



*Strategic* **PLAN**  
**2023-2024**  
**ANNUAL IMPLEMENTATION PLAN**



Dear Colleagues:

As we embark on year three of the 2021-2026 Strategic Plan, it is evident that the 2023-2024 Annual Implementation Plan (AIP) has taken an entirely new dynamic – one that intentionally fosters collaboration while remaining both student- and employee-focused. I'm pleased to share that the 2023-2024 AIP features nine newly adopted themes that evolved throughout this year's AIP planning process. Together, the themes include 25 activities and projected

outcomes that have been thoughtfully developed, with implementation taking place this academic year and beyond. I invite you to read more about these highlights found in the pages that follow.

Enhancements are coming to the student onboarding experience and will be designed to cater to students' individually expressed interests through their CCCApply application. The Student Services Collaborative (a workgroup of enrollment services leaders with counseling faculty) has once again convened and set a goal to develop at least three new enhancements to the onboarding process. All-in-all, the aim is to create a process wherein the students' initial experiences are easy to navigate, intentional and seamless.

Advances in communication technology will allow the college to transmit time-sensitive information to students campuswide, or to targeted groups via their expressed preferred methods. The adoption of the high-capacity Mongoose-Cadence two-way texting platform will enable the college to accelerate important text messages to students. And, by implementing Microsoft Bookings, students will have the ability to reserve personalized one-on-one appointments within the student services umbrella of amenities.

More exciting activities found within the 2023-2024 AIP include the expansion of the college's noncredit courses and programs; the launch of the Citrus College Caring Campus initiative; the creation of the college's first-ever data coaching program; and a new campuswide professional learning program for employees, which is being designed through a collaboration of all employee constituent groups.

On behalf of the Citrus Community College District Board of Trustees and our entire campus community, I appreciate your interest in this important document. Thank you for the outstanding contributions you are making to our campus community to help our students thrive. I look forward to working with you as we implement year three of the college's strategic plan.

Sincerely,

Greg Schulz, Ed.D.  
Superintendent/President

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## 2023-24 Annual Implementation Plan

**THEME 1:           STUDENT ONBOARDING**

**Cabinet Lead(s):**   Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
1. Evaluate and assess all pre-scheduled student communications generated at the time of application submission to Citrus College using CCCApply.	1. By the end of fall 2023, establish at least five priorities and recommendations to enhance communications in support of the student onboarding process.
2. Evaluate and refresh the Citrus College welcome letter and align the distribution of the welcome letter in a strategic and prescriptive manner based on the student's expressed interests and/or completed profile in CCCApply.	2. By the start of spring 2024, utilize Banner Communications Management (BCM) to produce a customizable welcome letter that compliments the students' unique application experience.
3. Convene the Student Services Collaborative (a workgroup of enrollment services leaders with counseling faculty) to identify strategies and opportunities to enhance the student onboarding experience.	3. Starting in October 2023, convene the Student Services Collaborative to identify a consistent meeting schedule and priorities for the 2023-24 academic year. By June 2024, at least three enhancements that improve the student onboarding experience will be completed.
4. Expand functionalities of Campus Logic Communicator to support student onboarding and eligibility processes for programs.	4. By the end of spring 2024, identify at least three functionalities that can be implemented as part of Campus Logic Communicator that will enhance the onboarding process for students (e.g. billing and fee statements, interactive financial aid planning tools, and improved communications concerning eligibility for programs and services).

**A brief summary of activities beyond 2023-24:**

- Continue to carry out the strategies identified by the Student Services Collaborative workgroup.
- Implement the functionality identified to enhance the student onboarding process.

## 2023-24 Annual Implementation Plan

**THEME 2:           COMMUNICATION**

**Cabinet Lead(s):**   Vice President of Student Services; Chief Information Services Officer; Executive Director of Communications and External Relations

