



Citrus College



Strategic
PLAN

2021-2022

ANNUAL IMPLEMENTATION PLAN





Dear Colleagues:

I am pleased to share the 2021-2022 Annual Implementation Plan (AIP), which signifies the official launch of the Citrus College 2021-2026 Strategic Plan. The following pages include 74 detailed activities and their corresponding projected outcomes. Guided by 30 strategies, each activity has been thoughtfully developed to produce an outcome that will bring to fruition the college's one overarching goal of increasing student success and completion.

This is truly a college-wide endeavor with people as the primary focus, specifically, the college's faculty, classified staff, supervisors, managers, the board of trustees and, of course, our precious students, all while keeping equity at the forefront.

Citrus College has strengthened its commitment to statewide programs and initiatives, such as the Student Equity and Achievement program and Guided Pathways. By stabilizing enrollment and providing a host of innovative student-centered amenities and activities, we have created a safe learning environment where students have access to guidance for transfer and career preparation. As documented in this AIP, we continue to empower our dedicated faculty and staff through relevant professional development opportunities.

New and continuing students from all backgrounds will find inclusiveness and support services beyond academics, as the college transitions back to a more traditional schedule of on-campus courses, in addition to online education and hybrid modalities. A pilot peer mentor program offered through the Veterans Success Center will provide an established support system for new student veterans as they transition to the college environment. Outreach to students through our new Banner Communication Management tool will target specific groups of students to provide critical notifications regarding academic progress, meeting important deadlines and additional financial aid benefits for students and their families who may have experienced unexpected financial hardships over the past two years.

Enhanced academic support services in gateway courses, such as transfer-level English and mathematics, will lead to greater overall success among students. New career technical education certificates are being developed and collaborative industry partnerships strengthened to ensure Citrus College students receive superior instruction that qualifies them for internships, high-demand occupations and career advancement opportunities.

I am very proud of the time and effort the campus community collectively devoted to developing the 2021-2022 AIP. This document embodies the very essence of the college's mission, vision and values. I look forward to working alongside you all as we continue to support each other throughout the College.

Sincerely,

Greg Schulz, Ed.D.
Superintendent/President

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Focus Area 1: College Readiness

Strategy 1.1: Increase college readiness through K-12, adult education, and industry partnerships

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Academic Affairs deans will work with feeder high schools to expand dual enrollment, concurrent enrollment, summer bridge, articulation opportunities and noncredit courses and programs.	1. The summer bridge program will be reinstated and the Citrus Summer Conservatory will be implemented. The dual enrollment program will be expanded with an additional 4-year IGETC program to be completed in high schools. General education course offerings in California School of the Arts (CSArts) will be increased by four. Additionally, enrollment in noncredit courses and programs will increase in 2021-2022 compared to 2020-2021.
2. Academic Affairs deans will expand embedded tutoring in gateway courses such as transfer-level English and math (including CCAP courses) and through the Learning Center and the STEM Center.	2. Increasing the number of embedded tutors will ensure sufficient support is available for students which may lead to higher success and persistence.

Focus Area 1: College Readiness

Strategy 1.2: Increase participation of incoming students in activities designed to facilitate their transition to the collegiate environment

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<p>1. In collaboration with Student Services, Academic Affairs will offer events for incoming students and family members to meet with current program students and get to know the program expectations. In addition, Academic Affairs deans will collaborate with faculty on promoting awareness about careers and programs. Events will include a family night, an OWL Guardian Scholars resource fair, a career day, and a “College Student for a Day” event with CSArts.</p>	<p>1. A minimum of three events will be held. Students and family members who attend will have an opportunity to gain a better understanding about the programs at Citrus College and the expectations for success from students currently completing those programs. Additionally, the OWL Guardian Scholars resource fair will support a minimum of 20 new foster youth students and the “College Student for a Day” event with CSArts will introduce over 250 students to college pathways.</p>
<p>2. The Institute For Completion will develop a research-based query that will quickly identify students who struggle to complete college coursework and/or juggle the demands of higher education.</p>	<p>2. Students who are potentially less likely to achieve academic success will be identified and connected to counselors, completion specialists, athletics coaches, and/or designated staff members and students will be connected with support services and providers.</p>

