

Student Services Comprehensive Program Review

School Relations-Outreach

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General Information (Student Services Comprehensive Program Review)

Standing Requirements

EXECUTIVE SUMMARY (BRIEF SUMMARY, COMMENDATIONS, CHALLENGES, AND RECOMMENDATIONS)

School Relations and Outreach (SRO) programs grew significantly during the past five years. The Early Decision program expanded as a result of new partnerships with out-of-district schools. Some of the partner districts outside the college's service area include Baldwin Park, Bonita, Covina, and Pomona. Three new programs were also added during the current review cycle-- College and Career Access Pathways (CCAP), I Will Complete College (IWCC), and the Citrus College Promise. These three programs expanded rapidly. For example, the CCAP program, which began in spring 2017 with 16 courses, increased to 58 courses in spring 2020. In addition, SRO launched a monthly newsletter in spring 2020 sent to prospective students who completed an interest card. The purpose of the newsletter is to maintain engagement with prospective students by highlighting the latest news on the college, upcoming outreach activities, and spotlighting a faculty member. The newsletter ensured prospective students remain engaged during the pandemic. School Relations and Outreach coordinates many campus events in collaboration with other student services areas including Welcome Day, Parent Night (College Information Night), and the High School Counselor Breakfast (High School Counselor Conference). Many new positions were created to accommodate the program's growth including the Outreach Supervisor, College Promotions Specialist, six full-time Completion Specialists who oversee Promise, IWCC and CCAP, and two part-time Completion Specialists who assist with CCAP.

PROGRAM MISSION/DESCRIPTION (MISSION STATEMENT)

Program Mission:School Relations and Outreach contributes to the college's mission by facilitating the recruitment of a diverse student population. The program connects current students, prospective students and their families to college programs and services, empowering them to achieve academic excellence and economic opportunity. The program also supports the college's commitment to developing strong partnerships with community organizations.

Program Description:The School Relations and Outreach program is responsible for coordinating and executing outreach and recruitment efforts at local area middle schools, high schools, and community events; thereby maximizing awareness to students, their families, and school administrators and encouraging students to choose Citrus College.School Relations and Outreach is responsible for the following:

- Coordinates the college's outreach and recruitment activities at local area middle schools and high schools.
- Implements student outreach services that encourage high school students to choose Citrus College.
- Coordinates community events attended by school officials.
- The program is responsible for several support programs including:
 - o Citrus College Promise
 - o College and Career Access Pathways (CCAP)
 - o Early Decision program
 - o I Will Complete College (IWCC)

Student Ambassador programActivities in support of these responsibilities and programs include:

- Providing hands-on assistance and individual support to each student.
- Ensuring that students complete each step of the enrollment process, register each term, and fulfill all subsequent requirements, such as re-applying for financial aid.
- Assisting in recruiting high school students.
- Referring students to support services such as tutoring services, counseling services, and financial aid assistance.
- Assisting in scheduling counseling appointments and explaining the process of attending faculty office hours.
- Serving as a liaison between the Citrus College faculty and the school administration at each CCAP location, facilitating all issues that may come up such as discipline, need for accommodations, and class cancellations.

The programs coordinated by the School Relations and Outreach are:

Citrus College PromiseThe Citrus College Promise program encourages full-time enrollment and student success through financial aid support. Program participants have their enrollment and mandatory fees covered for fall and spring semesters for the first two years of their enrollment. In addition, students are able to participate in a textbook voucher program. Students must complete the Early Decision program requirements in order to participate in the Citrus College Promise program.

College and Career Access Pathways (CCAP)CCAP, also known as Early College or Dual Enrollment, provides students the opportunity to simultaneously take high school classes and college credit courses in a rigorous yet supportive program at their high school site. The program prepares students for college success and reduces the time of completion.

Early Decision ProgramThe Early Decision program assists high school seniors in completing all the necessary application and registration processes to successfully enroll at Citrus College. Early Decision students receive priority registration for one academic year.

I Will Complete College (IWCC)The IWCC program assists first-time college students in achieving their academic goals. Services include: registration assistance, program counselor appointments, personalized follow-up, and two additional years of priority registration.

Student Ambassador ProgramThe Student Ambassador program promotes a welcoming community environment through the hiring and training of a diverse group of students who serve as role models and leaders. Student Ambassadors conduct campus tours, conduct college presentations, and assist with outreach activities.

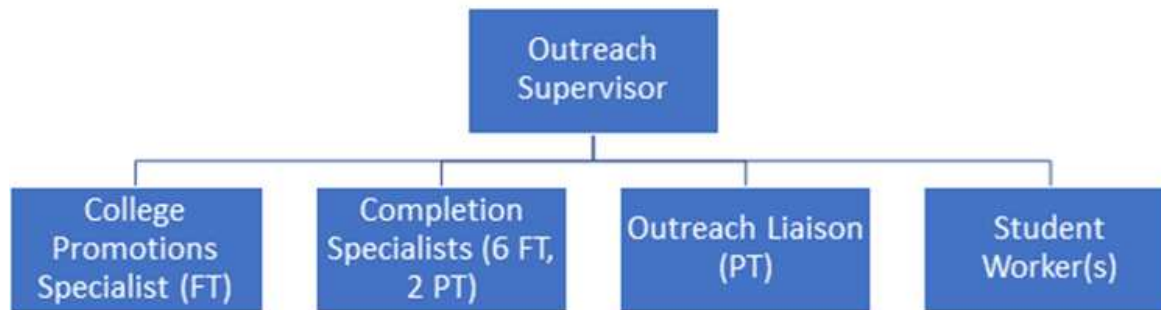
COMMITTEE MEMBERS (ALPHABETIZED BY LAST NAME, LEFT TO RIGHT, THREE COLUMNS)

- Alex Barajas
- Nilda Chavez
- Art Corral
- Alexa Filatoff
- Teresa Gonzalez
- Dalia Khalil
- Megan Pennings
- Aimee Ruaburo
- Justin Susi
- Lilianna Verduzco

ORGANIZATION CHART

- Outreach Supervisor
- College Promotions Specialist (1 – 100%)

- Completion Specialist (6 – 100%)
- Completion Specialist (2 – 49%)
- Outreach Liaison (1 – 49%)
- Student Workers



STAFFING

Staff preparation and training.

