

## 09 Citrus College Adult Education Consortium

CONSORTIUM APPROVED

2023-24

### Plans & Goals

#### Executive Summary

As the Citrus College Adult Education Consortium (CCAEC) members approach the second year of implementing its Three Year Plan, members are excited to acknowledge the attainment of some Three Year Plan goals, but continue to focus on achieving Three Year Plan goals not yet met.

One notable accomplishment from 2022-23 was that CCAEC enrollment began to approach pre-pandemic levels. Regional Need #2 in the CCAEC 2022-23 Annual Plan called for members to increase Enrollment and CCAEC K12 Unduplicated Services enrollment has grown 65.1% since 2020-21 (from 2,106 in 2020-21 to 3,478 in 2022-23). 2022-23 CCAEC Duplicated Enrollment for K12 members is back to 2018-19 levels (4,574 in 2022-23 compared to 4,589 in 2018-19). Enrollment at Citrus College is also back to pre-pandemic levels.

Another consortium triumph was that three CCAEC members were awarded Workforce Innovation and Opportunity Act (WIOA) Title II Adult Education and Family Literacy Act (AEFLA) funding for the next four years. The Fiscal Management component of the CCAEC 2022-23 Annual Plan required members to leverage other funding streams to ensure Annual Plan strategies, activities, and SMART goals would be successfully achieved. Now three CCAEC members can use WIOA Title II funds to leverage CAEP funds to better attain 2023-24 Annual Plan goals.

CCAEC members continue to serve as strong workforce development partners nurturing positive relationships with AJCCs as is called for in California Education Code 84906. Three CCAEC K12 members collectively earned over \$500,000 in WIOA Title I funding from regional AJCCs. This allowed CCAEC members to leverage CAEP funds to better achieve 2022-23 Annual Plan SMART goals. CCAEC members also worked extensively with regional businesses to help alleviate their labor shortage. Members held frequent job fairs with nearly 25 regional employers and marketed to ensure those job fairs were successfully attended by job seekers.

These positive relationships with industry and AJCCs coupled with member analysis of regional labor market data have CCAEC CTE programs poised for success 2023-24. In creating the 2023-24 Annual Plan, CCAEC members collaborated extensively with the Los Angeles County Workforce Development Board (WDB) and numerous AJCCs in the County. CCAEC members also analyzed EDD Labor Market Information (LMI) data and consulted with regional businesses.

The consortium has created a 2023-24 Regional Workforce Development Plan with actionable steps to align its workforce development efforts with regional workforce development agencies. LMI data for Los Angeles County depicts the sizeable labor shortages that exist in healthcare (most notably Home Care Aides), hospitality (most notably food preparation), logistics, and manufacturing. CCAEC members have existing programs to help train these workers, but the far more significant problem is finding the potential employees to train. CCAEC members are exploring increased marketing efforts and improved AJCC partnerships to become part of a regional solution to the labor shortages.

CCAEC members are proud of consortium-wide increased enrollment, increased non-CAEP WIOA funding, and continued strong relationships with workforce development agencies. However, CCAEC members recognize significant work remains.

Though combined CCAEC enrollment is approaching pre-pandemic levels, not all CCAEC member schools are back to 2018-19 levels. More critically, gaps still exist in the region served by CCAEC members that demonstrate tremendous need for CAEP programs. K12 CCAEC members served nearly 3,500 regional adults in CAEP programs, but regional needs for these programs are profound. The primary cities served by CCAEC members have 81,042 residents over the age of 5 who "Speak English < Very Well" and 50,741 residents over the age of 25 without a high school diploma or equivalency. There are also 58,881 residents who are Foreign Born, Not a Citizenship. CCAEC members have a vision of providing services and programs to close these gaps for all regional adults.

Also, CCAEC members recognize that CCAEC Participation, Persistence, and Performance rates must continue to improve.

Finally, though CCAEC members have fostered robust partnerships with workforce development agencies and regional businesses, members must fine tune a comprehensive 2023-24 Regional Workforce Development Action Plan and complete all of the Action Steps therein.

Funding allocations for member institutions were consistent for this Annual Plan to be a success. Board deliberations over 2023-24 CAEP Allocations were informed by student enrollment and participation, existing funding sources, and member carryover. The 2023-24 negotiations created parameters and processes that can be successfully duplicated over the next three years to ensure allocations are efficient and fair.

CCAEC members are confident that the goals in this Annual Plan are attainable and all members will work diligently for their successful attainment.