Focus Area 1: College Readiness
Strategy 1.3: Increase noncredit course offerings that prepare students for credit courses
Contact: Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Director of Continuing Education will utilize mirrored courses (courses with the format and curriculum closely resembling credit courses) to provide noncredit students with opportunities to experience introductory credit courses in a low-risk environment.	1. At least two possible mirrored courses will be identified by the end of spring 2022. Students completing the courses may find the transition to college credit courses less intimidating.
2. Academic Affairs deans will encourage faculty who teach noncredit courses to utilize the Early Alert system to quickly identify students who would benefit from participation in math, ESL, English, and other disciplines.	2. Use of the Early Alert system by noncredit faculty will be increased to promote noncredit coursework and support for students.

Focus Area 2: Enrollment Management

Strategy 2.1: Promote student-centered scheduling that decreases time to completion, maximizes college resources, and aligns with Guided Pathways

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Academic Affairs deans will ensure that courses are scheduled in the following modalities: on-campus, fully synchronous, fully asynchronous, and hybrid (50% synchronous on-campus or zoom and 50% asynchronous) and be offered full- or short-term.	1. The college will stabilize enrollment in 2021-2022 compared to the 2020-2021 academic year and strategically pursue long-term growth.
2. Academic Affairs deans will establish annual course sequencing patterns and schedule courses based on the course sequencing maps.	2. By December 2021, all Academic Affairs deans will share proposed program maps with their faculty for approval.
3. During the 2021-2022 academic year, the Career and Academic Pathway (CAP) Success Team leads will make program curriculum maps available to students.	3. Students will be better informed and will be able to effectively schedule their courses each semester based on their pathway to decrease time to completion.

Focus Area 2: Enrollment Management

Strategy 2.2: Ensure the college enrollment processes are equitable and efficient in meeting student needs

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Admissions and Records will use Banner Communication Management (BCM), a tool to target certain subgroups of students with tailored information, to provide just-in-time enrollment communication. Examples may include notifications when faculty submit the student's grade, or when the student's degree is posted to their transcript.	1. The number of BCM scheduled communications will increase from the current four scheduled communications to at least 20 communications per semester by the start of the spring 2022 semester. As a result, students will be more informed of important updates to their records, registration requirements and deadlines.

Focus Area 3: Instructional Quality

Strategy 3.1: Develop and organize high-quality curricular and instructional pathways that respond to student needs, address equity gaps, and promote program completion

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Academic Affairs deans will review and analyze pathway mapping and student data (including majors) for each CAP and will adjust course offering and patterns appropriately.	1. Course scheduling and offerings will be adjusted accordingly to meet student needs.
2. The Office of Academic Affairs will administer the Student Experience Survey in fall 2021 to all currently enrolled students. Survey results will show, in part, students' greatest course modality needs and preferences for completing their academic goals while attending Citrus College.	2. In spring 2022, survey results will be shared with academic deans and instructional faculty. Discussions will take place regarding adjusting future course scheduling to accommodate the needs of students.
3. Academic deans will work with faculty in collaboration with the Internal Revenue Service (IRS) and develop two new accounting certificates of achievement for Income Tax Assistant and Income Tax Preparer. Additionally, three new Kinesiology certificates of achievement will be developed in areas such as sports information, statistician, and game management.	3. A total of five new certificates of achievement will be developed and approved by the end of spring 2022.