Completion Specialists engaged in several trainings each year learning how to coach students on Citrus College support programs and services, received updates on financial aid, and ally trainings offered by Student Affairs. Student Ambassadors are required to participate in 12 hours of training where they learn customer service skills, public speaking skills, how to present at college fairs, and how to conduct campus tours. The Outreach Supervisor participated in regional and national conferences to support nontraditional students and promise students. Staff participate in software trainings such as courses on Banner, Smartsheet, Teams, and Outlook.

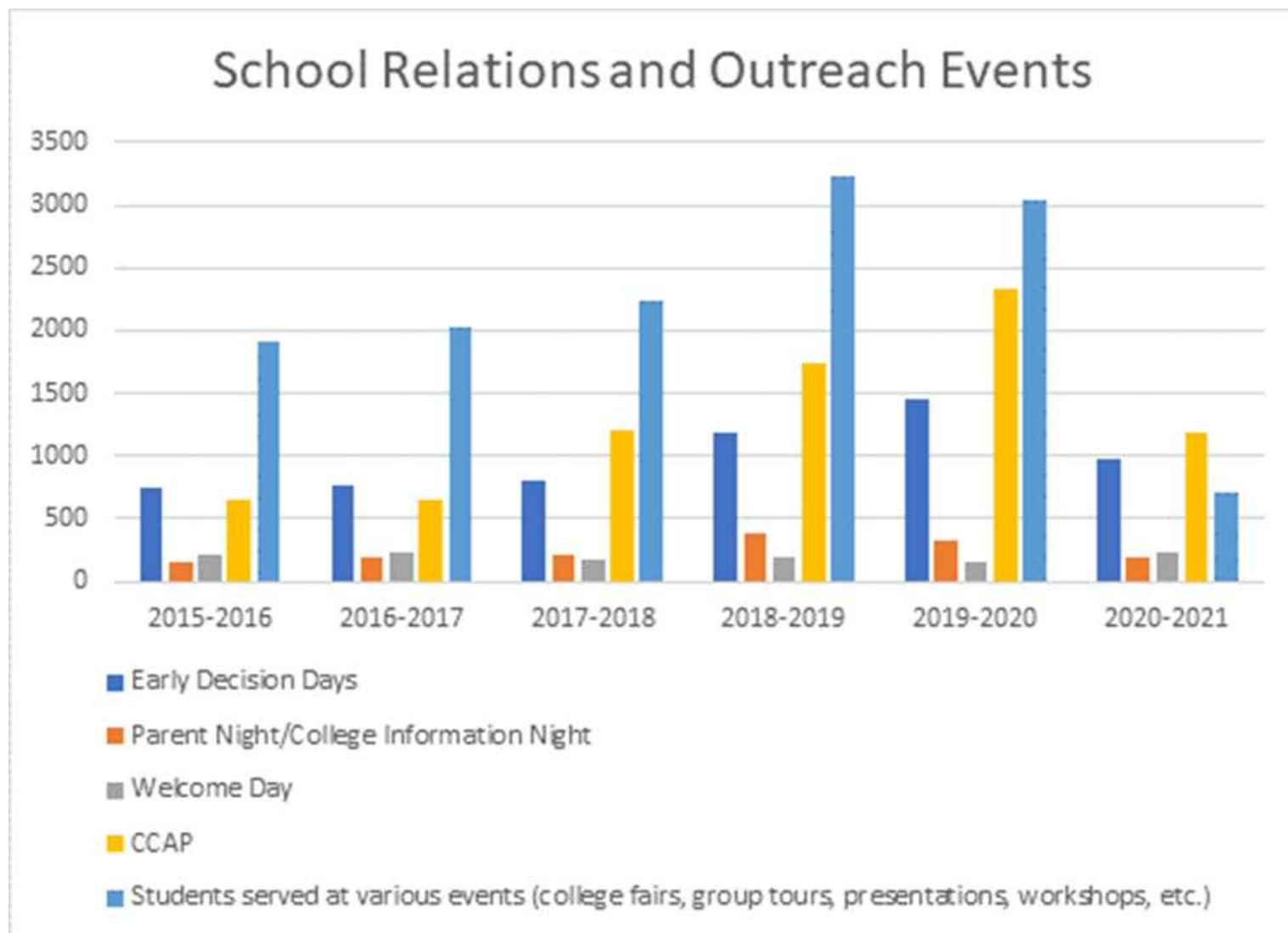
KEY FUNCTIONS (USING BULLET FORMAT - POPULATE WITH TEXT FROM THE PREVIOUS PROGRAM REVIEW, EFMP OR ENTER NEW TEXT.)

- Campus tours
- Citrus College Promise program
- College information nights for prospective students and family
- Early Decision program
- High schools visits, college fairs, presentations, and workshops
- I Will Complete College (IWCC) program
- Informational meetings for K-12 counselors and administrators
- Participation in community events
- Provide community with information on educational opportunities at Citrus College
- Recruitment and registration of students into Early College/CCAP programs
- Registration assistance for current students
- Student Ambassador Program
- Welcome Day

SERVICE DEMOGRAPHICS (POPULATE WITH DEMOGRAPHIC DATA FROM INSTITUTIONAL RESEARCH AND PLANNING OR EFMP)

School Relations and Outreach serves a diverse population of prospective students, families, and community members. Overall, the number of students served at various events such as college fairs, group tours, presentations, and workshops increased every year prior to the start of the pandemic. Chart 1 below shows the increase of students served by programs and participants at key outreach events. The dramatic drop in participants for 2020-2021 was due to the COVID-19 pandemic and the cancellation of all community events, college fairs, and high school in-person events.

Chart 1. School Relations and Outreach Events



STUDENT ELIGIBILITY REQUIREMENTS (DESCRIBE ELIGIBILITY REQUIREMENTS FOR PARTICIPATION IN THE PROGRAM.)

The Early Decision program requires that graduating seniors:

- Attend a college presentation and complete an interest card;
- Complete the Citrus College application;
- Complete a New Student orientation; and
- Complete an abbreviated Student Education Plan (SEP) with a Citrus College counselor.