### **Regional Planning Overview**

- I. CCAEC member institutions will use generalized and targeted marketing efforts to increase student enrollment in ESL, ASE, and CTE programs.
- II. All CCAEC individual member institution stakeholders will set SMART goals for student enrollment, participation and persistence and implement protocols to improve participation and persistence rates and monitor goal progress throughout the year.
- III. All CCAEC individual member institution stakeholders will set SMART goals for student performance (as measured by CASAS EFL Gains and number of HSD/HSE earned), implement protocols to improve performance, and monitor goal progress throughout the year.
- IV. All CCAEC individual member institution Data Coordinators will meet on a quarterly basis to share best practices and improve CCAEC data collection protocols. Key deliverables will include member quarterly Data Integrity Reports and CAEP Summary Tables that reflect accurate enrollment, participant, and performance data. Best practices will include strategies to improve pre- and post-testing numbers and increase the number of participants (students who complete 12+ hours of instruction).
- V. CCAEC Members will modify its 2023-24 Regional Workforce Development Plan by August 2023 ensuring that it aligns to the Los Angeles County WDB Regional Plan. Members will implement the Plan throughout the program year to align with the workforce development system and help local industry address labor shortages.
- VI. CCAEC members will implement a number of strategies to improve post-secondary transitions including: K-12 school information sessions, registration assistance, guided Citrus tours where possible, and one-on-one academic counseling.
- VII. Consortium members will present quality professional development opportunities to improve instruction and increase student performance.

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## **Meeting Regional Needs**

### **Regional Need #1**

#### **Gaps in Service / Regional Needs**

All CCAEC members need to increase enrollment to 2018-19 levels and beyond.

CCAEC enrollment of priority adult populations is too low compared to regional needs.

#### **How do you know? What resources did you use to identify these gaps?**

CCAEC faculty and stakeholders analyzed the population characteristics of the major cities served by CCAEC member institutions to identify regional gaps and better understand the communities we serve. These population characteristics were gleaned from 2020 Census data. According to the Census data, 81,042 regional residents over the age of 5 "Speak English < Very Well," and 50,741 regional residents over the age of 25 do not have a high school diploma/equivalency. There are also 58,881 residents who are Foreign Born, Not a Citizenship.

#### **How will you measure effectiveness / progress towards meeting this need?**

Ongoing TOPSpro Enterprise Data Coordinator meetings and ongoing CCAEC Board reports from the Program Director will allow continuous monitoring of program enrollment through CAEP Summary Table analysis. Individual member institutions will monitor increased enrollment as each member uses targeted marketing.

## Regional Need #2

### Gaps in Service / Regional Needs

CCAEC student participation, persistence, and performance rates must continue to improve. Participants are defined as students receiving 12 or more hours of instruction. Persistence is defined as the percentage of students who took a CASAS pre-test that then completed a post-test. Performance is measured by Gains in Educational Functioning Level from CASAS pre- and post-tests and from students completing requirements for a diploma or for a high school equivalency.

### How do you know? What resources did you use to identify these gaps?

Members analyzed the CCAEC Annual Data Review which contains extensive TOPSpro Enterprise (TE) data over the previous three program years. CAEP Summary Tables culled from TE demonstrated that approximately 25% of CCAEC students who register in consortium ESL, ASE/ABE and CTE CAEP Programs do not become Participants earning 12 hours or more of instruction. CCAEC consortium-wide Persistence rates were 57.4%. Though this is a solid rate coming out of the pandemic, the state would like to see Persistence rates near 70%.

### How will you measure effectiveness / progress towards meeting this need?

Ongoing TOPSpro Enterprise Data Coordinator meetings and ongoing CCAEC Board reports from the Program Director will allow continuous monitoring of participation, persistence, and performance rates through CAEP Summary Table analysis. Individual member institutions will monitor these rates as well.

## Regional Need #3

### Gaps in Service / Regional Needs

San Gabriel Valley businesses are experiencing severe labor shortages for industries in which CCAEC members have training programs. CCAEC members must assist in addressing these labor shortages.

### How do you know? What resources did you use to identify these gaps?

CCAEC members analyzed EDD Labor Market Information (LMI) data and consulted with regional AJCCs. LMI data for Los Angeles County depicts the sizeable labor shortages that exist in Healthcare (most notably Home Care Aides), logistics, and manufacturing.

### How will you measure effectiveness / progress towards meeting this need?

CCAEC members will individually and collectively monitor CTE completion and employment rates and work collectively to meet the Action Steps of the CCAEC Regional Workforce Development Plan.

