



TENTH EDITION
2026 – 2028
**INTEGRATED
PLANNING**
Manual





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.

Vision

Citrus College is committed to providing each student with a dynamic and equitable community college experience. We recognize and honor our students' unique needs and goals, and we are dedicated to helping them become the best version of themselves.

Values

Student-Centeredness: We focus on student needs and the student experience. Our students are at the center of everything we do.

Equity and Inclusion: We provide equitable and inclusive teaching and learning opportunities, support services and resources that promote quality educational experiences and social justice.

Compassion and Collegiality: We serve and support the members of our college community with empathy and kindness, and we provide a learning and working environment that fosters a strong sense of belonging and connection.

Innovation: We develop and implement industry-leading practices that enhance learning, support and college operations.

Academic and Professional Success: We equip students with the skills and knowledge to meet their educational goals and prepare them to be competitive for rewarding career opportunities in an ever-evolving job market.

Transparency and Stewardship: We are committed to serving with authenticity, ethics and integrity.

Serving our Community: We are a proud Hispanic-Serving Institution reflective of our communities and we proudly welcome and serve students from all backgrounds.

Approved by the Citrus Community College District
Board of Trustees on July 15, 2025



Dear Citrus College Colleagues and Friends:

At Citrus College, planning is how we turn our shared commitment to student success into action. The 2026-28 Integrated Planning Manual offers a comprehensive yet succinct view of the college's cyclical planning practice, defining the major and institutional support planning processes that guide resource allocation. Each of these processes reflects thoughtful and strategic

work, informed by data and shaped through participatory governance, and each is aligned with a common purpose: helping our students reach their educational and career goals. Through this manual, we affirm our collective commitment to the growth and success of our students, faculty and staff, and the college as a whole.

The Integrated Planning Manual is reviewed periodically by the Citrus College Institutional Effectiveness Committee (IEC). Since the last review in spring 2022, major planning-related projects have been completed, prompting a comprehensive review of the manual to ensure it accurately reflects the college's current planning processes. The most significant of these efforts are highlighted below.

First, the college's mission, vision and values were updated through a thorough participatory process during the 2024-25 academic year and adopted by the board of trustees in July 2025. Guided by the newly adopted mission, vision and values, a 38-member participatory governance task force worked throughout the 2025-26 academic year to develop the 2026-31 Strategic Plan. The new plan was adopted by the board of trustees in June 2026. The start of the new five-year cycle also provided an opportunity to reflect on and refine how we monitor the annual implementation and progress of the plan.

The college also undertook a comprehensive review of the 2020-30 Educational and Facilities Master Plan (EFMP) in response to significant external and internal changes. An update to all sections of the EFMP was adopted by the board of trustees in March 2025.

This manual, together with the plans it describes, will serve as key evidence of the integrated, data-informed planning that defines Citrus College as we prepare for the next Accrediting Commission for Community and Junior Colleges peer review, which is scheduled for fall 2028.

The 2026-28 Integrated Planning Manual was adopted by the IEC on Sept. 28, 2026. I encourage you to follow the links, where available, to explore the details of the college's plans and other areas of interest.

I applaud and thank the entire campus community for embracing institutional planning. It is this planning culture that helps ensure a learning environment that optimizes student access, success and belonging.

Sincerely,

Greg Schulz, Ed.D.
Superintendent/President



Citrus Community College District Board of Trustees

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Pomona and La Verne Representative

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Introduction

The purpose of the Citrus College Integrated Planning Manual is to guide institutional planning. This manual describes the key planning functions of Citrus College, the constituent groups that participate in planning and institutional adherence to accreditation standards. This document complements the [Participatory Governance Handbook](#), which provides a detailed description of the college's participatory governance structure and major committees.

For each component of the integrated planning process, this document identifies the:

- Specific purpose
- Processes by which recommendations will be developed
- Timeline
- Individuals or groups responsible for plan implementation and completing the tasks
- Individuals or groups that will receive the recommendations and render final decisions

The [Institutional Effectiveness Committee \(IEC\)](#) facilitates the review of this manual every two years.

This version of the manual was approved by the IEC on September 28, 2026.



Integrated Planning Model

College planning is unified by a common set of assumptions and well-defined procedures dedicated to the continuous improvement of institutional effectiveness. This is achieved, in part, by adherence to accreditation standards, eligibility requirements and policies established by the [Accrediting Commission of Community and Junior Colleges](#). The driving force for all college efforts is student learning. Assessments focus on how well students are learning and based on those assessments, changes are made to improve student learning and success.

