

5/20/2016

# Sexual Assault Awareness Campaign

“U-Matter, Speak Up!”



Christine Lopez

Afshin Mahajan

Faby Marton

Lisa Pavik

Marilu Ramirez

Justin Wallace

## Table of Contents

Mission Statement .....	2
Executive Summary.....	2
General Organization Description.....	3
Products and Services .....	4
Marketing Plan .....	6
Operations Plan.....	9
Management and Organization .....	10
Financial Plan .....	10
Appendices.....	12

## Mission Statement

College of the Canyons is committed to preventing Sexual Assault by providing relevant information, education/prevention tools, and resources to our students in a way that empowers everyone to not be a bystander through our “U-Matter, Speak Up!” campaign. See Something. Say Something. Do Something.

## Executive Summary

At College of the Canyons, we strive to offer access to enriching educational resources that provide students with essential academic skills and prepares students for transfer education, workforce-skills development, and the attainment of learning outcomes corresponding to their educational goals. To achieve this mission, College of the Canyons is dedicated to the well-being of the students by providing a positive environment and the necessary resources to support student success, foster a climate characterized by civility, collegiality, acceptance, and respect.

With new additions to laws, regulations, and requirements that address sexual violence there has been a turning point in the way colleges and universities handle this issue. Title IX of the Education Amendments of 1972 is a federal civil rights law that prohibits discrimination on the basis of sex in any education program or activity that receives federal funding. Sex discriminations includes sexual harassment, sexual battery, sexual assault, and rape. Along with VAWA (Violence Against Women Act), colleges are required to include incidents such as domestic violence, dating violence, sexual assault, and stalking to the annual Clery Report. The Clery report is the annual campus crime statistic report for the college. VAWA was reauthorized in 2013 expanding protection to gay, lesbian, transgender, bisexual, Native American, and immigrant victims

In order to adhere to all the new requirements, College of the Canyons is committed to preventing sexual assault by providing relevant information, education/prevention tools, and resources to our students in a way that empowers everyone to not be a bystander through our “U-Matter, Speak Up!” campaign. Our campaign was developed to create a unifying brand/logo that could be used all over campus in an effective way. This logo will be placed on all materials related to sexual violence that the campus distributes to the students, faculty, staff, administrators and the general public. This collection of materials will provide important information. This will include:

- **Banners:** With our logo/brand, this approach will deliver the important message of the campaign. Our banners will be posted in high-traffic areas on both Canyon Country and Valencia campus.
- **Posters:** On the College of the Canyons campuses, there are several kiosks and bulletin board-type spaces where students, faculty and staff can get permission to display posters. The posters will reflect the message we want share. Every so often, the messages will be replaced to bring awareness to a variety of topics that are related to sexual violence.

- **Speaker Series:** In conjunction with Student Health and Wellness Center and the Body Mind Wellness Committee we could bring expert speakers from a variety of disciplines to share their expertise and knowledge. Speakers have been a success at College of the Canyons and it would be great to take advantage of this idea for the campaign.
- **Quarter fold/pocket size quick information pamphlet:** The pamphlet will include information about student's rights per Title IX law, resources for students, faculty or staff if they experience an assault and how to define/prevent assault for future reference. It will also include the information about the Sexual Assault Response Team members on our campus as well as information for the Los Angeles County Sheriff's Santa Clarita Valley station.
- **Webpage:** This component of the campaign is of vital importance. The internet has become the most important way to access information about anything and everything. We interact with it on a daily basis, and the younger generations have come to rely more and more on internet and technology. We will be updating the webpage to provide better access to information and tools with a positive experience.

In order to adhere to new legislation passed by the Board of Education we need to develop and implement the "U-Matter, Speak Up!" campaign as soon as possible. College of the Canyons needs to be providing necessary information about sexual violence, reporting, definitions, discipline, and the laws/regulations that encompass Sexual Assault and Title IX. We are developing the next phase in our attempt to meet all the requirements expected by community colleges and universities. Now that we have completed the changes in our policies and procedures on how to handle such situations, it is time to bring together ideas to meet our marketing needs and reach out to our current and incoming students while also continue to promote our vision of a safe campus for all our students. Title IX, VAWA, and the Clery Act are important laws designed to protect covered individuals from discrimination, harassment, sexual violence, and additional crimes.

