Student Services
School Relations and Outreach (SRO)
2021-2025 Comprehensive Program Review

Section 1: Program Information

A. Members:
- Alex Barajas, Completion Specialist
- Art Corral, Completion Specialist
- Nilda Chavez, Director of Outreach
- Ashley Guzman, Completion Specialist
- Roberto Marquez, Completion Specialist
- Mariana Rodriguez, Professional Expert
- Aimee Ruaburo, College Promotions Specialist
- Elizabeth Rubio, Completion Specialist

B. Organization Chart
- Director of Outreach (1 - 100%)
- College Promotions Specialist (1 – 100%)
- Outreach Specialist (1 – 100%)
- Completion Specialist (4 – 100%, 1- 49%)
- Student Workers

C. Briefly describe your program, including program components and function.

School Relations and Outreach (SRO) plays a vital role in increasing college access and readiness by coordinating and implementing strategic outreach and recruitment efforts at local middle schools, high schools, and throughout the community. The program is designed to raise awareness of college opportunities, promote higher education, and encourage students to consider Citrus College as their first choice.

SRO leads several student-centered initiatives, including the Citrus College Promise program, Early Decision, and the Welcome Center. These initiatives are designed to provide students with early exposure to college, academic and career planning, and the wraparound support necessary to successfully transition into and through college. Staff provide hands-on assistance with every step of the enrollment process including applying to the college, completing orientation, meeting with a counselor, registering for classes, and accessing financial aid. Follow-up support ensures students stay on track with subsequent term registration and meeting program requirements.

In addition to its core initiatives, the School Relations and Outreach (SRO) department coordinates a wide range of outreach and onboarding services designed to support students through every stage of their transition into college. Staff deliver in-person and virtual presentations, classroom visits, and workshops at local high schools and community events. They also provide individualized guidance on key onboarding steps such as orientation sign-ups, guided placement, and course registration. These services are also

offered both at the Citrus College Welcome Center, which operates under SRO and serves as the central hub for new student support. At the Welcome Center, staff help students activate their accounts, navigate the my.citruscollege.edu portal, register for classes, access campus resources, and resolve enrollment barriers, ensuring continuous and comprehensive support.

School Relations and Outreach also guide Promise students through each requirement to maintain eligibility, offering ongoing communication and partnering with Financial Aid and Counseling to provide holistic support. The Citrus College Promise program is designed to increase access to higher education for first-time college students by removing financial barriers and providing persistent services that promote student success from entry to completion. To qualify, students must be first-time college students and California residents or AB540 eligible. Participants are required to complete either the Early Decision Program or onboarding through a student support program such as Athletics, CalWORKs, Disabled Student Programs and Services (DSPS), and Extended Opportunity Programs and Services (EOPS), or the Veteran Success Center, which includes participation in orientation and the development of a student education plan. Additional requirements include submitting the FAFSA or California Dream Act application annually and clearing all financial aid requirements, declaring a major by the end of the first year, enrolling in a minimum of 12 units in both fall and spring semesters, and maintaining a minimum 2.0 GPA. Students are also expected to complete 30 units by the start of their second year and continue enrolling in English and/or math until transfer-level English and math coursework is complete. The program supports a large percentage of Citrus College's first-time college student population. Students benefit from covered enrollment and mandatory fees, along with priority registration and a $100 textbook voucher for the fall and spring semesters. These services ensure students are not only entering college but are also equipped to persist and complete their academic journey successfully.

The Early Decision program, coordinated by SRO in partnership with local high schools, allows high school seniors to complete the steps to enrollment before graduating. SRO staff facilitate this process by conducting high school visits to support students with applying, completing orientation, scheduling counseling appointments, registering for classes, and preparing for their first semester. The team maintains communication with students and families throughout the spring and summer to ensure students successfully enroll in the fall.

Beyond student onboarding, SRO is also responsible for planning and executing high-impact community engagement events such as Welcome Day, College Information Night, and the annual High School Counselor Breakfast. These events are designed to strengthen relationships with K-12 partners and promote Citrus College. The department maintains close collaboration with high school counselors, administrators, and K-12 district leadership to align services, share resources, and support students' transition to college.

The Student Ambassador Program offers enrolled Citrus College students the opportunity to serve as peer leaders and representatives of the college. Ambassadors participate in campus events, conduct tours, support outreach presentations, and assist in onboarding efforts. In addition to serving as a vital part of SRO's outreach strategy, the program supports student development by offering training, leadership experience, and opportunities to build professional communication and public speaking skills.

The SRO program oversaw the college's College and Career Access Pathways (CCAP)/Dual Enrollment program in collaboration with an academic dean, until that program spun off into the Dual Enrollment program in December 2024. Between spring 2012 and fall 2024, SRO supported the coordination and scheduling of college courses at local high schools, coordinated onboarding and counseling, assisted with

the registration process for dual enrollment students, and provided outreach materials and presentations to promote CCAP opportunities to students and families.

D. **Describe how your program interacts or collaborates with other on- and off-campus programs.**

SRO is deeply engaged with internal campus units and external community organizations. These collaborations are crucial to SRO to ensure effective delivery of student-centered services. Below is a detailed list of how SRO interacts and works with different partners on and off campus.

Institutional Collaboration
SRO engages in strategic collaboration with both on- and off-campus partners to promote student access, readiness, and success. On campus, the program works in close coordination with key departments—including Admissions and Records, Counseling and Advisement, Financial Aid, Academic Affairs, Disabled Student Programs and Services (DSPS), and Extended Opportunity Programs and Services (EOPS)—to ensure that prospective students are provided with accurate information and a seamless transition into the college. These collaborations support the planning and execution of outreach events, the alignment of services, and the enhancement of the overall student experience. Because SRO manages three major marketing, outreach, and onboarding events—High School Counselor Conference, College Information Night, and Welcome Day (the latter two featuring a college resource fair)—the program works closely with many campus departments to present engaging topics to students. SRO also promotes many programs on the monthly Outreach email including Automotive and Nursing information sessions.

K-12 and Community Partners
Externally, the program maintains strong, ongoing partnerships with local K–12 school districts and community-based organizations. These relationships are essential to fostering college awareness, increasing early access to support services, and encouraging enrollment at Citrus College.

SRO regularly participates in college and career fairs, information sessions, and large-scale events hosted by partner schools and community organizations. Staff conduct classroom and group presentations to promote college readiness, highlight programs and services available at Citrus College, and guide students through the onboarding process. A key focus is supporting graduating seniors with application workshops, registration assistance, and one-on-one follow-up during their transition from high school to college. These efforts are enhanced by timely communication through resources such as the monthly outreach newsletter sent to prospective students, high school counselors, administrators, and district partners.

