Citrus College

Strategic Plan

Increase Student Success and Completion

2016-2021

2016-2021 Strategic Plan

Mission Statement

Citrus College provides innovative educational opportunities and student support services that lead to the successful completion of degrees, transfer, career/technical education and basic skills proficiency. The college fosters personal and professional success through the development of critical thinking, effective communication, creativity, and cultural awareness in a safe, accessible and affordable learning community. In meeting the needs of our demographically diverse student population, we embrace equity and accountability through measurable learning outcomes, ethical data-driven decisions and student achievement.

Vision Statement

Citrus College will provide excellent educational opportunities that are responsive to the needs of the community and help students meet economic, social, and environmental challenges to become active participants in shaping the world of the future.

Values Statement

Student Focus

Meeting community and student needs by creating an educational environment and culture so students can attain a variety of goals.

Excellence

Maintain a high standard of integrity and performance leading to the achievement of academic and professional goals.

Collaboration

Seeking input from all sectors of the college and the community.

Diversity

Fostering a learning community in which the values, goals, and learning styles of all students are recognized and supported.

Life-Long Learning

Serving enthusiastic, independent thinkers and learners striving for personal growth.

Integrity

Behaving ethically in all interactions at all levels.

Technological Advancement

Keeping pace with global technology trends and enhancing traditional instruction with technology to prepare students for success in the work place.

Superintendent/President's Message

Dear Colleagues and Community Partners:

It is with enthusiasm and high expectation that I present to you the Citrus College Strategic Plan: 2016-2021. It is an exciting and ambitious plan that will guide the work of the institution for the next five years, taking Citrus College to the next level of achievement and success as we confront the challenges and seize the opportunities that are inherent in higher education.

A broad spectrum of dedicated members of the Citrus College community, representing all college constituent groups, came together to form the Strategic Planning Work Group (SPWG). Their sole purpose was to develop a five-year strategic plan for the college — one that would be worthy of the high goals and expectations we set for ourselves, and is grounded on relevant data and an accurate assessment of the communities and students we serve. This 15-month planning process began in spring 2015 and brought to fruition the plan you see before you.

As a starting point and to better understand what had been accomplished in the college's 2011-2016 Strategic Plan, the SPWG carefully reviewed that plan's four progress reports. The SPWG then kicked off the fall 2015 semester with a very comprehensive environmental scan and data analysis of the college. They reviewed a wide range of documents covering such topics as the external environment, local factors, institutional data on student achievement, and many others. Approximately 60 reports and documents were reviewed, and 33 individual data summary reports were produced.

First the SPWG delved into the question, "Who are our students?" Examining data on our students was one of the most important elements of the process. Next, the group did a SWOT analysis to examine the college's internal Strengths and Weaknesses and external Opportunities and Threats. They also reviewed the college's current mission statement and the Accrediting Commission for Community and Junior Colleges' Standard 1: Mission, Academic Quality and Institutional Effectiveness, and Integrity.

A viable strategic plan implements the college mission and must be capable of driving all institutional planning, including the expenditure of college resources and capital. With the benefit of extensive research and data, two drafts of a new mission statement were developed and sent out for comments to the internal and external communities and college stakeholders. From the feedback received, a new mission statement was selected which affirms the college's educational purpose; what the college intends to do; and its commitment to student learning.

A strategic plan requires a goal to define what the college wants to accomplish in support of its mission over the five years of the plan. With this in mind, one overarching institutional goal for the new strategic plan has been developed: "Increase Student Success and Completion." To measure how well the college is progressing toward accomplishing this goal, 18 collegewide measurable objectives were created and will be assessed annually.

Finally, 11 key focus areas were developed with specific strategies intended to guide the development of college activities supporting the strategic plan. These strategies and related activities will make up the Annual Implementation Plans developed for each year of the strategic plan.

Throughout the yearlong development process, the SPWG solicited feedback from the college community— through presentations at board meetings, flex day activities, collegewide surveys, and group discussions within various departments of the college. It has been a unique opportunity to listen to and learn from one another, build relationships, and gain a deeper understanding of the institution as a whole. I am very proud of the result of this tremendous collegewide effort.

Citrus College is destined for greatness, today and far into the future. I base this not solely on the plans and goals in this newest strategic plan, but also on our tremendous accomplishments of the past. We are a college community of planners, doers and high achievers, who are collectively dedicated to student success and college completion. The Citrus College Strategic Plan: 2016-2021 will guide our efforts as we shape the future of the institution and the lives and futures of thousands of Citrus College students in the years to come.

Sincerely,

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

One overarching institutional goal has been established which embodies what Citrus College aims to accomplish during the course of this five-year plan:

Increase Student Success and Completion

The following 18 collegewide measurable objectives will ensure accountability and attainment of the institutional goal.

Objective 1 Increase the **basic skills course completion** rate in math and English by 2% per year.