## General Organization Description

College of the Canyons (COC) is a Community College located in Santa Clarita, California and is part of the California Community College system, which is comprised of 113 colleges throughout the state. COC offers over 150 associate degree and certificate programs and provides educational services to over 31,000 students at the Valencia and Canyon Country campuses.

In addition to providing sound education to students, the college also participates and provides numerous partnerships with community businesses, agencies, initiatives and social service agencies. COC is heavily involved with the Economic Development of Santa Clarita and works with the local high schools, Chamber of Commerce and City to help fuel growth for Santa Clarita.

Unlike most Community Colleges in the state, COC is fortunate to have great relationships within the community that allow for partnerships to have great return on investment for both

parties whether it be training the local workforce or serving on local non-profit boards. Having one High School District works to our advantage because we are able to accomplish pertinent tasks quicker than other regions and our Economic Development Division on campus has been modeled numerous times.

Another factor that makes COC unique is that the leadership team on campus really care about employees by providing numerous professional developments throughout the year for all to participate in. Even during the recession COC found ways to cut expenditures without having to cut jobs, a feat that seemed impossible but was greatly appreciated by employees of the college.

The college opened in 1969 and has since earned a reputation for innovation, excellence, collaboration and student success. While we continue to pioneer new frontiers we must be vigilant by staying relevant with curriculum and technology to hold onto our competitive advantage.

## Products and Services

COC offers a wide variety of programs that allow students to complete Associate Degrees, certificate programs and transferable classes to four year institutions all in one location. The student transfer rate to universities is the highest of any two-year college in Los Angeles County and COC has consistently been ranked one of the best community colleges in the state. This is evident through the fact that enrollment continues to increase despite a great recession and is projected to reach 30,000 students in the next 10 years.

In addition to providing traditional programs COC also earns revenue through grant writing, training the local workforce and counseling local businesses. In the last year alone COC has generated \$3.9 million in grant money that goes to the college's General Fund to help a cutting edge learning environment for students. The Economic Development Division (EDD) is another branch at COC that impacts the local economy. Last year they helped clients create 341 jobs, assisted in increasing sales by \$17.4 million and raise \$26.9 million in new capital.

### **Degree and Certificate Programs**

- AA/AS Majors: 76
- Certificates of Achievement: 36
- Certificates of Specialization: 30
- Certificates of Competency (Non-credit): 4

### **Top Associate Degrees Awarded (2012-13)**

- Social Science
- Accounting
- Registered Nurse
- Psychology
- Biological & Physical Sciences
- Sociology
- Administration of Justice
- Mathematics
- English

- Early Childhood Education

### **Top Certificates of Achievement Awarded (2012-13)**

- Transfer Studies
- Water Systems Technology
- Accounting
- Early Childhood Education
- Business Management
- Culinary Arts
- Construction Management
- Computer Applications/Administration Assistant
- Marketing
- Human Resources Management

### **Newest Program/New Curricula - Recently Approved Transfer Associate Degrees**

- Communication Studies Associate of Arts - Transfer
- Computer Science Associate of Science - Transfer
- Early Childhood Education Associate of Science - Transfer
- Geology Associate of Science - Transfer
- Kinesiology Associate of Arts - Transfer
- Political Science Associate of Arts - Transfer
- Studio Arts Associate of Arts - Transfer

### **Intercollegiate Sports**

#### *Men's Teams*

- Baseball
- Basketball
- Cross Country
- Football
- Golf
- Soccer
- Swim & Dive
- Track & Field

#### *Women's Teams*

- Basketball
- Cross Country
- Golf
- Soccer
- Softball
- Swim & Dive
- Track & Field
- Volleyball

## Marketing Plan

The target audience for the “U-Matter, Speak Up!” campaign are the students who attend College of the Canyons. Students are the ones who will be experiencing these situations and it is our goal to help educate, inform and prevent this types of occurrences from happening. The biggest issues we are seeing today with our students is a culture of victim blaming, low self-esteem and a lack of knowledge of campus resources. By combating these overarching issues we will be able to create a campus community that looks out for each other while developing a safe environment for all.