Focus Area 3: Instructional Quality

Strategy 3.2: Expand professional development for faculty and staff and promote participation in these opportunities

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Academic Affairs will work to increase funding and opportunities for full- and part-time faculty, staff and managers to attend on- and off-campus professional development events, earn relevant certifications, and participate in annual conventions as appropriate.	1. There will be more faculty, staff, and managers participating in professional development opportunities in 2021-2022.
2. Academic Affairs deans will work with faculty to develop student-centered and culturally relevant teaching practices that support students and promote a growth mindset. The Faculty Learning Institute will offer relevant workshops. Math faculty Community of Practice (COP) groups will discuss how to implement growth mindset activities and culturally relevant teaching practices in their classrooms.	2. At least four workshops will be offered annually focusing on student-centered and culturally relevant teaching practices. At least 30% of the SEAP-funded math COP meeting time will be dedicated to equity-related discussions. In addition, a team of faculty will participate in the California Community Consortium for Open Educational Resources (CCCOER) Open for Anti-Racism Faculty Cohort from October 2021 through June 2022. Participants will leave the workshop with an enhanced understanding of the development of anti-racist materials and teaching practices.
3. Academic Affairs will survey employees on their professional development needs and preferences.	3. The Faculty Learning Institute and the Classified Development Committee will utilize the responses from the survey to develop future staff development activities that meet the needs of all employees.

Focus Area 4: Instructional Responsiveness

Strategy 4.1: Provide programming that is responsive to the needs of viable, regional industry clusters

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. During the 2021-2022 academic year Academic Affairs deans with CTE program faculty will work with colleges who are leads of regional strong workforce projects to identify opportunities for new certificate of achievement and degree program development within high demand industry sectors.	1. Information and recommendations from advisory councils will be incorporated into new program curriculum which will further the development of new certificates of Achievement and degree programs in Accounting, Business, Real Estate, or Sports Management. Based on the highest demand, at least one new certificate and degree program will be available.
2. During the 2021-2022 academic year, Academic Affairs deans will, in collaboration with CTE faculty, evaluate and enhance existing Business and Accounting skill awards by creating a new certificate of achievement in each area that meets industry demand.	2. The existing business and accounting skill awards will be replaced with certificates of achievement that meet industry demand. Additionally, a new Sports Management and Information skill award will be created in Kinesiology.
3. Academic Affairs deans will collaborate on developing a dedicated CTE collaborative learning space (Makerspace) in the library that creates a physical area where students can borrow laptops and equipment to work on CTE course projects and assignments.	3. The initial proposal for the Makerspace will be completed by the end of fall 2022.

Focus Area 4: Instructional Responsiveness

Strategy 4.2: Increase noncredit programming in college readiness and short-term vocational and workforce development

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The director of continuing education will work with local K-12 and adult education partners to develop a minimum of two new noncredit programs related to short-term vocational and workforce development, designed to gradually ease students' transition to credit courses at Citrus College.	1. The two new noncredit programs will be offered in fall 2022. To promote these programs, at least two presentations per semester will be made during the 2021-2022 academic year to the students and administrators at the local K-12 and adult education campuses.
2. Bridge noncredit to credit courses to provide additional support and opportunities for students and increase program completion and enhanced workplace skills leading to increased employment.	2. Three noncredit courses will be developed and will be bridged to credit courses to increase workplace skills and encourage students to transition to credit programs.

Focus Area 4: Instructional Responsiveness

Strategy 4.3: Expand and develop partnerships that promote workforce development opportunities

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Faculty and deans within Academic Affairs will pursue the development of new internship opportunities for all CAPs and CTE programs.	1. More co-op courses will be offered, leading to overall increase in employment opportunities for students upon graduation.

Focus Area 5: Student Support

Strategy 5.1: Provide an equitable student support service environment that is proactive and responsive to student needs and perspectives

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Student Health Center will partner with the Los Angeles County Department of Public Health to provide a workshop entitled “What You Need to Know About the COVID-19 Vaccine” for Citrus College students by the end of fall 2021.	1. Participants will have an increased level of knowledge, as indicated by survey results, of the COVID-19 vaccine to assist them in making an informed decision about whether or not to receive the vaccine.
2. The Veteran Success Center (VSC) will create an online orientation video for all student veterans. The video will include key information such as general academic requirements and the process of GI Bill certification, to minimize errors in paperwork and potential student debt prior to registration.	2. Student veterans will be able to access the new student veteran orientation online throughout the year. At least 90% of the new student veterans will have watched the orientation video by the end of the spring 2022 semester.