In addition to its educational support services, SRO collaborates on a variety of events that deepen community engagement and visibility. Staff coordinate and participate in parades, cultural celebrations, and community festivals, often hosting Citrus College information booths to provide materials, answer questions, and promote enrollment. These outreach efforts help reinforce the college's presence in the community and build lasting connections with students and families.

The department also plays a leadership role in organizing the annual Citrus College High School Counselor Conference, which brings together high school counselors from across the region to receive college updates, network with faculty and staff, and learn about new initiatives. This conference, along with regular meetings and collaborative planning sessions, ensures alignment between Citrus College and its K-12 partners in supporting student success.

Faculty, Administrators, and Staff

SRO engages faculty, administrators, and staff across the college in intentional and meaningful ways to enhance outreach efforts and ensure consistency in messaging. The program regularly invites campus representatives to participate in major outreach events such as Welcome Day, College Information Night, High School Counselor Conference, and Early Decision activities, helping to foster direct connections between students and college personnel. In addition, SRO requests updated promotional materials and program brochures from departments to distribute during school visits, college fairs, and community events, ensuring that prospective students receive current and relevant information.

Online Resources

To extend access and support beyond in-person services, SRO utilizes online platforms to provide students and families with essential information and assistance. The Citrus College website serves as a central hub for up-to-date content related to outreach programs, onboarding steps, and event registration. Additionally, School Relations and Outreach Help Center offers virtual support through frequently asked questions and interactive resources to guide students through the enrollment process and connect them with critical campus services. The Citrus College Promise program and the Welcome Center offer online appointments to students through Microsoft Bookings.

E. **How is your program funded?**

School Relations and Outreach is supported by a combination of general and categorical funds, including funding from the Student Equity and Achievement Program (SEAP), which covers three full-time completion specialist positions and one part-time completion specialist position. The Director of Outreach manages the AB19 budget, a categorical fund with approximate one-million-dollar annual allocation. This budget serves as the primary funding source for the Citrus College Promise Program and is used to support staff positions and enhance office resources. In addition, AB19 funding extends beyond SRO, helping to fund various roles across multiple departments and programs within Student Services, primarily funding positions in the CCAP/Early College program.

Section 2: Mission

A. **Citrus College Mission Statement**

Citrus College provides quality educational experiences that support our students in achieving their academic, professional, and personal goals, empowering them to make positive impacts on their communities and beyond. Citrus College faculty and staff take pride in being student-centered and in cultivating a safe, caring, compassionate, and inclusive lifelong learning environment. Our college community welcomes students from all backgrounds and ensures that they have the opportunity to achieve upward social and economic mobility.

B. **Provide your program's mission statement and purpose.**

School Relations and Outreach advances the mission of Citrus College by actively recruiting and supporting a diverse student population. In addition, School Relations and Outreach fosters strong partnerships with local schools and community organizations, reinforcing the college's commitment to equity, access, and community collaboration. Through meaningful engagement with current and prospective students and their families, the program assists students with the registration process, connects individuals to vital college programs and services, and provides on-going support and assistance to students as they achieve their academic goals.

C. **How does your mission statement and purpose align with Citrus College's mission?**

School Relations and Outreach supports Citrus College's mission by fostering access to quality education through inclusive outreach and recruitment efforts. The program connects prospective and current students and their families to the college's programs and services, promoting academic excellence, degree completion, and career readiness. In alignment with the college's commitment to equity, cultural awareness, and community engagement, the program empowers a diverse student population and strengthens partnerships with local schools and organizations to expand educational and economic opportunities.

Section 3: Student Experience

A. **Summarize the survey results from the SSPR Survey (see Appendix A). Please focus on trends and address student feedback/comments.**

Working with the Office of Institutional Research, Planning and Effectiveness (IR), SRO and IR administered the Program Survey to current Citrus College Promise students understanding the effectiveness of the program's services (See Appendix A). The survey was sent to 1,746 current promise students, with 117 students responding, resulting in a 6.7% response. The survey focused on students who used Citrus College Promise program services during the past year.

Of the 117 respondents, 66% identified as new students to Citrus College, while 75% reported using Promise program services within the past year.

Among the 88 respondents who used Promise services, overall satisfaction was strong, with an average agreement rate of 91% across eight key service areas. The highest-rated aspects included staff politeness and helpfulness, timely service delivery, and staff knowledge. The lowest-rated area, though still high at 84%, was understanding of the program's processes and procedures, indicating an opportunity to provide clearer guidance and information.

All 117 respondents also answered questions related to Welcome Day and program communication. The percentage of promise students indicating that they received an invitation to Welcome Day was 89%. Out of those 89%, 59% attended the event. The last additional question was regarding program communication; 87% of respondents felt that the amount of communication from the Promise program was 'just right. Only a small percentage indicated too much (7%) or too little (6%) communication.
Overall, survey results indicate that the Promise program is highly valued by students. High satisfaction levels highlight the strong performance of staff and service delivery.

B. *Compare these survey results with results from previous program review.*
Not applicable. Next program review.

**Section 4: Program Analysis and Planning**

A. Describe the population you serve and analyze the trends in enrollment, success, retention, etc.

The SRO program serves a wide range of groups, including Citrus College Promise students, first-time college students, Early Decision participants, concurrent enrollment students, and the broader community, including K–12 partners. Through strong partnerships with local school districts and community organizations, SRO plays a key role in increasing college awareness and readiness among historically underrepresented populations.

SRO provides direct support to prospective students and their families throughout the onboarding process, assisting with applications, registration, financial aid application, and counseling appointments while also offering ongoing follow-up to ensure retention and long-term success. This intensive support model has contributed to sustained enrollment and improved outcomes among first-time students, especially those participating in structured entry programs like Early Decision and the Citrus College Promise program.

