



Institutional Advancement
Program Review
May 2011

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Institutional Advancement

Mission Statement

To generate resources for Citrus College by actively promoting and advocating for the college while creating and developing lasting relationships with students, faculty and staff, alumni, community members, elected officials and other individuals, as well as with businesses, corporations, and foundations to meet and advance college goals.

Executive Summary

The Institutional Advancement Office (Development and External Relations) was formed in 2004 during a campus-wide reorganization. At that time, the Foundation, Marketing and Communications, Protocol and Governmental Relations, and Reprographics were combined to better leverage resources. In partnership, these functions coordinate to fully utilize resources to implement the initiatives/strategic objectives identified in the Strategic Plan by sustaining and advancing resource development through private philanthropy, community relationships, public and private partnerships, legislation favorable to the institution, and enhanced pride in Citrus College.

The role of the Institutional Advancement team is to establish and implement an overall advancement program including resource development, alumni programs, external relationships, college promotional programs and marketing. The Advancement team establishes an overall marketing and resource development program for the college. It provides meaningful and relevant media and community information while building political and moral support for the institution. Its mission is to provide fundraising management, to build cordial and supportive relationships, cultivate friendships and financial support, and to help realize the mission and vision of the institution.

Institutional Advancement facilitates the progress and evolution of the college through growth and expansion of programs. It is concerned with enrollment, as well as research and planning. Advancement staff serves the public as well as the college by providing programs and activities to establish or strengthen ties with the community and alumni, encouraging enrollment and participation, and establishing partnerships with corporations and foundations.

Institutional Advancement is all of the programs, activities, and relationships that generate support from the several publics served by Citrus College to support and strengthen the college as a whole. Community relations activities are essential for building and strengthening relationships with diverse constituencies that encourage investment in and support of Citrus college, its programs and initiatives. This is

accomplished through a strategic effort that incorporates alumni relations, community and government relations, marketing and public relations.

Fiscal Resources

Institutional Advancement is funded by district support and the Foundation operates with an independent budget augmented by the District Development budget.

Service Recipients

Institutional Advancement supports the college's mission through its relationships with a diverse group of service recipients: students, faculty, administrators, staff, alumni, community leaders, elected officials, businesses, corporations, foundations, and local residents. The Superintendent/President, Board of Trustees, Foundation Board, Alumni Association and Citizens Oversight Committee are also Institutional Advancement service recipients. Institutional Advancement provides opportunities for all of its service recipients to engage and collaborate with one another through events, special projects and meetings—the desired outcome being a network of collegial and supportive relationships that facilitates resource development and ensures student success.

Institutional Advancement's mission centers on garnering the support that empowers Citrus College students to achieve their educational goals. Resource development, marketing, advertising, public relations, and advocacy engage and inform service recipients of Citrus College's programs, current events and accomplishments. As a result, the college maintains a positive image that favorably affects the public policies and resources that enable students to matriculate and establish careers.

Institutional Advancement's relationship and interaction with the Citrus College community is a viable and essential part of reaching both current and potential students, as well as the external community. The division staff often collaborates with students, faculty and staff on collegewide committees, and in preparation for media interviews, presentations, and speeches. Including students, faculty and staff as information sources and subject experts is vital to the college's communications strategy and enhances relationships among the service recipients.

Assignments/Specialties

The Institutional Advancement team is comprised of 14 knowledgeable and experienced professionals, and their jobs and professions are very essential to the success of the institutional mission and to the college's internal and external image.

In 2004, John Lippincott, then president of the Council for the Advancement and Support of Education (CASE), the professional association for alumni relations,

communications, fundraising, and marketing officials at colleges, universities, and independent schools around the globe, defined “advancement” as more than fundraising.

“ . . . advancement encompasses multiple disciplines: alumni relations communications and marketing; and fund raising, as well as advancement services and advancement management. It also covers scores of sub disciplines, like media relations and foundation relations, as well as emerging and related disciplines, such as government and community relations.”

The professionals of the Institutional Advancement Office possess high-level skills and are well educated. The managers and supervisors have graduate degrees and extensive, progressively responsible experience in their chosen fields. As Lippincott noted, “advancement encompasses many disciplines.” The Institutional Advancement team’s professional experience includes, but is not limited to, the following disciplines and areas.

- Accounting
- Advancement
- Advertising
- Community Relations
- Development
- Education
- Fundraising
- Government Relations
- Graphic Design
- Journalism
- Marketing Management
- Office Management
- Photography
- Printing
- Student Recruitment
- Television Production

Specific assignments and specialties for the Institutional Advancement staff are included under each section’s Department Functions.

Physical Resources

Currently, Advancement is primarily located in the Louis E. Zellers Center for Innovation with no room for growth. Reprographics is located in a separate facility. In the next 18 months to two years, the Advancement Team will move to the renovated Administration Building where no additional room for growth has been planned; however, proximity to the Superintendent/President’s Office will be an advantage. Additionally, lack of

designated parking for donors, foundation board members, and visitors has been a challenge and less than welcoming for guests.

Program Effectiveness/Performance

The Institutional Advancement staff performs a variety of duties and participates in several collegewide and community programs and initiatives. These activities support the college's mission and institutional outcomes as mandated by the Strategic Plan and Board Goals.

2009-2010

Strategic Planning Goals and Implementation Plan

Institutional Strategic Plan Goal I: Student Success

- Improve and/or enhance student success.

Institutional Strategic Plan Goal II: Student Learning Outcomes and Assessment

- Embrace awareness and implementation of a cycle of Student Learning Outcomes as a campuswide concept that is intrinsically linked to assessment, assessment strategies and documentation, and then analytical evaluation of these results to drive college planning.

Institutional Strategic Plan Goal III: Fiscal Transparency

Definition: Openness toward the public about the district's fiscal policy intentions, budget development and assumptions and actual revenue and expenditures. Ready access to reliable, comprehensive, timely and understandable information regarding the district's fiscal activities.

Institutional Strategic Plan Goal IV: Communication

- Teach the value of, promote, and reward the respectful exchange of honest, clear, and accurate data, information, concerns, and ideas.
- Increase and improve data and information collection and distribution throughout college decision-making processes, especially those that affect significant portions of the campus populations.

Strategic Plan Goal 1: Student Success

<p>Institutional Goals Improve and/or enhance student success.</p> <p>Definition Student success is attained as a student narrows the gap between their aspirations and their actual achievement. It is traditionally measured by rates of pass/fail, transfer, certificate and degree completion, career placement, life-long learning participation and other commonly used indicators. This success becomes dependent upon the institution partnering with every student to establish practical short and long-term goals.</p>	<p>Board Goals:</p> <ol style="list-style-type: none"> 1. The Board supports the promotion of a diverse community of students and staff that responds to, and recognizes the achievements and needs of all people. 2. The Board encourages the college to continue building partnerships with the local community, educational institutions (K-16), and business and industry in an effort to promote both the college and the college Foundation's ability to promote student success. 3. The Board encourages the development and implementation of innovative strategies to support students in the following areas: college orientation, basic skills, student engagement, articulation, transfer, career and technical education, and course, certificate and degree completion. 4. The Board is committed to ensuring that the institution is continuously striving to meet the standards set by the Accrediting Commission and encourages the college to develop a plan to address recommendations from the upcoming accreditation site visit and college planning agenda noted in the Citrus College Self Study. 5. The Board supports a data-driven planning process that includes consideration of the external community, and the socio-cultural, economic and educational needs of students.
DEPARTMENT/DIVISION ACTIONS/ ACTIVITIES	Results/Change
<p>ER: Media contacts, external publications, and visual design reflected student success and achievement. Of the 60 press releases sent to the media, half of them covered student activities and achievements, both individual and collective.</p>	<p>Thirty-eight articles on specific student activities and achievements ran in local media publications. Citrus College received four CCPRO (Community College Public Relations Organization) Awards for press releases and photography.</p>
<p>ER: Profiles of successful students were featured in the online schedule promotion, Report to the Community, college catalog, and the "A Taste of Citrus" newsletter. Many of these profiles incorporated the "My Citrus Story," developed by the Language Arts dean and staff.</p>	<p>Examples of student success appeared in print and online, reaching both internal and external audiences.</p>
<p>ER: Worked with the Superintendent/President to draft letters of commendation for exceptional student achievement.</p>	<p>Supported and recognized student success and achievement.</p>

DEPARTMENT/DIVISION ACTIONS/ ACTIVITIES	Results/Change
ER: Published the final “preparing for college” newsletters for the Superintendent/President and the Superintendents of three K-12 districts. Continued to produce A-G course requirements fliers for the dean of physical and natural sciences and local school districts; some of these fliers were translated into Spanish.	Advanced partnerships with local school districts. Bilingual fliers met community needs.
PGR: Met with the ASCC president, and other student leaders to discuss specific state and federal legislation, the state budget and student advocacy. Provided information on elected officials and advocacy and lobbying. Wrote letters to Competitive Cal Grant students to get testimonials to support advocacy efforts.	Successful ASCC lobbying trip to Sacramento. Garnered support from locally elected officials for maintaining Competitive Cal Grants.
PGR: Spoke to the full ASCC board prior to their “March in March” trip to Sacramento and advised them on protocols related to visiting legislators. Provided them with a handout on “Steps to Effective Meetings with Legislators.”	Successful “March in March” experience and lobbying efforts by ASCC students.
PGR: Met with the student trustee prior to the CCLC Legislative Summit to discuss remarks she might make and what to expect during our visits with legislators in Sacramento.	Successful communication of student perspective to elected officials in Sacramento.
PGR: Remained in contact by e-mail with student leaders throughout the year and provided them with information on specific legislation and advocacy topics.	Acquisition of good advocacy skills by student leaders.
PGR: Helped to coordinate and participated in campus events to support students, such as Saluting Our Veterans, All-Class Reunion, STEM Open House, Field House Dedication, Senator Bob Huff Education Summit, and (upcoming) Achievement Awards Dinner, Commencement and Monrovia USD Visit and Tour.	Values of access, success, diversity and excellence were supported and fostered.
PGR: Served as a member of the Glendora Chamber of Commerce Legislative Action Committee and the Glendora Day at the Fair Committee.	Maintained and advanced good relationships between Citrus College and the Glendora community.
PGR: Represented the college as a member of the San Gabriel Valley Public Affairs Network	Kept current in local issues and maintained and advanced Citrus College relationships with leaders throughout the region.
PGR: Worked with other SanFACC government relations staff to develop information and data.	Presented effective communications and information to elected officials in Sacramento and Washington, D.C.

DEPARTMENT/DIVISION ACTIONS/ ACTIVITIES	Results/Change
PGR: Worked with the Superintendent/ President to draft letters of commendation for exceptional student achievement.	Supported and recognized student success and achievement.
PGR: Worked with the Board of Trustees' Legislative Ad Hoc Committee to develop and plan the college legislative program for 2010.	Development of issues and talking points for state and federal legislative advocacy.
PGR: Drafted news releases and announcements of the names of honor roll students for publication in the five main cities.	Supported and recognized student success and achievement.
CCR: Completed 6,482 reprographics orders timely and cost-effectively.	Supported faculty and staff led initiatives promoting student success.
CCR: Produced 5,472,736 impressions (pieces of printed material) timely and cost effectively.	Supported faculty and staff led initiatives promoting student success.
CCF, CAA, and CCD: Hosted events (A Taste of Autumn 2009, a CAA All Class Reunion, various receptions and other fundraisers), conducted mail-based fund-raising solicitations and individual major and planned gift solicitations, and collaboratively pursued on-going donor cultivation efforts to secure external funds to provide scholarships to Citrus College students and provide general support for Citrus College's mission.	Supported student persistence and success.

Strategic Plan Goal II: Student Learning Outcomes and Assessment

Institutional Goals

Embrace awareness and implementation of a cycle of Student Learning Outcomes as a campuswide concept that is intrinsically linked to assessment, assessment strategies and documentation, and then analytical evaluation of these results to drive college planning.

Definition

Citrus College embraces Student Learning Outcomes as knowledge, skills, abilities, and attitudes that a student has attained as a result of his or her engagement in all collegiate experiences that could include, but are not limited to courses, programs, core competencies, general education, degrees and certificates, student services, extra-curricular activities, physical, technology, and financial resources.

Board Goals:

6. The Board encourages collegewide implementation of Student Learning Outcomes that are linked to assessment, evaluation, planning and institutional effectiveness.