Planning begins with a review of the college's mission, vision and values. This sets the stage for the development of the [strategic plan](#) – our roadmap to increasing access, success and belonging. The strategic plan identifies measurable objectives and critical focus areas for implementation. The objectives are concrete measures that ensure accountability and improvement. The focus areas direct the college's energies and resources. Under each focus area, activities are developed annually to ensure the achievement of the measurable objectives.

Responsibility for the implementation of the strategic plan is shared by all divisions and programs, as divisions and programs develop short- and long-term goals mapped to the focus areas with measurable objectives in mind. Annual progress of the strategic plan is summarized and shared at the Steering Committee, then with the Board of Trustees. The [educational and facilities master plan](#) is the college's long-term plan for academic affairs, student services and facilities. The Strategic Enrollment Management Plan guides the year-to-year alignment of the college's educational goals and resources to ensure that (1) course offerings meet the needs of students, (2) students persist and complete their educational goals, and (3) student enrollment produces sufficient resources to support the mission of the college. The [student equity plan](#) includes activities designed to narrow and eliminate equity gaps. Institutional support plans (e.g., [human resources plan](#), sustainability plan and [technology plan](#)) are developed with specific goals to support the attainment of the measurable objectives.



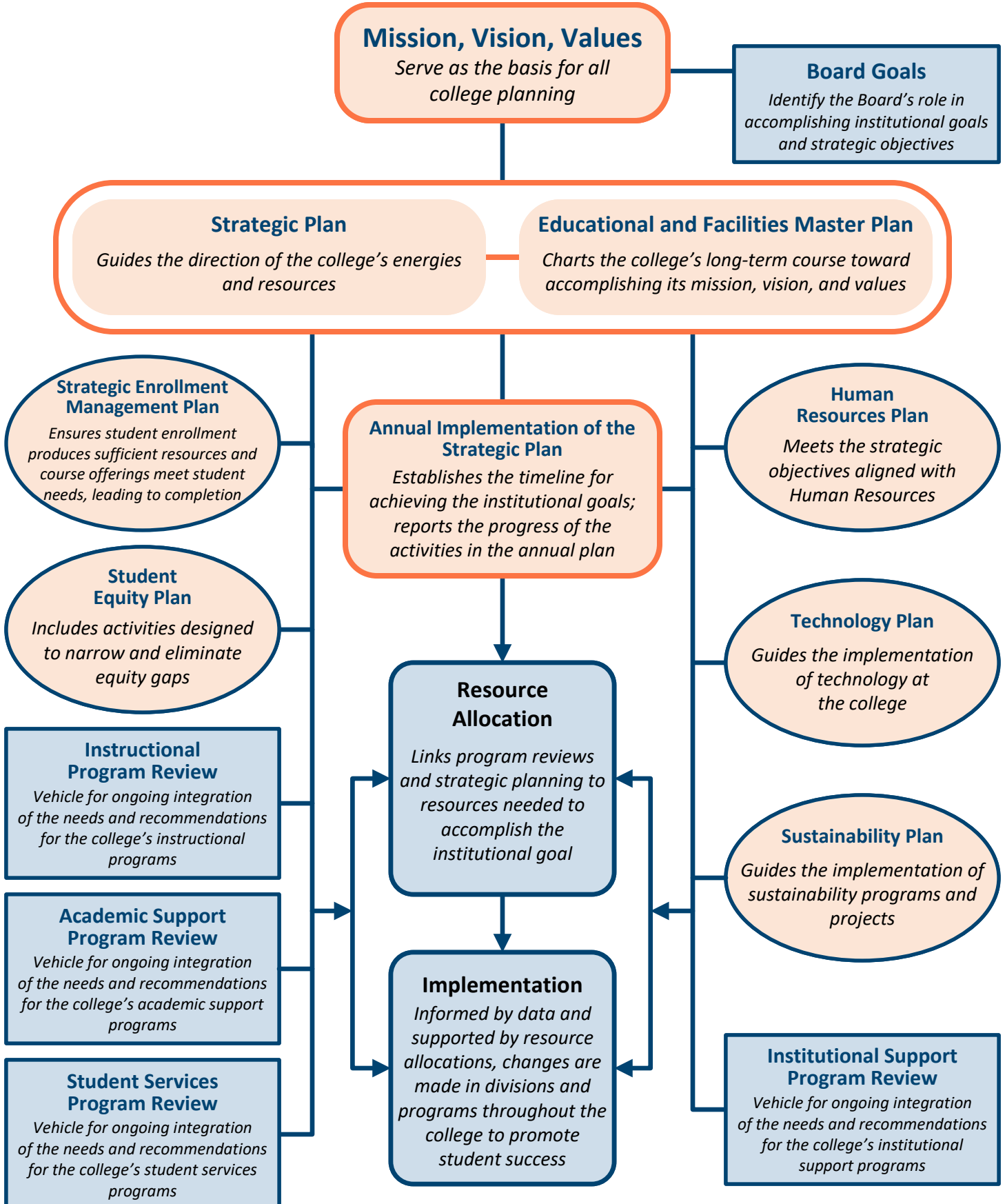
Through the [program review process](#), each division and program conducts a reflective assessment of its strengths and weaknesses or challenges, based on student learning outcomes assessment and completion data, or service area outcomes. Through this process, divisions and programs put forth resource recommendations, which are critical to the attainment of their future goals. Thus, the program review process serves as a mechanism for continuous improvement collegewide.