Type of Student	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Fall 1st Time College Students	1620	1227	1591	1507	1498
Early Decision Students	1034	678	1133	1287	1150
New Promise Students	700	615	750	827	817
Promise Continuing Students	518	376	333	415	454
Total Promise Students	1218	991	1083	1242	1271
% of Fall 1st Time Students	43%	50%	47%	55%	55%

Enrollment of first-time college students has remained relatively steady over the past five years, with a notable dip in 2021–2022 due to impacts from the COVID-19 pandemic. From 1,620 first-time students in 2020–2021, enrollment declined to 1,227 in 2021–2022 but rebounded to 1,591 the following year and has stabilized around 1,500 thereafter. SRO-supported initiatives such as Early Decision and the Citrus College Promise program have played a key role in stabilizing and increasing these numbers. Early Decision enrollment peaked at 1,287 students in 2023–2024 and remains strong with 1,150 participants in 2024–2025. The Citrus College Promise program has also shown year-over-year growth, with 817 new Promise students and 454 continuing students in 2024–2025—representing 55% of the first-time student population, up from 43% in 2020–2021.
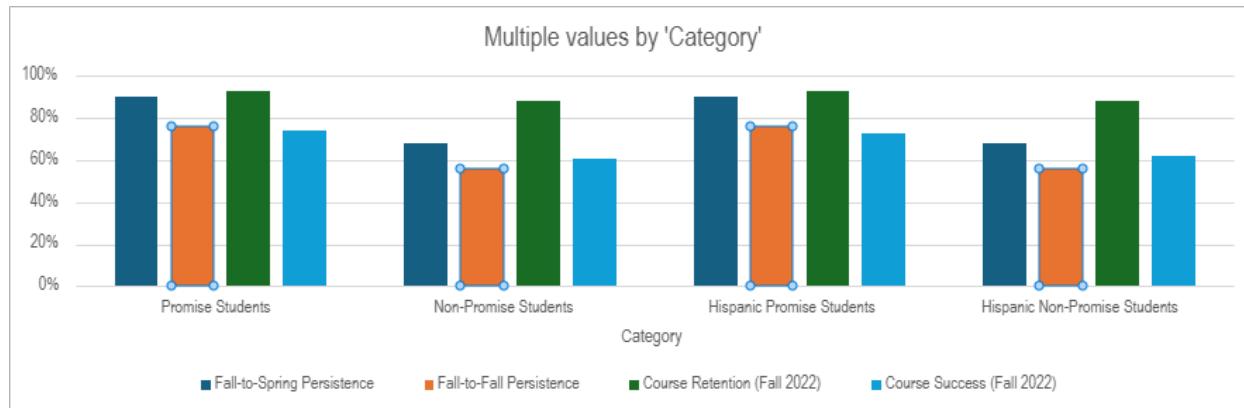
The demographic and success profile of Promise students underscores the value and impact of SRO's outreach. Across three consecutive years (Fall 2020–2022), Promise students consistently enrolled full-time at higher rates than their non-Promise peers (averaging 97% full-time enrollment vs. 54% for non-Promise students). Hispanic Promise students, who represent roughly 70% of each cohort, also enrolled full-time at significantly higher rates than their non-Promise counterparts (97% vs. 53–55%). A large majority of Promise students, 88–90%, intend to transfer, compared to just 70–80% of non-Promise students, indicating stronger transfer aspirations. Promise students also show greater levels of financial need and benefit from access to aid, over half (50–51%) were Pell Grant recipients across the three years compared to 30–38% of non-Promise students. Among Hispanic students specifically, Pell eligibility was even higher (56–58%). Similar trends are reflected in California College Promise Grant (CCPG) data.

Promise students not only enroll at higher rates but also persist and succeed at significantly higher levels. Fall-to-spring persistence rates for Promise students have remained near 90%, while non-Promise persistence has hovered around 66–69%. Fall-to-fall persistence is also stronger for Promise students, averaging 76%, compared to 55–56% for non-Promise students. Among Hispanic Promise students, persistence remained high and steady across all years.
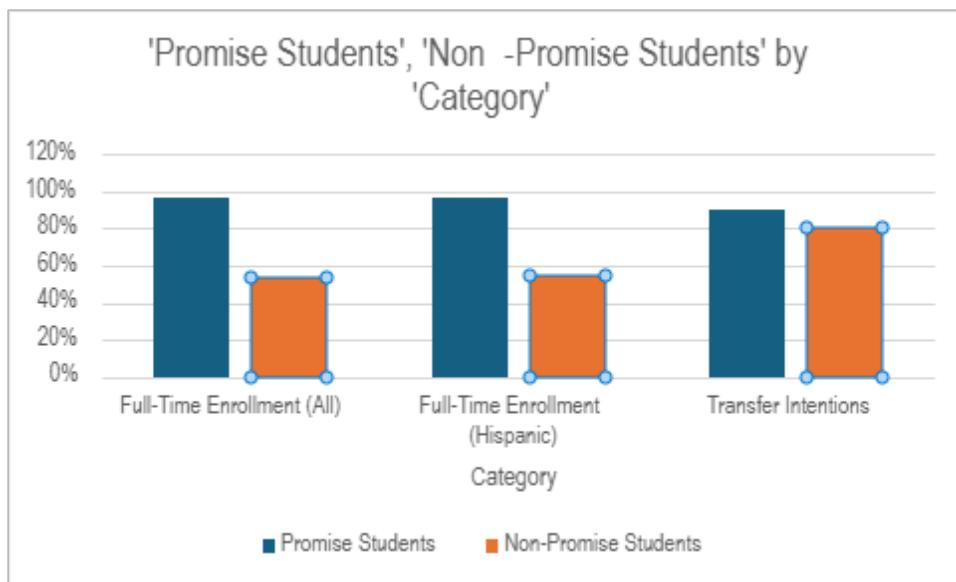
Course retention and success rates reflect a similar pattern. In Fall 2022, Promise students retained 93% of courses attempted and succeeded in 74% of them, compared to 88% retention and just 61% success for non-Promise students. Among Hispanic students, the course success rate for Promise participants reached 73%, versus 62% for non-Promise Hispanic students.

Academic momentum in gateway courses is another indicator of Promise Program effectiveness. In Fall 2022: 63% of Promise students completed a transfer-level math course in Year 1, compared to just 32% of non-Promise students and 72% completed transfer-level English in Year 1, compared to only 38% of non-Promise students. Among Hispanic Promise students, 59% completed math and 68% completed English, both significantly higher than their non-Promise Hispanic peers (29–34%).

In terms of credit accumulation, Promise students earn far more units in their first year than non-Promise students—26.5 vs. 15.9 units on average in Fall 2022. This trend has been consistent since 2020,

reinforcing the idea that structured onboarding, proactive counseling, and consistent follow-up, hallmarks of the Citrus College Promise program.

Event	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
High School Counselor Conference	39	70	66	77	78
College Information Night	50	65	90	180	280
Welcome Day	150	227	400	550	525

Participation in high-impact outreach activities has also grown significantly. Attendance at Parent Night and College Information Night increased from 90 participants in 2022–2023 to 280 participants in 2024–2025. Welcome Day participation reached a high of over 550 attendees in 2023–2024 and 525 attendees in 2024–2025. The High School Counselor Conference, a key outreach and engagement event hosted by SRO, has steadily grown from 39 participants in 2020–2021 to 78 participants in 2024–2025.