In order to effectively communicate our message to students we need to develop a campaign that they can relate with. In this day and age technology plays such a prominent role in our everyday life that there has to be some type of online presence via the Internet

### **Webpage**

Technology has allowed a wealth of information to be easily accessible and shareable on the Internet. Millennials are more connected to the Internet than ever before through numerous devices that they seem to always be reading or doing something on their phones. Information is primarily disseminated online and without a strong web presence the “U-Matter, Speak Up!” campaign will likely fall short of our goals. Students are much more tech savvy than the older generations and want quick headlines with as little text as possible because they are busy. We are dealing with a very small attention span window and we need to provide students with something they will remember and can come back to later to reference. Since a lot of our audiences/customers learn about College of the Canyons through our website, it is important to provide a web-based experience that is top notch.

The current sexual assault webpage is not consistent with the quality of the rest of the COC website and does not provide a user friendly experience for people accessing it. There isn't a quick access from the homepage to the webpage. Most of the time, we have to navigate through tabs, web pages just to get to where you want to be. What the customer needs is something that will help them access what they need without jumping through hoops and getting frustrated. If we make it difficult for the student to access, we have already lost them in the process. The last thing we need is to lose the student before they have reached the webpage. This issue will not help when you want them to know about an important topic, a message that will help them as they pursue their educational goals at our college. Campus safety and sexual prevention tools and awareness will only make their experience at College of the Canyons much more positive.

In order to provide a positive experience with the website, we are suggesting to revise and update the COC webpage to provide better access to information and materials. With help from Justin Hunt from Computer Support, we want to make it more friendly, informative, interactive and resourceful. A place on the web that our students can find information that is critically important, especially when sexual violence is involved. Our first step would be to use our logo “U-Matter, Speak Up!”, as the icon on the COC homepage which will link to the “U-Matter, Speak Up!” main page. The icon will provide the first point of contact for the student. They will be able to link the logo not only to the website but the information and materials provide on campus in our respective offices such as the health center, student services, etc. and of course the banners and posters all over the Valencia Campus and Canyon Country Campus. Once the student and general public access the web page from the homepage, they need to be able to

navigate through the page easily. They can easily locate the most important sections at first glance such as “what to do if you have been sexually assaulted-immediate action”, campus and community resources and then be able to scroll through other pertinent information such as SART Team (Sexual Assault Response Team) contact information, key definitions and policies among other information.

Given that the web page already exists, there isn't a cost involved with developing it. It is a matter of changing layouts, templates, design and the information provided. This will allow for the web page to be up and running once all the information has been accumulated and sorted in order to fit what the colleges wants the students to know about sexual violence. Gathering the information would probably take about 1-2 weeks, while distributing will take another week.

### **Banners**

On a campus of over fifteen thousand students, the challenge of communicating an important campaign message can be a large one. Our campus uses various marketing tools to reach large numbers of students regarding important events. One way to reach students is through the posting of banners in the high-traffic areas on both the Canyon Country and Valencia campuses. Being able to view text and graphics on a large scale helps students focus their attention on messages that will impact them in some way. The “U-Matter, Speak Up!” sexual assault awareness/prevention campaign will consist of quarterly themes that illustrate a variety of issues we feel are most important to expose to COC's student body, staff and Santa Clarita Valley community. The suggested themes are: “Bystander Effect,” “Sexual Assault is a male issue,” “Social Media and Assault/Bullying,” and “The role Alcohol/Drugs play. Each banner's message will mimic the topic presented by the guest speaker invited to address our student body that quarter. The output of the banners created by Reprographics in the recent past have been extremely good quality. The result is so exceptional that the content of the posters made for the quarterly message can be duplicated as banners. We suggest creating 10 Vinyl all-weather banners that measure 4 feet by 8 feet. Two of the banners can be hung at the Canyon Country campus and 8 can be hung at the Valencia campus. Because this campaign will be an ongoing campus-sponsored effort, College of the Canyons' Reprographics department can produce them for approximately \$20.00 per piece. With four messages each quarter, and 10 banners produced for each message, the total cost for all of the banners for the campaign would be \$800.00 dollars. The “U-Matter, Speak Up!” campaign logo will be displayed on every banner to show consistency in the message, as well as the source of the message.