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
1. Examine the way the college communicates with students and employees.	1. By the end of spring 2024, a workgroup will have been formed and charged with identifying current communication tools (e.g., an inventory of current systems and users), practices and gaps; and conducting research to find out students’ communication preferences.
2. Strengthen personalized messaging and direct support to students, resulting in improved engagement and retention.	2. By the end of spring 2024, Mongoose-Cadence, an SMS communication platform that allows meaningful two-way conversations with students, will be live in the college’s financial aid, outreach, counseling and Black Scholars programs. Additional programs and services that could benefit from this implementation will be identified in 2024-25. A baseline of data points will be established to measure the effectiveness of the activity post-implementation.
3. Develop a process and the means wherein students are given the ability to reserve personalized appointments for Student Services programs supporting their unique needs and interests.	3. By the end of spring 2024, activate Microsoft Bookings in at least three Student Services programs. During the 2023-24 academic year, provide demonstrations to the Student Services Leadership Team and the Student Services Committee to promote integration where applicable. A baseline of data points will be established to measure the effectiveness of the activity post-implementation.
4. Broaden the visibility of campus events and activities for students through the development of a digital and integrated campus calendar.	4. By the end of spring 2024, strategies and technologies will have been identified to utilize the Wingspan portal to activate a campus events calendar for use in 2024-25.

**A brief summary of activities beyond 2023-24:**

- The workgroup will continue to review practice and evaluate the effectiveness of the newly developed processes and methods.

## 2023-24 Annual Implementation Plan

**THEME 3: STUDENT PORTAL**

**Cabinet Lead(s):** Chief Information Services Officer

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
1. Establish a student portal taskforce to examine the current student portal, my.citruscollege.edu, usage and quality of the user experience. Determine to either maintain or improve the existing student portal, or explore new student portal options	1. By the end of spring 2024, the taskforce would have examined the current use of the student portal and will be responsible for determining its effectiveness in serving students, faculty and staff. The taskforce will also gather information on how to improve the user experience of the portal.
2. The student portal taskforce will determine to maintain the existing portal or solicit for a new portal.	2. By the end of the spring 2024, the taskforce would determine the need to maintain or solicit for a new portal. The evaluation of this will coincide with the development of the new Citrus College website. The evaluation will consider what is learned by the taskforce and what financial resources may be available before making the final determination.

**A brief summary of activities beyond 2023-24:**

- The taskforce will regularly reconvene to review the effectiveness of the student portal.

## 2023-24 Annual Implementation Plan

**THEME 4: RESOURCES**

**Cabinet Lead(s):** Vice President of Student Services; Vice President of Academic Affairs

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
1. Establish a student resources workgroup, an ad hoc group of the Student Services Committee members, to review the organization and presentation of existing student resources. The workgroup will suggest recommendations designed to strengthen the integration and presentation of all campus resources available for students.	1. By the end of fall 2023, the workgroup will be identified along with meeting dates and assignments. By May 2024, the workgroup will present initial recommendations and findings to the Student Services Committee.
2. The Basic Needs Advisory workgroup will convene to review basic needs operations and services.	2. The workgroup will convene before winter 2024 and will review the existing basic needs plan that was submitted to the Chancellor’s Office and establish priorities for 2024-25.
3. Conduct an assessment exploring the feasibility of establishing a Citrus College Welcome Center as part of the Student Services divisions on the first floor of the Student Services building. The assessment will include funding options and considerations to moving and centralizing call center operations from the responsibility of Human Resources to the new Welcome Center.	3. By the end of fall 2023, assess space utilization, financial resources, and staffing needs to determine if adding a welcome center would benefit Citrus College as a centralized “one-stop” informational hub for students. By the end of spring 2024, recommendations and findings will be presented to the superintendent/president’s Cabinet for initial consideration.
4. Counseling and Student Affairs will collaborate to make ally trainings for students accessible virtually via the Comevo platform, which is the system the college uses for new student orientation.	4. By the end of spring 2024, at least three ally trainings will be accessible virtually for students.
5. Student Services will host an open house event for students and employees to learn about services, meet staff and counselors, and build relationships.	5. In spring 2024, Student Services will host an open house event to engage the campus community and highlight the resources available through each department, program and division.

**A brief summary of activities beyond 2023-24:**

- Implement the recommendations from the student resources workgroup. Continue the work on establishing the Welcome Center.