As depicted in the integrated planning model on the following page, improvement of institutional effectiveness occurs through an ongoing, systematic cycle. Collegewide plans and program reviews are linked to the resource allocation process and are aimed at achieving measurable objectives. Lastly, it is through implementation, informed by data and program review, and supported by resource allocations, that positive changes are made throughout the college to promote student success.



INTEGRATED PLANNING MODEL

An ongoing and systematic cycle of assessment that ensures the improvement of institutional effectiveness



Mission, Vision and Values

Purpose	Serve as the basis for all college planning Describes the college's intended student population and the services the college provides to the local community
Process	○ Reviewed as a first step in the development of a new strategic plan ○ Includes opportunities for input from all college constituencies
Timeline	Reviewed every five years
Responsibility	Superintendent/president, supported by the Steering Committee
Recommendations to	<u>Steering Committee</u> Superintendent/president Board of trustees



Strategic Plan

Purpose	Guides the direction of the college's energies and resources Derived from the mission, vision and values Develops the measurable objectives and focus areas, which serve as the foundation for other college plans
Process	○ Activities are developed annually to implement the focus areas ○ At the end of the academic year, an update is provided for each activity and documented in the end-of-year report
Timeline	Revised every five years
Responsibility	Steering Committee
Recommendations to	Steering Committee Superintendent/president Board of trustees



Board Goals

Purpose	Identifies board of trustees' role in accomplishing the institutional goals and strategic objectives
Process	○ Review strategic plan measurable objectives and focus areas ○ Identify sources of board of trustees opportunities and challenges ○ Develop board goals in conjunction with the focus areas identified in the strategic plan
Timeline	Developed annually
Responsibility	Board of trustees
Recommendations to	Board of trustees



Members of the Citrus Community College District Board of Trustees

Left to right: Mr. Philip A. Ramos, Student Trustee; Mr. Steven Bluitt Flowers, Member; Dr. Randa B. Wahbe, Clerk/Secretary; Ms. Laura J. Bollinger, President; Dr. Anthony Contreras, Vice President; Dr. Cheryl Alexander, Member

Educational and Facilities Master Plan

Purpose	Charts the college's long-term course toward accomplishing its mission, vision and values Guides the long-term educational and facility needs of the college Focuses on change and improvement
Process	○ Analyze existing conditions – anticipate labor market needs ○ Anticipate changes in the community ○ Anticipate growth of the college as a whole ○ Anticipate changes in programs and services ○ In concert with the strategic plan, develop long-term future direction for each academic affairs and student services program ○ Include opportunities for input from all college constituencies
Timeline	Developed every 10 years
Responsibility	Steering Committee
Recommendations to	Steering Committee Superintendent/president Board of trustees



Strategic Enrollment Management Plan

Purpose	Guides the year-to-year alignment of the college's educational goals and resources to ensure that (1) course offerings meet the needs of students, (2) students persist and complete their educational goals, and (3) student enrollment produces sufficient resources to support the mission and educational goals of the college
Process	○ Analyze and discuss the areas of the enrollment management plan ○ Review enrollment metrics ○ Review, monitor and modify the enrollment management plan activities ○ Increase communications related to enrollment management activities
Timeline	Developed every two years and reviewed annually; revised as appropriate
Responsibility	Enrollment Management Committee
Recommendations to	Educational Programs Committee (EPC)



Student Equity Plan

Purpose	The purpose of the student equity plan is to facilitate college efforts in ensuring success for disproportionately impacted (DI) student populations. Through academic and student support services across campus, the plan outlines goals to improve successful enrollment and completion, term-to-term persistence, transfer-level English and mathematics completion in the first year, degree and certificate attainment, and transfer, as defined by the Chancellor's Office Vision 2030 .
Process	○ Disaggregate data to identify DI student populations ○ Identify processes, policies or practices to address equity gaps ○ In conjunction with the strategic plan, evaluate the progress made toward meeting the student equity goals
Timeline	Revised every three years
Responsibility	Student Equity and Achievement Program Committee
Recommendations to	Associated Students of Citrus College (ASCC) Academic Senate Student Services Committee Steering Committee Superintendent/president Board of trustees