The IWCC/Promise program is open to first-time college students who:

- Complete the requirements of the Early Decision program;
- Submit a FAFSA or California Dream Act application, each year;
- If eligible, apply to Extended Opportunity Programs and Services (EOPS) program;
- Sign the I Will Complete College/Promise Pledge;
- Declare a course of study/major before the end of their first-year;
- Enroll full-time (minimum 12 units) consecutively throughout the duration of the two-year Promise program in fall and spring semesters each academic year;
- Enroll in English and/or math every semester until required courses are completed;
- Complete the Focus 2, Citrus College's career assessment program, by the end of the fall semester of year one;
- Maintain a minimum of 2.0 GPA before the start of the spring semester of year one;

- Complete a comprehensive student education plan by the start of the second year; and
- Complete 30 units of coursework prior to the start of fall semester of year two.

FACILITIES/LOCATION

The SRO staff currently works in a total of four separate office spaces on the second floor of the Student Services building. The dramatic expansion of the program required immediate utilization of available space, resulting in the separate work areas for the team.

COORDINATION

SRO works closely with Financial Aid, Admissions and Records, Counseling and Advisement, Fiscal Services, TeCS, Academic Affairs, Disabled Student Programs and Services (DSPS), Extended Opportunity Programs and Services (EOP&S), and individual faculty. CCAP, Early Decision, IWCC and Promise programs require close collaboration and coordination with at least one of these partners.

BUSINESS OFFICE (DESCRIBE HOW THIS PROGRAM WORKS WITH THE BUSINESS OFFICE TO MONITOR BUDGETS AND FISCAL REPORTING?)

SRO staff works closely with Fiscal Services to manage AB 19 funds and SB 85 funds ensuring that the budgets are reconciled and spent. SRO also coordinates payments between local area schools and the Business Office for contract education courses and courses that are not part of the CCAP program.

LINKS TO PLANNING (LIST HOW THIS PROGRAM IS ALIGNED WITH THE INTEGRATED PLAN AND THE STRATEGIC PLAN)

Program goals and Student Learning Outcomes (SLO's) are linked to the Strategic Plan, specifically Focus Areas 1 and 5. School Relations and Outreach goals also align with the Chancellor's Office Vision for Success and the College's Student Equity and Achievement Plan (SEAP) as program activities support disproportionately impacted student groups. Additionally, SRO services align with the Guided Pathways model by providing outreach and registration services to all students. The CCAP and Early Decision programs guide prospective students through the enrollment and registration process in support of the Citrus College Strategic Plan Strategy Focus Area 1, College Readiness: Increasing college readiness through participation of incoming students in activities designed to facilitate their transition to the collegiate environment such as Early Decision. (Strategy 1.1)

School Relations and Outreach provides effective and comprehensive student support services that contribute to a successful collegiate experience through the IWCC and Promise programs. A Canvas shell was created for IWCC/Promise students to promote access and awareness of student support services to increase student participation. (Strategy 5.2) The program promotes a strong commitment to serving a diverse student population which is directly aligned with the College's Student Equity Plan.

PROGRAM STUDENT LEARNING OUTCOMES

School Relations-Outreach SLO Set

School Relations and Outreach SLO 1: Registration and Enrollment Services School Relations and Outreach program will provide services that contribute to timely registration and retention of students. Mapping Strategic Plan Focus Areas: 2.2 Recruitment, admissions, and enrollment
School Relations and Outreach SLO 2: Outreach Services Prospective students and their families will understand the steps needed to apply and register. Mapping Strategic Plan Focus Areas: 1.2 Transition to collegiate courses
School Relations and Outreach SLO 3: Support Services CCAP students, IWCC students and Citrus College Promise students will receive support services that contribute toward successful completion of their educational goals. Mapping Strategic Plan Focus Areas: 5.3 Effective student support services, 5.5 Increase participation in support programs

PAST PROGRAM REVIEW (UPLOAD PRE-TASKSTREAM PROGRAM REVEIWS HERE.)

Previous 5-Year Assessment Cycle/Upcoming 5-Year Planning Cycle

PROGRAM SELF-EVALUATION: A: ACCESS (ACCESS – DESCRIBE HOW THIS PROGRAM IS ACCESSIBLE TO STUDENTS.)

The Institutional Research Office provided demographic and student success data on CCAP and IWCC programs. The number of students in the CCAP program has grown exponentially since the program began in 2016-2017, growing from 397 students to 1,488 students in 2020-2021. Over the past five years the number of Latino students served decreased from 76% to 58% whereas the number of white students grew from 9% to 20%. The gender gap between males and females widened to a ratio of 2:1 female to male in the last year. The data also shows a shift toward younger participants with the number of students who are 14 or younger growing from 9% to 22% in the five-year period.

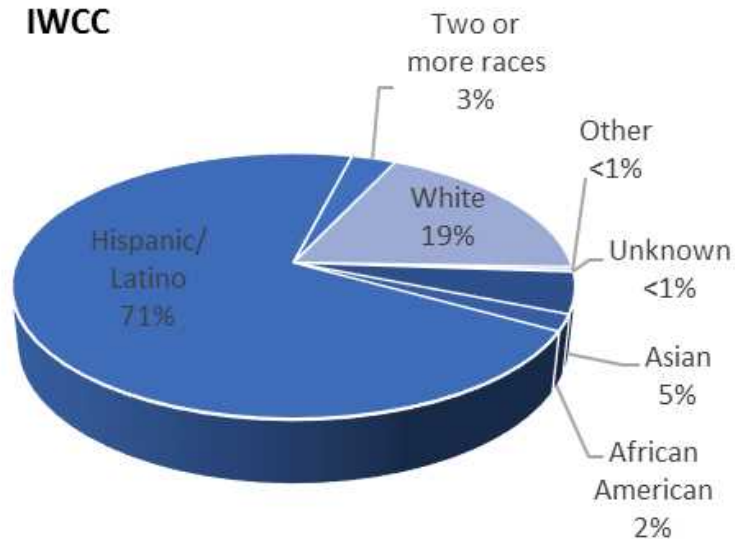
CCAP Ethnicity

	2016-2017		2017-2018		2018-2019		2019-2020		2020-2021	
	Count	%	Count	%	Count	%	Count	%	Count	%
Asian	27	8%	45	8%	72	9%	142	12%	173	11%
Black or African American	15	4%	17	3%	19	2%	33	3%	31	2%
Hispanic or Latino	301	76%	422	72%	496	64%	742	60%	859	58%
American Indian or Alaska Native	1	0%	0	0%	0	0%	5	0%	1	0%
Native Hawaiian or Other Pacific Islander	0	0%	0	0%	1	0%	4	0%	1	0%
Two or more Races	14	4%	25	4%	47	6%	69	5%	99	7%
White	38	9%	77	13%	127	16%	213	18%	304	20%
Unknown	1	0%	1	0%	11	1%	23	2%	20	1%
Total	397	100%	587	100%	773	100%	1,231	100%	1,488	100%