## 2023-24 Annual Implementation Plan

**THEME 5: ENROLLMENT**

**Cabinet Lead(s):** Vice President of Academic Affairs; Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
1. Academic Affairs, in partnership with the offices of professional learning and continuing education, will host a series of awareness workshops to inform and recruit faculty to expand noncredit courses and programs. Faculty will develop a minimum of three new noncredit mirrored courses that will, upon approval, be offered as stacked sections with the equivalent credit courses. Stacked sections means both courses (noncredit and credit) will share an instructor, modality, and/or physical space.	1. A minimum of two workshops will be offered to inform faculty about noncredit instruction and in particular, noncredit to credit bridges. A minimum of three new noncredit mirrored courses will be developed and launched for Curriculum Committee approval.
2. The Office of Continuing Education in partnership with Academic Affairs will develop contract education career course training through a partnership with Employment Training Panel (ETP).	2. A minimum of one course or career training pathway will be available for enrollment by June 2024.
3. In collaboration with TeCS and Student Services, Academic Affairs will adopt and implement a comprehensive cloud-based scheduling software to assist with planning and implementing the course schedule.	3. The predictive analytic scheduling software, Ad Astra, will be implemented. Ad Astra has four modules: Schedule, Predict, Align, and Monitor. The Schedule module will be fully implemented by June 2024.

**A brief summary of activities beyond 2023-24:**

- Gap analysis of resources needed to support expansion of noncredit and continuing education programs.
- Explore ways to expand community education.
- Provide enhanced engagement with the Citrus College Adult Education Consortium.
- The Ad Astra Predict, Align, and Monitor modules will be implemented.

## 2023-24 Annual Implementation Plan

**THEME 6: CARING CAMPUS**

**Cabinet Lead(s):** Vice President of Student Services

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
1. In partnership with the Institute for Evidence-Based Change (IEBC), convene the twenty-five-member classified Caring Campus team to complete coaching sessions and develop an implementation strategy and recommendations for Citrus College.	1. On September 15, 2023, the Caring Campus team presented identified commitments for Citrus College. By the end of fall 2023, the draft implementation plan will be reviewed, including the responsibilities, structure and goals for the college's 2023-24 Caring Campus priorities. By the end of spring 2024, goals for 2024-25 will be identified and a regular meeting schedule will be established for the Caring Campus team.

**A brief summary of activities beyond 2023-24:**

- Carry out the goals identified for 2024-25.



## 2023-24 Annual Implementation Plan

**THEME 7:            PROFESSIONAL LEARNING**

**Cabinet Lead(s):**    Director of Diversity, Equity, Inclusion and Accessibility

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
1. Create a Professional Learning Committee with representation from all constituency groups working toward the goal of creating a cohesive Professional Learning Program under the Office of DEIA+. The Professional Learning Committee will report to the Steering Committee and replace the Faculty Learning Institute (FLI) and Classified Development Committee (CDC).	1. Employees will have a collaborative shared governance committee to share their needs, ideas, plans, and updates related to the professional learning of employees at the college.
2. Analyze the processes developed by the former FLI and CDC to identify practices that worked well, areas of opportunity, and gaps in offerings.	2. Once analyzed, the DEIA+ Office and Professional Learning Committee will begin to update and streamline processes to provide equal access and offerings for all constituency groups. Committee members will share changes with their constituency groups to gather feedback and keep everyone informed as processes are restructured.
3. Survey and identify the professional learning needs of all constituency groups, the ideal modality for offerings, and begin to create a robust offering of trainings tailored to meet the unique needs of each individual constituency group.	3. There will be an increased awareness of the professional learning needs on campus for each constituency group, which will assist with the development of a professional learning plan and the calendar of professional learning events for 2024-25.

**A brief summary of activities beyond 2023-24:**

- Begin using the Vision Resource Center as a hub to locate and register all professional development offerings on campus and virtual training provided by the California Community Colleges.
- Begin offering semester and/or yearlong cohort training programs on campus for employees.
- Begin to roll out local professional development offerings by inviting speakers to present at the college either in person or online.
- Partner with the Office of Human Resources to develop a New Employee Orientation and an Onboarding Program for new employees for all employee groups.

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**THEME 8: DATA COACHING**

**Cabinet Lead(s):** Director of Institutional Research, Planning and Effectiveness

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
1. In collaboration with the Institutional Research and Planning Committee (IRPC), develop a data coaching program that will train a cohort of faculty and staff through a series of interactive sessions to become data coaches. Specific activities will include identifying learning outcomes for the data coach program, seeking funding, developing curriculum, advertising the program and recruiting the first cohort of participants.	1. The IRPE office will secure funding for the program, articulate clear learning outcomes, and design structured lesson plans with engaging activities. The first cohort of participants will be identified.