DEPARTMENT/DIVISION ACTIONS / ACTIVITIES	Results / Change
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There were no Institutional Advancement activities under Strategic Plan Goal II

Strategic Plan Goal III: Fiscal Transparency

<p>Definition Openness toward the public about the district's fiscal policy intentions, budget development and assumptions and actual revenue and expenditures. Ready access to reliable, comprehensive, timely and understandable information regarding the district's fiscal activities.</p>	<p>Board Goals: 7. The Board encourages the college to pursue additional revenue sources through grants, private donations, state and federal funds, etc. to enhance the college and serve our community. 8. The Board supports the consideration of innovative strategies to promote student access and success, and institutional efficiency and effectiveness in light of fiscal constraints.</p>
DEPARTMENT/DIVISION ACTIONS / ACTIVITIES	Results / Change
<p>PGR: Served on the Community College League of California Advisory Committee on Legislation (ACL). Attended CCLC Legislative Conference in Sacramento and prepared talking points and scheduled legislator appointments.</p>	<p>Successfully conveyed the priorities of the college and our students to state organization and elected officials.</p>
<p>PGR: Drafted correspondence to community leaders and elected officials at the federal, state and local level. Helped to coordinate tours and researched background information for Congresswoman Judy Chu, Assemblymember Ed Hernandez, and Senator Bob Huff.</p>	<p>As part of Health Care Legislation, garnered federal funding for community colleges nationwide. Advanced relationships with state and federal elected officials. Conveyed the strengths and needs of the college to maintain current and secure future funding.</p>
<p>PGR: Helped coordinate and participated in college events, such as A Taste of Autumn, Senator Bob Margett Book Fund Reception and Community College Foundation of California Bond Fundraising event.</p>	<p>\$10,000 from Margett Foundation, \$35,530 for CCFC Bond and A Taste of Autumn proceeds of \$17,500.</p>
<p>PGR: Maintained good relationships throughout the year with Gas Company representatives. Helped to coordinate Sempra Energy campus visit and tour, Sempra Scholarship Distribution Planning Meeting and "Big Check" presentation.</p>	<p>\$37,500 grant for scholarships for Citrus College students.</p>

<p>PGR: Gathered background information, provided input and wrote sample correspondence for local support for Federal Appropriations Grant – 32nd Congressional District.</p>	<p>Letters of support from Assemblymember Hernandez and Superintendent Cervantes-McGuire. Grant application has been submitted.</p>
<p>DEPARTMENT/DIVISION ACTIONS/ACTIVITIES</p>	<p>Results/Change</p>
<p>CCF, CAA, and CCD: Hosted events (A Taste of Autumn 2009, a CAA All Class Reunion, various receptions and other fund raisers), conducted mail-based fund-raising solicitations and individual major and planned gift solicitations, oversaw the management and growth of the CCF's investment portfolio and greater financial corpus, and collaboratively pursued on-going donor cultivation efforts to secure external funds to provide scholarships to Citrus College students and provide general support for Citrus College's mission.</p>	<p>Secured external funds to support Citrus College's mission.</p>

Strategic Plan Goal IV: Communication

<p>Institutional Goals</p> <ul style="list-style-type: none"> • Teach the value of, promote, and reward the respectful exchange of honest, clear, and accurate data, information, concerns, and ideas. • Increase and improve data and information collection and distribution throughout college decision-making processes, especially those that affect significant portions of the campus populations. <p>Definition Communication is the open exchange of data, information, concerns, and ideas within and between all internal segments of the institution (including students, employees, and the Board of Trustees) as allowed by law and College Policies and Procedures.</p>	<p>Board Goals:</p> <p>9. The Board encourages the college to seek opportunities that foster collaboration with the local community and educational leadership to enhance local governance in an effort to better meet community needs and ensure student success.</p> <p>10. The Board, in concert with the college community, will work to garner support and funding to complete the Metro Gold Line Foothill Extension, with a Citrus Avenue Station, which will greatly enhance access to Citrus College for students, staff, and visitors; and help to alleviate traffic, parking, and pollution issues in our local communities.</p>
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DEPARTMENT/DIVISION ACTIONS / ACTIVITIES	Results / Change
ER: Assisted the Superintendent/President in drafting correspondence to students in recognition of their achievements and to faculty and staff who made significant and exceptional contributions to student success.	Maintenance of honest and respectful exchange of ideas and high morale of college community.
DEPARTMENT/DIVISION ACTIONS/ ACTIVITIES	Results/Change
ER: Participated in Emergency Preparedness trainings and served as the PIO for Emergency Operations Center. Attended EOC meetings and developed messages for incidents, such as the Morris Canyon Fire and matters involving college safety. Assisted administrators and EOC members in creating messages to the college community and, when needed, to the media.	Actively participated in developing and implementing communications protocols during incidents and emergencies.
ER: The college received 269 articles and mentions in the press from 7/1/09 to 4/24/10, which also included letters to the editor, guest editorials, and opinion-editorials by the Superintendent-President and individual board members. A significant portion of this exposure occurred as a result of press releases sent out by External Relations.	Kept the community informed about Citrus College's accomplishments, events, issues and people, while advancing the college's mission, vision and values.
PGR: Assisted the Superintendent/President in drafting correspondence to students in recognition of their achievements and to faculty and staff who made significant and exceptional contributions to student success.	Maintenance of honest and respectful exchange of ideas and high morale of college community.
PGR: Participated in Emergency Preparedness trainings and served as alternate PIO for Emergency Operations Center.	Maintained readiness to act in an emergency.
PGR: Helped to coordinate and participated in Ken Kay Presentation to K-12 districts and community members.	Received good feedback on event from K-12 districts and community members.
PGR: Helped to coordinate and participated in Classified Staff Appreciation Breakfast.	Promoted and advanced communication and relationships between the district and its employees.
PGR: Service as liaison to the Metro Gold Line Construction Authority; attended Metro Board Meetings and spoke on behalf of the district	Received MTA funding for the Foothill Extension of the Metro Gold Line to Citrus College. Successful sign unveiling ceremony.

and prepared talking points for other speakers; helped to coordinate the Gold Line Sign Unveiling Ceremony; and worked with Gold Line Construction Authority staff to erect campus signage.	Campus sign thanking Superintendent/ President and Board of Trustees.
CCR: Completed 6,482 reprographics orders timely and cost-effectively.	Supported faculty and staff efforts promoting CCCD programs and initiatives.
CCR: Produced 5,472,736 impressions (pieces of printed material) timely and cost effectively.	Supported faculty and staff efforts promoting CCCD programs and initiatives.
DEPARTMENT/DIVISION ACTIONS/ ACTIVITIES	Results/Change
CCF, CAA, and CCD: Hosted events (A Taste of Autumn 2009, a CAA All Class Reunion, various receptions and other fund raisers), conducted mailings, produced newsletters, held group meetings, hosted a CCF Board retreat, conducted numerous one-on-one meetings, actively participated in service area based events and area service organizations, and maintained Web site sections to promote and communicate Citrus College's mission and needs.	Kept service area stakeholders informed about Citrus College's accomplishments, events, issues and people, while advancing the college's mission, vision and values, which in turn led to the receipt of external funds to support Citrus College's mission.

Strengths

- Leveraging of the following resources to achieve Advancement and college mission
 - Staff qualifications and experience
 - Coordination of professional expertise
 - Staff's physical proximity to each another
 - Prudence and integrity in budgetary matters
 - Ability to present the institution in a positive manner
 - Global perspective of Advancement that includes the college, the community and the California community college system

Weaknesses

- Minimal understanding within the college community of the role and value of Advancement Services
- Division staff are sometimes excluded in the development of marketing programs and campaigns initiated by other departments and divisions

- Meeting increased demand and volume of workload present challenges, due to the small number of staff
- Lack of staffing make it difficult to meet the outreach requests of the college and the community
- Need to obtain the equipment, software and training needed to adopt current marketing and promotional trends

Goals

Create an Advancement Master Plan, including but not limited to the following activities:

- Branding and Image Study and Recommendations
- Conduct a comprehensive survey of faculty, staff, and students on the effect and performance of all areas of Institutional Advancement
- Develop an Emergency Communications Plan
- Develop a Marketing and Communications Plan, Protocol and Government Relations Plan, and Resource Development Plan
- Plan Campaign to Celebrate the 100th Anniversary
- Develop a Tour Guide Program for the college and train staff and volunteers as tour docents
- Increase staff training
- Further integrate Advancement into the college culture communicating its role and function as well as its value
- Further align Advancement with Institutional Research and Grants

Institutional Advancement Student Learning Outcomes

Student learning outcomes are a byproduct of all of the activities and initiatives of the Advancement Division.

Resource Development

Students learn the importance of philanthropy and community support, through the sponsoring and funding of student activities that directly benefit them, such as the Citrus GraviTeam trip.

Communications, Marketing and Reprographics

Students learn about college policies and procedures, registration dates, classes and academic requirements, and services offered through the many publications produced by Institutional Advancement. They also gain an enhanced sense of pride in the positive image of the institution.

Advocacy

Students acquire effective advocacy and leadership skills through mentorship by the protocol and government relations officer and through personal interaction with elected

officials in a government setting. They develop skills to communicate issues and ideas; the ability to express opinions and counter opinions; an understanding of how government works; and the importance and value of participating in the political process.

Effects on Student Outcomes

A comprehensive institutional advancement program provides significant value for all of its service recipients, Citrus College students, and the external community.

- **Resource development** enables the college to fund and support the programs and scholarships that enable students to succeed academically and in their life pursuits.
- **Alumni programs** leverage the experience and resources of former students, which have the potential to enhance resource development; fund programs and scholarships; provide role models and mentors for current students as they pursue higher education opportunities and establish careers; and influence the college's image in the community, resulting in students choosing to attend Citrus College.
- **External relationships** foster collaborative efforts with the legislative, educational and business sectors, civic organizations, and community residents, providing additional support to current students and presenting Citrus College to potential student as a viable college choice.
- **Promotional programs and marketing campaigns** increase awareness of college news, events, opportunities, and achievements, increasing the institution's stature in the community.
- The **production of printed and electronic materials** enables students, faculty, staff and the community to receive informative and attractive publications that facilitate the educational process and promote the institution to internal and external audiences.

Institutional Advancement

Department Functions by Section

Citrus College Foundation

The Citrus College Foundation was established as a non-profit 501 c 3 organization in 1966 with Articles of Incorporation and Bylaws being filed with the State of California on August 4 of that year. At some point between 1966 and 1983, the Foundation apparently became inactive or less active. In 1983 college personnel met to revitalize the Foundation and it has since grown to hold a portfolio of close to \$6,000,000.

The Foundation was part of the Development Office and Communications, and was managed by the director of foundation and grants. During a campus-wide reorganization in 2004, the Foundation, Development Office, and Communications Office became part of a new area office – Advancement. The director of foundation and grants became the executive director of development and external relations (formerly Publications and Student Recruitment) with the Foundation, Government Relations, Communications and Marketing, and Reprographics staff reporting to the position.

Under the direction of the executive director of advancement and external relations, the Foundation is the lead entity for resource development for Citrus College. It works cooperatively with individuals and groups on campus and in the community building relationships and partnerships in the identification and cultivation of resources. It is intended that all fund development activities be coordinated with the Foundation in order to minimize duplications and to conduct appropriate activities.

As an independent organization, the Foundation is governed by a board of directors, which sets the policies and procedures for the Foundation in alignment with the mission vision and values established under its incorporation. The board is comprised of community leaders, alumni, faculty, staff, and students, as well as one member of the Citrus Community College District Board of Trustees (see attachment 5, Board Roster).

Priorities/Duties of the Foundation

- Broadening the base of support for the college
- Increasing charitable gifts and other alternative sources of revenue
- Increasing cooperation and information exchange and provide fundraising counsel to college staff, upon request, including such assistance as strategizing approaches to donors, discussing special events, preparing funding proposals, and other related activities
- Minimizing duplication of effort

- Increasing the overall professionalism and effectiveness of development
- Establishing and implementing fund development policies
- Directing a comprehensive, ongoing fund development program.

Staff Resources

The executive director of development and external relations serves as the Executive Director of the Foundation. The Executive Director works in collaboration with the Board of Directors in setting the goals and objectives for the Foundation. The Foundation support staff includes an administrative assistant and one .75 FTE account technician. The Foundation staff works within the framework of Advancement, which leverages staff in Marketing and Communications as well as Governmental Relations in achieving the objectives of resource development for the college.

In order for the Foundation to reach its fundraising potential, more development staff is needed to support the annual fund, alumni services, and stewardship of donors. These areas require much data, research, and cultivation in order to identify and develop future donors, as well as to recognize and acknowledge current donors. This is an area that has been significantly lacking in the past. Studies have shown that for each development staff person in Advancement an additional annual revenue of between \$300,000 and \$700,000 will be generated within five to seven years.

Physical Resources

Currently, the Foundation is housed in the Louis E. Zellers Center for Innovation along with the staff of Advancement with no room for growth. In the next 18 months to two years, the Advancement Team will move to the renovated Administration Building where no additional room for growth has been planned; however, proximity to the Superintendent/President's Office will be an advantage. Additionally, lack of designated parking for donors, foundation board members, and visitors has been a challenge and less than welcoming.

Fiscal Resources

The Foundation's assets are approximately \$6 million, which is comprised of unrestricted funds, permanently restricted/endowed funds, and temporarily restricted funds (see attached attachments 6 through 12). In exchange for services rendered on behalf of the college, the Foundation receives some augmentation from the college through a Memorandum of Understanding.

Program Performance

The Foundation has also had a limited role in support of the college, that role being primarily as one of providing scholarships for students. As such, the Foundation has not been truly integrated into the life of the college. Community college foundations can represent tremendous assets to their colleges. In addition to scholarships, they can fund capital equipment purchases, buildings, landscaping improvements, sculpture, programs and projects, and so on. Citrus College's Foundation has been under utilized and has raised funds through events. In the past, most community college foundations focused on events for fundraising and learned quickly that direct solicitation of donors was much more effective and reaped greater rewards with less staff labor. The return on the investment for events ranges anywhere from 10 to 50 cents on the dollar compared to direct solicitation which garners a return of 90 cents or more on every dollar invested (See attachments 6 through 12).

Assignments/Specialties

As the executive director of development and external relations, June Stephens leads the Citrus College Foundation and the Marketing and Communications program. She has more than 30 years' experience in resource development as well as public relations and marketing, with nearly 25 years of experience with the California Community Colleges system. She has successful experience in the development of extensive marketing plans and award-winning advertising campaigns as well as a successful track record in fund raising—raising millions of dollars for education. Stephens earned her master's degree in education and counseling and her bachelor's degree in business and management from the University of Redlands, where she was inducted into their Alumni Leadership Society. She holds a Pupil Personnel Services Credential from the State of California and is certified by CFRE International as a Certified Fund Raising Executive.

Strengths

- The college is well-respected in the community
- Several communities within the college's service area are affluent
- Citrus is the oldest community college in Los Angeles County
- An engaged Board of Trustees that has a strong sense of ownership of the college
- A well-connected and well-regarded Foundation president
- An endowment that is highly ranked in the top 10 of the California community colleges (according to FTEs)
- Original members of the Citrus Alumni Association have a strong affinity toward the college
- Well-developed Foundation policies and procedures
- Foundation support staff is well regarded by the Foundation Board and the college community
- The Foundation owns the "Cadillac" of data software in Raiser's Edge

- An impressive scholarship program
- A Superintendent/President who is committed to the concept of Institutional Advancement and who brings with her past experience in development.
- Significant momentum in the community for the college
- Foundation Board members are perceived as committed to the institution
- The Superintendent/President has a strong reputation in the community
- Faculty members have a good reputation within the State
- Faculty and staff are committed to Citrus College and many spend significant portions of their careers at the institution, often retiring from it.
- There are good stories to tell
- The college is well positioned, both by reputation and by the willingness of staff and the two boards, to enhance its advancement operations.