Focus Area 5: Student Support

Strategy 5.2: Promote access and awareness of student support services to increase student participation

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Extended Opportunity Programs and Services (EOP&S) faculty and staff will promote leadership activities to students via email and the EOP&S Canvas shell. These activities may include events offered by campus clubs, participation in Honor Society, or conferences by outside professional organizations.	1. At least two new activities for the 2021-2022 academic year will be created.
2. To streamline operations, the Disabled Student Programs and Services (DSPS) department will implement Accessible Information Management (AIM), an integrated case management system where DSPS student information is centralized, providing greater online access to accommodations for students.	2. The AIM software will be implemented by spring 2022 and the DSPS department staff will be able to provide timely service including an accessible portal for students to access at any time.
3. The VSC will develop an instructional video series for student veterans. The short videos will be designed to guide students in navigating the GI Bill certification process.	3. The video series will be developed and launched prior to the end of the fall 2021 semester and will be promoted on the VSC webpage and Canvas page before the beginning of the spring 2022 semester. Student veterans will gain familiarity for navigating the GI Bill certification process in order to take advantage of the full benefits they are entitled to.
4. Admissions and Records will reconfigure the Student Services building lobby computers and counter area to create an environment with greater ease of access to enrollment services by students by the start of the spring 2022 semester.	4. The new configuration will comply with social distancing safety standards and students will enter into a more open lobby area and be able to access online resources and complete online forms in-person.

Focus Area 5: Student Support

Strategy 5.3: Identify student success barriers, assess student perspectives, and implement student-centered strategies to overcome challenges

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. During the fall and spring semesters, the Career/Transfer Center will communicate with students who are undecided on a major and have completed 12 or more units to inform them about career services and resources designed to help them explore and decide on a major and/or career path.	1. At least one Banner Communication per semester will be sent to students who meet the criteria. The students will receive information about career services and resources to help them explore and decide on a major or a career path.
2. The VSC will develop a pilot peer mentor program to connect new student veterans with second-year student veterans. The program will operate throughout the 2021-2022 academic year. Mentors will receive special training and a variety of unique workshops and activities will be offered to further support new student veterans with a successful transition.	2. New student veterans will have an established support system to help them transition to the college environment thus increasing the likelihood of the success and completion of their academic goals.
3. The Financial Aid Department will configure and implement a Banner Communications Management targeted campaign for 2021-2022 financial aid applicants informing students of how to submit a professional judgement appeal which is an option for students and families who have special circumstances such as the loss of a job, a reduction in income, or unexpected medical expenses, to be considered for additional financial aid benefits.	3. There will be an increase in submissions of professional judgement appeals for 2021-2022 by 5% as compared to 2020-2021.
4. The Student Life and Leadership Development office will conduct various outreach activities such as Zoom workshops, tabling events and sign-up events designed to enhance CalFresh awareness to students who experience food insecurities.	4. The number of students who apply for CalFresh benefits in 2021-2022 will increase to 30 compared to 10 in the 2020-2021 academic year.

Focus Area 6: Safe Environment

Strategy 6.1: Foster a strong awareness of safety and security to ensure preparedness and responsiveness to emergency situations

Contact: Vice President of Student Services, Executive Director of Communications and External Relations, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. By December 2021, Campus Safety will replace existing analog radios with digital radios and encrypted frequencies for Campus Safety and Crisis Action Team personnel, and Emergency Operation Center (EOC) Section Coordinators.	1. Clear and uninterrupted emergency response and communications will be quicker and more secure.
2. By June 2022, Campus Safety will partner with Azusa Pacific University (APU) Campus Safety to provide Rape Aggression Defense (RAD) training for students and employees.	2. Participants of the training will learn how to prevent a rape from occurring and how to defend themselves during an emergency.
3. Campus Safety will host at least one Campus Safety Forum per semester. The forums will provide information on the services Campus Safety provides, the duties they perform and how they can be a resource for students and employees at the college and the public in general.	3. Participants will learn about Campus Safety and the services provided by the department, as measured by a post-forum survey.