### **Quarter fold/pocket size quick information pamphlet**

Through our research of other Colleges and Universities across the country we came across some work done by CSUN that we think would be great to replicate here at COC. Like other Colleges and Universities, CSUN is responding to new legislation that was recently passed. The CSUN marketing team thought that creating wallet sized folding pamphlets would be a great resource for their students. Unlike most informational leaflets or pamphlets that open like a book, CSUN's information about Title IX was made into a compact accordion-style, four-sided booklet that fits nicely into a purse, pocket or notebook. The booklet will contain information about student's rights per Title IX law, resources for students, faculty or staff if they experience an assault and how to define/prevent assault for future reference. The booklet will include contact information and professional title of each of the Sexual Assault Response Team members on campus if a case is to be reported, in addition to the Los Angeles County Sheriff's Santa Clarita Valley station, if they want to file a police report. These informational booklets should be distributed to every student during the New Student Advisement sessions and various



other informational events for new students. The booklets will be stored in various offices throughout campus including Campus Security, Student Health and Wellness, Counseling, Admissions and Records, the Welcome Desk in Canyons Hall, the University Center reception desk area where they are easily accessible to COC as well as our Academy of the Canyons students and any other relevant outlet on campus. The “U-Matter, Speak Up!” campaign logo will be displayed on every banner to show consistency in the message, as well as the source of the message.

### **Posters**

Posters are an inexpensive way to communicate messages to a large student body on a college campus. On the College of the Canyons campus, there are several kiosks and bulletin board-type spaces where students, faculty and staff can get permission to display posters. The posters that will be placed in these spaces will coincide with the messages communicated by the speakers as well as the messages on the banners for that quarter. The “U-Matter, Speak Up!” campaign logo will be displayed on every banner to show consistency in the message, as well as the source of the message.

### **Speakers**

Bringing in relevant, engaging and enthusiastic speakers will help promote the “U-Matter, Speak Up!” marketing campaign. When the college takes a proactive role in efforts to address issues like sexual violence on campus, it shows the students that we care, that they matter, and that we want to provide an environment where students can feel safe.

One way to show that COC is being proactive and wanting to make an impact with students is to provide a speaker series. This will give hot topics like sexual violence a voice and a face. It becomes more impactful when you have a survivor publicly share his/her experience, an advocate speak publically about the issue of sexual violence and an expert share their knowledge of the subject matter. This way of learning helps promote comprehension and increases the chances that when confronted with this issue they will remember “U-Matter, Speak Up!”. The speaker series will help deliver the message and at the same time it will allow the students to ask questions.

Speaker’s series will be coordinated in conjunction with the Student Health and Wellness Center and the Body Mind Wellness Committee. We will assist them in those advertising efforts to promote hot topics for students and the general public. We project the series will be conducted every semester with a variety of topics ranging from “what is a healthy relationship,” to sexual violence prevention.

With the successful appearance in the Santa Clarita Performing Arts Center last year of notable guest speaker Dr. Jackson Katz, an internationally recognized authority on gender violence prevention, we want to keep the momentum and interest of this subject going on campus and in the community. We anticipate using the Santa Clarita Performing Arts Center (PAC) as the venue for the speaker series.

## Operations Plan

Our Key Operational Process here at COC is to provide students access to affordable and challenging academic programs through a variety of platforms. There are numerous departments that help to achieve this goal and each piece of our operational plan is vital to our overall success. Student Services is the best option for the implementation of this marketing plan. Numerous employees in that department have ties to this specific topic and have a wealth of knowledge that could be instrumental in shaping the marketing plan.