Weaknesses

- While the college has a history of advancement, that history has been uneven
- A sporadic history of lack of follow through by the Foundation, which has been recently addressed and renewed follow up initiated
- Promotional materials for the Foundation have been limited, but have currently been addressed and new publications issued
- Foundation support staff totals 1.75 FTE
- There is not a grants position, which limits the potential for additional funding support
- Donor relationships have not been nurtured as they should have been over the years. Stewardship has been renewed and revitalized recently and future is bright.
- Donor recognition has been inconsistent in the past; however, new methods of recognition have been identified
- Limited vision among members of the college staff as to the extent of what a vibrant development office could bring to the campus
- The Advancement staff wears many hats and the bottom line focus of raising private gifts sometimes gets lost in the mire of everything else that needs to be done.
- Little, if any, face-to-face solicitation of donors in the past, however, new strategies have recently been implemented with positive results

Recommendations

In order to develop a successful Foundation, which has continuous growth, a plan must be implemented that will identify previous, current, and potential donors; track donors in a data base and measure their giving history, the number of contacts made, interests, giving capacity, and so on; implement an appeal system; cultivate board and staff giving and referrals; manage development files effectively; implement marketing techniques; develop relationships with foundations, corporations, and business; analyze the current fiscal year budget; and assess current grants and grant compliance systems.

One of the major elements to the success of a community college foundation is the continuity of leadership. The new Executive Director has spent time building the infrastructure to support a proactive advancement operation. The next phase is anticipated to be much more aggressive in outreach activities, such as, donor visits, and so on. The next steps after that will be dependent upon the success of the first two to three years.

In March, the Foundation Board members and staff participated in a retreat focused on developing annual goals and action steps. A strategic plan is being developed with the Foundation Board of Directors to meet the designated goals to support the college and its students.

Goals

Create a Comprehensive Resource Development Plan including but not limited to the following:

- Raise \$250,000 in the next 18 months to two years through a campaign targeted to support the college's critical needs
- Increase employee support through payroll deduction by ten percent or more each year
- Develop Board membership by cultivating community and business leaders
- Increase annual fund giving by 25 percent each year
- Integrate philanthropy into the college culture
- Further integrate Alumni Relations under the umbrella of the Foundation

External Relations (Marketing and Communications)

The External Relations marketing and communications section staff creates and produces the information and products that effectively communicate the college's mission to both internal and external audiences. These products include, but are not limited to, annual reports, catalogs, class schedules, program guides, brochures, newsletters, fliers, posters, presentations, news releases, and advertisements.

Formerly known as the Office of Publications and Student Recruitment, the Office of External Relations was formed in 2004 as the result of a campuswide reorganization. The section is staffed by seven employees, four who are full-time college staff and three who are part-time staff or professional experts.

Communications and marketing is a section of the Institutional Advancement Office, which is led by the executive director of development and external relations. The staff, who report directly to the director of communications, produces materials that reflect a high quality of writing and design appropriate for an institution of higher learning. The department works closely with its "clients," members of the Citrus College community, to ensure any information received, communicated and published is accurate, verifiable and visually appealing.

Priorities/Duties of Marketing and Communications

- Marketing Plan
 - Develops and implements
- Publications
 - Annual reports
 - Catalogs
 - Class schedules
 - Program guides
 - Brochures
 - Fliers
 - Posters
 - News releases
 - Advertisements
 - Campaign literature
 - Special reports
- Advertising and Promotion
 - Campaign concepts
 - Media buys and placement
 - Ad creation and production
- Graphic Arts Design

- Identity Standards/Style Guide Monitoring and Enforcement
 - Evaluates photo requests and approves photography assignments
- Writing and Editing Services
 - For external publications
 - Letters, remarks, speeches, and presentations
- Production for Print and Web
 - Collaborates with TeCS staff and Web master
 - Provides photography and content
 - Proofreads and edits content
- Media Relations
 - Media liaison and spokesperson
 - Writes and distributes press releases
 - Writes, coordinates, and submits guest editorials, commentaries, and letters to the editor
 - Manages collegewide guidelines regarding media protocol
 - Works with the college community to obtain sources, information and interview participation
 - Maintains positive relationships with media outlets
- Emergency Operations
 - PIO and PIO alternates
 - Authors and implements emergency communications plan
- College Events
 - Organization and supervision
- Community Relations
 - Assists with presentations and power points
 - Attends community meetings on request
 - Interacts with community groups to promote college and community events and initiatives

Staff Resources

The communications and marketing section of External Relations is comprised of seven employees. Full-time employees include the director of communications, an administrative secretary, a publications specialist and a graphic designer. Staff who are not full time employees include a publications specialist (part time), photographer (professional expert), and a copywriter/editor (professional expert). Since 2004, the Marketing and Communications section has experienced an organizational restructure; management changes that left the division without an

executive director for an extended period; a reduction in the number of full-time staff, and an increase in the department's overall workload. At the same time, rapid changes in technology have introduced new media delivery systems such as social media, however, the day-to-day functions and responsibilities of the section have not allowed staff to become proficient in the new media and take a leadership role in introducing and implementing it collegewide. Obtaining the staff and training necessary to effectively utilize new media innovations is critical to effectively reaching the college's target audience and service recipients.

Physical Resources

External Relations is currently located in the Louis E. Zellers Center for Innovation and shares office space with the Citrus College Foundation. The entire Advancement Division (with the exception of Reprographics) is scheduled to move to a permanent location upon the completion of the Administration Building remodel.

The relationship between Marketing and Communications' department functions and current physical resources is adequate, but it must remain current with technological advances in order to reach the next level in serving our service recipients. Many of these improvements will occur with the permanent move to the renovated Administration Building, as the new office space will feature adequate storage areas and a layout that is more conducive to collaboration and group interaction.

Fiscal Resources

The Marketing and Communications budget is a part of the college's Unrestricted General Fund. This fund, received from state apportionments and county or local taxes, is the primary operating fund for the district and covers its full scope of operations. The department does not receive any funding from state programs, incentive programs, restricted funds or categorical funds.

Assignment/Specialties

The director of communications manages the marketing and communications section of the External Relations marketing and communications section. She has more than 30 years of experience in the marketing, advertising and communications fields, beginning her career in the broadcast and retail advertising industries and working in the newspaper industry for 20 years as a marketing research analyst and as a marketing director. As a marketing director, she developed and managed a marketing and community relations program for a local newspaper group that was restructured under new ownership. During her tenure there, the marketing team won nine newspaper

industry-marketing awards for newspaper special advertising sections and marketing collateral. She also served as a member of the newspaper group's editorial board. The director of communications earned her bachelor's degree in psychology and communications from Pitzer College and her master's degree in telecommunication (radio and television) from Michigan State University.

Additional specialties and contributions of the External Relations marketing and communications team include:

Publications Specialist

- Writes press releases, newsletters and speeches, liaises with media representatives, develops presentations, serves as alternate PIO for emergencies
- Holds a bachelor's degree in organizational communications and graduated from Citrus College

Graphic Designer

- Lead graphic artist, designs materials for use by the college and works with the Reprographics Department and outside printers
- Possesses nearly 30 years of experience in printing and graphic design

Publications Specialist (part time)

- Creates promotional materials, and establishes designs for advertisements, schedules, catalogs, flyers and other materials used in external communications
- Holds a bachelor's degree in marketing and graphic design

Administrative Secretary

- Performs routine clerical and administrative duties and works on special projects as assigned
- Worked as a student recruiter at a community college and possesses advanced technical skills

Photographer (professional expert)

- Photographs college events and campus life scenes to be used in publications and media relations efforts
- Experience as a newspaper photographer; Citrus college graduate

Copywriter/Editor (professional expert)

- Writes for overload assignments and special projects
- Published writer and former department staff member

The Marketing and Communications staff is actively involved in the Citrus College community. They participate in a variety of professional development activities that

enable them to increase their job knowledge and to stay current with changes and trends in their respective professions. These workshops include:

- Crisis Communications
- Emergency Preparedness Training
- Flex Day Activities
- Marketing to the Latino population
- Social Media webinars sponsored by Community Colleges Public Relations Organization (CCPRO)
- StrengthsQuest Training

The staff also participates in many professional activities and organizations, both on and off campus. These opportunities allow the staff to learn about college operations; receive current information about the college; remain informed of community issues and events, and participate in shared governance.

The staff holds memberships and has served or is currently participating on the following organizations and committees:

- Accreditation Team Co-Chair, Standard 1A
- Campuswide Information Technology Committee (CITC)
- Classified Staff Development Committee
- Community College Public Relations Organization (CCPRO)
- Council for the Advancement and Support of Education (CASE)
- Educational Master Plan Committee
- Enrollment Management Committee
- Glendora Coordinating Council
- Management Team
- National Council for Marketing and Public Relations (NCMPR)
- Steering Committee
- Strategic Planning Committee

Service Recipients

External Relations share the same service recipients as the Institutional Advancement Office, which is presented on page 3.

Academic Affairs: The Marketing and Communications staff is actively involved with academic affairs projects such as class schedule and college catalog production. The director of communications is a member of the Enrollment Management committee and attends catalog planning meetings, which enables External Relations to be involved in schedule and catalog planning at inception.

Advancement Office: Marketing and Communications provides the Development Office with writing, editing, photography and graphic design services. The staff also

assists the executive director and the Foundation staff in coordinating special events and building dedications.

Citrus College *Clarion*: The director of communications and the publications specialist interact with members of the *Clarion* student newspaper staff. In addition to being an occasional interview source, the director of communications works with the managing editor on advertising placement and purchase. The publications specialist is an occasional guest speaker and presenter to the journalism class.

Community Groups, Residents and Leaders: Marketing and communications staff author, design, and distribute several publications that the public receives in printed or electronic formats. These publications include, but are not limited to, the Report to the Community, A Taste of Citrus, as well as the Foundation and Alumni newsletters. The director of communications also attends meetings of the Glendora Coordinating Council and other community meetings and events on request.

Counseling and Advisement: The Counseling and Advisement staff often consults with External Relations on matters pertaining to writing, editing, and design. The marketing and communications team enjoys a productive relationship with the counseling staff, notably the Career/Transfer Center, because their department is a rich resource for obtaining student success stories.

Institutional Research: The director of communications assists the director of institutional research in drafting, proofreading and editing various publications, such as the Strategic Planning Progress Report, the Annual Implementation Plan, and the ARCC narrative. In addition, the director of communications, at the request of the director of institutional research also participated in the 2009 Educational and Facilities Master Plan committee and is currently a member of the Strategic Planning Committee. The graphic design team often creates visuals for Institutional Research publications and reports.

Media Companies: External Relations enjoys a two-way exchange of information with local media companies where press releases, media advisories and feature articles are sent and the college is often contacted for information and interview requests. The department is the college's primary contact for all news and advertising inquiries.

Protocol and Government Relations: The marketing and communications team works with the protocol and government relations officer on projects such as establishing event planning procedures; coordination of efforts on college events such as dedications and tours; Emergency Planning training and exercises; and support in proofreading and review of protocol and government relations communications.

Student Affairs and Student Life: The director of communications works with the dean of students and the student activities supervisor on projects such as emergency preparedness drills, parking procedures and various ASCC projects. External Relations' primary contribution in these efforts is to provide posters and fliers informing students of policies and procedures. The marketing and communications group was

instrumental in writing and producing the Student Conduct book and occasionally edits publications produced by the School Relations and Outreach Department.

Superintendent/President and Board of Trustees: Under the direction of the executive director of development and external relations, the External Relations marketing and communications staff assists the Superintendent/President and Board of Trustees with research and development of communications, and event planning.

Program Effectiveness/Performance

The Marketing and Communications team performs a variety of duties and participates in several collegewide projects to support the institution's mission and to facilitate its outcomes. An overview of these projects as they relate to the college's Strategic Planning and Board goals is presented on pages 7 through 13.

In addition to its contributions to the Strategic Planning and Board initiatives, in 2009-2010, the Marketing and Communications section completed and produced the following:

Major Publications and Communications Efforts

- Annual Report to the Community
- 2009-2010 College Catalog
- Fall Semester 2009 Schedule
- Winter Intersession and Spring Semester 2010 Class Schedule
- Summer Session 2010 Class Schedule
- Tenured Faculty Reception program
- Retiree proclamations
- Annual Achievement Awards program
- Commencement program
- Six issues of the *A Taste of Citrus* electronic newsletter distributed to 130 elected officials and community leaders.
- Six issues of the *Citrus View* electronic newsletter distributed to Citrus College faculty and staff.
- Completed over 70 photography sessions, including college events, increasing the photo library to nearly 30,000 photos.
- Graphic Design completed an estimated 910 projects. These jobs, which were done for both external and internal users, included items such as brochures, fliers, certificates, invitations, and posters.
- Weekly Bulletin
- Convocation program and PowerPoint
- Wrote and distributed over 100 press releases

Strengths and Weaknesses

Strengths/Effective Practices:

- Qualified, knowledgeable and experienced staff
- Involvement in collegewide projects and shared governance
- Recipient of many honors and industry recognitions—33 awards from 2004 to 2010 (see Appendix)
- Clearly stated media relations policy that is followed by the college community
- Ability to produce a consistent, substantial and high-quality body of work
- Well-regarded reputation for presenting the institution in a positive manner

Weaknesses/Lessons Learned:

- Lack of a comprehensive marketing plan that is compatible with the college's strategic objectives and meets current marketing and promotional needs
- Communications and marketing section must develop a way to promote itself more effectively
- There is a need to conduct a survey of the department's service recipients in order to accurately assess the department's strengths and weaknesses
- Develop an annual production calendar and a user-friendly job tracking system
- Style Guide/Identity Standards must be revised, communicated to the college community, and enforced
- Division staff are sometimes excluded in the development of marketing programs and campaigns initiated by other departments and divisions
- Small staff size leads to challenges in meeting increased demand and volume of workload
- Lack of staffing make it difficult to meet the outreach requests of the college and the community
- It is necessary to obtain the equipment, software, and training needed to adopt current marketing and promotional trends

Recommendations/Next Steps

The development and implementation of the Institutional Advancement plan is critical to strengthening and refining the work of the External Relations marketing and communications section. The staff will take an active role in creating this plan, which will include marketing, communication, public relations and resource development strategies.