**A brief summary of activities beyond 2023-24:**

- Implement the data coaching program
- Develop a plan to evaluate the data coach program. Revise and enhance the curriculum based on participant feedback. Begin recruiting the participants for the second cohort

## 2023-24 Annual Implementation Plan

**THEME 9:           HIRING**

**Cabinet Lead(s):**    Director of Diversity, Equity, Inclusion and Accessibility; Executive Director of Human Resources

<u>Specific Activities</u>	<u>Projected Outcomes by June 2024</u>
<p>1. Analyze the college’s previous Equal Employment Opportunity (EEO) Plan and develop the 2023-26 EEO Plan to align with the college’s diversity, equity, inclusion, and accessibility + (DEIA+) goals.</p>	<p>1. By the end of spring 2024, the college will have identified how it will meet its three-year goals related to the following areas in component 13 of the EEO Plan: (1) updating the college’s EEO/DEI policy statement, (2) addressing diversity issues in a transparent and collaborative fashion; (3) providing consistent and ongoing training for hiring committees; (4) looking at how the "sensitivity to diversity" of job applicants are assessed; (5) the college’s outreach and recruitment efforts; (6) conducting and analyzing campus climate surveys; (7) creating a formal exit interview process; and (8) professional development, mentoring, support and leadership opportunities for new employees.</p>
<p>2. Begin to share and implement the recommended changes to the college’s hiring practices. The recommendations were developed by 30 college employees from all constituency groups who participated in USC’s Race and Equity Center’s Hiring Institute. Recommendations include areas related to hiring committee trainings, job announcements advertising, composition of a diverse hiring committee, revisions needed on the college's employment webpage, candidates screening and selection, and ensuring a minimum of one DEIA+ question for all interviews.</p>	<p>2. By the end of spring 2024, the college will have developed revised hiring committee training, created an Equal Employment Opportunity (EEO) monitor training, and a hiring committee chair training. In addition, sample DEIA+ related questions will be developed with the intent that at least one will be used during interviews for all positions and develop inclusive “about us” language to be included on job announcements.</p>

**A brief summary of activities beyond 2023-24:**

- Provide employees an opportunity to update their demographic data in Banner, which will ensure the college has accurate employee demographic data.
- Create a mechanism to disaggregate employee data both campus wide and at the department level.
- Continue to implement recommended changes to hiring practices.

## 2023-24 Annual Implementation Plan

### Appendix A: Activity Alignment to Focus Areas and Strategies

Theme	Alignment to Focus Areas and Strategies
1. Student Onboarding	<b>Focus Area 1:</b> 1.2 <b>Focus Area 2:</b> 2.2 <b>Focus Area 3:</b> 3.2 <b>Focus Area 5:</b> 5.1, 5.2, 5.3 <b>Focus Area 8:</b> 8.1 <b>Focus Area 9:</b> 9.1, 9.3, 9.4, 9.5
2. Communication	<b>Focus Area 1:</b> 1.1 <b>Focus Area 2:</b> 2.2 <b>Focus Area 5:</b> 5.1, 5.2, 5.3 <b>Focus Area 8:</b> 8.1, 8.2 <b>Focus Area 9:</b> 9.1, 9.3, 9.4, 9.5 <b>Focus Area 10:</b> 10.2 <b>Focus Area 11:</b> 11.2
3. Student Portal	<b>Focus Area 1:</b> 1.1, 1.2 <b>Focus Area 2:</b> 2.2 <b>Focus Area 5:</b> 5.1, 5.2, 5.3 <b>Focus Area 8:</b> 8.1, 8.2
4. Resources	<b>Focus Area 1:</b> 1.2 <b>Focus Area 2:</b> 2.2 <b>Focus Area 3:</b> 3.2 <b>Focus Area 5:</b> 5.1, 5.2, 5.3 <b>Focus Area 6:</b> 6.1 <b>Focus Area 9:</b> 9.1, 9.3, 9.4, 9.5 <b>Focus Area 10:</b> 10.2 <b>Focus Area 11:</b> 11.2
5. Enrollment	<b>Focus Area 1:</b> 1.1, 1.2, 1.3 <b>Focus Area 2:</b> 2.1, 2.2 <b>Focus Area 3:</b> 3.1, 3.2 <b>Focus Area 4:</b> 4.1, 4.2, 4.3 <b>Focus Area 9:</b> 9.5
6. Caring Campus	<b>Focus Area 5:</b> 5.1, 5.2, 5.3 <b>Focus Area 9:</b> 9.1, 9.3, 9.4, 9.5
7. Professional Learning	<b>Focus Area 3:</b> 3.2 <b>Focus Area 5:</b> 5.2 <b>Focus Area 9:</b> 9.3
8. Data Coaching	<b>Focus Area 3:</b> 3.2 <b>Focus Area 9:</b> 9.3
9. Hiring	<b>Focus Area 9:</b> 9.2, 9.3