Institutional Support Plan: Sustainability Plan

Purpose	The purpose of the sustainability plan is to prepare the college for environmental and regulatory challenges related to sustainability, to guide the college toward becoming a more sustainable institution, to prepare students for a “green” economy, and to be a good steward of resources.
Process	○ Analyze existing projects completed to date ○ Identify potential projects that present a value-added benefit ○ Implement projects that are economically viable ○ Encourage collegewide participation in sustainable practices ○ Track utility resource usage, compile data and set goals for usage reduction
Timeline	Developed every five years and reviewed annually
Responsibility	Sustainability Committee
Recommendations to	Physical Resources and Safety Committee Steering Committee Superintendent/president Board of trustees



Institutional Support Plan: Technology Plan

Purpose	Guides the implementation of technology at the college Responds to the institutional goals and the measurable objectives from the strategic plan and the educational and facilities master plan Encompasses the evaluation and development of the infrastructure, administrative information systems, operations support and management of web resources
Process	○ Analyze technology needs and requirements for the college ○ Include the strategic plan institutional goals, strategic objectives and focus areas related to technology ○ Incorporate technology requirements defined in the educational and facilities master plan ○ Develop technology-related focus areas, planning goals and related annual planning objectives ○ Communicate the achievement of the institutional goal and strategic objectives each spring through the strategic plan progress report and every three years through the institutional support program review ○ Communicate planning goals and objectives to the resource allocation process in support of funding requests
Timeline	Developed every five years, with annual reviews and updates
Responsibility	College Information Technology Committee
Recommendations to	Steering Committee Superintendent/president

Institutional Support Plan: [Human Resources Plan](#)

Purpose	Address the appropriate focus areas in the strategic plan aligned with human resources Meets aligned objectives from the educational and facilities master plan Meets objectives established by the office of human resources
Process	○ Develop and implement objectives ○ Communicate the achievement of the human resources plan goals and objectives each spring
Timeline	Developed every five years with annual objectives; revised as appropriate
Responsibility	Human Resources and EEO Advisory Committee
Recommendations to	Steering Committee Superintendent/president



Program Review

Purpose	Provides a vehicle for the ongoing integration of: • Student learning and completion information • The identification of program needs • Institutional planning • Resource allocation The four areas of program review: • Instruction • Student Services • Academic Support • Institutional Support Assures that consistent and continuous commitment to improving student learning and educational effectiveness is a demonstrable priority in all planning structures and processes Advances the college mission by promoting excellence in programs and services offered by Citrus College through the collection and analysis of documents and data
Process	○ Programs complete an annual report in which the status of the prior year's goals is provided. Resource requests are mapped to the current year's goals. ○ Every third year, each program completes a comprehensive review. Comprehensive reviews are reviewed by the appropriate manager and posted publicly for transparency.
Timelines	Annual Update Comprehensive Review every three years according to this schedule
Responsibility	Program Review coordinator, Program Review/SLOA committee, and appropriate manager
Recommendations to	Program Manager Financial Resources Committee Steering Committee (shared for information)

Documents related to program review, such as the annual review, three-year comprehensive cycle, and the resource request process flowchart and narrative, are posted on the [program review page of the college's website](#).

Resource Allocation

The resource allocation processes link program reviews and strategic planning to the resources needed to accomplish the college's institutional goals. These processes apply only to the allocation of discretionary funds within the general fund or funds beyond fixed costs, as well as reallocated funds from other sources. This allocation system does not include funds for faculty positions, capital equipment or facilities. This process excludes categorical funds or other restricted funds.

The guiding principles for all resource allocation processes are as follows:

1. Resources include all assets of the college, including its human resources, physical resources, technology resources and financial resources.
2. The processes for allocating resources are transparent. All members of the campus community shall be informed about the planning components that lead to resource allocations.
3. Priority will be given to resource requests that are supported by program reviews and help achieve institutional goals and strategic objectives.
4. To the extent that it is fiscally viable, the Citrus College Foundation will fund Innovation Grants to support faculty/staff ideas through a competitive mini-grant process.

Purpose	Allocates funds to support the college's institutional goals and strategic objectives
Process	Begins in April each year with the development of budget assumptions, which forecast the available discretionary general fund resources for the coming fiscal year
Timeline	Developed annually
Responsibility	Vice Presidents
Recommendations to	Financial Resources Committee Steering Committee Superintendent/president

Implementation

The final element of the model is implementation. Informed by data and supported by resource allocations, changes are made in divisions and programs throughout the college to promote student success. This is the last step in the model, leading to the beginning of the next cycle.



Citrus Community College District Board of Trustees

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