



## Institutional Research and Planning Committee

### MINUTES

Monday, October 27, 2025  
10:00 a.m. – 11:00 a.m. via Zoom

#### Committee Membership and Attendance

(P=Present; A=Absent)

<b>Committee Chair:</b>		<b>Academic Senate Designee:</b>		<b>ASCC</b>	
Lan Hao	P	Robert Loya	A	Jason Avendano	P
<b>Management:</b>		Priscilla Englert		<b>Guest(s):</b>	
Eric Calderon	P	<b>Faculty:</b>		Stephen Fahey	P
My Chau	P	Toros Berberyan	P	Xiaoran Yu	P
Elaine Lipiz Gonzalez	P	Dave Kary	P		
Jessica Lopez Jimenez	P	Michelle Plug	A		
Bala Sethu Raja	P	Levi Richard	P		
Ty Thomas	P	Raul Sanchez	A		
<b>Supervisor/confidential:</b>		<b>Classified:</b>			
Doug Schultz	P	Anthony Delgado	P		
		Yueyi Huang	P		

#### 1. September 22, 2025 Meeting Minutes Review and Approval

The minutes were approved as presented.

#### 2. Measurable Objectives: 2026-2031 Strategic Plan

The measurable objectives will once again be a key component in the strategic plan. A draft framework of the objectives was presented using the original 19 objectives from the 2021-26 Strategic Plan, including two new proposed objectives ([attachment 1](#)).

The current measurable objectives data are available for viewing on the [college's website](#) and have recently been updated to include the most recent 2024-25 data.

Referring to the draft framework:

The objectives have been re-arranged and are now listed in chronological order according to the students' typical journey at Citrus College. Further re-organization may be needed. In addition, the objectives have been categorized by the following milestones:

1. [ACCESS](#)
2. [COURSE-LEVEL SUCCESS](#)
3. [TERM-to-TERM SUCCESS/PERSISTENCE](#)
4. [INTERMEDIATE SUCCESS](#)
5. [GOALS ACHIEVED](#)
6. [OTHERS](#)
7. [SUPPORT MEASURE](#) – Two new objectives are being proposed:
  - Student Educational Plan Completion
  - Student Completing Financial Aid Application

Most objectives have been mapped to the areas listed below. Some objectives are mapped to more than one area.

V – Vision 2030

A – AB 1705

S – SEAP

J – ACCJC Annual Report

F – SCFF Funding Formula

Questions to consider:

1. Are we missing any milestones or objectives?
2. What might be the connections between the objectives and the strategies/activities that will eventually be developed?

## Discussion

**Pertaining to objective 17. CTE 9+ Units Completion:** A point was made that we currently do not have an equivalent objective as to non-CTE-related programs (e.g., major units toward a degree or GE program).

- Degree Works is the source documenting how students are successfully completing units toward their educational goal.
- Not all students are confident in their named major, thus likely to change their major. Units completed prior to a change may or may not apply toward their new program of study.
- Students receiving federal financial aid are incentivized to take only those courses applicable to their program of study.

A suggestion was made for consideration within the intermediate success category

- Golden four and GE progress and/or completion

**New proposed measure:** Student Educational Plan Completion

- The completion of comprehensive student educational plans (SEP) is a required metric to report in SEAP
  - Students' delays in deciding on a major may account for the lack of completion of comprehensive SEPs
- There is value in tracking the completion of students' abbreviated and follow-up SEPs as well.

**New proposed measure:** Student Completing Financial Aid Application

The group was referred to a 6-page excerpt (section III) of the [28-page Vision 2030 July 2025 report](#). Section III details the goals, outcomes and benchmarks of the report.

- **Goal 3, outcome 5: Maximization of Financial Aid:**  
“Increase with equity the number of California community college students receiving state and federal aid for which they are eligible to better support their educational journey.”  
**Benchmark:** “By 2030, increase with equity the number of California community college students receiving Pell and California College Promise Grant by 10%.”

- Proposed objective to increase the number of students who **apply** for financial aid. Citrus College has no foreknowledge or control over students' eligibility. There are three applications:
  1. Free Application for Federal Student Aid (FAFSA)
  2. California Dream Act
  3. Community College Promise Grant (CCPG)
- Questions posed:
  - Is there a way of knowing the number of students who are eligible compared to those who actually apply?
  - What is the percentage of students who don't apply because they can't (e.g., CCAP students), or are hesitant to do so?
  - What are the reasons (or "stories") why students don't apply?
  - If a student applies, and are at risk of being denied an award, there may be underlying circumstances that can be discussed and worked through which may ultimately render them receiving an award.
  - It might be good to know more about the population that is not applying.
  - Once a student applies, are they maintaining their eligibility based on their academic progress?

Discussion of the measurable objectives will continue. This topic will be discussed again at the November 24, 2025 IRPC meeting.

Meeting adjourned.

**NOTE:** This meeting's supporting documents including the recording and chat transcript are available upon request. Please email Jody Barrass at [jbarrass@citruscollege.edu](mailto:jbarrass@citruscollege.edu).

Remaining meeting date for 2025-26:

11/24/25

3/2/26

3/30/26

4/27/26

6/1/26

DRAFT Measurable Objectives: 2026-31 Strategic Plan

**Mapping References:**

**V** – Vision 2030; **A** – AB 1705; **S** – SEAP

**J** – ACCJC Annual Report

**F** – SCFF Funding Formula

**ACCESS**

19. Enrollment Yield Rate (S)

**COURSE-LEVEL SUCCESS**

1. Transfer-Level English Completion (S)
2. Transfer-Level Mathematics Completion (S)
4. Course Success Rates (J)
5. Disproportionately Impacted Students' Success Rate

**TERM-to-TERM SUCCESS/PERSISTENCE**

6. Fall-to-Spring Persistence (S)
7. Fall-to-Fall Persistence (S)

**INTERMEDIATE SUCCESS**

17. CTE 9+ Units Completion (F)

**GOAL ACHIEVED**

3. Noncredit Certificates Awarded
9. Degree Completion Among African American and Latinx Students (S)
10. Workforce Certificate Completion Among African American and Latinx Students
11. Transfer of Disproportionately Impacted Groups (S, F)
12. Overall Degree Completion (F)
13. Workforce Certificate Completion
14. Student Transfers to Four-Year Institutions
15. STEM Program Completion Among Underrepresented Students
16. Licensure and Credential Pass Rates (J)

**OTHERS**

8. Reduction in Units Accumulated by Degree Earners (V)
18. Attainment of Living Wage (F)

**SUPPORT MEASURE**

- NEW:** Student Educational Plan Completion (S)
- NEW:** Student Completing Financial Aid Application (V)