Objective 2 Increase the **pass rate in noncredit ESL**[1].

Objective 3 Increase the **course completion** rate of academic programs that are below the college average by 1% per year.

Objective 4 Increase the **course completion** rate of disproportionately impacted groups[2] by 2% per year.

Objective 5 Increase the fall-to-spring **persistence** rate of first-time freshmen by 1% per year.

Objective 6 Increase the fall-to-fall **persistence** rate of first-time freshmen by 2% per year.

Objective 7 Increase the number of students who **graduate** with an associate degree within three years by 2% per year.

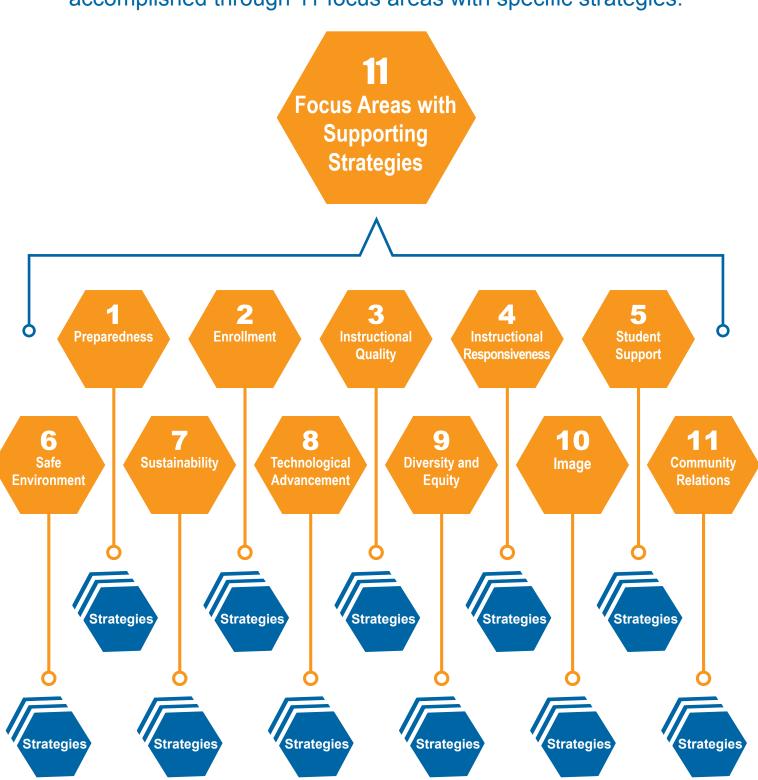
[1] Baseline will be established in 2016-2017 academic year

Institutional Goal: Increase Student Success and Completion

Objective **8** Increase **degree and certificate** completion of disproportionately impacted groups[2] by 2% per year.

Objective **9** Increase **transfer** of disproportionately impacted groups[2] by 2% per year.

Objective **10** Increase **degree** completion by 1% per year.

Objective **11** Increase **certificate** completion by 1% per year.

Objective **12** Increase overall **transfer** to four-year colleges and universities by 2% per year.

Objective **13** Increase the number of underrepresented students **completing STEM** programs of study by 2% per year.

Objective **14** Increase licensure and industry-valued third-party **credential pass rates** for skill builders and CTE program completers by 1% per year.

Objective **15** Increase the **completion** rate in programs leading to high-wage, high-skill, and high-demand occupations in local and regional industry clusters by 1% per year.

Objective **16** Increase **wage gain** of skill builders and CTE program completers.

Objective **17** Increase the annual amount of **grant** funding by 5% per year.

Objective **18** Increase **donations** by 5% per year to support strategies leading to student success and completion.

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[2] Disproportionately impacted groups, as identified in the Citrus College Student Equity Plan

2016-2021 Strategic Plan

Successful attainment of the 18 objectives will be accomplished through 11 focus areas with specific strategies.

11 Focus Areas with Supporting Strategies

1 Preparedness

2 Enrollment

3 Instructional Quality

4 Instructional Responsiveness

5 Student Support

6 Safe Environment

7 Sustainability

8 Technological Advancement

9 Diversity and Equity

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11 Community Relations

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Institutional Goal: Increase Student Success and Completion

Focus Area 1

Preparedness

Citrus College will ensure that students are prepared for collegiate courses.

Strategy **1.1**   Increase college readiness through K-12 and adult education partnerships.

Strategy **1.2**   Improve the transition of enrolled students to collegiate courses.

Strategy **1.3**   Increase students' participation in activities designed to facilitate their transition to the collegiate environment.

Enrollment

Citrus College's enrollment strategies will be efficient, comprehensive and responsive.

Strategy 2.1 Institutionalize scheduling that responds to the needs of traditional and nontraditional students, increases course/program completion, and maximizes college resources.

Strategy 2.2 Ensure that access to recruitment, admissions, and enrollment processes is efficient.