## Address Educational Needs

### 2023-24 Strategies

#### Strategy Name

Targeted Marketing and Community Outreach

#### Activity that Applies to this Strategy

Increase student enrollment

#### Metrics that Apply to this Activity/Strategy

- All: Number of Adults Served (AE 200 - Overall)
- Student Barriers: English Language Learner (AE 305 - Overall)

**Strategy Description**

Increase targeted marketing efforts for all CCAEC members to increase enrollment in all CAEP Program Areas. Leverage Community Based Organizations, K-12 district parent email lists, and community college district stakeholder networks to email marketing collateral, expand awareness of CAEP programs, and increase enrollment. Members believe that effective marketing by all CCAEC members resulted in increased Services enrollment in 2022-23. Members will continue these efforts in 2023-24.

**Strategy Name**

Set, Monitor, and Achieve Individual Member Goals for Participation

**Activity that Applies to this Strategy**

Set & Meet Annual Goals for Student Participation

**Metrics that Apply to this Activity/Strategy**

- All: Adults who Became Participants (AE 202 - Overall)

**Strategy Description**

If there is to be success in achieving this strategy, members must set and continually monitor participation goals. To that end, below are CCAEC SMART goals for Participation.

Each CCAEC member and the consortium as a whole has a SMART goal to improve Participation based on the CCAEC 2023 Fall Annual Data Review.

- By the end of the 2023-24 Program Year, the CCAEC consortium will increase collective Participation rates from 74.5% to 78%.
- By the end of the 2023-24 Program Year, Azusa USD will increase its Participation rate from 66.5% to 70%.
- By the end of the 2023-24 Program Year, Claremont USD will increase its Participation rate from 75.2% to 78%.
- By the end of the 2023-24 Program Year, Duarte USD will increase its Participation rate from 51.4% to 58%.
- By the end of the 2023-24 Program Year, Glendora USD will increase its Participation rate from 80.7% to 83%.
- By the end of the 2023-24 Program Year, Monrovia USD will increase its Participation rate from 87.1% to 90%.

Strategies to include:

1. Front load counseling at registration so students are encouraged to stay for at least 12 hours before making the choice to drop a class.
2. Create student incentives such as awards, certificates, and formal recognition to improve attendance and increase Participation rates. (Research demonstrates student recognition increases engagement which should lead to increased Participation.)
3. Increase student services, focusing on expanding student equity and access.

**Strategy Name**

Set, Monitor, and Achieve Individual Member Goals for Persistence and Performance

**Activity that Applies to this Strategy**

Set & Meet Annual Goals for Student Performance

**Metrics that Apply to this Activity/Strategy**

- Progress: Participants with Educational Functioning Levels Gains ASE (AE 400 - ASE)

- Progress: Participants with Educational Functioning Levels Gains ESL (AE 400 - ESL)
- Success: Participants Who Earn a High School Diploma or Equivalency (AE 633 - Overall)

### Strategy Description

If there is to be success in achieving this strategy, members must set and continually monitor persistence and performance goals. To that end, below are CCAEC SMART goals for Participation.

Each CCAEC member and the consortium as a whole has a SMART goal to improve Participation and Persistence based on the CCAEC 2023 Fall Annual Data Review.

- By the end of the 2023-24 Program Year, the CCAEC consortium will collectively increase Persistence rates from 57.4% to 62% and individually meet Performance rate increases
- By the end of the 2023-24 Program Year, Azusa USD will increase its Persistence rates from 40.6% to 45% and Performance rates from 58.7% to 62%.
- By the end of the 2023-24 Program Year, Claremont USD will increase its Persistence rates from 51.2% to 55% and Performance rates from 33.1% to 40%.
- By the end of the 2023-24 Program Year, Duarte USD will increase its Persistence rates from 0% to 20% and Performance rates from 0% to 30% .
- By the end of the 2023-24 Program Year, Glendora USD will increase its Persistence rates from 21.4% to 30% and Performance rates from 7.1% to 25%.
- By the end of the 2023-24 Program Year, Monrovia USD will increase its Persistence rates from 74.9% to 77% and Performance rates from 53.3% to 60%.

Strategies to include:

1. Front load counseling at registration so students understand the importance of taking both pre- and post-tests.
2. Faculty and staff continuously monitor students and learn if any are planning to leave to ensure a post-test is taken.
3. Phone calls to bring students back for post-tests.
4. Implement successful PLCs across the consortium to analyze data and share effective instructional strategies.
5. Implement professional development that focuses on quality andragogy and first best instruction.
6. Explores strategies to increase student services and equity.