Focus Area 6: Safe Environment

Strategy 6.2: Ensure a socially safe and secure educational and work environment

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. By June 2022, Campus Safety, in collaboration with Facilities and TeCS, will commence the third phase of implementation of blue light emergency phones, which will include additional locations in or near parking lots.	1. Additional blue light emergency phones, which will provide one-button access to Campus Safety in case of an emergency and will broadcast emergency notifications during a major incident. They will provide an additional layer of safety to the established emergency notification system.
2. By December 2021, Campus Safety will produce short videos regarding various campus safety related topics with the goal to promote a welcoming environment.	2. Viewers will obtain vital information pertaining to Campus Safety and the services provided, while seeing that Campus Safety personnel are professional, personable and approachable.
3. Campus Safety will conduct a cost-and-benefit analysis of an updated campus parking system with integrated components such as vehicle license plate readers (LPRs), virtual parking permits, smart parking meters and upgraded automated pay station (APS) machines.	3. The cost-and-benefit analysis will be completed by December 2021. If implemented, the updated campus parking system will streamline campus parking processes with greater convenience and enhanced customer service.

Focus Area 6: Safe Environment

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

Contact: Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Facilities will work with Purchasing to procure and install touch-free paper towel dispensers in all restrooms' campus-wide. Touch-free automatic door openers will be installed on viable exterior doors to selected campus buildings. All installations will be completed before the end of fall 2021.	1. The additional "touch-free" paper towel dispensers and "touch free" automatic door openers will enhance cleanliness and lessen the possibility of COVID-19 exposure.
2. Facilities will work with a design and engineering firm to develop plans for the installation of pipe gates at all campus driveway entrances that are not currently securable.	2. The installation of lockable gates at driveway entrances to the campus will provide for a more securable campus by alleviating unauthorized vehicles from entering the campus during non-operating hours.
3. Facilities will work with a third-party consultant for the formulation and submission of a Final Project Proposal (FPP) to the Chancellor's Office for antiquated fuel gas infrastructure replacement. The proposal will seek to replace more than 3,500 lineal feet of underground non-efficient fuel gas piping, valves and pressure regulators.	3. If the FPP is accepted, state funding could potentially provide up to 75% of the total estimated cost of \$5.5 million.

Focus Area 7: Sustainability

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

Contact: Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. During the ED building modernization, ancillary equipment and goods will be repurposed or recycled.	1. Repurposing or recycling ancillary goods will reduce items going into the waste stream thereby lessening impact to the landfill.
2. Facilities will remove one sulfur hexafluoride (SF6) high voltage (HV) electrical switch from service and capture the SF6 gas for recycling. The switch will be replaced with a non-gas dry HV switch.	2. The replacement of the SF6 switch and reduction of the SF6 gas will reduce pollution and harm to the ozone and improve air quality.
3. Facilities will work with Purchasing for the procurement and installation of “touch-free” water-wise lavatory faucets in all restrooms across campus.	3. The installation of “touch-free” water-wise faucets will reduce water use in lavatories.

Focus Area 7: Sustainability

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

Contact: Vice President of Finance and Administrative Services, Vice President of Academic Affairs, Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Sustainability Committee, in conjunction with the Facilities Department, will educate and engage constituent groups to encourage and promote sustainable design standards in the programming process for upcoming building modernizations or new building construction.	1. Engagement of constituent groups supports sustainable design by lessening impact on resources and misuse of materials, which lessens overall energy use and enhances social responsibility.
2. The Sustainability Committee, in conjunction with the Cordoba Corporation, will engage constituent groups in the planning and prioritization process for upcoming implementation of the Measure Y bond program to ensure sustainability.	2. Engagement in the planning and prioritization process will lead to effective use of facilities space, lessen impact to campus resources and lessen impact on the environment. Proper planning lessens the need for additional swing space, lessens energy use and is fiscally responsible.