It will be important for the Marketing and Communications section to evaluate its projects and requests to determine their necessity and compatibility with the section's role as the *external* relations entity of the college.

Refining the internal project tracking system will enable staff to access the status of a project and to whom it is assigned more effectively. This system must also be capable of giving the department the quantitative data needed to track the number of projects completed and the requesting divisions and departments.

As part of the Institutional Advancement plan development, it would be advisable to conduct a survey of the department's service recipients in order to assess accurately the department's strengths and weaknesses.

Goals

The goals of the External Relations marketing and communications section are those established by the Institutional Advancement Division. Accomplishing these initiatives will provide a solid framework for section priorities and operations.

Short-Term Goals (one year or less)

- Work with the executive director to create an Advancement Master Plan with a comprehensive marketing and communications component
- Develop timeline to complete the elements mandated in the Advancement Master Plan
- Complete work on the Media Activity Report, establishing a system for keeping the report current
- Refine the departmental job tracking system

Long-Term Goals (two to five years)

- Continue to develop and operate as a professional and creative department that effectively communicates the college's mission, vision, and values
- Utilize social media and timely marketing and communications vehicles to reach students and the community

Protocol and Government Relations

The Protocol and Government Relations program supports the college mission, vision and values by developing and fostering good relationships and communication between the college and individuals and organizations in the government, community and education sectors. This includes elected officials; community leaders; local businesses and organizations; community college organizations; K-12 school districts and other community colleges in the region. Protocol and Government Relations seeks to secure favorable outcomes that will support:

- High quality instruction that will empower students
- Diverse learning community that recognizes the values and goals of all students
- Access to instruction and services that facilitate academic excellence
- Educational opportunities that respond to the needs of the community
- Collaboration between all stakeholders

The Protocol and Government Relations Program was established seven years ago as part of college-wide reorganization. Consistent with similar programs at other community colleges throughout the state, it was developed to respond to the need for greater and more focused advocacy efforts for favorable state and federal legislation and funding and enhanced relationships with external entities.

In partnership with the Institutional Advancement team, Protocol and Government Relations works to leverage resources to implement the initiatives of the Strategic Plan. Protocol and Government Relations is responsible for planning, developing, directing and implementing all aspects of the district's government relations. In addition, Protocol and Government Relations acts as a liaison between the college and elected officials, community college organizations, community agencies and business and chamber of commerce leaders.

Priorities/Duties by Area

Government Relations:

- Monitors state and federal legislation and state and budget issues that will impact the college and community college education
- Composes correspondence to legislators and other officials advocating policy positions on behalf of the Superintendent/President and Board of Trustees
- Provides analysis of state and federal legislation to the Superintendent/President, deans and directors, as requested
- Serves as the district's representative on the Glendora Chamber of Commerce Legislative Action Committee

- Serves on as the district's representative to the Glendora Day at the Fair organizing committee
- Serves as a member of the Community College League of California's Advisory Committee on Legislation
- Attends SanFACC meetings, coordinates activities with other SanFACC Government Relations staff, and conducts necessary meeting preparations and follow-up
- Arranges and plans lobbying efforts on behalf of the Superintendent/President and Board of Trustees
- Plans and assists with special events related to government and community relations, such as ground breaking ceremonies; veterans' events; commencement; Citrus College Foundation events; education events; Gold Line events; and campus visits by legislators, K-12 school district officials, city councils, business leaders; etc.
- Attends the Board's Legislative Ad Hoc Committee meetings, prepares materials and does follow-up
- Serves as the liaison between the college and Gold Line Construction Authority officials
- Meets with ASCC officers, including ASCC president, student board member and legislative liaison regularly and as needed to discuss legislation and advocacy and assist with lobbying information and efforts
- Helps prepare ASCC executive board for lobbying activities
- Responds to ASCC requests for information

Protocol:

- Drafts Board Highlights for all Board of Trustees meetings
- Assists the Superintendent/President with research and development of college messages, such as welcome remarks, speeches and presentations, and correspondence to the college community and external stakeholders
- Works with the executive director of development and external relations to coordinate special projects and develop protocols for procedures and communications
- Participates in the planning and execution of college events
- Assists board members with research and development of communications, including talking points, guest columns; reports to the community; letters to various constituencies and other communications
- Attends President's Advisory Council meetings (Agenda Review)
- Serves as alternate PIO for the Emergency Operations Center (EOC)
- Provides information on proper protocols for academic ceremonies and college events
- Works with the director of communications to proofread and edit documents for publication to internal and external audiences
- Works with the director of institutional research to develop language and edit documents for the Strategic Plan, Annual Implementation Plan and other documents

Staff Resources

Under the direction of the executive director of development and external relations and the Superintendent/President, the protocol and government relations officer plans, develops, directs and implements protocol activities and all aspects of the district's government relations efforts. Support staff is shared with Communications and Marketing/External Relations and the Foundation. The protocol and government relations officer reports to the executive director of development and external relations.

Physical Resources

Currently, Protocol and Government Relations is housed in the Louis E. Zellers Center for Innovation. Due to lack of space, the office is located on the other side of the building and away from the rest of the Advancement staff. The space is adequate for meeting with legislative staffers, student leaders and community representatives. However, this is a temporary location. In the next 18 months to two years, the entire Advancement team will move to the renovated Administration Building where it will be housed together, in close proximity to the Superintendent/President's Office.

Fiscal Resources

Protocol and Government Relations is included in the Advancement Budget.

Assignments/Specialties

The protocol and government relations officer has more than 20 years experience in community college government relations. She has supervised and mentored students at Pasadena City College and Citrus College and has taught office technology in both the credit and non-credit programs. As protocol and government relations officer, she has been awarded the CASE District VII Rising Star Award, NCMPR Gold Medallion of Excellence and an NCMPR Silver Medallion Award. A product of the California Community College System, she completed her lower-division coursework at Pasadena City College, where she became a life member of Alpha Gamma Sigma. She also holds an American Bar Association approved Certificate in Paralegal Studies from Pasadena City College and a Bachelor of Science and Master of Business Administration degrees from Liberty University.

Staff Preparation and Training

- Crisis Communications – Governor's Office of Emergency Services
- Emergency Preparedness – SEMS, ICS, NIMS and NRF

- College Advancement in Support of Education (CASE)
- Community College League of California
- American Association of State Colleges and Universities
- Flex Day Activities
- Community College Association

Professional Activities and Committee Participation

- Community College League of California Advisory Committee on Legislation
- Glendora Chamber of Commerce Legislation Action Committee
- SanFACC
- Glendora Day at the Los Angeles County Fair Committee
- Gold Line Construction Authority
- President's Advisory Council (Agenda Review)
- Emergency Operations Center first alternate PIO
- Building Dedication Committee
- Commencement Committee
- Saluting Our Veterans Event Planning Committee
- Student Worker of the Semester Evaluation Committee
- Accreditation Self-Study Committee – Standard 4B
- League of Women Voters
- Association of Community College Administrators
- San Gabriel Valley Public Affairs Network

Service Recipients

Protocol and Government Relations supports the college mission in a variety of ways, including supporting and fostering relationships with a diverse group of service recipients.

Student Leaders and Student Government: Protocol and Government Relations meets with student leaders, such as the ASCC president, ASCC legislative liaison, student board member and other members of the executive committee to provide guidance on advocacy, share information on legislation, answer questions and prepare them for meetings with legislators. In addition, Protocol and Government Relations maintains e-mail contact with student leaders throughout the year to provide information and answer questions. Protocol and Government Relations meets with *Clarion* staff, at their request, and provides information on issues that are within the scope of Protocol and Government Relations activities. Protocol and Government Relations also supports student success by writing letters of recommendation, reviewing resumes and giving interviews that assist students with research.

Citrus College Foundation: Protocol and Government Relations works with the executive director of development and external relations and Foundation staff to assist in coordinating special events. Examples in 2009-2010 include A Taste of Autumn, Bob Margett Book Fund Reception, Senator Bob Huff's Education Summit, the Sempra Grant Presentation and 2010 Scholarship Reception.

External Relations: Protocol and Government Relations works with the director of communications on various projects. Examples in 2009-2010 include the development of an event checklist for college events; coordination of efforts on college events such as dedications; participated in Emergency Planning training and exercises as the alternate PIO for the EOC; and provided support in proofreading and review of external relations communications.

Institutional Research: Protocol and Government Relations assists the director of institutional research in drafting, proofreading and editing various publications, such as the Strategic Planning Progress Report, the Annual Implementation Plan and others.

Superintendent/President and Board of Trustees: Under the direction of the executive director of development and external relations, Protocol and Government Relations assists the Superintendent/President and Board of Trustees with research and development of communications.

Program Performance

Special Accomplishments

- CASE District VII 2008 Rising Star Award
- 2007 NCMPR Gold Medallion of Excellence – Government Relations Campaign, Creation of a regional college caucus, the San Gabriel/Foothill Association of Community Colleges
- 2005 NCMPR Silver Medallion Award – Government Relations Campaign, Extension of the Gold Line Terminus to the Citrus College
- 2005 Gold Line Construction Authority - Special Recognition
- Successfully lobbied for state and federal legislation, local bond measures and state initiatives
- Drafted language for senate bill passed by the state Assembly and Senate
- Organized five annual education summits for local state Senate and Assembly members
- Organized and participated in numerous college and community events such as the League of Women Voters Community College Forum, Gold Line Stakeholder's Forum, President's Meeting with Mayor Antonio Villaraigosa, Metropolitan Transit Authority Board meetings, Education Roundtable with Lt. Governor Garimendi, Congresswoman Solis' Walk the Line press event, Citrus Station Gold Line Sign Unveiling and various Citrus College Foundation events.

Collaboration and Relationship Building with the External Community

- Gold Line Construction Authority Liaison – Since 2004, Protocol and Government Relations has served as the college’s liaison with the Gold Line Construction Authority. During that time Citrus College has received various forms of recognition and expressions of appreciation from the Gold Line Construction Authority, the press, local leaders and elected officials and earned an NCMPR Silver Medallion Award. Practices include:
 - Collaboration with the Gold Line Construction Authority public affairs manager to plan advocacy efforts
 - Meeting with students to discuss issues and plan advocacy efforts
 - Preparation of sample talking points for students, Superintendent/President and Board Members
 - Attendance at Metro board meetings to assist and accompany students, Superintendent/President and Board Members
 - Participation in public comment portion of Metro board meetings on behalf of the Foothill Extension of the Gold Line
 - Planned events to support the Foothill Extension of the Gold Line, such as the Citrus Avenue sign unveiling ceremony in March 2010
 - Coordination with Gold Line Construction Authority staff to recognize college efforts such as the Stakeholder Luncheon, sign on campus and others.

- Member of the Glendora Chamber of Commerce Legislative Action Committee
 - Provides opportunities to inform Chamber and city leaders of the good work the college is doing
 - Provides opportunities to present the college’s position on important issues
 - Allows for networking with elected officials and members of their staff
 - Resulted in a Chamber of Commerce letter in support of SB 1440
 - Resulted in the committee and the city’s support for Saluting Our Veterans
 - Allows for opportunities, such as serving as a timekeeper for candidate’s forums, to further serve the Community of Glendora
 - Provides opportunities to establish relationships that are beneficial to the college with organizations as The Gas Company (Sempra Energy), which facilitated the Green Jobs Summit and the tour of Citrus College that resulted in the Sempra Energy grant.

- Representative on the Glendora Day at the Fair Committee
 - Provides opportunities to inform Chamber and city leaders of the good work the college is doing
 - Ensures the college receives credit for our participation in the parade and the day’s entertainment (Citrus Singers)
 - Ensures information is relayed from the committee to the appropriate college staff

- Builds the college image and relationships with community leaders
- Resulted in a “Citrus College Day” where students and staff received free admission and positive press
- Participation in SanFACC
 - Provides an opportunity to meet with government relations staff in the region and share information and best practices
 - Allows for collaboration of government relations staff on SanFACC initiatives
 - Facilitates data gathering for SanFACC meetings and SanFACC initiatives
 - Provides staff support and assistance at SanFACC meetings

Collaboration and Relationship Building within the College Community

- Managers and Staff
 - Collaborative efforts with the Superintendent/President's Office and External Relations in preparing for special events, dedications, campus tours and providing information for board meetings
 - Assists the director of communications in proofreading and editing materials for publication
 - Assists the executive director of development and external relations with Foundation events and special projects
 - Assists the director of institutional research in drafting, editing and proofreading documents
 - Supported the college’s Accreditation Self-Study process
- Mentorship and Service to Students
 - Created an open-door policy for students, in order to assist them in advocacy efforts
 - Responds to all e-mail inquiries from students
 - Does research when requested, to provide accurate information
 - Attends student government meetings, when invited to do so
 - Serves on the Student Worker of the Semester selection committee
 - Volunteers for biannual Information Booths and recently as election facilitator

Strengths/Effective Practices:

- Protocol and Government Relations has worked effectively with the external community and the college community, including students, to achieve favorable outcomes regarding funding and legislation at both the state and national level.

- Protocol and Government Relations has established good relationships with a variety of college constituencies and has represented the college's interests by serving on various committees at the local and state level.