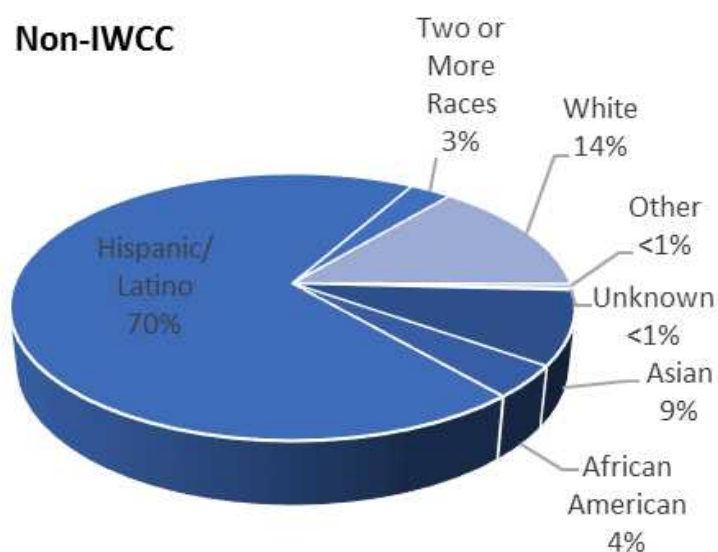
IWCC Ethnicity

The Institutional Research Office provides a report of the prior year's first-year IWCC student cohort that includes demographic and academic profiles of the first-year IWCC cohort compared to non-IWCC new high school graduates who enrolled in Citrus College in the same fall semester. The report found that in fall 2020 the IWCC cohort had a higher percentage of white students (19% vs. 14%) and a lower percentage of Asian students (5% vs. 9%).

IWCC



Non-IWCC



CCAP Gender

	2016-2017		2017-2018		2018-2019		2019-2020		2020-2021	
	Count	%	Count	%	Count	%	Count	%	Count	%
Female	221	56%	362	62%	491	64%	794	65%	970	66%
Male	170	42%	219	37%	266	34%	416	34%	489	32%
Not Reported	6	2%	6	1%	16	2%	21	2%	29	2%
Total	397	100%	587	100%	773	100%	1,231	100%	1,488	100%

CCAP Age Group

	2016-2017		2017-2018		2018-2019		2019-2020		2020-2021	
	Count	%	Count	%	Count	%	Count	%	Count	%
14 or Younger	95	9%	184	31%	257	34%	307	26%	351	22%

15	114	26%	160	27%	226	29%	336	27%	374	25%
16	101	32%	128	22%	200	26%	332	26%	402	28%
17 or 18	87	33%	115	19%	90	12%	256	21%	361	25%
Total	397	100%	587	100%	773	100%	1,231	100%	1,488	100%

PROGRAM SELF-EVALUATION: B STUDENT SUCCESS

A remarkably high number of CCAP participants enroll directly at four-year universities. In 2016-2017, 30% of seniors in the program went to a four-year university in the subsequent year whereas in 2019-2020, 45% of seniors subsequently enrolled in a four-year university the following year.

CCAP 4-Year University Attendance

Cohort	Cohort Count	4-Year College Going Count	4-Year College Going Rate
2016-2017	397	120	30%
2017-2018	396	132	33%
2018-2019	372	105	28%
2019-2020	147	66	45%

Since its inception in spring 2017, the CCAP program has had high retention and completion numbers. The average retention rate is 94% and the average success rate is 90% while the number of enrollments has increased from 388 in the first semester to 1,429 in spring 2021.