Focus Area 8: Technological Advancement

Strategy 8.1: Improve student success through the effective use of technology in teaching and learning

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The chief information services officer, together with the TeCS team, will update the projector and sound system switching technology in the classrooms.	1. By the end of spring 2022, classrooms with obsolete and failing projector and sound system switches will have hardware replaced and upgraded to the latest technology. There will be improved learning experiences for students as a result of reliable classroom technology with support for high-definition video and fewer cancelled or interrupted lectures.
2. The chief information services officer, together with the TeCS team and the Guided Pathways workgroup, will provide technical assistance for the development of a student-friendly web page that will help students choose the appropriate Career and Academic Pathway.	2. A web page featuring each of the seven Career and Academic Pathways with career information, and integrated with the program map data will be developed in collaboration with CourseLeaf, the College’s catalog and schedule vendor, by the end of spring 2022.
3. The chief information services officer, together with the TeCS team and Student Services, will provide technical assistance in the development of a student-centered checklist, which will be tailored to each student with specific action items based on interests, goals, academic performance, financial need and student demographics.	3. A student-centered checklist will be launched by the end of spring 2022 leading to student success and reduced attrition through timely and directed tasks.

Focus Area 8: Technological Advancement

Strategy 8.2: Provide a robust, secure, accessible technology infrastructure to streamline and improve college processes and provide data resources relevant to institutional decision-making

Contact: Chief Information Services Officer, Vice President of Student Services, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The chief information services officer, together with the TeCS team and Fiscal Services, will develop electronic processes to provide vendor information and payment requests utilizing the new Business Enhancement System Transformation (BEST) Advantage System used by the Los Angeles County Office of Education (LACOE).	1. Upgraded processing tools to submit electronic files to support Accounts Payable activities between Fiscal Services and LACOE will be implemented by the end of fall 2021.
2. The chief information services officer, together with the TeCS team, will continue testing and piloting work from 2020-2021 and complete the implementation of the two-factor authentication for administrative applications.	2. By fall 2021, staff and faculty will be required to submit an additional method of authentication (such as a USB key or a code) along with their username and password when logging in to WingSpan, improving the security of the college’s information systems.
3. The chief information services officer, together with the TeCS team and Facilities, will install a self-contained modular data center at Citrus College.	3. By the end of spring 2022 the new modular data center will be installed. All devices currently running in the existing data center will either be moved to the new center or replaced by new equipment. Improved security and protection for our computing resources will lead to improved performance and reliability.

Focus Area 9: Diversity, Equity, and Inclusion

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

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The CalWORKs department will create a counseling course for students who have parenting responsibilities. The curriculum will include success strategies for balancing their school-home responsibilities, maintaining healthy relationships, effective goal setting, and parenting skills.	1. The course will be created by the end of June 2022 and will be offered for the first time in the 2022-2023 academic year. Student-parents who complete the course will gain useful tools for developing and maintaining a healthy school-home balance.
2. School Relations and Outreach will pilot an expansion of the Citrus College Promise program to include more eligible first-time college students. The pilot program will leverage recruitment efforts to create pathways for students in various programs, such as athletics, EOP&S, DSPS, and Dreamers to participate in the Promise program.	2. At least 100 new students will participate in the pilot expansion of the Citrus College Promise program in 2021-2022.
3. The dean of Kinesiology, together with athletic coaches and School Relations and Outreach, will develop a procedure which will provide the needed financial and administrative support to enable athletic coaches to broaden their recruitment efforts. Targeted recruitment will focus on disproportionately impacted groups of student athletes, such as African American and Pacific Islander.	3. If adopted, the new procedure will institutionalize an enhanced student athlete recruitment process allowing for increased enrollment of students in disproportionately impacted groups.

Focus Area 9: Diversity, Equity and Inclusion

Strategy 9.2: Engage in recruitment, hiring, and promotion practices to develop a more diverse college workforce

Contact: Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Human Resources will implement a process within the applicant tracking system so that potential applicants may receive information about job openings tailored to their specific area of interest.	1. By targeting job opening information to certain diversity groups, the number of applicants for vacant positions will increase.
2. Human Resources will continue to conduct virtual interviews for individuals to participate in the hiring process.	2. The district will be able to reach individuals beyond our geographical area.