B. Based on your analysis, what is the future plan for your program?

The future plan for School Relations and Outreach focuses on increasing the number of first-time students entering through structured pathways such as Early Decision and the Citrus College Promise Program, maximizing the use of the Welcome Center as a central hub for onboarding support, and implementing Element451 customer relations management (CRM) software to stay connected with K–12 partners, prospective students, and Promise students. These key strategies are essential for strengthening access, streamlining the transition into college, and supporting long-term student success, especially in light of declining K–12 enrollment and limited staffing resources.

The Early Decision and Citrus College Promise programs remain vital entry points for new students, providing a clear and supportive path into higher education. These structured pathways include comprehensive onboarding services such as application assistance, orientation, and educational planning. With over half of first-time students entering through the Promise program, expanding these efforts is central to improving student outcomes and advancing equity.

The Welcome Center will continue to play a critical role in supporting new students throughout the enrollment process. It provides hands-on support with registration, account setup, and accessing student services. Moving forward, the Welcome Center will be further promoted as a key outreach tool to increase visibility, expand services, and create a more seamless onboarding experience for all incoming students.

To enhance communication and engagement with prospective students and K–12 partners, SRO will implement Element451, a modern customer relationship management (CRM) and enrollment marketing platform. This tool will allow the department to deliver timely, personalized communications, share important updates, and automate outreach efforts. With Element451, Citrus College will be better positioned to maintain strong connections with high schools and ensure students and educators have up-to-date information on programs, deadlines, and resources.

C. PLO/SLO Assessment: Describe how your program has assessed program learning outcomes and student learning outcomes over the last three years and what you found from these assessments.

Attach any relevant reports or other evidence to substantiate your narrative analysis. Include reflections and recommendations based on your analysis of the findings.

Over the past three years, School Relations and Outreach program has systematically assessed its Student Learning Outcomes (SLOs) as part of its ongoing commitment to continuous improvement and student success. Each academic year, one of the program's three SLOs is selected for formal assessment, allowing the program to complete a full cycle of evaluation within the comprehensive program review timeline. The selected outcome is often aligned with new technology implementation, policy change, or service enhancement, ensuring the assessment process is both relevant and responsive to evolving student needs and institutional priorities.

SLO 1 (Year Assessed: 2022–2023)
Outcome: School Relations and Outreach will actively promote Citrus College to prospective students in the local area.

Assessment Focus: Effectiveness of student engagement via the Mongoose texting platform.

Criteria for Success: At least 80% of students served by SRO will have received a text message.

Measure: Mongoose usage report showing message volume and delivery metrics.

Findings: Over 16,000 messages were sent to prospective students through Mongoose including messages to all Early Decision and Promise students with an active cell phone number, with a 32% reply rate. This indicates that the texting platform is a valuable communication tool for promoting the college and maintaining contact with prospective students.

Reflections and Recommendations: The high message volume and engagement rate confirm that text messaging remains an effective method of outreach among high school and first-time college students. Given the program's goal of timely and direct communication, continued use of text messaging is recommended. Future improvements may include segmenting message campaigns to tailor content by student groups, to improve response rates and engagement.

SLO 2 (Year Assessed: 2023–2024)
Outcome: School Relations and Outreach will assist prospective students and their families throughout the enrollment process.

Assessment Focus: Responsiveness to student inquiries through the Zendesk ticketing system.
Criteria for Success: At least 80% of Zendesk tickets submitted through the Outreach email will be answered within 48 hours.

Measure: Weekly Zendesk performance reports.

Findings: School Relations and Outreach exceeded the goal, responding to 94% of incoming Zendesk tickets within the 48-hour timeframe. This demonstrates a strong level of customer service and operational efficiency in supporting prospective students and their families.

Reflections and Recommendations: Maintaining a quick response time has helped build trust with students and parents and reinforces Citrus College's commitment to personalized service. As the volume

of inquiries fluctuates throughout the year, SRO will continue to monitor response times and adjust staffing or workflows as needed during peak enrollment periods. Staff will also explore the use of Zendesk analytics to identify common questions, which can inform future updates to FAQs or automated responses.

SLO 3 (Year Assessed: 2024–2025)
Outcome: School Relations and Outreach will provide support services to CCAP and Citrus College Promise students to ensure successful completion of their educational goals.

Assessment Focus: Student satisfaction with appointment scheduling and support services, measured via the Microsoft Bookings system.

Criteria for Success: Students will report a satisfaction rating of 4 or higher (on a 5-point scale) in post-appointment surveys.

Measure: Survey links distributed via email following appointments booked through Bookings.

Findings: Over 200 survey links were sent to students who completed appointments via Bookings or who visited the Welcome Center and/or the Citrus College Promise office. However, no responses were received, limiting the ability to draw conclusions from the assessment.

Reflections and Recommendations: The lack of responses indicates a gap in the current feedback collection process. To improve participation, the program will pilot several changes to feedback collection such as offering the survey immediately after the appointment while the student is still on-site, sending a follow-up reminder email 24–48 hours after the original thank you message and streamlining the survey to include fewer questions and a clear message on the importance of student input. These steps aim to increase survey response rates and ensure that student feedback can meaningfully inform service improvements.

Overall Reflections and Future Directions

The assessment of program-level outcomes over the last few years has reinforced the importance of using data and feedback to guide improvements in communication, responsiveness, and service delivery. As technology and student expectations evolve, School Relations and Outreach remains committed to adapting its assessment strategies accordingly. Going forward, the program will continue to align SLO assessments with emerging tools and initiatives, such as AI-driven communications, equity-centered onboarding practices, and more dynamic student feedback mechanisms.

In support of a culture of continuous improvement, SRO also recommends integrating these assessment results into staff training sessions and strategic planning discussions. This will help ensure that assessment is not only a compliance activity, but a meaningful driver of innovation and excellence in student outreach and support.

D. Document accomplishments and/or improvements since your last program review.

School Relations and Outreach has demonstrated significant growth and innovation since the last program review cycle. Despite challenges such as staffing shortages and the COVID-19 pandemic, the program has expanded its reach, implemented new technologies, and strengthened institutional and community partnerships to support access, equity, and student success.

SRO led several program innovations and service enhancements during this review period. Between 2023 and 2025, the department implemented Zendesk to streamline student inquiries, successfully responding to over 5,100 tickets with a 94% closure rate within 48 hours. In addition, SRO launched Zentalk, a live voice support system featuring advanced call routing and data tracking to further improve customer service responsiveness. In Spring 2025, the Welcome Center was successfully launched, offering centralized access to essential services such as admissions, financial aid, and counseling. Over 1,200 students were served during the spring semester. In 2024, SRO introduced the Microsoft Bookings tool to simplify appointment scheduling for Promise students and later expanded its use to the Welcome Center, enabling remote appointments.