The coordination of the marketing plan will require some upfront work to best prepare for the semester. After the initial work plan it is a matter of following through on the projects and providing basic project management throughout the year through problem solving and critical thinking. Working with PIO, SART, the PAC and other campus Departments will alleviate bottlenecks down the road in regards to getting materials out on time. Coordination and logistics between these departments will be critical to a smooth implementation and clear communication will help everyone be on the same page. Ideally we would all like to see a project have no issues but that is hard to come by so a committee of representatives should be meeting frequently enough to provide project management problem solving for the marketing plan.

The longevity of this marketing plan will be determined by the success and feedback we receive from our student population. Some of the ways we can track the effectiveness is through attendance of students at speaker events, increases in the number of reports filed, and increases in the number of trips to the health center to discuss sexual assault and through table tent events. With supporting data we could make a case to increase funding for this project in the future to expand upon it or to branch into other areas such as bullying, cyber harassment etc. Some milestones that our project is looking to achieve are:

1. Complete an updated webpage that is fully functional (September 2016)
2. Launch a quarterly poster campaign that switchers ever quarter (begins September 2016)
3. Host three sexual assault speakers (first in October 2016)
4. Print and distribute thousands of pocket sized sexual assault cards (Fall 2016)
5. Create and distribute banners for Valencia and Canyon Country campus (September 2016)
6. Incorporate an extensive and interational Sexual Assault orientation tutorial for incoming students (August 2016)
7. Build partnerships within the community to host a community event (February 2017)

These goals can be accomplished and are realistic to complete in such a short time frame. Proper planning and preparation will allow this project to hit the ground running by the time classes resume in September of 2016. This new campaign will provide a new look for campus and give students new/pertinent information that they will hopefully use to make this a safe community. COC thrives because of the partnerships we are able to develop and this marketing plan is a prime example of why building relationships on/off campus is so critical for our success. Over time we would like to see more collaboration with the Sheriff's Office, Divert, Emerge from Anger, the Domestic Violence Center and many more. These things take time and through the work we do here on campus we will be able to present information backed with data on the great things we are doing at COC. The more resources we can provide students

the more access they will have to prevention/education information and resources in case something does happen to them or someone they know.

## Management and Organization

Appendix B is a clear graphic that shows the hierarchy here at College of the Canyons. We can see that the Chancellor is the leader for our College but ultimately reports to the Board of Trustees for guidance, policy review, approval of projects and much more. By having such a driven and motivated leadership team at the top it is understandable why other employees are just as motivated to do the best work they possibly can here. With the amount of experience that the leadership has between them all and the passion for innovation that our Chancellor has, COC attracts hard working employees at all levels. This is great because as older employees retire or move to other positions there is an available workforce that is eager and very capable of stepping into these roles.

There are nine Vice President positions that report directly to the Chancellor and they are in charge of whole departments. The VP's then have numerous Deans or other employees that report to them and the hierarchy continues from there. In Appendix C we can see the Student Services is the Department, which the "U-Matter, Speak Up" campaign will ultimately fall under due to the number of people that are involved with sexual assault in some capacity. COC will look to them for leadership, guidance and implementation for the marketing campaign. While there is certainly opportunity for others to step up and assist with the project the main drive of the project will come from them.

## Financial Plan

$$(1) + (2) > (3)$$

1. Qualitative Benefits of Accepting	(2) Net Cash Flow Effect of Accepting	(3) Qualitative Costs of Accepting
<ul style="list-style-type: none"> <li>• Increased awareness of sexual assault reporting options</li> <li>• Improvement in morale due to fact administration takes this issue seriously</li> <li>• Shows campus community that COC cares about students</li> <li>• Provides clear and direct information to help potential victims</li> <li>• Promotes students to be an upstander and not a bystander</li> </ul>	<p><b>\$ (52,145.67)</b></p>	<ul style="list-style-type: none"> <li>• Non-Revenue generating project with no tangible ROI</li> <li>• Risk of pushing sexual assault too hard that reputation could be tarnished</li> <li>• Risk of pushing students to report that there is influx of students reporting</li> <li>• Possibility that campaign has negative impact with students</li> </ul>

Refer to Appendix A for a detailed Net Present Value Analysis on the “U-Matter, Speak Up!” campaign. The table above gives us a comparison of the qualitative benefits of accepting this project versus the qualitative costs of the project. After to discussing many different options, risks and gathering of feedback from numerous groups on campus we feel that the benefits far outweigh the costs of this project. Even though there is a monetary cost of roughly \$52,145.67 we feel that this investment in the students at College of the Canyons is worthwhile. These projections are over the course of five years and are arbitrary numbers, the actually cost could be significantly less.