Focus Area 9: Diversity, Equity and Inclusion

Strategy 9.3: Engage the college community in professional development activities to increase awareness of diversity, equity, and inclusion

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Student Life and Leadership Development office will provide a training series which will include sessions such as: Basic Needs Ally, Black Student Ally, First Generation Student Ally, Foster Youth Ally, Undocumented Student Ally, and Veteran Student Ally trainings.	1. At least seven Ally trainings will be offered by the end of spring 2022. Individuals who attend the trainings will receive information designed to increase awareness of diversity, equity and inclusion as well as learn about marginalized populations.
2. The Counseling division will utilize the resources provided by the California Community Colleges Transfer Guarantee Pathway to Historically Black Colleges & Universities (HBCU) Project to host an in-service training for counselors and educational advisors.	2. Counselors and educational advisors will receive information about the transfer pathway project with HBCUs and learn about their eligibility requirements which will equip them to inform and assist students in clarifying and selecting a transfer path.

Focus Area 9: Diversity, Equity and Inclusion

Strategy 9.4: Increase student awareness of diversity, equity, and inclusion through curriculum and student-centered activities

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Counseling program will offer a new UC and CSU transferrable course in fall 2021, COUN 212: Valuing Diversity. Students enrolled in the course will receive information that pertains to analyzing knowledge and articulating how oppression, discrimination and stereotyping affects individuals personally, professionally, politically, and institutionally.	1. Students will learn to actively seek a more culturally affirming identity and evaluate how culture may affect psychological processes such as personality formation, vocational choices, psychological disorders and human behaviors.
2. The Visual and Performing Arts (VPA) division will hold interactive workshops on DEI in performance settings at the fall and spring recruitment events. Topics will include open and gender-neutral casting.	2. Over 1,000 prospective students will participate in the recruitment events at the college. In addition to knowing about the programs offered in VPA, students will gain an awareness and appreciation of the DEI values within the program and at Citrus College as a whole.

Focus Area 9: Diversity, Equity and Inclusion

Strategy 9.5: Increase efforts to reduce equity gaps among disproportionately impacted groups of students

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Counseling program will implement a Black Scholars program starting in fall 2021 with a target number of 25 student participants to provide intrusive counseling (a minimum of two mandatory sessions per semester, individual or group counseling) and community involvement such as Zoom Game Night and bi-weekly Village Hour for Black/African American students.	1. Students will experience a higher level of engagement and a sense of belonging as measured by student participation and a satisfaction survey.
2. During the 2021-2022 academic year, the dean of Kinesiology and athletic coaches, in collaboration with instructional faculty, will develop an intervention model to help DI student athletes at risk of academic failure. The model will leverage on existing tools such as Early Alert with goals to increase awareness and usage of academic and student support services.	2. The model will be developed and implemented beginning fall 2022, leading to a decrease in probation and/or dismissal occurrences and an increase in academic goal completion among student athletes.

Focus Area 10: Image

Strategy 10.1: Promote the college as a leader in higher education and career preparation by highlighting programs, services, students, and employees by actively engaging with the broader community

Contact: Executive Director of Communications and External Relations, Foundation Director

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Communications and External Relations Office will create and launch a virtual tour of the college.	1. A virtual tour will be created and made available on the college's website for potential students and the community by the end of the 2021-2022 academic year.
2. The Communications and External Relations Office will work with Academic Affairs and Student Services to determine program priorities and needs as they relate to marketing.	2. A marketing strategy will be developed and implemented throughout 2021-2022 to promote enrollment and the college. At least 3-4 programs will be highlighted.
3. The Communications and External Relations Office will focus on human interest stories, in addition to timely and regular writing assignments, to engage media partners and gain social media followers.	3. During the 2021-2022 academic year, a minimum of five human interest stories or campaigns will be developed and distributed to local media outlets and posted on social media channels.
4. The Communications and External Relations Office will review and update signage on campus, in an effort to promote the college's mission, vision and values.	4. New light pole banners will be created and installed by the end of June 2022.

