



Citrus College

*Strategic*  
**PLAN**

2021  
2026

*Increase*  
**STUDENT SUCCESS  
AND  
COMPLETION**



2021  
2026

# Strategic PLAN

## MISSION

Citrus College provides students with quality educational experiences and support services that lead to the successful completion of degrees, transfer, certificates, career/technical education and basic skills proficiency. The college fosters academic and career success through the development of critical thinking, effective communication, creativity, and cultural awareness in a safe, accessible and affordable learning environment. 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

Citrus College is driven to provide excellent educational opportunities that are responsive to the needs of our students, and empower them to meet and exceed challenges as active participants in shaping the future of our world.

## VALUES

**Student Success and Completion:** Meeting student needs by creating an educational environment in which students can attain a variety of goals.

**Excellence:** Maintaining a high standard of integrity and performance leading to the achievement of academic and career goals.

**Collaboration:** Seeking input from all sectors of the college and the community.

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

**Life-Long Learning:** Encouraging enthusiastic, independent thinkers and learners striving for personal growth.

**Integrity:** Behaving ethically in all interactions at all levels.

**Technological Advancement:** Implementing cutting-edge technology that enhances instruction and prepares students for life-long success.

## MESSAGE FROM THE SUPERINTENDENT/PRESIDENT



Dear Colleagues and Community Partners:

Thank you for reviewing the 2021-2026 Citrus College Strategic Plan. Envisioning sustained success and progress, this plan will guide our institution over the next five years. In addition to providing clear direction and a list of worthy objectives, the plan will serve as a beacon during challenging and unprecedented times, reminding our college community of the path previously charted, as well as how everyone can continue working together to reach a shared destination.

A group of 35 representatives from each of our college constituency groups – faculty, classified staff, management, supervisor/confidential and student representatives – came together and invested countless hours working toward the sole purpose of creating a five-year blueprint for the college. An objectives subgroup was also formed, charged with the task of developing 19 measurable

objectives that provide for accountability and a means of monitoring progress. The extensive 14-month planning process began in March 2020 and culminated with the document you are reviewing on the subsequent pages.

When the Strategic Plan Workgroup started meeting, one of its first tasks was to re-familiarize itself with the 2016-2021 Strategic Plan and the 2018-2019 Annual Implementation Plan and Progress Report. Smaller breakout teams were then formed, and each team was tasked with completing an in-depth analysis of one item from a list of the college's major plans, active initiatives, relevant student data reports, and regional and industrial needs. In the following months, the workgroup also reviewed all focus areas and strategies, focusing on whether the language should be preserved, modified, deleted or merged with another strategy.

Later in the collaborative planning process, the Strategic Plan Workgroup finalized the focus areas and strategies. The 11 focus areas include: college readiness; enrollment management; instructional quality; instructional responsiveness; student support; safe environment; sustainability; technological advancement; diversity, equity and inclusion; image; and community relations. The strategies are spread among all 11 focus areas. A Strategic Plan forum was also held in spring 2021 to share the draft document with the entire college community and gain their valuable input.

One may ask: how does the institution successfully implement the 2021-2026 Citrus College Strategic Plan? One of the most incredible things about this plan is that reporting is adhered to in three stages throughout its five years to ensure accountability. Each fall, an annual implementation plan (AIP) is presented to the Citrus Community College District Board of Trustees. The AIP is where new college-wide activities are developed and introduced, based on specific strategies. In the winter, there is the mid-year status report – a "check-in" to see how the activities are advancing. Finally, in the spring, there is the progress report, which is a year-end report detailing the accomplishment of the activities.

This robust plan ensures that Citrus College is destined for success not just today, but far into the future. This is a college community of high achievers, planners and doers collectively striving to advance student success and college completion. The 2021-2026 Citrus College Strategic Plan will provide guidance as the college writes its next chapter, as well as shape the lives and well-being of thousands of students in the years to come. I want to thank the members of the Strategic Plan Workgroup for their many hours of work and dedication to ensuring the success of our students and the broader college community.

Sincerely,  
Greg Schulz, Ed.D.  
Superintendent/President

# Strategic 2021-2026 PLAN

## COLLEGEWIDE MEASURABLE OBJECTIVES

One overarching institutional goal has been established that embodies what Citrus College aims to accomplish during the course of this five-year plan: **Increase Student Success and Completion**. The following 19 collegewide measurable objectives will ensure accountability and attainment of the institutional goal.

- 1a** By 2026, increase the percent of students who **complete transfer-level English** within one year to 73%.
- 1b** By 2026, increase the percent of students who **complete transfer-level mathematics** within one year to 73%.
- 2** By 2026, increase the number of **noncredit certificates** awarded annually to 50.
- 3** By 2026, increase the **collegewide course success** rate to 75%.
- 4** By 2026, increase the **course success rates** of disproportionately impacted students by 5%:
  - African American students to 63%
  - Foster Youth students to 50%
  - Other groups as identified
- 5** By 2026, increase the **fall-to-spring persistence** rate of first-time freshmen to 84%.
- 6** By 2026, increase the **fall-to-fall persistence** rate of first-time freshmen to 70%.
- 7** By 2026, **decrease the average number of units** accumulated by all associate degree earners to 80.
- 8a** By 2026, increase the number of **African American and Latinx degree earners** by 10%.
- 8b** By 2026, increase the number of **African American and Latinx workforce certificate\* earners** by 10%. (\*CSUGE and IGETC excluded)