Outreach and enrollment efforts expanded significantly from 2020 to 2025. In 2022, SRO engaged over 300 community members through college fairs. By 2024, the number of outreach events had grown to 426. In Spring 2025 alone, the department conducted over 150 recruitment activities, including presentations and campus tours. The Early Decision Program also experienced remarkable growth. Between 2022 and 2023, 1,118 students participated, with over 670 qualifying for the Citrus College Promise. In 2025, 1,040 students completed onboarding steps through 15 Early Decision days. The High School Counselor Conference set a new attendance record during this period, increasing participation from 50 to over 70 counselors.

The Promise Program has also expanded in both size and impact. In Fall 2024, a total of 1,268 students received over $347,000 in financial aid. By 2025, enrollment increased by 10%, bringing the total to 1,207 Promise students. Furthermore, SRO successfully integrated the I Will Complete College (IWCC) program into the Promise structure, streamlining services and enhancing program delivery.

During the 2024–2025 academic year, School Relations and Outreach (SRO) engaged 4,846 participants through 390 events that supported prospective students, families, and the community in learning about Citrus College. Activities included 67 application workshops, 72 campus tours, 7 CCAP high school visits, 59 college and career fairs, 15 community and parade events, 6 high school visits, 14 meetings with high schools, 26 orientation workshops, 8 outreach events, 51 presentations, and 18 SEP workshops. Together, these efforts reflect a strong commitment to access, awareness, and support, ensuring students are guided at every stage of their path to college.

The College and Career Access Pathways (CCAP)/Dual Enrollment program reached key milestones as well. A major organizational shift occurred with the formal separation of the CCAP/Dual Enrollment and Outreach programs, each now led by a dedicated Director. In Fall 2024, CCAP/Dual Enrollment expanded to a record 90 sections, including partnerships with new high schools. By 2025, the program offered 178 sections serving 1,466 students, with an annual total of 210 sections and 1,637 students enrolled. SRO also facilitated CCAP/Dual Enrollment application workshops and supported program orientations in partnership with local districts and Citrus College faculty and administrators.

Student and community engagement remained a core focus. The department launched a monthly outreach newsletter in spring 2020 that achieved an open rate of over 45% and reached more than 5,000 recipients, including high school counselors, parents, and prospective students. Welcome Day was the college's first in person event held after the pandemic, peaked in 2024 with a new record with 550 attendees. SRO revived the Student Ambassador Program in 2022–2023 which went on hiatus following the pandemic, with nine newly trained student leaders who support outreach events, tours, and information sessions. For the past three years, the student trustee has been a student ambassador as well.

During the 2020–2021 academic year, in response to the COVID-19 pandemic, all outreach events and services transitioned to virtual formats. Despite the disruption, SRO continued to deliver vital programming. The CCAP program grew by 14%, and Promise awards increased by 1%. SRO moved the High School Counselor Conference to a virtual format which resulted in an almost doubling of attendance from 39 to 78 and maintaining an average of over 70.

E.   Document program challenges/obstacles since your last program review.

Since the last program review, School Relations and Outreach has faced several challenges that have impacted service delivery, program development, and daily operations. Staffing shortages have been a persistent issue over the five-year period. Since February 2020, there have been a total of nine promotions within the program and the college, reflecting opportunities for upward mobility. However, these promotions, along with seven departures and two staff separations due to the structural split of the CCAP/Dual Enrollment program, contributed to ongoing staff turnover. Key classified roles were affected, including full-time completion specialists who left for promotional opportunities at other colleges and part-time employees who transitioned into full-time roles elsewhere. Delays in rehiring or backfilling these positions required the remaining team members to absorb multiple responsibilities, especially challenging during peak onboarding and outreach periods, creating additional strain and impacting the program's capacity to sustain high levels of service.

The COVID-19 pandemic introduced both immediate and long-term disruptions. During the 2020–2021 academic year, all in-person outreach activities were suspended, requiring a rapid transition to virtual formats. While the program adapted, this shift limited student engagement, disrupted relationships with K–12 partners, and created challenges for students with limited technology access. Many students stopped attending and prospective students chose to take gap years. Whether caused by the Pandemic and other factors, K-12 districts have similarly seen declines in enrollment, which continue to ripple through the college's enrollment as high schools graduate smaller classes each year.

Over the past several years, SRO has also navigated changes in student behavior and mindset. Many students no longer view college as the default next step, and some take gap years or postpone enrollment due to financial or personal considerations. Students increasingly expect mobile-first, real-time communication and rely on social media and AI platforms for information. These trends have required SRO to implement targeted, personalized messaging, expand virtual outreach, and integrate platforms like Mongoose, Zendesk, and Microsoft Bookings to manage inquiries and appointments efficiently. Despite these tools, last-minute student actions, such as delayed interest and completion of required steps, late registration and financial aid submissions, continue to create high-volume last-minute peaks.

Program expansion has further highlighted resource limitations. The launch of the Welcome Center, the growth of the Citrus College Promise and Early Decision programs, and the expansion of CCAP offerings increased demands on staffing, space, and equipment, while budget constraints have occasionally delayed planned improvements. The technical implementation of new platforms initially created inefficiencies and required extensive staff training. Coordination with internal departments and external partners has also proven complex, with frequent K–12 staff turnover, limited site access, and shifting K–12 priorities impacting consistent collaboration. Internally, the requirement of a Memorandum of Understanding (MOU) for group campus visits has created additional challenges for our K–12 partners. These include identifying the appropriate district representative to sign the document, ensuring mutual agreement on the MOU language, and securing all required signatures within required timelines.

Despite these obstacles, SRO has remained resilient and innovative. Services have grown substantially, including having over 50% of first-time students participating in the Promise Program, expanded virtual and hybrid workshops, sending over 16,000 Mongoose text messages to prospective students, and Zendesk support achieving a 94% timely response rate. The Welcome Center, since being established in spring 2025, has already become a central hub for onboarding and student support.

F. Summary of Past Recommendations and Goals: Describe the progress made on your recommendations and goals from the last comprehensive program review.

School Relations and Outreach Recommendation/Goal 1 (2021-2026): By June 2023, a space would be identified where Promise students and staff can meet one-on-one privately with their assigned completion specialist and where staff could collaborate with one another.

This goal is still in progress due to limited available space within the Student Services building and expanded use of Student Services building due to construction in other parts of the campus. However, with several new buildings planned for construction on campus, there is optimism that a suitable space will become available in the future.

School Relations and Outreach Recommendation/Goal 2 (2021-2026): By June 2022, 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.