Focus Area 10: Image

Strategy 10.2: Increase student, faculty, staff, and administration participation in community activities

Contact: Foundation Director, Executive Director of Communications and External Relations

<u>Specific Activities</u>	<u>Projected Outcomes</u>
<p>1. The Foundation will take a lead role in organizing two “Community Day at Citrus College” events in the fall 2021 and spring 2022 semesters. Community leaders will be invited to Citrus College for a campus tour and to receive college updates during lunch. Faculty and students will be presenters and the tour will highlight various student support and academic areas and upcoming Visual and Performing Arts performances. College Bond program updates will be provided. Guests will be invited to participate in a post-event survey to determine their interest in partnering with Citrus College and/or the Foundation.</p>	<p>1. Two Community Day events will be held and the Foundation’s partnerships list will grow by 20 names. Additional resource support will be cultivated through the contacts made as a result of the post-event surveys.</p>
<p>2. The Foundation will further develop the Community Relations Outreach Team (CROT) comprised of Foundation staff and academic deans who have accepted district area assignments. Each CROT member will ensure a presentation is made in their region, and that they attend 1-3 events per academic year. To enhance the CROT efforts, a survey will be sent to contacts made to determine their potential interest in partnering with Citrus College and/or the Foundation and to respond to any needs represented.</p>	<p>2. At least one presentation will be made in each of the regions in the district. In addition, a total of approximately 10 community events will be attended collectively by the CROT members.</p>

Focus Area 11: Community Relations

Strategy 11.1: Advocate for initiatives, legislation, and funding in support of the Citrus College mission

Contact: Executive Director of Communications and External Relations, Foundation Director, Vice President of Finance and Administrative Services

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The Communications and External Relations Office will inform legislators of the college's importance in the community and continue to grow relationships with city, county and state government officials. Major publications such as the Citrus View newsletters and the college's annual report will be shared.	1. Legislators along with local city, county and state government officials will continue to have an ongoing awareness of the upward state of the college and in turn, may advocate for support on matters affecting the college.
2. The Communications and External Relations Office will support California Community Colleges and the Community College League of California by advocating for initiatives, legislation and funding that would in turn benefit Citrus College students and the statewide community college system. During the 2021-2022 academic year, phone calls will be made and letters of support will be written, when appropriate, to local, state, and federal legislators.	2. By advocating on issues in support of the college's mission, Citrus College will be known as an active player and maintain a prominent image in the higher education community throughout the state.

Focus Area 11: Community Relations

Strategy 11.2: Enhance relationships with local K-12 districts, community college districts and organizations, and four-year colleges and universities

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. Counseling and Advisement in collaboration with School Relations and Outreach will connect with local K-12 districts to provide information about the new Guided Pathways framework to high school counselors via the High School Counselor Conference in spring 2022.	1. The high school counselors will have an increased understanding about the new Guided Pathways framework at Citrus College. High school counselors will be better equipped to advise their students who are considering enrolling at Citrus College. Existing K-12 relationships will continue to grow through the High School Counselor Conference.

Focus Area 11: Community Relations

Strategy 11.3: Cultivate partnerships with business, civic, governmental, and community organizations and leaders

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

<u>Specific Activities</u>	<u>Projected Outcomes</u>
1. The vice president of academic affairs (VPAA) and vice president of student services (VPSS) will hold yearly high school principal/superintendent conferences on the Citrus College campus.	1. A K-12 Partnership Breakfast event will be hosted on campus by the end of spring 2022. An “Academic Program Promotion and Counseling” event for local high school principals and counselors will also be held.
2. The VPAA and VPSS will conduct yearly on-campus career day and open house events for students, and invite community and industry partners from various disciplines.	2. Increased attendance and participation at career day and open house events will lead to increased student awareness with respect to careers and mapped pathways, as well as for the college to cultivate partnerships with local employers.