It is important to weigh the risks of accepting this project as well and to be thoughtful of what the potential consequence could be. For example, if we push too hard and throw this campaign everywhere without a clear message it could be misinterpreted that there is a sexual assault problem here. That in turn could lead to a bad reputation and have the community question what is occurring at COC. One of the main issues we see right away is that there is no payback, fiscally speaking, for this project. Even though we work in education we still need to be able to turn on the lights and pay employee salaries. Without this then we would not be able to serve our students. By conducting this analysis we see that there is no quantitative benefit of undertaking this project but there are many qualitative reasons for accepting.

COC is focused on improving the overall student experience while providing a safe place to do this in. By empowering students and giving them the tools to be agents of change and upstanders we can help keep each other safe. We are able to develop initiatives such as this through the support of our leadership team at COC.

With the recent updates/changes to Title IX and mandates from the Department of Education we have been given an opportunity to really make a difference here at COC. “U-Matter” Speak Up” will change the way we see and respond to sexual assault situations both on and off-campus. Some of the qualitative factors that impacted our decision to accept this project come from legal issues and every college having to make changes to the way reporting is done and what information needs to be present. The administration can show students they are making steps to help them and in turn this can lead to improved morale. With improved morale we could see increases in student participation in clubs, movements, governance and many other areas.

# Appendices

College of the Canyons Sexual Assault Awareness Campaign Baseline Analysis										
Parameters	Value	Project Year	Calendar Year	2016	2017	2018	2019	2020	2021	2022
Total Cost of Project	\$39,770.00	Variable Op Exp.	0	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)
Tax Rate	n/a**	Depreciation	0	\$ (3,000.00)	\$ (3,000.00)	\$ (3,000.00)	\$ (3,000.00)	\$ (3,000.00)	\$ (3,000.00)	\$ (3,000.00)
Discount Rate	n/a	PTNI	0	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)
Initial Investment	\$15,000.00	Tax	0	0	0	0	0	0	0	0
Useful Life	5	ATNI	0	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)	\$ (13,000.00)
Depreciation	\$ 3,000.00	Dep Added Back	1	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Variable Costs	\$10,000.00	Capital Investment	0	\$ (15,000.00)						
WACC	10.8%	ATCF	0	\$ (15,000.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)	\$ (10,000.00)
Debt Rate	12.0%	PV Factor	1	0.902527076	0.814555123	0.735158053	0.663500048	0.598826758		
Marginal Tax Rate	10.0%	PV of ATCF	0	\$ (15,000.00)	\$ (9,025.27)	\$ (8,145.55)	\$ (7,351.58)	\$ (6,635.00)	\$ (5,988.27)	
Cost of Debt	10.8%	NPV	0	\$ (52,145.67)						
** Due to the nature of our organization a tax rate is not applicable										
Variable costs include unintended repairs, labor, supplies										
Posters (60 total @ \$30 per)	\$ 1,800.00									
Wallet Brochure (10,000 total @ \$0.157 per)	\$ 1,570.00									
Speaker Series (4 per year \$8,000 per)	\$32,000.00									
Speaker Series Posters (40 per presenter \$20 per)	\$ 800.00									
Banners 4 x 8ft (60 total @ \$60 per)	\$ 3,600.00									
Total	\$39,770.00									

ADMINISTRATIVE ORGANIZATIONAL CHART

Santa Clarita Community College College District  
College of the Canyons

BOARD OF TRUSTEES

Bruce D. Fortine, President  
Steven D. Zimmer, Vice President  
Michelle R. Jenkins, Member  
Jean W. MacCregor, Member  
Michael D. Berger, Clerk