This goal was accomplished. In Fall 2024, a Director of Dual Enrollment was hired, and the CCAP program officially transitioned into a standalone Dual Enrollment program separate from SRO and solidifying its own structure and leadership.

School Relations and Outreach Recommendation/Goal 3 (2021-2026): By June 2025, a Welcome Center would be established 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.

Successfully completed in June 2025. The Welcome Center was launched with dedicated space, staffing, funding, and resources. Over a six-month period, the center transitioned from the Counseling Short Stop, significantly expanding its services to include a wide range of onboarding support for students.

School Relations and Outreach Recommendation/Goal 4 (2021-2026): By June 2025, an implementation of new marketing tools and campaigns will be established to increase enrollment and attract a diverse student population.

Multiple tools and campaigns have been implemented. These include: A monthly newsletter targeting prospective students and the community. A Canvas shell for Promise students to streamline updates and communication from the Promise Completion Specialists. Zendesk Talk, now actively used to document and track student communication, enhancing service quality. Mongoose texting platform, launched in October 2023, has sent over 16,000 messages with a 32% response rate. Campaigns include welcome messages, Promise requirement reminders, a graduation Instagram campaign, and the "Energy for Excellence" promotion for finals. Banner Communication Management (BCM) communications are regularly used to promote events, share updates, and provide timely information to students. These strategies have strengthened student engagement and improved outreach effectiveness. Microsoft

Bookings has been used to facilitate scheduling remote appointments with Promise Students and students seeking assistance with the Welcome Center.

School Relations and Outreach Recommendation/Goal 5 (2021-2026): By June 2025, 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.

A permanent student management solution has not yet been implemented. However, the team continues to use interim tools such as Microsoft Access, Smartsheet, and other Microsoft programs to track student records, monitor progress, and manage key program data. Work is ongoing to implement Element451 a more comprehensive and sustainable Customer Relations Management (CRM) software solution.

Section 5: Ensuring Equity and a Commitment to DEIA+ in Student Services

A. Describe how your program addresses the needs of underrepresented student populations and delivers equitable student services.

School Relations and Outreach (SRO) is deeply committed to fostering diversity, equity, inclusion, and accessibility (DEIA+) across all student engagement efforts. The program's work centers on increasing college access for historically underserved populations, including first-generation college students, students from low-income households, undocumented students, and students of color.

Equitable service is prioritized through multiple intentional strategies. SRO staff engage in bilingual and culturally relevant outreach at local high schools, continuation schools, and community events, ensuring that students and families receive information that is accessible and reflective of their cultural backgrounds. The Early Decision program streamlines onboarding and enrollment support for graduating seniors, many of whom are the first in their families to attend college, helping them navigate the transition to higher education with confidence. Similarly, the Citrus College Promise program provides information sessions, workshops, and onboarding services that support first time college students with financial need, ensuring they can access affordable college options and the resources necessary to succeed.

SRO offers flexible delivery service to meet the diverse needs of students. Both virtual and in-person services are available, allowing students to engage regardless of location, transportation, or comfort level. The Virtual Welcome Center, launched in response to COVID-19, provides students with access to critical resources such as basic needs support, counseling services, cybersecurity tips, and other essential tools. Outreach scheduled activities further support accessibility, with staff conducting K-12 classroom presentations, evening programs for working families, college and career fairs, weekend events, and drop-in support through the Welcome Center or digital platforms like Zendesk and Zentalk.

Community and district partnerships are a cornerstone of SRO's equity-focused work. Collaborations with school districts and community-based organizations ensure that students who might not otherwise receive college guidance are connected to vital information, resources, and workshops that support enrollment and academic success.

SRO's intentional approach aims to eliminate barriers, close equity gaps, and ensure all students feel welcomed, informed, and empowered to pursue their college goals. The Welcome Center remains open and accessible to all students and community members, and outreach staff actively participate in DEIA+ professional development, including LGBTQ+, Veteran, and undocumented student ally trainings.

The Student Ambassador Program further strengthens these efforts by leveraging a diverse, highly trained group of student leaders who serve as official representatives of Citrus College. Ambassadors host campus tours and other hospitality activities, lead workshops, classroom presentations, and participate in college fairs, assist with planning and implementing college events and special activities, and receive ongoing training throughout the academic year to ensure they can represent the college effectively and inclusively.

B. How do you serve students regardless of service location or delivery method?

School Relations and Outreach (SRO) team is committed to meeting students wherever they are on campus, in the community, or online. Recognizing that students have diverse needs, schedules, and access to resources, SRO has designed a flexible, inclusive, and accessible service model that spans multiple platforms and locations.

SRO provides real-time guidance through Zendesk (Zentalk) chat support, virtual information sessions, classroom presentations, and workshops via Zoom. Students and families can also schedule appointments online through Microsoft Bookings or receive assistance via email, ensuring access to support regardless of location.

The team actively participates in community events, college and career fairs, parades, and other off-campus programs, often held outside traditional hours to accommodate students and families. Onsite support is also provided at high school campuses through information sessions, application workshops, orientations, and registration assistance events. Bilingual services and materials are available both online and in print, ensuring equitable access for all students.

SRO maintains ongoing contact with students through texting, email, Canvas, and social media, providing reminders, resources, and event updates. In addition, the team publishes a monthly newsletter, which highlights faculty spotlights, program updates, and upcoming events. Distributed to over 5,000 prospective students, families, and community partners, the newsletter serves as a key tool for promoting Citrus College programs and services and keeping potential students informed and engaged. Faculty and staff are encouraged to share information about courses, disciplines, or other initiatives for inclusion in the newsletter to ensure broad visibility across the campus and community.

Section 6: New Program Goals

Goal 1
By June 2026, fully establish and operationalize the Welcome Center as a centralized hub for onboarding and student support. This includes securing permanent staffing, providing a welcoming space for students, integrating appointment and chat systems, and providing responsive services for prospective and current students.

Goal 2
By June 2027, implement a new customer relations management (CRM) software and provide targeted training to the Outreach team to improve responsiveness, personalized messaging, and peer-to-peer

student engagement. This includes tools like live chat, text campaigns, and data-informed outreach strategies.

Goal 3
By June 2027, utilize a comprehensive tracking system to monitor student engagement and support services provided through the Citrus College Promise program. This includes capturing data on application completion, onboarding milestones, use of Welcome Center and Bookings appointments, and follow-up services received.

Section 7: Budget Planning

To successfully accomplish the goals outlined in this program review and meet the growing needs of students and the community, School Relations and Outreach (SRO) anticipates requiring additional resources in the areas of staffing, technology, facilities, professional development, and event funding over the next three years.