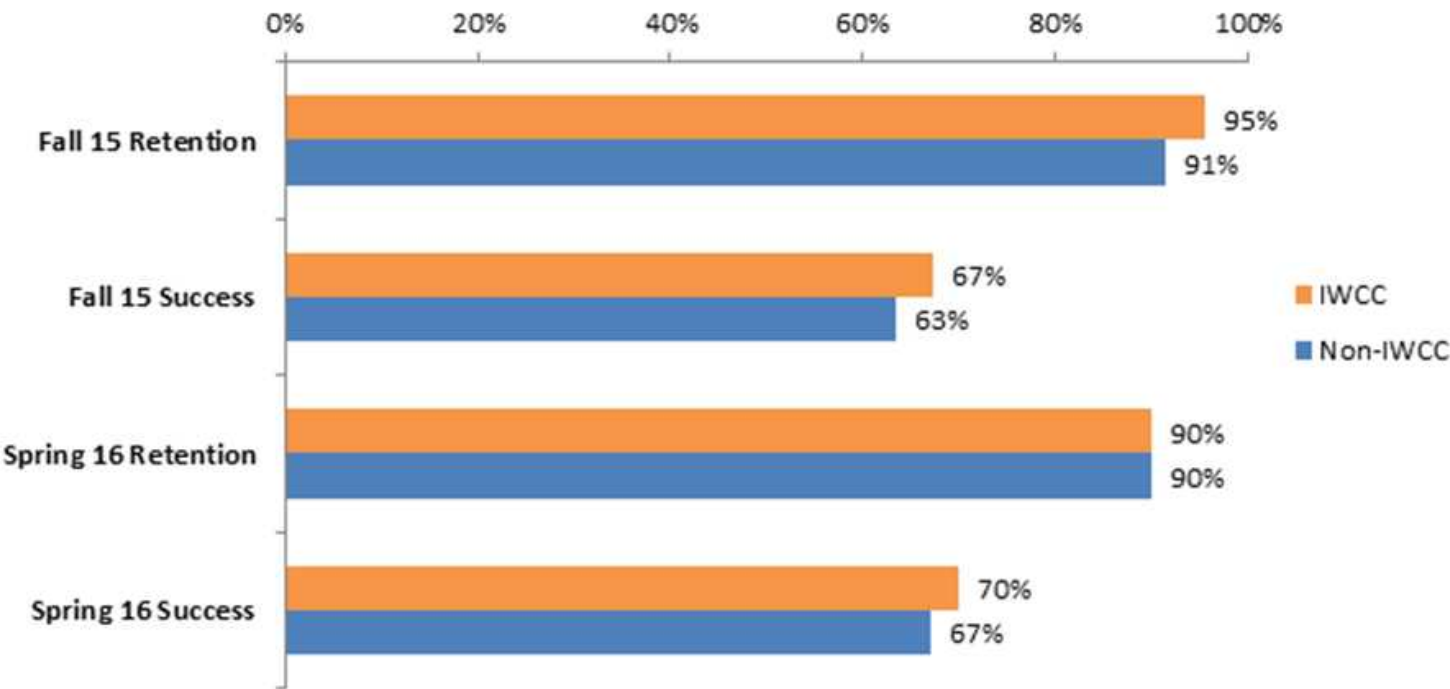
CCAP Retention Success

Term	Enrollment Count	Success Count	Success Rate	Retention Count	Retention Rate
Spring 2017	388	338	87%	364	94%
Summer 2017	244	236	97%	238	97%
Fall 2017	406	372	92%	398	98%
Spring 2018	434	383	88%	416	96%
Summer 2018	390	372	95%	383	98%
Fall 2018	627	583	93%	611	97%
Spring 2019	798	722	90%	764	96%
Summer 2019	402	390	97%	396	98%
Fall 2019	956	850	89%	780	97%
Spring 2020	1195	1102	92%	1169	98%
Summer 2020	279	256	92%	268	96%
Fall 2020	1374	1227	89%	1332	97%
Spring 2021	1429	1210	85%	1282	97%
Overall	8922	8041	90%	8401	94%

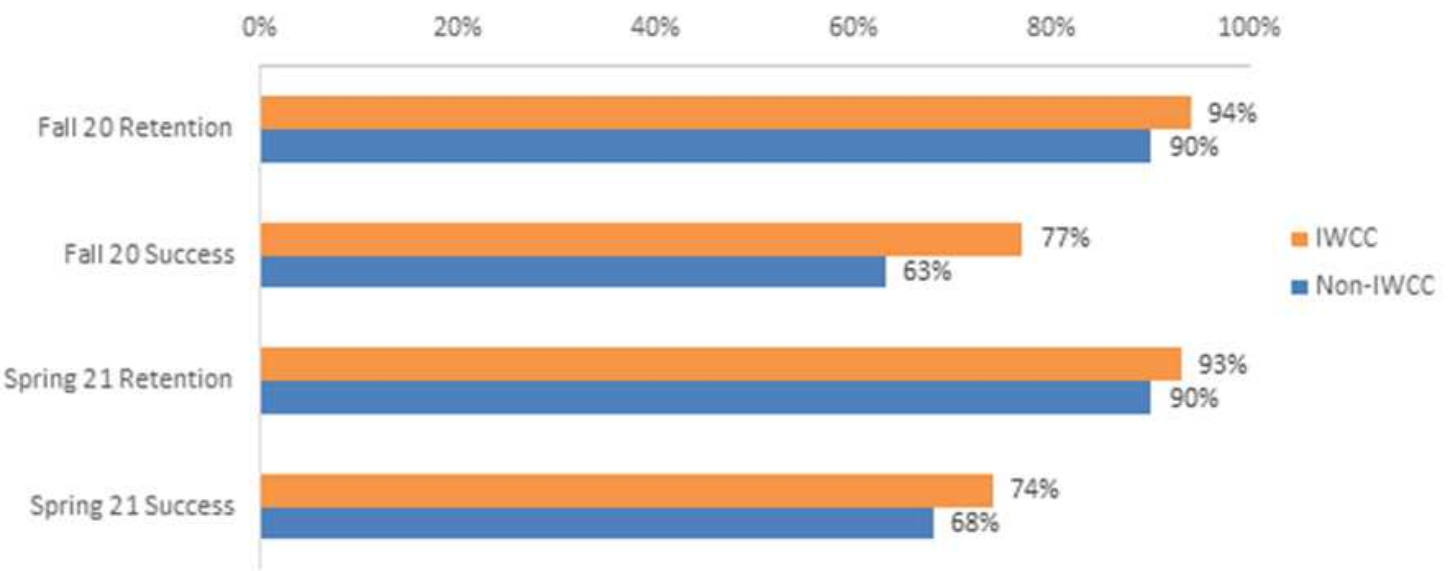
IWCC Retention and Success Rates

Every year, since the IWCC program started in fall 2015, data shows high retention and success rates compared to non-IWCC students. The tables below show comparison data from the

2015-2016 first-year cohort and 2020-2021 first-year cohort. In fall 2015, the IWCC cohort had higher overall course retention and success rates when compared to the non-IWCC students. In spring 2016, the IWCC cohort had the same retention rate, but a higher success rate when compared to the non-IWCC students.