CHANCELLOR  
Dianne G. Van Hook

Special Assistant to the Chancellor  
Claudia Dunn

Assistant Superintendent/  
Vice President  
Business Services  
Sherlene Coleai

Economic  
Development  
Administrator  
Patricia Belas

Associate  
Vice President  
Business Services  
Cynthia  
Grandgeorge

Director  
Fiscal Services  
Baltor Chanot

Director  
Payroll Services  
Mary (Mimi)  
Spanway

Director  
Grant and  
Categorical  
Accounting and  
Fiscal Compliance  
Carolyn Shaw

Director  
Contract,  
Procurement and  
Risk Mgmt. Services  
April Graham

Director  
Information and  
Communication  
Technologies/  
Digital Media  
Paula Hodge (G)

Deputy Sector Navigator  
(DSN) – Health  
John Corona (G)

Director  
Employee Training  
Institute (ETI)  
John Alburn

Director  
Workshops Center  
Ken Aever

Assistant Superintendent/  
Vice President  
Facilities Planning,  
Operations and Construction  
James Schrage

Director  
Central Energy Systems and  
Regulatory Compliance  
Carl Ebaugh

Director  
Civic Center  
Robin Williams

Director  
Facilities Projects  
William Will Karat

Facilities Manager  
Jason Munoz

Custodial Shift Supervisor  
Rick Killay – Swing Shift  
John Lucas – Graveyard Shift

Chief Operational  
Officer  
COC Foundation/  
Director  
University Center  
Catherine Riz

Director  
of Development  
Officer  
Murray Wood

Director  
Professional  
Development  
Leslie Carr

Director  
University  
Center  
Catherine Riz

Assistant Superintendent/  
Vice President  
Human Resources  
Diane Fiero

Director  
Human Resources  
Christina Chung

Manager  
Human Resources  
Rian Melvin

Director  
Professional  
Development  
Leslie Carr

Director  
Institutional  
Research,  
Planning and  
Institutional  
Effectiveness  
Darylene  
Neuschke

Director  
Advertising and  
Social Media  
Wendy Trujillo

Director  
Public Relations &  
Sports Information  
Jesse Munoz

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Career & Technical  
Education  
Thomas Vessella

Program Director  
Center for Early  
Childhood  
Education  
Programs  
Monica Marshall

Deputy  
Chancellor  
Barry Gribbons

Dean  
Institutional  
Research,  
Planning and  
Institutional  
Effectiveness  
Darylene  
Neuschke

Director  
Advocacy and  
External  
Relations  
Eric Harmsch

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Career & Technical  
Education  
Thomas Vessella

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Management  
Information  
Systems (MIS)  
Mark Garcia

Director  
Career & Technical  
Education  
Thomas Vessella

Program Director  
Center for Early  
Childhood  
Education  
Programs  
Monica Marshall

Senior Project  
Manager (MIS)  
Alejandra (Aley) Fors

Vice President,  
Public Information,  
Advocacy and External  
Relations  
Eric Harmsch

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Career & Technical  
Education  
Thomas Vessella

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Management  
Information  
Systems (MIS)  
Mark Garcia

Director  
Career & Technical  
Education  
Thomas Vessella

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Management  
Information  
Systems (MIS)  
Mark Garcia

Program Director  
Center for Early  
Childhood  
Education  
Programs  
Monica Marshall

Senior Project  
Manager (MIS)  
Alejandra (Aley) Fors

Vice President  
Technology  
James (Jim) Temple

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Career & Technical  
Education  
Thomas Vessella

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Management  
Information  
Systems (MIS)  
Mark Garcia

Director  
Career & Technical  
Education  
Thomas Vessella

Assistant  
Director  
Information  
Technology  
Services  
Michael Gardner

Director  
Management  
Information  
Systems (MIS)  
Mark Garcia

Program Director  
Center for Early  
Childhood  
Education  
Programs  
Monica Marshall