Staffing
Strategic staffing investments are essential to expanding the impact of outreach and onboarding services. The addition of a permanent classified Outreach Specialist is critical to support increased demand for high school outreach, onboarding coordination, and event planning. As the Welcome Center continues to evolve as a primary hub for new student services, establishing an additional full-time staff member is necessary to provide high-touch, student-centered support. This position would alleviate workload during peak periods and ensure consistent service delivery. A proposed Outreach Liaison could serve dual roles, supporting both the Welcome Center and outreach efforts that require additional support during peak periods.

Technology
To meet students where they are and deliver responsive, equity-focused services, continued investment in communication and outreach technology is needed. This includes maintaining platforms such as Zendesk (ticketing and knowledge base), Cadence (text messaging campaigns), Mailchimp (monthly newsletter distribution), and Microsoft Bookings (appointment scheduling). Upgrading mobile devices, such as iPads, laptops, and Wi-Fi hotspots, will also be essential to support off-site onboarding efforts and provide real-time application and support at high school campuses and community events.

Facilities
As SRO expands its services, physical space must evolve to meet increased demand. The Welcome Center requires additional student-friendly furnishings, workstations, and technology to ensure a welcoming and functional environment for incoming students. The current workspace is not adequate for one-on-one advising and onboarding support. A more student-centered and confidential area is needed to accommodate the four full-time Completion Specialists who assist with Promise-related services. Additionally, increased storage space is required for outreach materials, signage, and promotional items that support large events such as Welcome Day, Early Decision, and College Information Nights as well as the numerous fairs and community events that the program participates in.

Professional Development

To ensure staff remain informed and equipped to deliver high-quality services, ongoing funding for professional development is critical. This includes participation in regional and statewide conferences, as well as specialized training in culturally responsive outreach, onboarding technologies, and student engagement strategies. Training opportunities should also be extended to student ambassadors, who serve as frontline representatives of Citrus College. Empowering them with communication, leadership, and DEIA+ skills enhances their effectiveness and contributes to a welcoming campus climate.

Food, Transportation, Giveaways, and Publications
To enhance the effectiveness of large-scale recruitment and onboarding initiatives like Early Decision and College Information Night, additional funding is needed to support food, transportation, giveaways, and printed publications. These events play a critical role in increasing college access, enrollment, and retention, especially for first-generation and low-income students.

For Early Decision, funding for meals helps create a supportive, engaging environment for students who spend several hours on campus completing application, counseling and registration steps. Providing transportation ensures equitable access for students from underserved high schools whose districts may lack funding. Additional giveaways, branded materials, and hotspots help maintain student interest, enhance the event experience, and remove access barriers.

For College Information Night, food and giveaways have proven effective in increasing attendance and family engagement. These additions help create a warm, welcoming atmosphere for parents and guardians, many of whom are key decision-makers in the college enrollment process. Printed publications and takeaway materials ensure that attendees leave with the information and resources needed to support their students' transition to college.

Section 8: Program Review Involvement

The following staff members actively participated in reviewing the goals and progress of the previous program review. They also examined relevant data and student feedback in evaluation of program SLOs and annual program goals to shape the direction and priorities included in the current program review. Staff members were engaged through a series of meetings and collaborative discussions, with multiple opportunities to provide input and recommendations.

All program goals were reviewed by the School Relations and Outreach team, reflecting a shared commitment to continuous improvement and student-centered service.

Program Review Contributors:

- **Alex Barajas**, Completion Specialist
- **Art Corral**, Completion Specialist
- **Nilda Chavez**, Director of Outreach
- **Ashley Guzman**, Completion Specialist
- **Roberto Marquez**, Completion Specialist
- **Mariana Rodriguez**, Professional Expert
- **Aimee Ruaburo**, College Promotions Specialist
- **Elizabeth Rubio**, Completion Specialist

Appendix A

2025 Citrus College Promise Program Survey Data Report

Office of Institutional Research, Planning and Effectiveness
10-6-2025

Background

The 2025 Citrus College Promise program Survey was distributed to 1,746 students. A total of 117 students participated in the survey. The survey was intended for distribution to students who have used the services provided by the Citrus College Promise program within the past year. The collection of response data spanned from 9/16/2025 to 9/30/2025, resulting in a survey response rate of 6.7%.

The majority of respondents (66%) identified themselves as new students at Citrus College.

Q1 Are you a new or returning/continuing student to Citrus College?

Answer Choices	Responses	
I'm a new student (I took/am taking my first class at Citrus College in summer/fall 2025).	66%	77
I'm a returning/continuing student (It has been more than one semester since I took a class at Citrus College).	33%	39
Other (please specify)	1%	1
Total	**100%**	**117**

A total of 88 students (75%) indicated that they have used the services provided by the Promise program within the past year.

Have you used the services provided by the Citrus College Promise program within the past year?

Answer Choices	Responses	
Yes	75%	88
No	21%	24
No Response	4%	5
Total	**100%**	**117**

The ensuing sections of the report present tables and graphs showcasing outcomes derived from the Promise program survey.