- Examples of effective practices:

Subscriptions to bills moving through the California Legislature; subscription to news alert for "Citrus College;" subscription to newsletters and updates from legislators within the district; and subscription to Capitol Alerts from the *Sacramento Bee*, which provides up-to-the-minute e-mail alerts on breaking news, including budget information

- Examples of effective pilot projects:

- SanFACC – In 2007, under the direction of the Superintendent/President, Protocol and Government Relations worked to create a regional community college caucus. The caucus was composed of Citrus College, Chaffey College, Glendale College, Mt. San Antonio College, Pasadena City College and Rio Hondo College. The Protocol and Government Relations program was awarded an NCMPR Gold Medallion of Excellence for this project.
- Events Checklist – In 2009, under the direction of the Superintendent/President and in collaboration with the director of communications, Protocol and Government Relations worked to develop a college event checklist that would serve as a guideline and resource for planning and executing all college events.

Weaknesses/Lessons Learned

- In the past, Protocol and Government Relations has worked with the Superintendent/President to address issues as they arose. A legislative agenda consistent with the college's Strategic Plan and Board Goals and developed under the direction of the Superintendent/President and the Board of Trustees' Legislative Ad Hoc Committee would provide consistency, clarity and direction.
- There is a need for greater efficiency in communications between Protocol and Government Relations and its service recipients.
- Protocol and Government Relations does not have dedicated support staff. The program borrows support staff from External Relations and on occasion, the Citrus College Foundation. This lack of formal arrangement sometimes results in scheduling conflicts, as support staff may be busy with other important projects.

Recommendations

- Protocol and Government Relations will work with the Superintendent/President and the Board of Trustees' Legislative Ad Hoc Committee to develop a legislative agenda for the college similar to that of other SanFACC colleges.
- Work with the executive director of development and external relations to refine procedures that will enhance the efficiency and clarity of communications between Protocol and Government Relations and its service recipients.

Goals

Short Term Goals (one year or less)

- Work with the Superintendent/President and the Board's Legislative Ad Hoc Committee to develop a legislative agenda that will serve as a guide for institutional advocacy for federal and state issues.
- Make contact with all new elected officials in the district and work with the Superintendent/President to schedule college visits.
- Work with the executive director of development and external relations to create a Tour Guide for a college docent program.

Long Term Goals (five years out)

- Remain a student-centered program that places student access, student service, and student success as a benchmark for all Protocol and Government Relations activities.
- Assist the Superintendent/President in serving as chair for SanFACC when that leadership opportunity is available, and work to expand the vision and further develop the practices and procedures of the organization.
- Work with the Superintendent/President to develop a schedule and protocols for hosting a bi-annual meeting with K-12 unified school districts in our service area.

Reprographics

Reprographics supports Citrus College's mission by delivering quality, cost effective, and efficient printing services while following environmentally responsible practices. The Reprographics team strives to meet the expectations of their clients by assessing their printing needs and using current technology to fulfill those needs.

Formerly known as Educational Services, the Reprographics Department joined the Advancement Division in 2004 as the result of a collegewide reorganization.

Priorities/Duties

- Document Management and Production
 - Printing and copying
 - Graphic design
 - Binding
- Project Management
 - Tracking incoming work orders
- Printing and Distribution
 - Determines which printing jobs are to be outsourced
 - Liaises with printers to establish costs, specifications and deadlines
 - Obtains mailing and distribution information

Staff Resources

The Reprographics staff reports to the executive director of development and external relations and is comprised of four employees: one supervisor, two full-time reprographics technicians, and one part-time reprographics clerk. A reprographics technician position is currently vacant.

Physical Resources

In 2005, Reprographics moved to its present location next to the Math/Science building and the Louis E. Zellers Center for Innovation. In doing so, the department lost 500 square feet of space. The acquisition of new equipment and a new web presence has resulted in the supervisor giving up his workspace and relocating his office to the Center of Innovation.

The Reprographics building houses the following equipment:

- Xerox i-GEN 3 Smart Press with FreeFlow RIP
- Xerox 4127 with GBC punch and booklet maker with FreeFlow RIP
- Xerox 4127 with GBC punch and booklet maker with FreeFlow RIP
- HP 6100Z Wide Format Printer
- Off line booklet maker

- Off line collator
- Baum 714 folder
- Challenger 3 hole drill
- Challenger Stitcher

Fiscal Resources

The Reprographics budget is a part of the college's Unrestricted General Fund. This fund, received from state apportionments and county or local taxes, is the primary operating fund for the district and covers its full scope of operations. The department does not receive any funding from state programs, incentive programs, restricted funds or categorical funds.

Assignments/Specialties

The reprographics supervisor manages the daily operations of the department. His duties include, but are not limited to, on-campus print production, printing policies and procedures, printing cost supervision, billing and cost recovery, and the off-campus printing and vendor liaison. The reprographics supervisor has 37 years of printing industry experience and has been a Citrus College employee for 30 years. He is highly respected in both the college community and in the printing industry.

Reprographics Technicians

- Operates printing and copying equipment
- Operates various bindery equipment
- Logs in work orders

Reprographics Clerk

- Performs clerical tasks
- Operates various bindery equipment
- Maintains filing system for billable accounts

The reprographics supervisor is actively involved in professional activities and opportunities that enable him to participate in shared governance and network with printing industry organizations. The organizations and committees include:

- Association of College and University Printers (ACUP) Member and Conference Host
- Citrus College Accreditation Team
- Classified Staff Development Committee
- CSEA 101 Chapter President and Chief Negotiator
- Steering Committee
- Supervisor/Confidential Team
- Xerox Digital Print Host
- Xerox Digital Print Symposium Speaker
- Xerox Higher Education Committee Member

The Reprographics staff also participates in professional development activities that increase their job knowledge and keep them current with trends and innovations in digital printing. These activities include:

- Emergency Preparedness Training
- Flex Day Activities
- iGen 3 Smart Press training
- WebCRD Training
- Xerox FreeFlow training

Service Recipients

The Reprographics staff supports the college's mission and institutional objectives through its relationship with two major service recipient groups: external and internal.

External service recipients include alumni, community leaders, elected officials, businesses, corporations, foundations, and local residents who receive the college's publications and communications products that are printed in Reprographics. Internal service recipients are Citrus College faculty, students, administrators and staff who utilize and/or benefit from Reprographics' services.

Reprographics relationship with its service recipients reflects the following core values and benefits:

- Confidentiality
- Consistency of content and graphic identity
- Convenience and unrivaled turnaround times
- Cost Control
- Expert knowledge of internal clients' needs

Program Performance

The Reprographics staff provides valuable support to the many collegewide projects and initiatives. Their 2009-2010 contribution to the college's Strategic Planning and Board Goals is presented in the matrix on pages 7 through 13.

The Reprographics staff was featured as an *In Plant* magazine cover story, "*Small Wonders.*" A copy of the article is included in the Appendix.

Providing cost effective printing services play a vital role in Reprographics program performance. The department offers digital, color and black & white reproductions at a consistently lower cost compared to local commercial printing facilities and quick copy centers. Overall, Reprographics yields a 20-30% cost savings on digital printed materials.

The Reprographics team takes pride in its environmentally friendly printing and copying services to the college, regarding this as a professional responsibility. They are committed to balancing the need for high quality, affordable printing with

environmentally conscious practices such as the use of post-consumer recycled paper, eco friendly toner, and solid inks.

Strengths/Effective Practices

- Qualified, knowledgeable, and experienced staff
- Prints and reproduces a wide range of products
- Output and productivity rivals that of other college printing plants and similar-sized commercial printers
- Solid knowledge of graphic identity standards
- Provides value-added services that contribute to the overall business success of the college
- Knowledge of printing industry standards
- Outsourced jobs are well-managed and well-tracked

Weaknesses/Lessons Learned

- Managing workflow presents a special challenge because printing projects are received in different formats and from various points of entry.
- Lack of staff makes it difficult to keep up with rapidly-changing technology

Recommendations

- Reinstatement of the part time (40 percent) reprographics technician position
- The department will need a digital and web technician in order to keep up with future printing industry innovations
- Consider expanding services to the student and staff population
- Worn and outdated equipment needs to be replaced
- Work closely with External Relations marketing and communications group to revise the Style Guide/Graphic Identity Standards

Goals

Short Term Goals (one year or less)

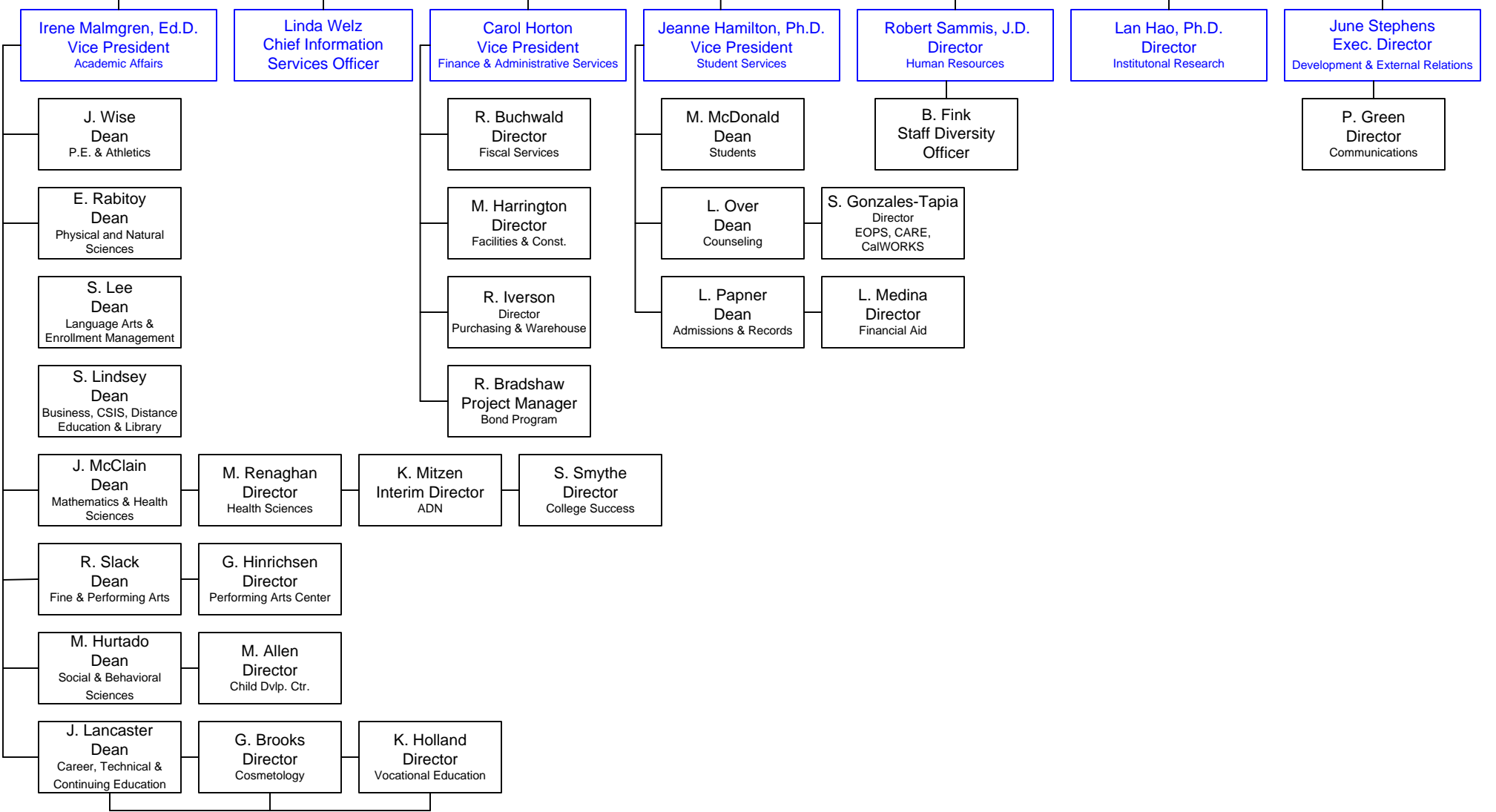
- Set up Web submission workstation
- Train staff and facility on new Web submission site
- Update job descriptions

Long Term Goals (five years out)

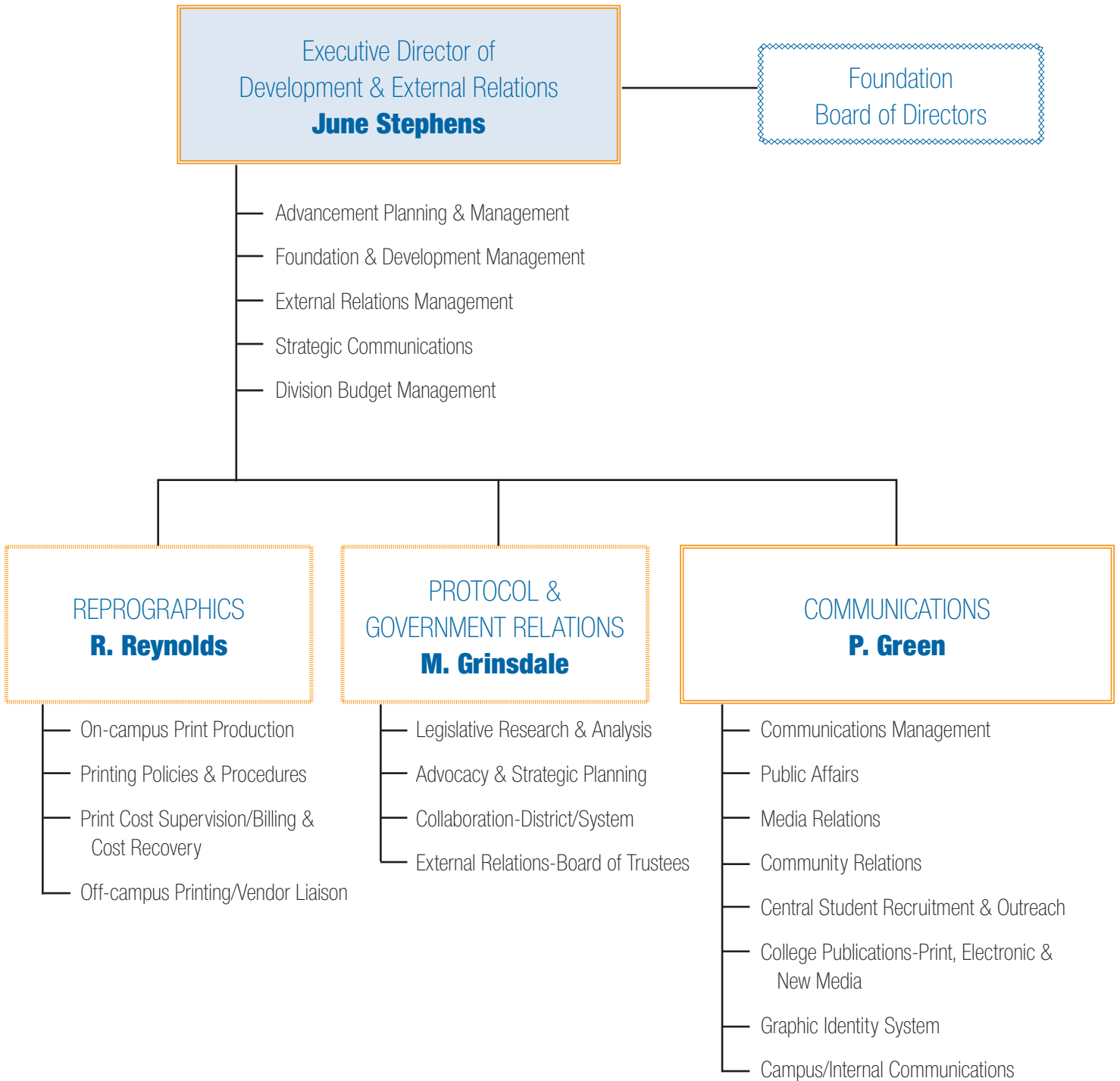
- Upgrade wide format equipment
- Establish department social networking site
- Open Reprographics to student and staff printing