## Improve Integration of Services & Transitions

### 2023-24 Strategies

#### Strategy Name

Align CCAEC CTE Efforts with County WDB Local Area Plan

#### Activity that Applies to this Strategy

Regional Employment Plan

#### Metrics that Apply to this Activity/Strategy

- Employment and Earnings: Participants Who Became Employed in the 2nd Quarter After Exit (AE 505 - Overall)
- Success: Participants Who Earn a Postsecondary Credential (AE 625 - Overall)

#### Strategy Description

By September 2023, update the CCAEC Regional Workforce Development Plan (RWDP) which calls for partnering with business and the workforce development system to address business labor issues. All Action Items will be completed during the year. By

fully implementing the CCAEC RWDP by the end of the 2023-24 program year, CCAEC member institutions will train over 70 CNAs, over 50 Pharmacy Technicians, over 30 Medical Assistants, and start to address other industry labor shortages in logistics, manufacturing, and construction. CCAECschools will hold at least 6 job fairs/career expos during the 2023-24 program year.

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#### Strategy Name

Increase CCAEC CTE Completion and Employment

#### Activity that Applies to this Strategy

Regional Employment Plan

#### Metrics that Apply to this Activity/Strategy

- Employment and Earnings: Participants Who Became Employed in the 2nd Quarter After Exit (AE 505 - Overall)

#### Strategy Description

Action Steps in the CCAEC Regional Workforce Development Plan will lead to improved CTE completion and employment outcomes.

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#### Strategy Name

Increase Postsecondary Transition

#### Activity that Applies to this Strategy

Increase transitions to postsecondary institutions

#### Metrics that Apply to this Activity/Strategy

- Transition: Participants with Transition to Postsecondary (CTE) (AE 636 - Overall)

#### Strategy Description

CCAEC members will revisit how a Community College Transition Specialist can help post-secondary transitions. In addition members will facilitate community college information sessions at K12 schools, provide K12 adult students assistance in registering at community college, provide guided Citrus tours where possible, and continue one-on-one academic counseling for transition to postsecondary institutions.

## Improve Effectiveness of Services

### 2023-24 Strategies

#### Strategy Name

Improve Data Collection Protocols

#### Activity that Applies to this Strategy

CCAEC TOPSpro Enterprise Coordinator meetings

### Metrics that Apply to this Activity/Strategy

- All: Adults who Became Participants (AE 202 - Overall)
- All: Number of Adults Served (AE 200 - Overall)
- Student Barriers: English Language Learner (AE 305 - Overall)
- Success: Participants Who Earn a High School Diploma or Equivalency (AE 633 - Overall)
- Transition: Participants with Transition to Postsecondary (CTE) (AE 636 - Overall)

### Strategy Description

CCAEC TOPSpro Enterprise Data Coordinator meetings will create a forum for sharing best practices that result in improved consortium student participation, persistence, and performance.

### Strategy Name

Implement Quality Professional Development

### Activity that Applies to this Strategy

Professional Development

### Metrics that Apply to this Activity/Strategy

- All: Adults who Became Participants (AE 202 - Overall)
- Employment and Earnings: Participants Who Became Employed in the 2nd Quarter After Exit (AE 505 - Overall)
- Progress: Participants with Educational Functioning Levels Gains ASE (AE 400 - ASE)
- Progress: Participants with Educational Functioning Levels Gains ESL (AE 400 - ESL)
- Success: Participants Who Earn a High School Diploma or Equivalency (AE 633 - Overall)
- Success: Participants Who Earn a Postsecondary Credential (AE 625 - Overall)

### Strategy Description

Create a CCAEC Professional Development Plan by fall 2023 and implement all Action Steps of the plan to provide quality Professional Development and achieve improvements across all categories: Participation, Persistence, and Performance.

## Fiscal Management

**A narrative justifying how the planned allocations are consistent with the annual adult education plan which is based on your CAEP 3-year plan.**

Funding allocations for CCAEC member institutions were consistent for the Annual Plan's success. Board deliberations over 2023-24 CAEP Allocations were informed by student enrollment and participation, existing funding sources, and member carryover. The 2023-24 negotiations created parameters and processes that can be successfully duplicated over the next three years to ensure allocations are efficient and fair. Members will leverage CCD apportionment, WIOA Title I training fees, and Title II AEFLA funding to ensure Annual Plan strategies, activities, and SMART goals will be successfully achieved.

**An approach to incorporating remaining carry-over funds from prior year(s) into strategies planned for 2023-24.**

Members with carryover will be expending the carryover on CTE programs in collaboration with regional AJCCs.

## Certification

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