## 2023-24 Annual Implementation Plan

### Appendix B: 2021-26 Strategic Plan, Focus Areas and Strategies

Focus Area	Strategies
<b>1. College Readiness:</b> Citrus College will utilize a wide range of strategies to prepare students for success in a collegiate environment	1.1: Increase college readiness through K-12, adult education and industry partnerships
	1.2: Increase participation of incoming students in activities designed to facilitate their transition to the collegiate environment
	1.3: Increase noncredit course offerings that prepare students for credit courses
<b>2. Enrollment Management:</b> Citrus College enrollment management strategies will be comprehensive, responsive, flexible and efficient	2.1: Promote student-centered scheduling that decreases time to completion, maximizes college resources and aligns with Guided Pathways
	2.2: Ensure that college enrollment processes are equitable and efficient in meeting student needs
<b>3. Instructional Quality:</b> Citrus College will deliver high-quality instructional courses and programs	3.1: Develop and organize high-quality curricular and instructional pathways that respond to student needs, address equity gaps and promote program completion
	3.2: Expand professional development for faculty and staff and promote participation in these opportunities
<b>4. Instructional Responsiveness:</b> Citrus College will respond to regional economic and workforce demands	4.1: Provide programming that is responsive to the needs of viable, regional industry clusters
	4.2: Increase noncredit programming in college readiness and short-term vocational and workforce development
	4.3: Expand and develop partnerships that promote workforce development opportunities
<b>5. Student Support:</b> Citrus College will provide effective and comprehensive student support services that contribute to a successful collegiate experience	5.1: Provide an equitable student support service environment that is proactive and responsive to student needs and perspectives
	5.2: Promote access and awareness of student support services to increase student participation
	5.3: Identify student success barriers, assess student perspectives and implement student-centered strategies to overcome challenges
<b>6. Safe Environment:</b> Citrus College will promote a safe and secure educational and workplace environment	6.1: Foster a strong awareness of safety and security to ensure preparedness and responsiveness to emergency situations
	6.2: Ensure a socially safe and secure educational and work environment
	6.3: Mitigate hazards through a systematic review and evaluation of the internal and external college environment

## 2023-24 Annual Implementation Plan

Focus Area	Strategies
<b>7. Sustainability:</b> Citrus College will promote the economic and social benefits of environmental sustainability and will implement sustainable practices	7.1: Identify, evaluate and implement cost-effective sustainable practices
	7.2: Develop and implement learning opportunities for students and employees that benefit environmental sustainability
<b>8. Technological Advancement:</b> Citrus College will anticipate and address technological needs that foster an efficient and effective educational and administrative environment	8.1: Improve student success through the effective use of technology in teaching and learning
	8.2: Provide a robust, secure and accessible technology infrastructure to stream line and improve college processes, and provide data resources relevant to institutional decision-making
<b>9. Diversity, Equity and Inclusion:</b> Citrus College will proactively assess and address the needs of the diverse college community to continually foster a culture of equity, inclusion and collegiality	9.1: Broaden the scope of college outreach, promotion and marketing initiatives to attract a diverse student population
	9.2: Engage in recruitment, hiring and promotion practices to develop a more diverse college workforce
	9.3: Engage the college community in professional development activities to increase awareness of diversity, equity and inclusion
	9.4: Increase student awareness of diversity, equity and inclusion through curriculum and student-centered activities
	9.5: Increase efforts to reduce equity gaps among disproportionately impacted groups of students
<b>10. Image:</b> Citrus College will be known as a premier community college and will maintain prominence as a leader in higher education and career preparation	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
	10.2: Increase student, faculty, staff and administration participation in community activities
<b>11. Community Relations:</b> Citrus College will promote and advocate for initiatives, legislation, partnerships and funding that support student success	11.1: Advocate for initiatives, legislation and funding in support of the Citrus College mission
	11.2: Enhance relationships with local K-12 districts, community college districts and organizations, and four-year colleges and universities
	11.3: Cultivate partnerships with business, civic, governmental, and community organizations and leaders