BOARD OF TRUSTEES
 Susan M. Keith
 Joanne Montgomery
 Edward C. Ortell
 Patricia Rasmussen
 Gary L. Woods
 Karine Ponce (Student Trustee)

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



Development & External Relations



Supervisors

Directors



Institutional Advancement

FOUNDATION

- Board Development
- Board Management
- Committee Management
- Compliance with Federal and State Laws
- Acceptance, Management and Sale of Gifts of Real and Personal Property
- Investment Management
- Valuation of Gifts for IRS and State of California Reporting Programs
- Management of Bequests, Estates and Trusts
- Corporate Matching Gifts
- Endowment Fund Management
- Grant Management
- Financial Reports (Local, State and Federal)
- Planned Giving Program
- Scholarships and Awards
- Acceptance and Deposit of Cash Gifts
- Accounting and Reporting for Restricted Accounts
- Donor Tracking
- Gift Acknowledgement and Donor Recognition Plans
- Accounting, Receipting, Reporting and other Services for Campus Support Groups
- Database Management of Donor Records and Mailing Lists

DEVELOPMENT

- Fundraising and Friendraising Development Plan
- Alumni Relations
- Alumni Records
- Alumni Solicitations
- Campus Fundraising
- Prospect Research, Management and Tracking
- Donor Relations
- Annual Fund Solicitations
- Target or Project Fundraising
- Major Gift Development
- Grant and Resources Development
- Business and Corporate Relations
- Community and Government Relations
- Event Planning and Management
- Donor Cultivation Events/Activities

REPROGRAPHICS

- Printing Policies and Procedures
- Classroom Syllabus and Handouts
- Classroom Test
- Brochures
- Bookstore Educational Supplements
- Posters
- Bindery–Cutting, Stapling, Collating and Folding
- Binding–Fastback, Coil and Comb
- Laminating
- Class Fliers
- Performing Arts Programs and Mailers
- Recruitment/Outreach Fliers and Brochures
- Programs
- Graduation Invitations–Nursing, Dental, Cosmetology, Audio
- Visual Program
- Printing Cost Supervision/Billing and Cost Recovery
- Off-campus Printing/Vendor Liaison
- Print Equipment Evaluation

PROTOCOL AND GOVERNMENT RELATIONS

- Government and Community Relations
- Community College and Higher Education Issues Monitoring and Analysis
- State and Federal Legislation
- State and Federal Issues
- State Budget Issues
- Correspondence to Legislators
- College Representation on State, Regional and Community Organizations
- Appointments with Legislators
- Logistics
- Research
- Strategy Development
- Talking Points
- Event Planning and Management
- Support for ASCC Board and Student Leaders
- Meetings
- Communications
- Information
- Training
- College Communications Research and Development
- Ceremonial Protocols
- Special Projects – Foundation/Development

COMMUNICATIONS AND MARKETING

- Marketing Plan
- Community Relations
- Advertising and Promotions
- Graphic Arts Design
- Production for Print and Web
- Publications
- Brochures
- Catalog
- Class Schedules
- Annual Report
- College Magazine
- Internal and External Newsletters
- Campaign Literature
- Reports
- Media Contacts/Relations
- Press releases, media advisories, opinion editorials
- Writing and Editing Services
- Emergency/Crisis Communications
- College Events



CITRUS COLLEGE FOUNDATION

MISSION STATEMENT

The Citrus College Foundation develops and nurtures relationships which provide resources to further the district's mission of advancing students' educational goals.

Revised 3/28/09

Attachment 4

**CITRUS COLLEGE FOUNDATION
2010 – 2011 Board of Directors**

Officers

Mr. Tom Gerfen, <i>Instructor Emeritus, Citrus College</i>	<i>President</i>
Mr. Brian Bowcock, <i>Board of Directors, Three Valleys Municipal Water District</i>	<i>President-Elect</i>
Mrs. Joyce Dill, <i>Retired Citrus College Employee</i>	<i>Secretary</i>
Ms. Socorro Arrietta, <i>Wells Fargo Bank</i>	<i>Treasurer</i>

Directors

Ms. Chrissy Concannon, *ASCC President, Citrus College*
Mrs. Elin Dowd, *President, Monrovia Growers*
Mr. Mark Ferrari, *President, Ferrari Brothers Body Shop*
Mrs. Sherry Glab, *Retired Business Owner; Certified Parliamentarian*
Mrs. Carol Horton, *Vice President of Finance & Administrative Services, Citrus College*
Mrs. Susan M. Keith, *Citrus College Board of Trustees Representative*
Mrs. Sharon Lewis, *Retired Business Owner*
Mrs. Nancy Magnusson, *Retired Educator*
Dr. Irene Malmgren, *Vice President of Instruction, Citrus College*
Ms. Joyce Miyabe, *Classified Representative*
Mr. Jerry Newell, J.D., *Instructor Emeritus, Citrus College; retired Estate Planning Lawyer*
Dr. Terry Nichols, *Superintendent, Duarte Unified School District*
Dr. Geraldine M. Perri, *Superintendent/President of Citrus College; Executive Director of the
Foundation*
Dr. Levi Richard, *Citrus College Faculty Representative*
Ms. June Stephens, *Executive Director of Development & External Relations*
Mrs. Priscilla Zepeda, *City of Irwindale*

Emeritus

Ms. Jennetta Harris, *Southern California Edison*

Staff

Mrs. Jane Cole, *Administrative Assistant*
Mrs. Cheryl Greer, *Accounting Clerk*

Foundation Assets

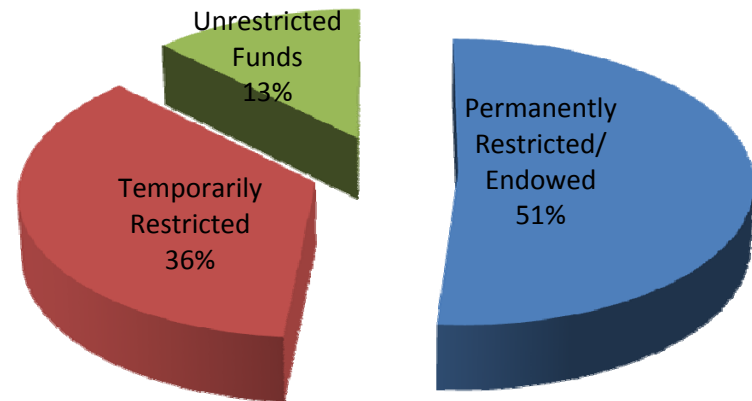
Unrestricted Funds

General Operations Fund	\$14,390
General Undesignated Fund	\$630,370
Development – General	<u>\$98,840</u>

Total Unrestricted Funds **\$743,600**

Permanently Restricted/Endowed	\$3,046,925
Temporarily Restricted	\$2,143,465
Unrestricted Funds	<u>\$743,600</u>

Assets on 6/30/2010 **\$5,933,990**



Attachment 6

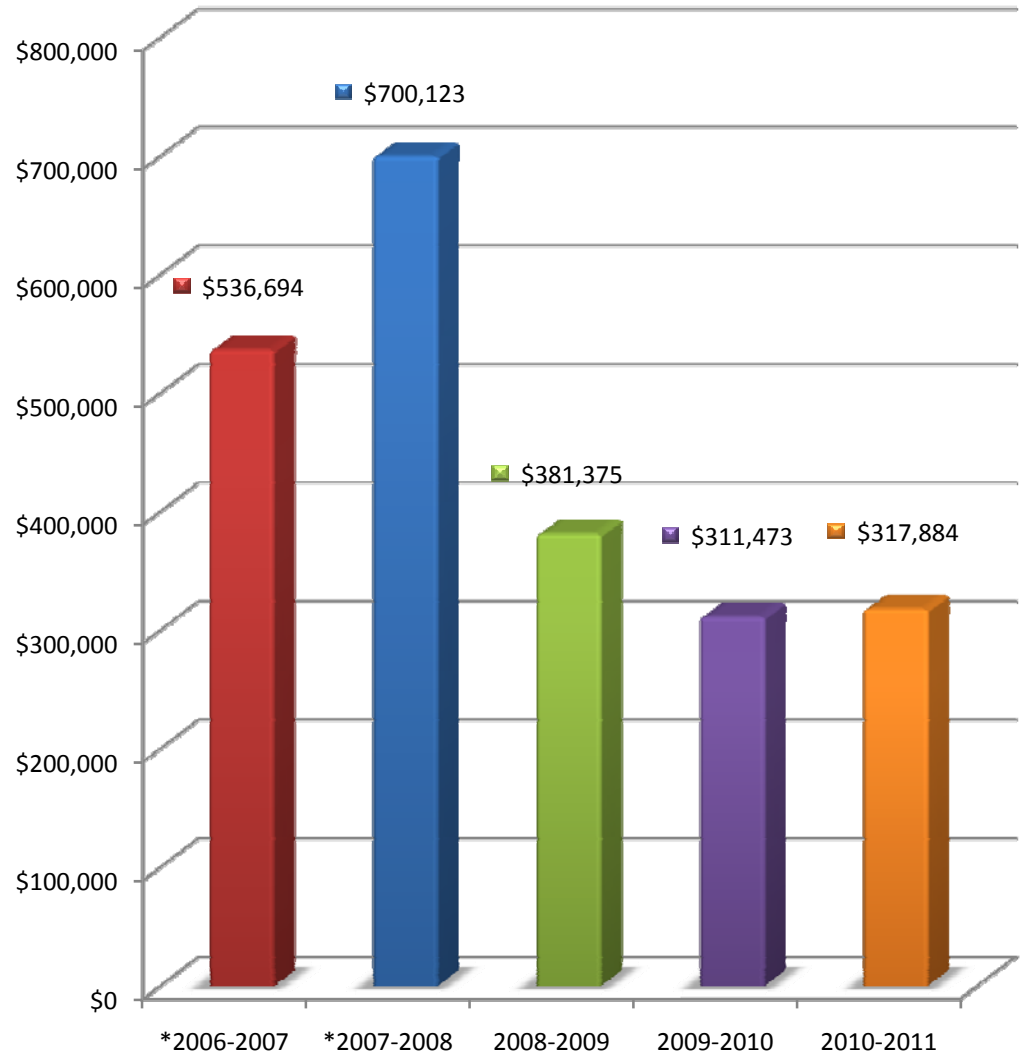
Foundation Revenue

Year	Donations
*2006-2007	\$536,694
*2007-2008	\$700,123
2008-2009	\$381,375
2009-2010	\$311,473
2010-2011	\$317,884

Total Revenue \$2,247,549

***Received large bequests and matching Hispanic Serving Institution**

Attachment 7

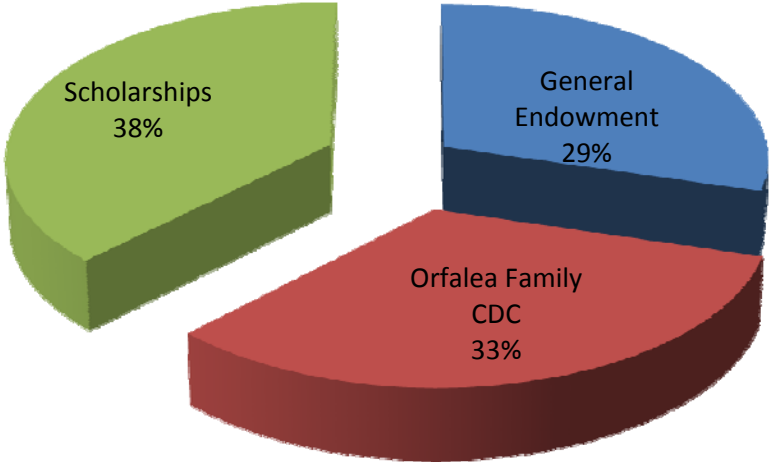


Endowed/Permanently Restricted

Permanently Restricted/Endowed

General Endowment	\$900,000
Orfalea Family CDC	\$1,000,000
Scholarships	\$1,146,925