## COLLEGEWIDE MEASURABLE OBJECTIVES

- 9** By 2026, increase **transfer of disproportionately impacted groups** by 10%\*.  
(\*for groups identified as disproportionately impacted for at least two consecutive years)
- 10** By 2026, increase the number of **degree earners** by 5%.
- 11** By 2026, increase the number of **workforce certificate\* earners** by 5%.  
(\*CSUGE and IGETC excluded)
- 12** By 2026, increase the number of **student transfers to four-year colleges and universities** by 5%.
- 13** By 2026, increase the number of **African American, Latinx and Native American students completing STEM programs** of study by 10%.
- 14** Ensure the licensure and industry-valued third-party **credential pass rates** for skill builders and career technical education (CTE) program completers are at least 10% higher than the institution-set standard rate as indicated in the 2020 Accrediting Commission for Community and Junior Colleges annual report.
- 15** By 2026, increase the number of students who complete **nine or more CTE units** by 10%.
- 16** By 2026, increase the number of students who attain a **living wage** by 5%.
- 17** By 2026, increase the annual amount of **grant funding** by 20%.
- 18** By 2026, increase **donations** by 20% to support strategies leading to student success and completion.
- 19** By 2026, increase **enrollment yielded from valid applications** by 5%.

# Strategic 2021-2026 PLAN

Successful attainment of the 19 objectives will be accomplished through 11 focus areas with specific strategies.



# *Focus* **AREA**

**1**

## College Readiness

Citrus College will utilize a wide range of strategies to prepare students for success in a collegiate environment

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

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

**Strategy 1.3** Increase noncredit course offerings that prepare students for credit courses

# *Focus* **AREA**

**2**

## Enrollment Management

Citrus College enrollment management strategies will be comprehensive, responsive, flexible and efficient

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

**Strategy 2.2** Ensure that college enrollment processes are equitable and efficient in meeting student needs

# *Focus* **AREA**

**3**

## **Instructional Quality**

Citrus College will deliver high-quality instructional courses and programs

- Strategy 3.1** Develop and organize high-quality curricular and instructional pathways that respond to student needs, address equity gaps and promote program completion
- Strategy 3.2** Expand professional development for faculty and staff and promote participation in these opportunities

# *Focus* **AREA**

**4**

## **Instructional Responsiveness**

Citrus College will respond to regional economic and workforce demands

- Strategy 4.1** Provide programming that is responsive to the needs of viable, regional industry clusters
- Strategy 4.2** Increase noncredit programming in college readiness and short-term vocational and workforce development
- Strategy 4.3** Expand and develop partnerships that promote workforce development opportunities

# *Focus* **AREA**

**5**

## **Student Support**

Citrus College will provide effective and comprehensive student support services that contribute to a successful collegiate experience

- Strategy 5.1** Provide an equitable student support service environment that is proactive and responsive to student needs and perspectives
- Strategy 5.2** Promote access and awareness of student support services to increase student participation
- Strategy 5.3** Identify student success barriers, assess student perspectives and implement student-centered strategies to overcome challenges

# *Focus* **AREA**

**6**

## **Safe Environment**

Citrus College will promote a safe and secure educational and workplace environment

- Strategy 6.1** Foster a strong awareness of safety and security to ensure preparedness and responsiveness to emergency situations
- Strategy 6.2** Ensure a socially safe and secure educational and work environment
- Strategy 6.3** Mitigate hazards through a systematic review and evaluation of the internal and external college environment

# *Focus* **AREA**

7

## Sustainability

Citrus College will promote the economic and social benefits of environmental sustainability and will implement sustainable practices

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

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

# *Focus* **AREA**

8

## Technological Advancement

Citrus College will anticipate and address technological needs that foster an efficient and effective educational and administrative environment

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

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

# Focus AREA

9

## Diversity, Equity and Inclusion

Citrus College will proactively assess and address the needs of the diverse college community to continually foster a culture of equity, inclusion and collegiality

- Strategy 9.1** Broaden the scope of college outreach, promotion and marketing initiatives to attract a diverse student population
- Strategy 9.2** Engage in recruitment, hiring and promotion practices to develop a more diverse college workforce
- Strategy 9.3** Engage the college community in professional development activities to increase awareness of diversity, equity and inclusion
- Strategy 9.4** Increase student awareness of diversity, equity and inclusion through curriculum and student-centered activities
- Strategy 9.5** Increase efforts to reduce equity gaps among disproportionately impacted groups of students

# Focus AREA

10

## Image

Citrus College will be known as a premier community college and will maintain prominence as a leader in higher education and career preparation

- Strategy 10.1** Promote the college as a leader in higher education and career preparation by highlighting programs, services, students and employees, and by actively engaging with the broader community
- Strategy 10.2** Increase student, faculty, staff and administration participation in community activities

## Community Relations

Citrus College will promote and advocate for initiatives, legislation, partnerships and funding that support student success

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

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

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



# Strategic 2021-2026 PLAN

## STRATEGIC PLAN WORKGROUP 2020-2021

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**Dr. Nicole Smith**, Dean, Counseling Programs and Services

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**John Vaughan**, Dean, Visual and Performing Arts

### FORMER WORKGROUP MEMBERS:

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**Dr. Arvid Spor**, Past Vice President, Academic Affairs

**Jody Barrass**, Administrative Secretary II, IRPE – supporting administrative staff member

2021  
2026

# Strategic PLAN

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