Senior Project  
Manager (MIS)  
Alejandra (Aley) Fors

Assistant Superintendent/  
Vice President  
Academic Affairs  
Jerry Buckley

Associate  
Vice President  
Academic Affairs  
Audrey Green

Dean  
School of Career  
Applied  
Technologies  
Ron McFarland

Dean  
School of Business  
Russell Waldon

Interim Dean  
School of  
Humanities  
Andy McCutcheon

Dean  
School of  
Kinesiology &  
Athletics  
Len Mohrvey

Dean  
School of Mathematics,  
Sciences & Health  
Professions  
Omar Torres

Interim Dean  
School of Social and  
Behavioral Science  
Paul Wokline

Interim Dean  
Center for Civic  
Engagement  
Patricia Robinson

Assistant  
Superintendent/  
Vice President  
Student Services  
Michael Wilting

Director  
Campus Safety  
Tammey Castor

Dean  
Enrollment  
Services  
Deborah Rio

Director  
National Science  
Foundation  
CREATE Program  
Kathleen Allano (F)

Dean  
Student Services  
Michael Joslin

Director  
Campus Services  
and Operations  
(Canyon County  
Campus)  
and Career Center  
Anthony Michailides

Dean  
Enrollment  
Services  
Deborah Rio

Director  
National Science  
Foundation  
CREATE Program  
Kathleen Allano (F)

Dean  
Student Services  
Michael Joslin

Director  
Campus Services  
and Operations  
(Canyon County  
Campus)  
and Career Center  
Anthony Michailides

Vice President  
Canyon County  
Campus & Grants  
Development  
Ryan Threlle

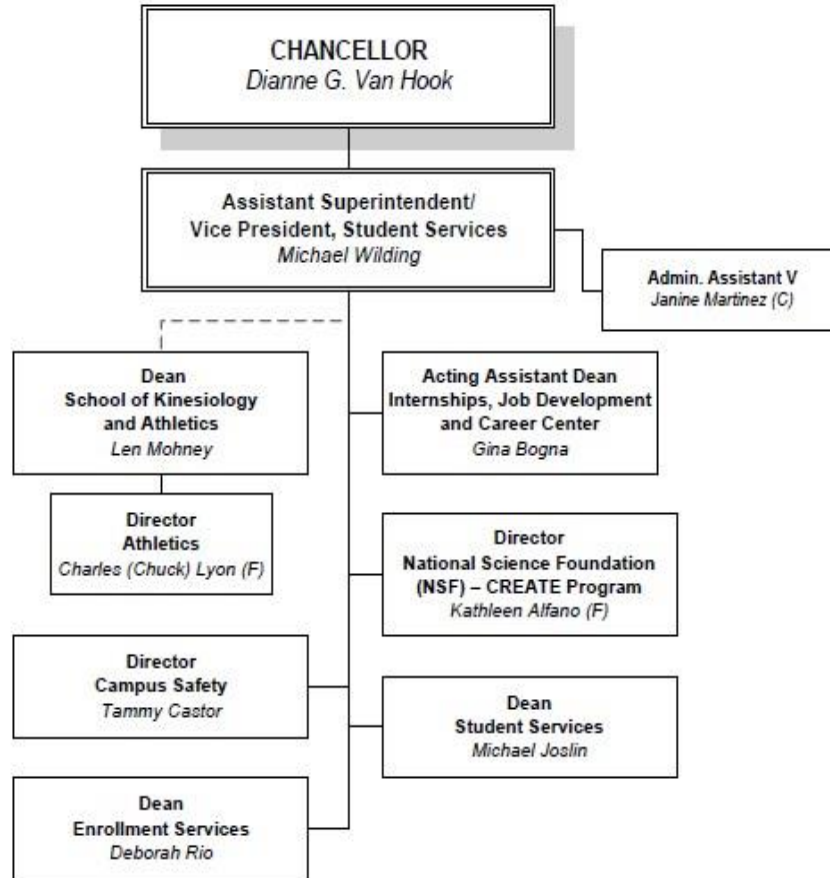
Acting Dean  
Campus Services  
and Operations  
(Canyon County  
Campus)  
and Career Center  
Anthony Michailides

Director  
Grants Development  
Theresa Zizevich

(F) = Faculty  
(G) = Grant Funded  
04/14/2016  
Page 1



STUDENT SERVICES



Appendix C

(C) = Confidential employee  
(F) = Faculty  
07/01/2015  
Page 12