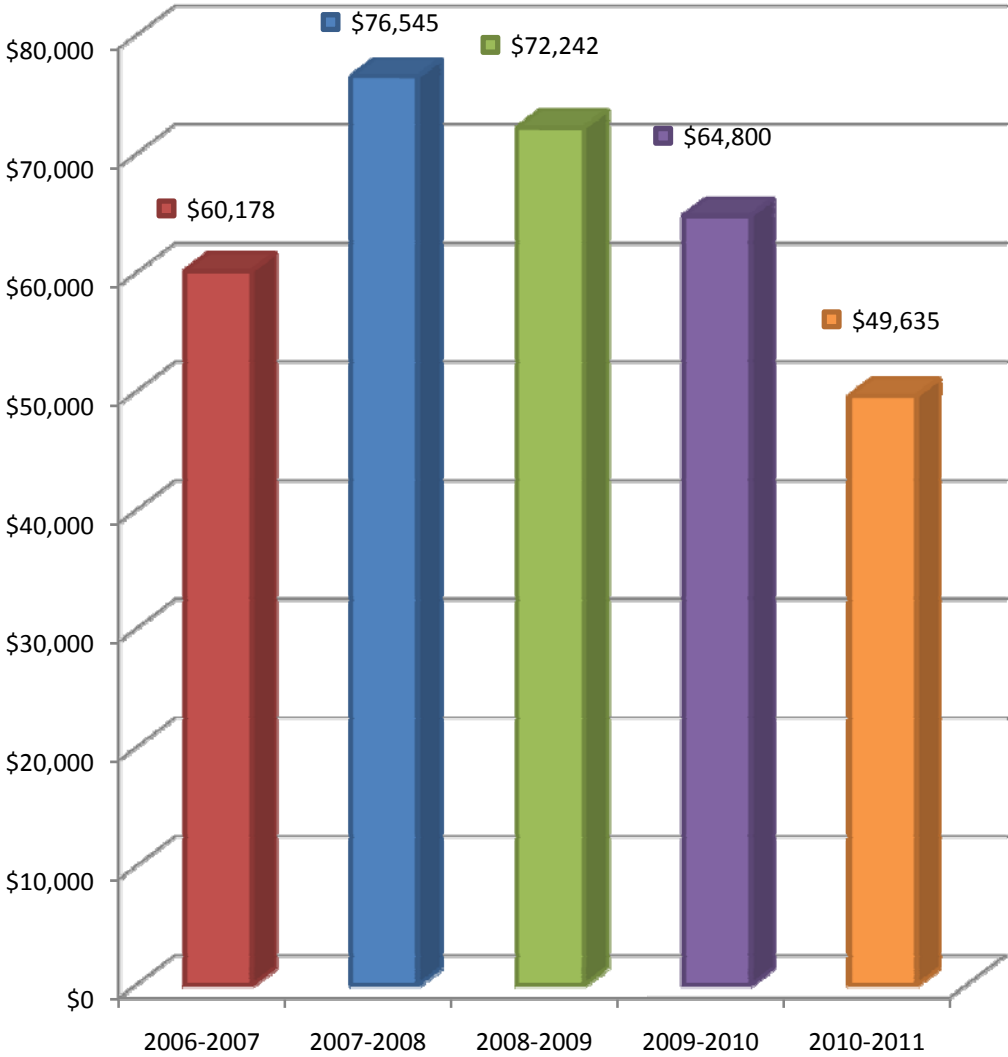
Total Endowed \$3,046,925



Unrestricted Donations History

Year	Donations
2006-2007	\$60,178
2007-2008	\$76,545
2008-2009	\$72,242
2009-2010	\$64,800
2010-2011	\$49,635

Total Unrestricted Donations	\$323,399
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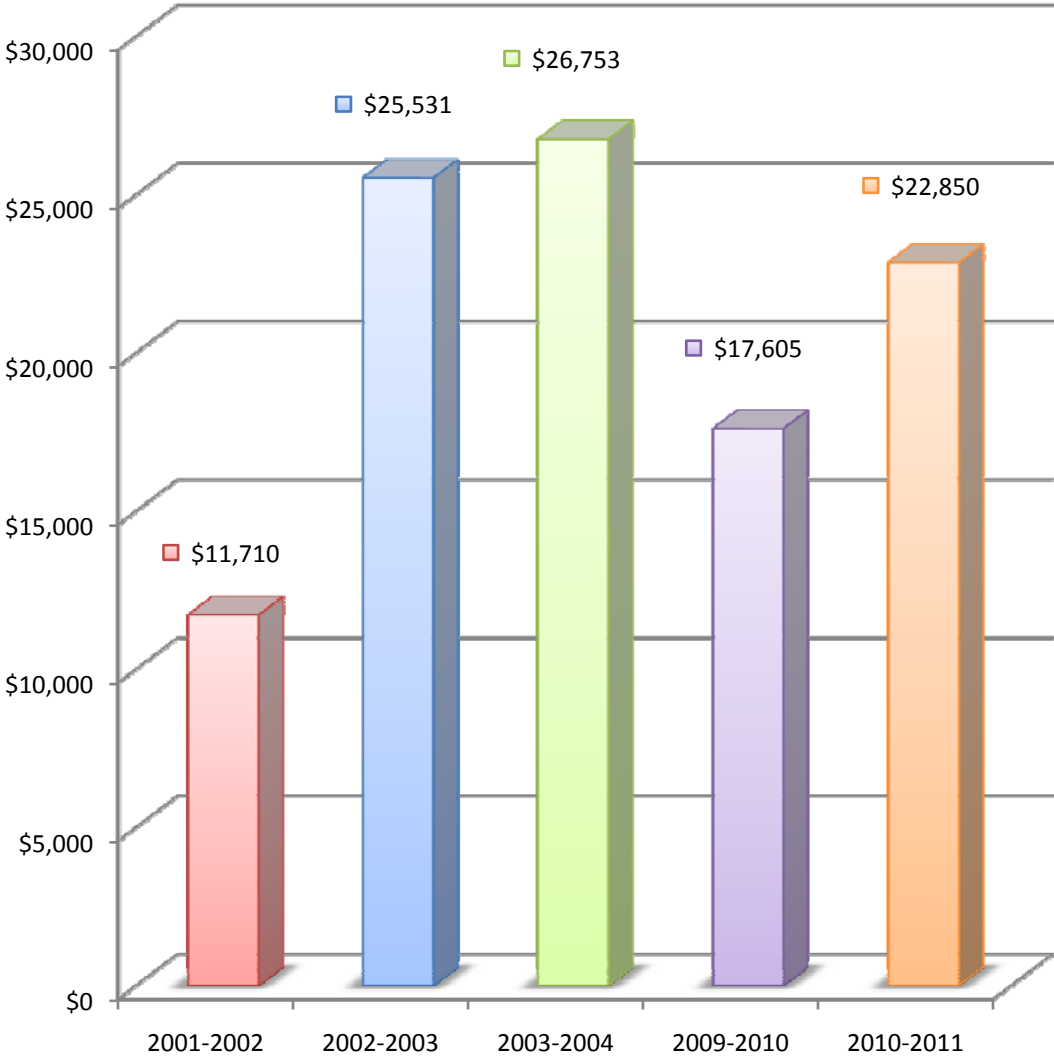


Attachment 9

Annual Campaign History

Year	Donations
2001-2002	\$11,710
2002-2003	\$25,531
2003-2004	\$26,753
2009-2010	\$17,605
2010-2011	\$22,850

Total Annual Campaign Donations \$104,449



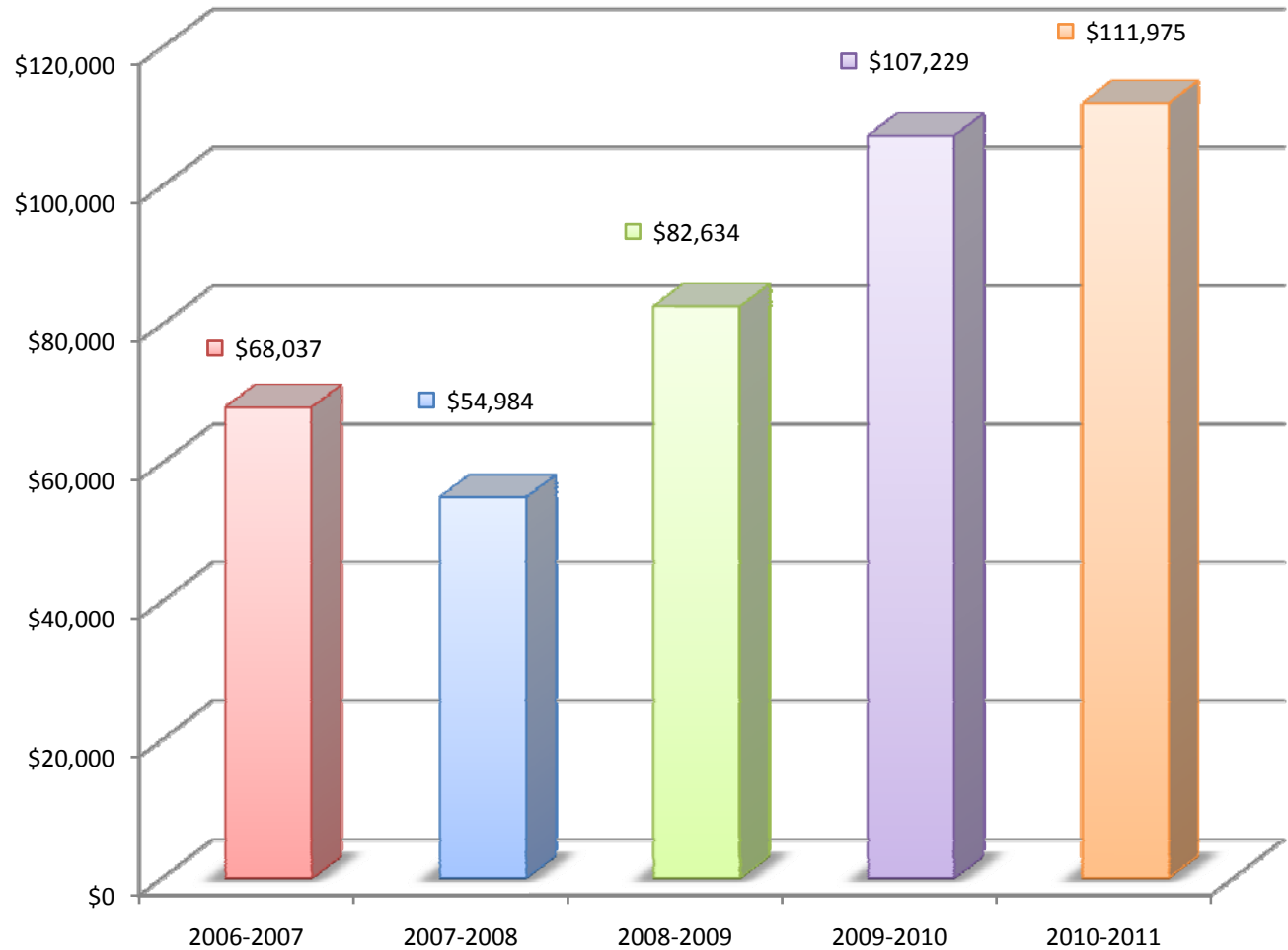
Attachment 10

Scholarships and Grants

Year Donations

2006-2007	\$68,037
2007-2008	\$54,984
2008-2009	\$82,634
2009-2010	\$107,229
2010-2011	\$111,975

**Total Scholarships
and Grants \$424,859**



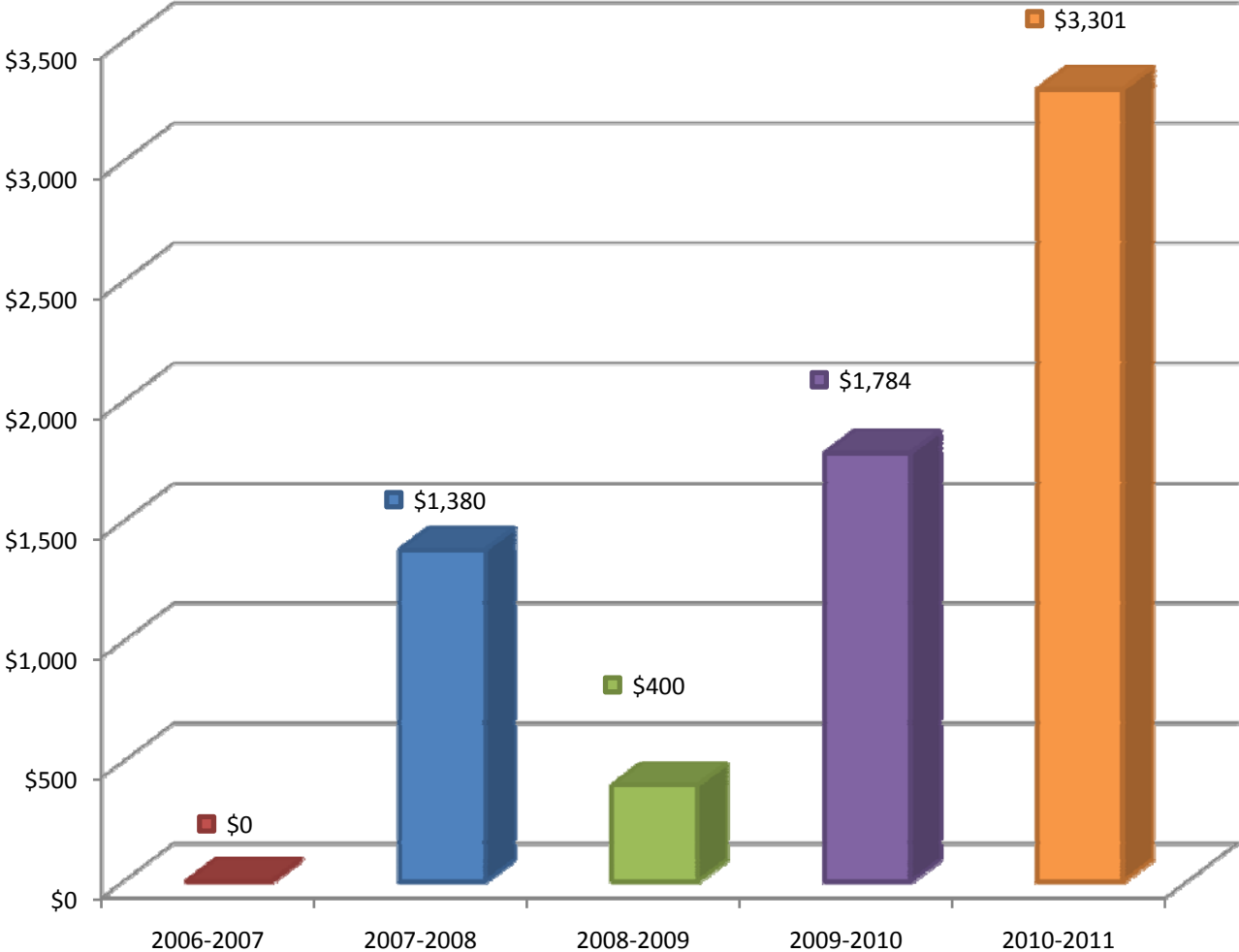
Attachment 11

Programs and Projects

2006-2007	\$0
2007-2008	\$1,380
2008-2009	\$400
2009-2010	\$1,784
2010-2011	\$3,301