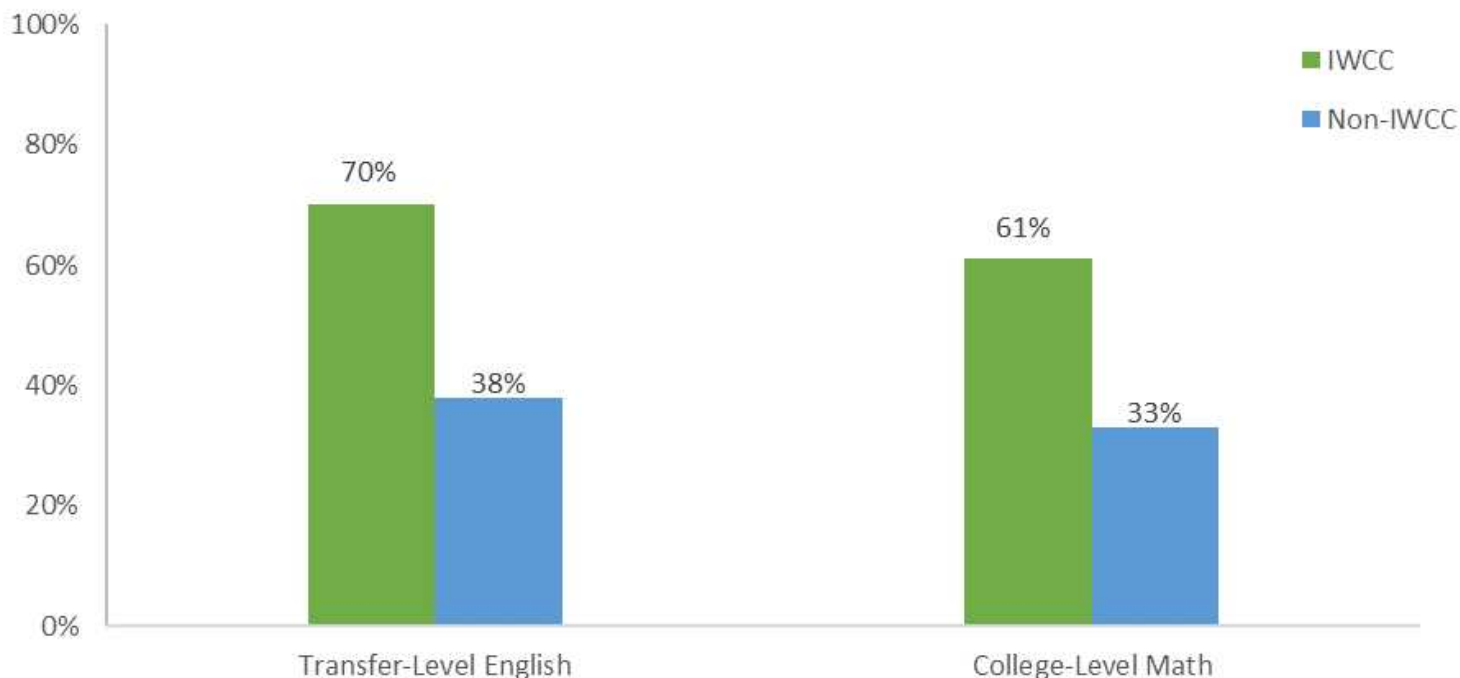


The fall 2020 IWCC cohort performed better than the non-IWCC cohort in course success, persistence, unit attainment and transfer-level completion. Likewise, the IWCC cohort had higher course retention and success rates than non-IWCC students in both fall 2020 and spring 2021.



IWCC Transfer-Level English and College-level Math Completion

By the end of spring 2021, 70% of the fall 2021 IWCC cohort successfully completed a transfer level English course, compared to 38% of the non-IWCC cohort. Sixty-one percent of the IWCC cohort successfully completed a college level math course (Math 144 or above), compared to 33% of the non-IWCC cohort.



The IWCC program was designed to provide extra and intentional support for new incoming freshmen. The program grew from serving 364 new students in fall 2015 to serving 860 new students in fall 2019 before declining to 700 new students in fall 2020 due to the COVID-19 pandemic. At the same time, the percent of students completing transfer-level math after the first year increased from 43% to 61%, and completion of transfer English increased from 51% to 70%. The large success gap in completion of transfer-level English and college-level math has been a hallmark of the IWCC program. Therefore, to have the greatest impact on campus, the program worked hard to increase the numbers of students served while also scaling up the percentage of all first-year students who participate in the program.

IWCC New Student Cohort Size

	Cohort	Cohort Size	% of First-Year Class
Fall 2015	IWCC	364	19%
	Non-IWCC	1,505	81%
Fall 2016	IWCC	417	24%
	Non-IWCC	1,344	76%
Fall 2017	IWCC	464	24%
	Non-IWCC	1,471	76%
Fall 2018	IWCC	618	31%
	Non-IWCC	1,392	69%
Fall 2019	IWCC	859	43%
	Non-IWCC	1,121	57%
Fall 2020	IWCC	700	43%
	Non-IWCC	920	57%

PROGRAM SELF-EVALUATION: C NON-CREDIT GOALS

When School Relations and Outreach participates in community events, the program offers information about the noncredit program.

PROGRAM SELF-EVALUATION: D EXEMPLARY PRACTICES AND SERVICES (LIST EXEMPLARY PRACTICES AND SERVICES OFFERED THAT COULD BE SHARED WITH OTHER DEPARTMENTS.)

School Relations and Outreach launched three new programs over the past six years: CCAP, IWCC, and Promise. The program collaborates closely with Azusa, Claremont, Duarte, Glendora and Monrovia School Districts and has added activities at the following school districts: Baldwin Park School District, Bonita School District, Covina School District, La Puente School District, and Pomona School District. The addition of these districts' accounts for much of the growth of the Early Decision program over the last six years. The Early Decision program started with around 200 students and is now serving over 1,000 students.

In order to serve students in these growing programs, new positions were created. The Outreach Supervisor position was hired in 2015 and in 2017 the College Promotions Specialist was

hired to replace the coordinator position. In 2015, four Completion Specialists were hired to help oversee the IWCC and Promise programs.

School Relations and Outreach, in partnership with External Relations, launched an initiative in spring 2021 to spotlight faculty in SRO's monthly outreach newsletter. Currently, the newsletter is sent to over 3,000 recipients including prospective students who fill out an interest card, high school counselors, community outreach contacts, and local agencies that work to support Citrus College. The faculty profile campaign supports the program's efforts with Guided Pathways, Diversity, Equity and Inclusion Task Force, and Enrollment Management.

PROGRAM SELF-EVALUATION: E COMPLIANCE

School Relations and Outreach abides by Family Educational Rights and Privacy Act (FERPA) regulations when interacting with prospective students, current students, high school partners and community members. SRO ensures that students who participate in the CCAP program are excluded from paying fees and confirms that students are coded appropriately in the student management system.

The Promise program requires students to submit a FAFSA or California Dream Act application each year and to enroll full-time (minimum 12 units) consecutively throughout the duration of the two-year Promise program. SRO staff verify that participants are first-time college students who have never attended college (excluding dual/concurrent enrollment) and who are California residents or residency exempt.

PROGRAM SELF-EVALUATION: F ENVIRONMENTAL IMPACT (HOW HAS THE PROGRAM CONTRIBUTED TO A GREENER CAMPUS ENVIRONMENT.)