Results

Section 1. Strongly Agree – Strongly Disagree Scale Questions

This section displays results for the eight Strongly agree – Strongly disagree scale questions where students rated aspects of the Promise program based on their experiences. The 88 Promise program service users were eligible to answer the scale questions.
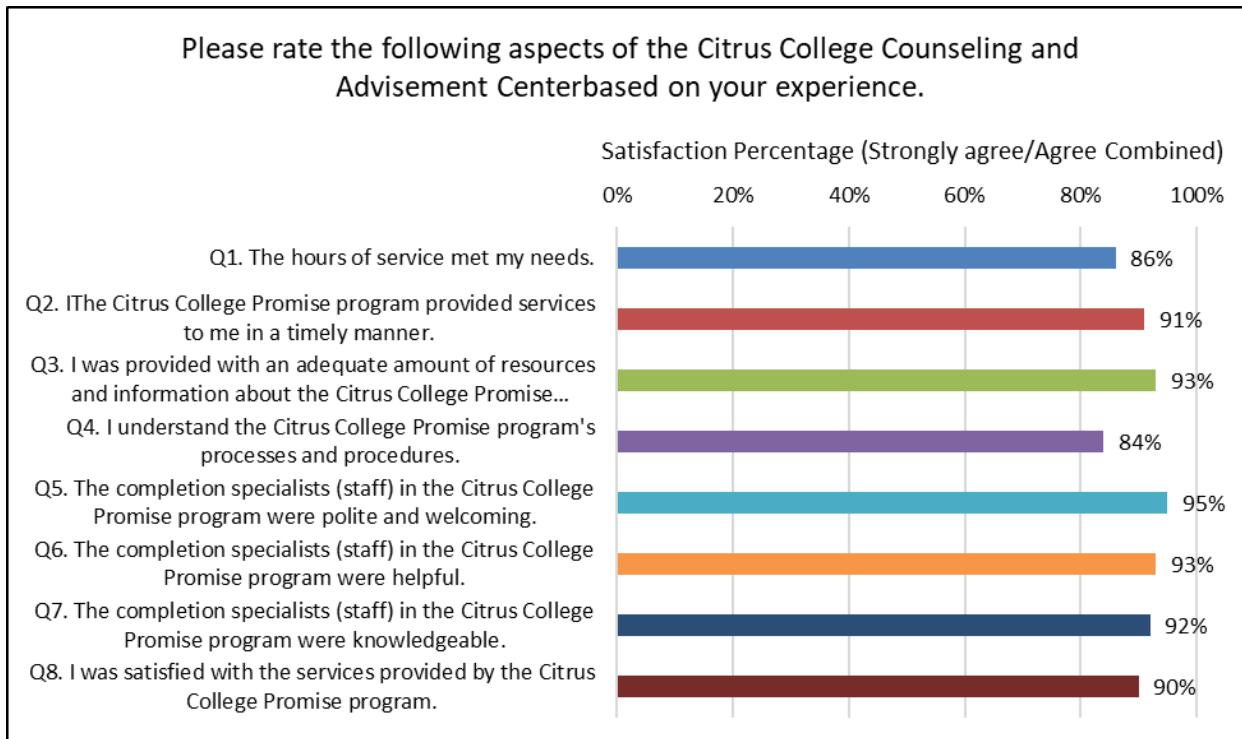
- Across all questions, satisfaction rates are consistently strong, ranging from **84% to 95%**. This suggests students generally have a very positive experience with the Promise program services.
- The average satisfaction percentage is 91% for all eight questions combined.
- Staff approachability, knowledge, and helpfulness are the most valued aspects. Students also expressed strong satisfaction with program resources and response time.
- The lowest-rated item, while still strong, was: "I understand the Citrus College Promise program's processes and procedures." This suggests some students may need additional clarity or guidance about how the Promise program works.

The results for each question are presented in the tables below.

Table 1. The hours of service met my needs.

Answer Choices	Responses	
Strongly agree	47%	41
Agree	39%	34
Neutral	11%	10
Disagree	0%	0
Strongly disagree	0%	0

Not applicable / I don't know	3%	3
Total	**100%**	**88**

- Strongly agree/Agree combined: **86%**

Table 2. The Citrus College Promise program provided services to me in a timely manner.

Answer Choices	Responses	
Strongly agree	43%	37
Agree	48%	41
Neutral	8%	7
Disagree	0%	0
Strongly disagree	0%	0
Not applicable / I don't know	1%	1
Total	**100%**	**86**

- Strongly agree/Agree combined: **91%**

Table 3. I was provided with an adequate amount of resources and information about the Citrus College Promise program benefits.

Answer Choices	Responses	
Strongly agree	42%	36
Agree	51%	44
Neutral	6%	5
Disagree	1%	1
Strongly disagree	0%	0
Not applicable / I don't know	0%	0
Total	**100%**	**86**

- Strongly agree/Agree combined: **93%**
- Disagree/Strongly disagree explanations if provided (verbatim):
  - o   "Not enough cash was put into my account for resourced"

Table 4. I understand the Citrus College Promise program's processes and procedures.

Answer Choices	Responses	
Strongly agree	31%	26
Agree	53%	45
Neutral	15%	13
Disagree	0%	0
Strongly disagree	0%	0
Not applicable / I don't know	1%	1
Total	**100%**	**85**

- Strongly agree/Agree combined: **84%**

Table 5. The completion specialists (staff) in the Citrus College Promise program were polite and welcoming.

Answer Choices	Responses	
Strongly agree	54%	46
Agree	41%	35
Neutral	2%	2
Disagree	0%	0
Strongly disagree	0%	0
Not applicable / I don't know	2%	2
Total	**100%**	**85**

- Strongly agree/Agree combined: **95%**

Table 6. The completion specialists (staff) in the Citrus College Promise program were helpful.

Answer Choices	Responses	
Strongly agree	50%	43
Agree	43%	37
Neutral	5%	4
Disagree	0%	0
Strongly disagree	0%	0
Not applicable / I don't know	2%	2
Total	**100%**	**86**

- Strongly agree/Agree combined: **93%**

Table 7. The completion specialists (staff) in the Citrus College Promise program were knowledgeable.

Answer Choices	Responses	
Strongly agree	46%	39
Agree	46%	39
Neutral	6%	5
Disagree	1%	1
Strongly disagree	0%	0
Not applicable / I don't know	1%	1
Total	**100%**	**85**

- Strongly agree/Agree combined: **92%**
- Disagree/Strongly disagree explanations if provided (verbatim):
  - o "Well At The Point Of Being Interested They Told Me That I Could Not Enroll Because I Only Had 9 Units.   It Wasn't Until I Read The Paper Work At Home & Examined Everything That They Did Not Mention At Any Point - ''Hey You Could Still Qualify If You Have Or Need To Go To DSPS Office'' But Of course When I Went In The Following Day Or 2 Days From Original First Contact I Went In & Told Them Hey Here's My Paper For DSPS & I Got Enrolled.   There Is No Serving Me Better There's Only A Good First

Impression Because I Already Know The Ropes Vs Someone That Doesn't Know About That. There The Ones Who Need To Hear It - The Future Students!"

Table 8. I was satisfied with the services provided by the Citrus College Promise program.

Answer Choices	Responses	
Strongly agree	45%	38
Agree	45%	38
Neutral	11%	9
Disagree	0%	0
Strongly disagree	0%	0
Not applicable / I don't know	0%	0
Total	**100%**	**85**

- Strongly agree/Agree combined: **90%**

Section 2 Additional Questions

All of the 117 students (both users and non-users of Promise program services) were eligible to answer the three additional questions.

Table 9. Did you receive an invitation to Welcome Day, the event held for new incoming students, prior to the start of the fall semester?

Answer Choices	Responses	
Yes	89%	92
No	11%	11
Total	**100%**	**103**

Table 10. Did you attend Welcome Day?

Answer Choices	Responses	
Yes	59%	61
No	41%	43
Total	**100%**	**104**

Table 11. How would you rate the amount of communication (emails, texts, calls, canvas messages) you receive from the Citrus College Promise program?

Answer Choices	Responses	
Too much communication	3%	3
Slightly too much communication	4%	4
Just the right amount of communication	87%	90
Slightly too little communication	5%	5
Not enough communication	1%	1

Total	100%	103