Total Programs and Projects **\$6,865**

Attachment 12



Citrus College Advancement/External Relations
Professional Awards and Honors, 2004-2010

<u>Year</u>	<u>Organization Name</u>	<u>Award Category</u>	<u>Entry Title</u>	<u>Award Title</u>
2004	National Council for Marketing and Public Relations	Newsletter	Career/Transfer Center	Gold Medallion
2004	National Council for Marketing and Public Relations	Media Success Story	San Gabriel Valley Examiner	Gold Medallion
2004	National Council for Marketing and Public Relations	Promotional Campaign	A Taste of Autumn 2003	Bronze Medallion
2004	National Council for Marketing and Public Relations	Promotional Video	Citrus College Web Card	Bronze Medallion
2005	Community College Public Relations Organization	News Story	Meg O'Neil / Clarion Awards	First Place
2005	Community College Public Relations Organization	Feature Story	Bill Cornett Article	Second Place
2005	National Council for Marketing and Public Relations	Media Success Story	Glendora Community News	Gold Medallion
2005	National Council for Marketing and Public Relations	Promotional Campaign	Gold Line	Silver Medallion
2005	National Council for Marketing and Public Relations	Color Photograph	Student Walking in Fall	Bronze Medallion
2006	Community College Public Relations Organization	Photograph	Transfer Photo	Second Place
2006	Community College Public Relations Organization	Photograph	Untitled	Third Place
2006	Community College Public Relations Organization	News Story	N/A (?)	First Place
2006	Community College Public Relations Organization	News Story	N/A (?)	Third Place
2006	Community College Public Relations Organization	Feature Story	Claudia Cervantes	Second Place
2006	Community College Public Relations Organization	Media Success Story	Glendora Community News	Third Place
2006	Community College Public Relations Organization	Media Success Story	MountainViews	First Place
2006	National Council for Marketing and Public Relations	Media Success Story	Relay for Life	Bronze Medallion
2006	National Council for Marketing and Public Relations	Media Success Story	A Taste of Autumn 2005	Silver Medallion
2006	National Council for Marketing and Public Relations	Logo Design	90 th Anniversary Logo	Bronze Medallion
2006	National Council for Marketing and Public Relations	Feature Article	Michael Klein / Columbia	Bronze Medallion
2006	Council for the Advancement and Support of Education	Newsletter	Career/Transfer Center	Bronze Award
2007	Community College Public Relations Organization	TV PSA/Ad	Where Will Your Bright Future	First Place
2007	Community College Public Relations Organization	Media Success Story	A Taste of Autumn 2006	First Place
2007	Community College Public Relations Organization	News Release	Veteran's Day Celebration	Second Place
2007	Community College Public Relations Organization	Online Newsletter	Weekly Bulletin	Second Place
2007	Community College Public Relations Organization	Feature Article	Michael Klein / Columbia	Third Place
2007	Community College Public Relations Organization	Photography	Photo # 1	First Place
2007	Community College Public Relations Organization	Photography	Photo # 2	Second Place
2008	Council for the Advancement and Support of Education	Rising Star Award	Marilyn Grinsdale	
2009	Community College Public Relations Organization	News Release	Veterans Center Open House	Third Place
2009	Community College Public Relations Organization	News Release	HSI Grant	First Place
2009	Community College Public Relations Organization	Photography	Science Student	Third Place
2009	Community College Public Relations Organization	Photography	Happy Graduate	First Place

Citrus College Advancement/External Relations
Professional Awards and Honors, 2004-2010

<u>Year</u>	<u>Organization Name</u>	<u>Award Category</u>	<u>Entry Title</u>	<u>Award Title</u>
2010	Community College Public Relations Organization	Print Advertising	"My Citrus Story"	First Place
2010	Community College Public Relations Organization	Feature Story	"Citrus College Superintendent/ President: An Inspiration to Many"	Second Place
2010	Community College Public Relations Organization	Press Release	"Citrus College Cosmetology Program Receives National Service Award"	Second Place

Publications Developed and Produced by External Relations Marketing and Communications 2009-2010

The following is an overview of the publications produced by the External Relations Marketing and Communications section in 2009-2010. This list is a representative list only and does not include every projects complete during that academic year.

Publication	Category
1 2008-2009 Report to the Community	Annual Report
2 A Taste of Citrus (6 issues)	Newsletter
3 Achievement Awards Program	Event Materials
4 Bob Margett Donation Reception	Event Materials
5 Career/ Transfer Center newsletter	Newsletters
6 Citrus Alert	Advertisements, Fliers, Posters
7 Citrus College Catalog 2009-2010	Catalog
8 Citrus College Fast Facts	College Information
9 Citrus View (6 issues)	Newsletter
10 College Planning Guide 2009-2010	Book
11 Commencement Program	Event Materials
12 Continuing Education Schedule--Fall 2009	Class Schedule
13 Continuing Education Schedule--Spring 2010	Class Schedule
14 Continuing Education Schedule--Summer 2010	Class Schedule
15 Convocation Program	Event Materials
16 Counseling Events and Workshops Calendar 2009-2010	Brochure
17 Distance Education	Brochure
18 Facts in Brief 2010	College Information
19 Fall 2009 Class Schedule (Online schedule announcement mailed to households and continuing students)	Postcard
20 Fall 2009 Class Schedule (Printed copy/limited distribution)	Class Schedule
21 Foster Kinship Class Schedules (3)	Class Schedule
22 High School Newsletters "Come See the Future . . . Now"	Newsletter
23 Honors Program	Brochure
24 Honors Program	Certificate
25 Instructional Program Fliers	Flier
26 Institutional Advertisements	College Information

Attachment 14

Publications Developed and Produced by External Relations Marketing and Communications 2009-2010

The following is an overview of the publications produced by the External Relations Marketing and Communications section in 2009-2010. This list is a representative list only and does not include every projects complete during that academic year.

Publication	Category
27 Learning Center	Brochure
28 Parking Update	Brochure
29 Parking Update--Brochure, Posters and Fliers	Student Services
30 Retiree Proclamations	Event Materials
31 Scholarship Information	Brochure
32 Spring 2010 Class Schedule (Online schedule announcement mailed to households and continuing students)	Postcard
33 Spring 2010 Class Schedule (Printed copy/limited distribution)	Class Schedule
34 Strategic Plan Covers and Letters	College Information
35 Student Conduct Book	Student Services
36 Study Abroad	College Information
37 Summer 2009 Class Schedule (Flier distributed on campus)	Flier
38 Summer 2009 Class Schedule (Online schedule announcement mailed to households and continuing students)	Postcard
39 Summer 2009 Class Schedule (Printed copy/limited distribution)	Class Schedule
40 Summer 2010 Class Schedule (Online schedule announcement mailed to households and continuing students)	Postcard
41 Summer 2010 Class Schedule (Printed copy/limited distribution)	Class Schedule
42 Tenured Faculty Book	Event Materials
43 Umoja Program Materials	Brochure
44 Veterans Day Program and Fliers	Event Materials
45 Weekly Bulletin	Newsletters
46 Winter 2010 Class Schedule (Online schedule announcement mailed to households and continuing students)	Postcard
47 Winter 2010 Class Schedule (Printed copy/limited distribution)	Class Schedule
48 A-G Information Fliers for K-12 Districts	College Information

Six heads are better than one

Pasadena Star News/San Gabriel Valley Tribune/Whittier Daily News/Inland Valley Daily News

Article Launched: 11/25/2007 10:23:58 PM PST

COMMUNITY colleges are separate entities, run by locally elected boards of trustees. Yet the students see them as one big menu from which they pick and choose classes and degree credits.

Like individual cities chasing sales-tax dollars, community colleges compete with one another for students, for funding, for the latest high-tech programs. Competition is fine among businesses or sports teams. But with tax-supported local colleges, it's better to find efficiencies and commonalities through cooperation.

While there's no guarantee that each community college will drop its competitive striving (and some competition among them is a good thing), six of them from our region - and slightly beyond - have formed an association to better lobby Sacramento for funding and coordinate vocational and academic programs. The San Gabriel/Foothill Association of Community Colleges is a formalized friendship with Chaffey College in Rancho Cucamonga, Glendale College, Mt. San Antonio College in Walnut, Pasadena City College, Citrus College in Glendora and Rio Hondo College in Whittier. It is a long time coming.

We've always pressed for group advocacy among the San Gabriel Valley's 30 or so cities. We'd often say, "Gee, neighboring City Y had the same problem, have you talked to them?" It's great having local representation, but there's such a thing as economies of scale.

Now that the students have figured out how to manipulate the Mt. SACs and the PCCs by surfing the Web and traversing the freeways to attend classes, these community colleges that carry so much of the student load in our region need to put their heads together.

When they want to be heard in Sacramento, it's better to speak with one voice than with six. The power-in-numbers approach also reduces jam-ups in the aisles of the state Capitol. Said state Sen. Jack Scott, D-Pasadena, a former PCC president: "They can come together and say here are the issues that are common to community colleges."

Second, there's the matter of avoiding duplication of services. It costs a lot to run a fire and police academy. That's why five said they would defer to Rio Hondo College, which ranks among the top 10 in that curriculum. Yet, when Citrus recently decided to add a nursing/RN program, something the others also have, it was considered prudent. Why? Because of the dire need for nurses in hospitals and nursing homes. Now, the association can better coordinate hospital sites for each college's nurses in training.

Really, though, the Big Six is more about getting their way in Sacramento than saving tax dollars. They've put together their association on the heels of Proposition 92, which goes before voters in February. Is the timing a coincidence? We don't think so. It makes sense that community colleges - and these six account for 150,000 students - flex their collective muscle for the passage of the fund-equalization measure. It also makes sense from a campaign fundraising standpoint.

Besides, the colleges, which often get the short end of the stick of Prop. 98 funds, may be going up against the powerful California Teachers Association lobby, whose leaders see it as a raid on K-12 funding, something the CCs deny.

We wish the community colleges - in whatever form they take - success. Strengthening their mission will help area students go from high school to college and beyond.

Collators: Time to Upgrade?...page 30

Anatomy of a CTP Purchase...page 34

Digital Print Reigns a On Demand...page 38

www.ipgonline.com

IN-PLANT GRAPHICS

THE ONLY PUBLICATION DEDICATED TO IN-PLANT PRINTERS • May 2007 / \$10

SPECIAL COVERAGE
Innovative
SMALL
In-plants
STARTS ON
PAGE 16

Small Wonders

Despite their limitations, small in-plants are accomplishing BIG things. Here are some of their stories.



Rocky Reynolds (front left) and Anna Somrek stand in front of Citrus College's Xerox iGen3—a major addition to the small in-plant. Behind them are Tim Maher and Mary Zampiello.

SPECIAL COVERAGE
**Innovative
 SMALL
 In-plants**

A More Professional Look

Sometimes you can't get money for upgrades no matter how badly you need them—and sometimes you get a license to spend.

Rocky Reynolds, reprographics supervisor at the Citrus College in-plant in Glendora, Calif., says he kept hearing requests from higher-ups for a more professional and business-oriented look to all of the campus' publications, even for flyers and brochures.

"We were sending a lot of work off-campus to get that look, even with a Xerox 2060 for color work," he says. After investigating available digital presses, the in-plant, which has just three full-time and two part-time



Rocky Reynolds (left) and Anna Somrek stand next to Citrus College's Xerox iGen3—a major addition to the small in-plant. Behind them are Tim Maher and Mary Zampielo.



PHOTOS BY ROY LABOMME

employees, installed a Xerox iGen3.

"We're now doing a lot of stuff on campus that we used to send off," Reynolds reveals. "Fifty percent of the work we do, we didn't have the capability for before, and our graphics department is designing publications to meet this change." The

number of impressions in the department has risen from 50-60,000 per month to 160,000.

"Lots of brochures are now in full-color, and our class offerings and department program brochures are all in full-color," says Reynolds. The shop can also handle heavier and larger materials, such as 100-lb. stock and 12-pt. chrome coat.

"Our business cards have gone to 12 pt. chrome coat and have a nice digital print quality," he remarks.

The Citrus College in-plant had had a modest online ordering system for a few years, but once the iGen3 was in place, the shop adopted iWay, which Reynolds says has been working well.

"I like it because it changes [their documents] to PDFs," he says. "A lot of our stuff comes in as Word or Publisher files because we're a Microsoft organization, and this gives us more flexibility."

Currently, 50 to 60 percent of the in-plant's orders are taken online. Reynolds is pushing for 80 percent online ordering in the years ahead.

"Long-time instructors still like to carry orders over to us," he says. "I'm going to push online ordering heavily at the seminars we give at the start of the school year."

—By *W. Eric Martin*