**Presented to the
Citrus Community College District
Board of Trustees
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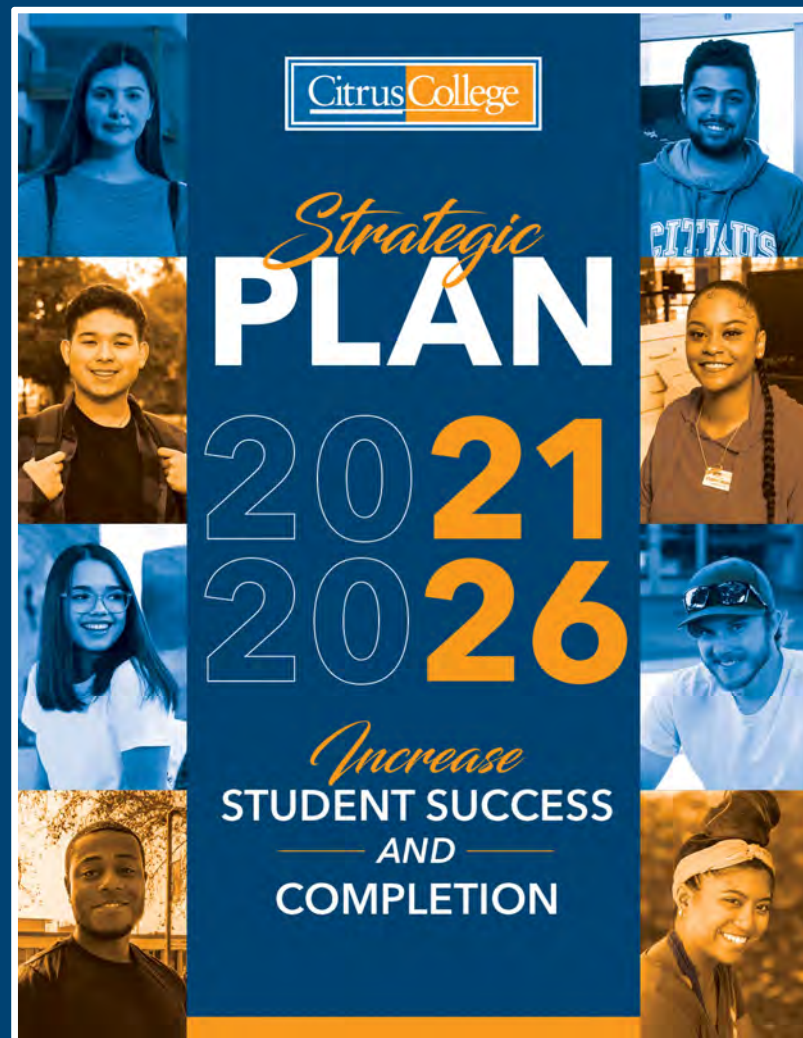
Mission

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.
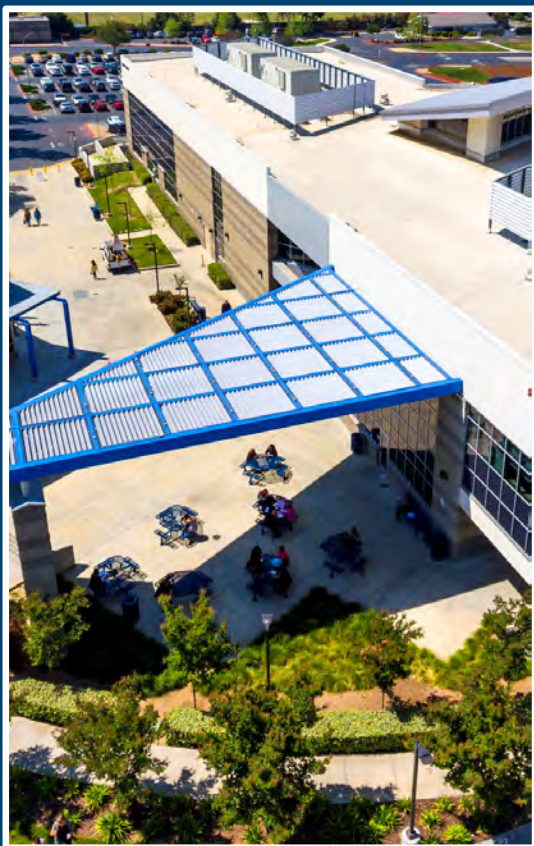
Values

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

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

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

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

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

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

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

Approved by the Citrus College Board of Trustees on July 16, 2019

The Process

Citrus College

1. THE PROCESS BEGAN in March 2020 at the first Strategic Plan Workgroup (SPWG) meeting – a 35-member shared governance collaboration.

2. A COMPREHENSIVE REVIEW was conducted of the college's internal plans and processes, and external factors potentially impacting the college.

3. A PURPOSFUL MULTI-PHASED REDEFINING of all focus areas and strategies was completed with an emphasis on diversity, equity and inclusion.

The Process

4. **THE COLLEGEWIDE MEASURABLE OBJECTIVES** were analyzed by an ad hoc workgroup and new metrics were vetted and confirmed.

5. **A COLLEGEWIDE FORUM** was held and members of the college community were invited to provide feedback on the draft focus areas and strategies.

6. **THE FINAL SPWG MEETING** was held in April 2020 and an overview of all final components was shared with annual implementation to begin fall 2021.

At the core of the
2021-2026 Strategic Plan
is one overarching goal

Increase
STUDENT SUCCESS
AND
COMPLETION

**One Overarching Goal:
Increase Student Success and Completion**

19 Measurable Objectives

11 Focus Areas

30 Strategies

11 Focus Areas

30 Strategies

Annual Implementation

Year 1 Activities

Year 2 Activities

Year 3 Activities

Year 4 Activities

Year 5 Activities

Course Success, Persistence and Noncredit Certificate

Measureable Objectives

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%.

Measureable Objectives

Degree and Certificate Earners, and Transfer

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)

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%.

Measureable Objectives

STEM and CTE Completion, Grant Funding and Donations

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 Accreditation Commission for Community and Junior Colleges' annual report.

15 By 2026, increase the number of students who complete **nine or more CTE unites** 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%.

College Readiness

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

Focus **AREA** **1**

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

Enrollment Management

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

Focus
AREA
2

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

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

Instructional Quality

Citrus College will deliver high-quality instructional courses and programs.

Focus AREA 3

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

Instructional Responsiveness

Citrus College will respond to regional economic and workforce demands.

Focus AREA 4

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

Student Support

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

Focus AREA 5

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

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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
6

2021-2026 Strategic Plan

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Sustainability

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

Focus **AREA 7**

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

Technological Advancement

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

Focus **AREA** 8

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

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

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.

Focus
AREA
9

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

Image

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

Focus AREA 10

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.

Focus AREA 11

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

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