



Strategic Plan

Increase Student Success and Completion

2016-2021

Lan Hao, Ph.D.
Director of Institutional Research, Planning
and Effectiveness

Presented to:
Board of Trustees, Citrus Community College District
August 16, 2016

Institutional Goal

**Increase
Student Success
and Completion**

Strategic Planning Work Group

Strategic Planning Work Group

- Director of IRPE (Chair)
- Superintendent/President
- VP of Academic Affairs
- VP of Student Services
- VP of Finance & Admin Services
- Dean, CTE
- Dean, Language Arts
- Dean, Social & Behavioral Science
- Dean, Admissions & Records
- Academic Senate President
- Academic Senate Vice President
- Program Review Coordinator
- Curriculum Committee Chair
- Counseling Faculty Members
- CTE Faculty
- Articulation Officer
- Chief Information Services Officer
- Director of EOP&S, CARE and CalWORKs
- Director for STEM Grants/Institute for Completion
- Director of College Success
- Director of Institution for Completion
- Director of Communications
- Director of Human Resources
- Protocol & Government Relations Officer
- Coordinator of School Relations
- Continuing Education Supervisor
- Admissions & Records Coordinator
- Research Analysts
- Administrative Assistant
- Student Representatives

Materials Reviewed



Process

Dream
Speech

Who Are
Citrus College
Students?

VIZ IR IWJ
Dqdo | vIS

Q hz #
P lvvlo
V wdlp hqz

FLEX Day
Faculty
Input

Objectives 1 to 9

Objective	Increase Per Year
1 Basic skills course completion rate in math and English.	2%
2 Pass rate in noncredit ESL	↑
3 Course completion rate (below the college average)	1%
4 Course completion rate of disproportionately impacted groups.	2%
5 Fall-to-spring persistence rate of first-time freshmen.	1%
6 Fall-to-fall persistence rate of first-time freshmen.	2%
7 Students graduating with an associate degree within three years	2%
8 Degree and certificate of disproportionately impacted groups.	2%
9 Transfer of disproportionately impacted groups.	2%

Objectives 10 to 18

Objective	Increase Per Year
10 Degree completion.	1%
11 Certificate completion.	1%
12 Overall transfer to four-year colleges and universities.	2%
13 Number of underrepresented students completing STEM	2%
14 Licensure and credential pass rates for CTE program completers.	1%
15 Completion rate in high-wage and high-demand programs.	1%
16 Wage gain of skill builders and CTE program completers.	↑
17 Annual amount of grant funding.	5%
18 Donations to support student success & completion.	5%

Framework

2016-2021 Strategic Plan



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.
- 1.2 Improve the **transition** of enrolled students to collegiate courses.
- 1.3 Increase students' **participation in activities** designed to facilitate their transition to the collegiate environment.

2. 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.
- 2.2 Ensure that **access** to recruitment, admissions, and enrollment processes is efficient.
- 2.3 Institutionalize an efficient **budget allocation** model that funds FTES strategies.
- 2.4 Implement a relevant, technologically advanced **marketing** and promotion plan to meet the annual enrollment goals of the college.
- 2.5 Increase the number of underrepresented students enrolled in **STEM** programs of study.

3. 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.
- 3.2 Investigate and implement state and national models of exemplary **pedagogy** that lead to course completion.
- 3.3 Increase **professional development** opportunities and resources for faculty and staff.

4. 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.
- 4.2 Increase **noncredit** programming options in ESL, short-term vocational, and workforce preparation courses.

5. 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**.
- 5.2 Adopt a service environment that is driven by **student perspectives** and needs.
- 5.3 Increase and promote **efficient and effective** student support services.
- 5.4 Identify **challenges** to student success and implement mitigation strategies.
- 5.5 Increase student **participation** in college support programs.
- 5.6 Diversify methods used to **connect and communicate** with students.

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.
- 6.2 Promote a **safe learning** environment.
- 6.3 **Mitigate hazards** through a systematic review and evaluation of the internal and external college environment.

7. 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**.
- 7.2 Develop and implement **learning programs** that emphasize environmental sustainability.

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

9. 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**.
- 9.2 Enhance the recruitment and professional development of a **diverse college workforce**.
- 9.3 Develop and promote a college **culture** of inclusion and collegiality.
- 9.4 Increase students' **global awareness** through curriculum development and student activities.

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

11. 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.
- 11.2 Build mutually beneficial **relationships** with local K-12 districts, community college organizations and four-year colleges and universities.
- 11.3 Build **community partnerships** and promote the image of the college through collaboration with business, civic, governmental, and community leaders.

Thank You

Questions?