School Relations and Outreach contributes to a greener campus environment by reducing the use of printed material and redirecting outreach efforts towards the program's website. As a result of the COVID-19 pandemic, all forms required for CCAP and Early Decision programs were transitioned to online. For example, the concurrent enrollment packet required for new CCAP students is now submitted through Formstack and the Interest Card for the Early Decision program is also completed online through the Citrus College website. In addition, QR codes have been created in place of all promotional flyers and the program offers virtual college presentations, application workshops, and orientations.

PROGRAM SELF-EVALUATION: G DATA REPORTING

No data reporting requirements

PROGRAM SELF-EVALUATION: H TECHNOLOGY NEEDS (EXPLAIN HOW FACULTY, ADMINISTRATORS, STAFF, AND STUDENTS INTERACT WITH THIS PROGRAM.)

The SRO program requests Wi-Fi hot spots to take when attending presentations, application workshops, and college fairs off campus. Due to limited or unreliable access to Wi-Fi services when working off campus, Wi-Fi hot spots allow SRO staff to connect students to the resources needed to complete the application and registration processes.

PROGRAM SELF-EVALUATION: I INTERACTION

School Relations and Outreach partners with faculty, administrators, and staff to coordinate several campus outreach events throughout the year in order to increase student access and success at Citrus College. These events include the High School Counselor Conference (formerly known as High School Counselor Breakfast), College Information Night (formerly known as Parent Night), Early Decision, and Welcome Day. In addition, a faculty profile feature was added in the monthly outreach newsletter to spotlight different faculty at Citrus College and help promote their discipline and courses.

Prospective students are encouraged to complete interest cards and surveys at various outreach events. Students who complete the interest card begin receiving the monthly outreach email. The data collected from surveys is utilized to gauge the effectiveness of each event and to make appropriate modifications as needed. Furthermore, the program continuously engages with prospective and current students to gain a better understanding of student's needs and their expectations from the college.

AWARDS AND SPECIAL RECOGNITIONS

The Arts Schools Network (ASN) awarded Citrus College the 2021 Higher Education Award. The award is given to educational institutions that continually promote arts education in K-12 schools. ASN specifically highlighted the partnerships with the California School of the Arts - San Gabriel Valley (CSArts) through the CCAP program. The CCAP program at CSArts has grown from 20 sections in fall 2020 to 27 sections in fall 2021. SRO has one dedicated full-time Completion Specialist who coordinates all registration processes for CSArts.

In 2019, Citrus College was awarded the AACC Award of Excellence in the Student Success category; in honoring Citrus College, AACC highlighted the implementation and success of the IWCC program.

SUMMARY OF PAST RECOMMENDATIONS/GOALS

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Recommendations/Goals	Mapping	Status	Completed
Create and hire a supervisor for School Relations and Outreach to meet the scope and needs of the program.	CCSP 2.1.1	A new supervisor position was created in 2015.	2015
Increase outreach staff to sustain and support outreach efforts. Establish a full-time Outreach Liaison position to meet the demands of the program and a new position to staff the information booth to provide information, assist with application process, schedule tours, and respond to inquiries from prospective students and the community at large.	CCSP 2.1.1	In 2015, four full-time Completion Specialist positions were created to help support the IWCC program. In 2020, a full-time Completion Specialist position was approved to assist with the growth of the CCAP program. In 2021, two part-time Completion Specialists positions were combined into one full-time position to assist with the CCAP and Early Decision programs.	2015-2021
Update computers and purchase tablets to connect the students to the College's resources by producing high quality social and visual media in a timely and efficient manner. This will allow the staff to assist the students with the application process on site.	CCSP 2.1.1	Tablets and computers have been updated and/or purchased to assist students in IWCC, Promise, CCAP, and Early Decision programs.	2015-2021
Update technology and software such as Banner outreach component. Utilize social media as a productive approach to recruitment strategies. Add a college's virtual tour to the Schools Relations and Outreach website.	CCSP 2.1.1	Software like Formstack and Smartsheet were implemented to improve access to services for students. The IWCC/Promise program has been able to maintain a strong social media presence on Instagram. SRO collaborated with the International Student Center on a virtual tour that is currently in development.	Ongoing
Purchase new translation equipment to communicate effectively with the students and their families. Additional funds to provide translated materials and hire a translator to assist at outreach events are also a necessity.	CCSP 2.1.1	Translation equipment was not purchased nor a translator hired. Other needs were prioritized as part of the annual program review process.	Abandoned

SUMMARY OF PAST LEARNING OUTCOMES

Outcome: SRO SLO 1: School Relations and Outreach program will provide services that contribute to timely registration and retention of students.

SRO surveyed Early Decision students in spring 2020 to ensure students understand what it means to be part of a Guided Pathways CAP. The criteria for success was that 80% of students surveyed would indicate that they understood what it means to be part of a CAP via a short survey. From the 116 responses received, more than half of the participants stated they were not sure if they understood Guided Pathways. As a result, SRO will inform students about Guided Pathways during IWCC/Promise workshops such as those presented at Welcome Day. The program also collaborated with Counseling and Advisement on an orientation for Early Decision and CCAP students that includes Guided Pathways information.

Outcome: SRO SLO 2: Prospective students and their families will understand the steps needed to apply to and register for Citrus College.

SRO surveyed Early Decision participants to ask them if the program effectively guided them through the admissions and enrollment process. Out of the 121 students who responded to the survey, 79% of the students agreed that the Early Decision program effectively guided them through the admissions and enrollment process. The program discussed the results at staff meetings and made improvements to the orientation process based on the feedback received in the survey.

SRO SLO 3: CCAP students, IWCC students and Citrus College Promise students will receive support services that contribute toward successful completion of their educational goals.

After collaborating with Counseling and Advisement on a CCAP specific survey, SRO surveyed CCAP students who utilized this new version of the orientation. Results indicated that the CCAP orientation that was created specifically for CCAP students helped them learn about Citrus College student resources.

LONG TERM RECOMMENDATIONS/GOALS

School Relations and Outreach Recommendations/Goals 2021-2026

School Relations and Outreach Recommendation/Goal 1 2021-2026:

Identify and relocate IWCC/Promise program to a space where students and staff can meet one-on-one privately with their assigned completion specialist and where staff have the ability to collaborate with one another.

Mapping

2021-2026 Strategic Plan Focus Areas: Provide student support services contributing to a successful collegiate experience

School Relations and Outreach Recommendation/Goal 2 2021-2026:

Ensure the future growth of the CCAP program by merging the work done in academic affairs and student services into a separate CCAP program under a new Director of CCAP.

