded their knowledge and ways to better connect with students and peers.</p> |
| <p>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.</p>   | <p>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.</p> | <p>7. The VSC has received positive feedback from students who see the displays of servicemembers being honored in various categories. The VSC’s Federal work study students conduct extensive research of historical military servicemembers. The information gathered is used to create the displays. While doing the research, they have shared their appreciation for the military’s history of diversity among servicemembers.</p>  |
| <p>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.</p> | <p>8. The workgroup will identify the programmatic and college support necessary to establish a Latinx student support program.</p>   | <p>8. A nine-member workgroup has been formed and met during the spring 2023 semester to discuss proposed program parameters including staffing structure and student resources and services to be offered. A summary of the recommendations, including the institutional support needed, was compiled.</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>   | <u>Update to Activities</u>   |
|---|---|---|
| <p>9. First-generation college students are identified as a disproportionately impacted group in four of the five equity metrics. The EOP&amp;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>9. EOP&amp;S counselors developed the course EOPS 211: First-Generation College Student Seminar and submitted it to the Curriculum Committee for approval in fall 2022. The course was approved at the Nov. 2022 board meeting and is being offered for the first time in fall 2023.</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>10. The college is participating in the USC Race and Equity Center's Hiring Institute to assess existing practices and use data to identify EEO gaps in hiring. There are 30 employees from different constituency groups enrolled in the Hiring Institute training. A list of recommendations has been drafted and will be shared with the superintendent/president's Cabinet during fall 2023 to determine the timeline for implementation.</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>11. Throughout the 2022-2023 academic year, college-wide emails have been sent inviting all staff to attend eConvening trainings such as Affirming Students of Color in Counseling and Advising; Affirming Students' Racial Identities in Curriculum; and Equity-Minded Budgeting and Equitable Resource Allocation to name a few. Targeted invitations have been sent to selected employees encouraging them to attend sessions wherein the topic was relevant to their role at the college. All Citrus College employees have access to materials and recordings through the USC Race and Equity Center's Racial Equity Resource Portal.</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>   | <u>Update to Activities</u>   |
|--|---|---|
| <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>   | <p>12. The two IRS Volunteer Income Tax Assistance (VITA) classes have been low-enrolled. Faculty are offering the courses again during the 2023-2024 academic year. Upon completion, the accounting faculty will prepare a cohort of students to staff the VITA site in 2024-2025.</p>   |
| <p>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.</p>  | <p>13. At least 500 potential students will participate in the event.</p>   | <p>13. The Visual and Performing Arts (VPA) division held two open house events in October 2023. One event hosted the junior class and the other hosted the senior class of CSArts-SGV. At these events, division and collegewide programs were promoted to the 350 juniors and 225 senior students who attended. The division also hosted an open house for West Covina High School in May 2023 for 62 students.</p> |
| <p>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.</p>  | <p>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.</p> | <p>14. Automotive technology and medium &amp; heavy-duty diesel truck technology hosted four open house events in fall 2022 and spring 2023. There were over 250 attendees for all four events combined.</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>  | <u>Update to Activities</u>   |
|---|--|---|
| <p>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.</p> | <p>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.</p> | <p>15. The director of DEI and the director of IRPE attended the Academic Affairs Deans and Directors meeting in spring 2023. Types of data to share in division and/or department meetings were reviewed and discussed. Deans and directors will include discussions on implementing DEIA+ language into course outlines, catalog descriptions, and/or syllabi during future division and department meetings.</p>   |
| <p>16. Library faculty and staff will conduct a diversity audit of its current collection, which will start with library faculty training.</p>  | <p>16. The library faculty will complete the training by June 2023 on how to evaluate the collection for gaps in diversity.</p>  | <p>16. In support of Citrus College's efforts to review operational practices across campus through a DEIA+ lens, Hayden Memorial Library faculty and staff invested their efforts during fall 2022 to become better versed on how to review the collection, including the library’s policies and holdings and using current best practices as determined by their field. Librarians completed a training "How to Build Diverse Collections" on November 2. In spring 2023, the librarians reviewed the development processes and permanent removal of items using the guidelines gained through their training and best practices.</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>   | <u>Update to Activities</u>   |
|---|---|---|
| 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.            | 17. The director of DEI met with the Curriculum Committee in fall 2022. The committee added the director of DEI as a reviewer and discussed ways to further promote OER in course outlines of record.   |
| 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. | 18. Hiring procedures and relevant administrative procedures will be reviewed, resulting in appropriate changes identified reflecting the District's commitment to DEIA+ and EEO. | 18. The director of DEI met with the manager of human resources to conduct a preliminary review of current hiring practices. Additionally, 30 college personnel are participating in the USC Hiring Institute to further evaluate and improve hiring practices. |

**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>   | <u>Update to Activities</u>   |
|--|---|---|
| <p>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.</p>   | <p>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.</p> | <p>1. The Foundation hosted the fall 2022 Community Day event on October 24 with 29 guests in attendance. The Foundation recognized an increase to the number of attendees and needed to rent additional shuttle carts to transport the guests on the six-stops tour. A spring 2023 Community Day event, hosting just over 30 guests, was held on May 19. Yet another engaging event and the group enjoyed touring the Student Services area which highlighted DSPS and the Basic Needs program. Guests also participated in a Bond Measure Overview and a Haugh Performing Arts Center season premier.</p> |
| <p>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.</p> | <p>2. Funds raised will be allocated to undesignated foundation funding.</p>  | <p>2. Committee co-chairs were identified in January 2023 and the committee has met regularly to organize marketing materials and to develop and act on a solicitation list. Solicitation efforts began with the board of directors on April 24. Foundation board members are in process of engaging their networks to donate. Committee members are also engaging Foundation donors. The Foundation is working with the college’s facilities director to ensure the wall parameters are consistent and cohesive with campus wayfinding and other signage.</p>  |