Strategy 2.3 Institutionalize an efficient budget allocation model that funds FTES strategies.

Strategy 2.4 Implement a relevant, technologically advanced marketing and promotion plan to meet the annual enrollment goals of the college.

Strategy 2.5 Increase the number of underrepresented students enrolled in STEM programs of study.

Institutional Goal: Increase Student Success and Completion

Instructional Quality

Citrus College will deliver exemplary instructional programs.

Strategy 3.1 Citrus College faculty will develop innovative curriculum and instructional pathways that respond to students' needs and promote program completion.

Strategy 3.2 Investigate and implement state and national models of exemplary pedagogy that lead to course completion.

Strategy 3.3 Increase professional development opportunities and resources for faculty and staff.

Institutional Goal: Increase Student Success and Completion

Instructional Responsiveness

Citrus College will respond to regional economic and workforce demands.

Strategy 4.1 Increase programming to meet the needs of viable regional industry clusters.

Strategy 4.2 Increase noncredit programming options in ESL, short-term vocational, and workforce preparation courses.

Institutional Goal: Increase Student Success and Completion

Student Support

Citrus College will provide exemplary student support services that contribute to a successful academic experience.

Strategy 5.1 Enhance services to students through the implementation of relevant, intuitive technology.

Strategy 5.2 Adopt a service environment that is driven by student perspectives and needs.

Strategy 5.3 Increase and promote efficient and effective student support services.

Strategy 5.4 Identify challenges to student success and implement mitigation strategies.

Strategy 5.5 Increase student participation in college support programs.

Strategy 5.6 Diversify methods used to connect and communicate with students.

Focus Area 6

Safe Environment

Citrus College will promote a safe and secure college environment that is conducive to education.

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

Strategy 6.2 Promote a safe learning environment.

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

Institutional Goal: Increase Student Success and Completion

Sustainability

Citrus College will promote the environmental, economic, and social benefits of efficient ecological resource sustainability.

Strategy 7.1 Institutionalize cost-effective, efficient sustainable practices.

Strategy 7.2 Develop and implement learning programs that emphasize environmental sustainability.

Focus Area 8

Technological Advancement

Citrus College will keep pace with technologies that promote an efficient and effective educational and administrative environment.

Strategy 8.1 Optimize the use of technology in teaching and learning to support innovative teaching practices.

Strategy 8.2 Provide a robust, secure, accessible technology infrastructure, which is adequately funded, to improve and facilitate college processes and provide data resources relevant to institutional decision making.

Strategy 8.3 Improve student success through strategically leveraging technologies that support student success initiatives.

Institutional Goal: Increase Student Success and Completion

Diversity and Equity

Citrus College will be responsive to serving the evolving needs of a diverse college community.

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

Strategy 9.2 Enhance the recruitment and professional development of a diverse college workforce.

Strategy 9.3 Develop and promote a college culture of inclusion and collegiality.

Strategy 9.4 Increase students' global awareness through curriculum development and student activities.

Focus Area 10

Image

Citrus College will be known as the premier community college in Southern California and maintain prominence as a leader in higher education.
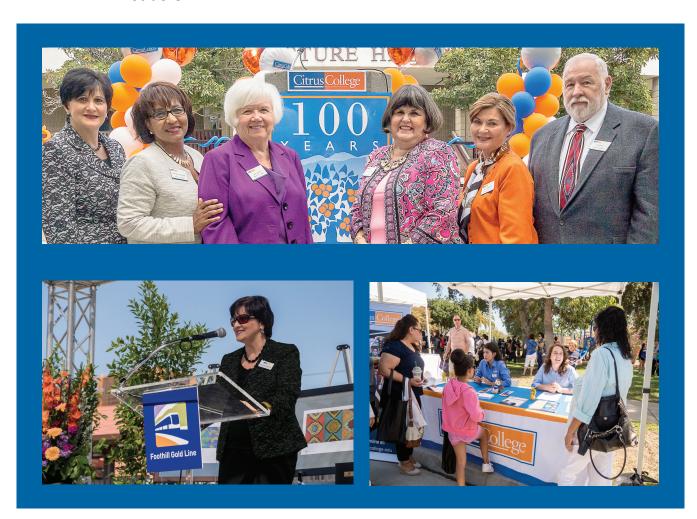
Strategy 10.1   Enhance the college's image as a leader in higher education by highlighting programs, services, and staff and through consistent branding.

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

Institutional Goal: Increase Student Success and Completion

Community Relations

Citrus College will promote and advocate for initiatives, legislation and funding that support the mission of California's community colleges and student success.

Strategy 11.1 Acquire favorable legislation and funding through advocacy efforts at the local, state and federal level.

Strategy 11.2 Build mutually beneficial relationships with local K-12 districts, community college organizations and four-year colleges and universities.

Strategy 11.3 Build community partnerships and promote the image of the college through collaboration with business, civic, governmental, and community leaders.

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