Mapping

2021-2026 Strategic Plan Focus Areas: Prepare students for success in a collegiate environment

Crete a Welcome Center to provide hands-on one-stop support for all current and prospective students, ensuring that students receive the hig

Crete a Welcome Center to provide hands-on one-stop support for all current and prospective students, ensuring that students receive the high touch care needed to successfully enroll.

Mapping

2021-2026 Strategic Plan Focus Areas: Provide student support services contributing to a successful collegiate experience

School Relations and Outreach Recommendation/Goal 4 2021-2026:

Implement new marketing tools and campaigns to increase enrollment and attract a diverse student population.

Mapping

2021-2026 Strategic Plan Focus Areas: Address the needs of a diverse college community and continually foster a culture of equity, inclusion and collegiality

School Relations and Outreach Recommendation/Goal 5 2021-2026:

Identify and implement a student management software tool that allows staff the ability to track academic progress, program requirements, and completion of academic milestones of students in the Early Decision, IWCC, and Promise programs.

Mapping

2021-2026 Strategic Plan Focus Areas: Provide student support services contributing to a successful collegiate experience

SLO EVALUATION PLAN

School Relations and Outreach has three Service-Learning Outcomes (SLOs). The assessments below will be used to determine the success of each SLO.

Student Learning Outcome	Assessment	Criteria for Success
School Relations and Outreach SLO 1: School Relations and Outreach program will provide services that contribute to timely registration and retention of students.	IWCC/Promise students will indicate that the registration assistance forums and Canvas shell assisted them with completing their educational goals. Criteria for success will be measured through a survey.	At least 70% of IWCC/Promise students will state that participation in a registration assistance forum and/or the Canvas shell assisted them in completion of their educational goals.
School Relations and Outreach SLO 2: Prospective students and their families will understand the steps needed to apply and register.	Prospective students will know of individual Citrus College faculty members and the courses they teach as measured through a survey.	At least 75% of prospective students will indicate they are knowledgeable of individual faculty members and the courses they teach at Citrus College.
School Relations and Outreach SLO 3: CCAP students, IWCC students and Citrus College Promise students will receive support services that contribute toward successful completion of their educational goals.	IWCC/Promise students will receive information on important deadlines, requirements, and activities for the program through a program Canvas shell. Students who utilize the shell will increase their participation in workshops and forums.	The number of IWCC/Promise students who participate in program workshops and forums will increase by 3% compared to the prior year.

PAST BUDGET SUMMARY (SUMMARY OF RECENT YEARS' BUDGET PROPOSALS)

School Relations and Outreach receives general funds and categorical funds. Over the past six years, two categorical funds that mainly support SRO activities were assigned to SRO for management: AB 19 and SB 85. These additional categorical funds have supported the promise program tuition and fees waivers, the hiring of a full-time completion specialist, and the purchase of software such as Mailchimp and Formstack. Mailchimp is utilized for the monthly outreach email that is sent to over 3,000 prospective students, families, and community members to inform them of events, programs, and resources available to them at Citrus College. In addition, promotional items were purchased with SB 85 funds to help showcase Citrus College at various college fairs, community events, and on-campus events.

BUDGET PLANNING (NARRATIVE DISCUSSING MAJOR BUDGET PLANS FOR THE NEXT 5 YEARS)

Over the next five years School Relations and Outreach requests to relocate the IWCC/Promise program into a more visible and desirable space that allows completion specialists to meet one-on-one with students. Currently, the location for the program is not ideal or spacious enough to host students that walk-in with questions. Discussions are underway with the VPSS and VPAA on potential solutions.

In addition, because the CCAP program has grown in complexity and size, there is need for a director to oversee the program and coordinate the scheduling and academic components not currently served by SRO. Since the beginning of the program in 2017, CCAP has become a significant component of the college's apportionment revenue. For the 2020-2021 year, the program generated 373 FTES which accounted for over two million in apportionment revenue. The CCAP program is expected to continue growing. Already in summer 2021 there are 560 enrollments in CCAP courses, a significant increase over the CCAP enrollments for summer 2020 and summer 2019 (188 enrollments and 290 enrollments respectively). Ensuring the continuous health of the program requires significant investment of time and effort to coordinate with school district administrators, academic affairs divisions, and student services programs. In addition to generating revenue, the CCAP program advances the college's mission by providing a pathway to higher education for disproportionately impacted students and serving the local community. Out of the 591 students who took their first CCAP course in 2018-2019, 158 CCAP students subsequently enrolled at Citrus College as regular college students. In 2019-2020 45% of seniors in the CCAP program enrolled in a four-year university the following year. The cost of a new Director of CCAP is estimated at \$169,999.

Student Services Comprehensive Program Review

School Relations-Outreach

Similarly, the IWCC/Promise program is also expected to grow in the future. To accommodate that growth, oversee additional categorical budgets and provide new services, a new Director of Outreach is needed to replace the Outreach Supervisor position. The Director of Outreach would remain in charge of all programs under School Relations and Outreach and would also be responsible for supervision and operations of a newly created Welcome Center that would provide hands-on one-stop support for all current and prospective students, ensuring students receive the high touch support at their first interactions with Citrus College. The cost of converting the supervisor position to a director is estimated at \$32,422.

To support staffing of the Welcome Center and assist with connecting students to other support programs, the college needs to eliminate the current 49% Outreach Liaison position and replacing it with a new full-time Outreach Specialist. The Outreach Specialist classified position would be tasked with overseeing the Welcome Center and coordinating student support for new college students. The cost to upgrade a 49% Outreach Liaison to a full-time Outreach Specialist is estimated at \$66,634.

Position	Annual	Health	H&W (30.3%)		Total
Director of CCAP	\$110,743	\$25,701	\$33,555		\$169,999
Director of Outreach	\$110,743	\$25,701	\$33,555		\$169,999
Outreach Supervisor	\$85,860	\$25,701	\$26,016		\$137,577
Difference	\$24,883	\$0	\$7,539		\$32,422
Outreach Specialist (FT)	\$56,290	\$25,701	\$17,056		\$99,047
Outreach Liaison (49%)	\$24,876	\$0	\$7,537		\$32,413
Difference	\$31,414	\$25,701	\$9,519		\$66,634