



CERRITOS  
COLLEGE

# Students First Framework

EQUITABLE  
ACCESS

COMPLETION

CAREER & TRANSFER  
SUCCESS

INSTITUTIONAL  
HEALTH



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# Mission, Vision, and Core Values

## Our Mission

Cerritos College provides its diverse student population with high-quality, comprehensive instructional programs and support services through clear, equity-minded pathways to their educational goals. In doing so, the college develops culturally competent students with the knowledge, skills, and values that prepare them to be productive members of their local and global communities.

## Our Vision

Cerritos College will provide innovative learning opportunities and support services that will close persistent educational achievement gaps.

## Our Core Values

Woven into the fabric of this Students First Framework (SFF) are nine core values of Cerritos College. They are the threads that connect the contributions of our managers, faculty, and staff on behalf of our students.

## Student Success

We support and promote our students' success by utilizing the Guided Pathways Pillars to increase accomplishment of their educational goals.

## Excellence

We strive for excellence in teaching, learning, and serving our students, to support their academic, professional, and personal development.

## Comprehensive Curriculum

We provide comprehensive curricular offerings to prepare our students to succeed not only in the present, but also in the future.



## Innovation and Creativity

We support innovation and creativity to enhance our students' learning and to eliminate achievement gaps.

## Diversity

We celebrate diversity in people, philosophies, cultures, beliefs, programs, and learning.

## Inclusiveness

We promote inclusiveness in a collaborative decision-making process to ensure that all college constituencies have opportunities to participate.

## Integrity

We foster integrity by creating a college community in which our students, our staff, our faculty, and our managers work together ethically and honestly.

## Respect and Trust

We inclusively promote respect and trust in all people, including students, staff, faculty, managers, and members of our communities, so that we can work together toward our goals civilly and cooperatively.

## Partnerships

We develop nurturing and supportive relationships with our educational, governmental, civic, business, industry, and non-profit partners to meet the needs of our communities.



# Goal, Levers, and Strategies

Cerritos College has set the goal to graduate fifty percent of our students within five years or less by spring 2029. We recognize that achieving this goal requires measurable improvements to our systems and processes. To help us organize our efforts and improve the student experience, we prioritize strategies and activities organized into four “levers.”

Because the term “levers” is repeated throughout this Students First Framework, we want to explain the image to the right. Imagine pulling down on a lever. By doing that, you turn a gear. That gear then turns another gear, which turns another gear, until what is produced is the desired outcome. This outcome is produced as long as the levers and gears are properly aligned. If they are not, you may still produce something, but it is likely not to be the something you want – the desired outcome.

By implementing this Students First Framework, our aim is to align programs and services to their pertinent levers. With each of the four levers producing its desired outcomes, the college will be well positioned to achieve its overarching goal of graduating fifty percent of our students within five years or less.

The first three levers – Equitable Access, Completion, and Career and Transfer Success – represent the student journey at Cerritos College, which begins before students register for classes and continues through completion, transfer, and beyond. The fourth lever – Institutional Health – is centered on maintaining our culture of excellence, in which all decisions are made to best serve our students. This empowers us to provide our students with excellent programs and services and enables us to attract, develop, and retain engaged and qualified employees who embody our mission.

As we implement strategies and activities to achieve our goal of graduating fifty percent of our students within five years or less, we will make a concerted effort to move these four levers and become a truly open educational institution that remains a driving force in the economic development of our region. To ensure we stay on track, each lever is linked to key performance indicators (KPIs) or targets to help us monitor progress and celebrate our achievements.



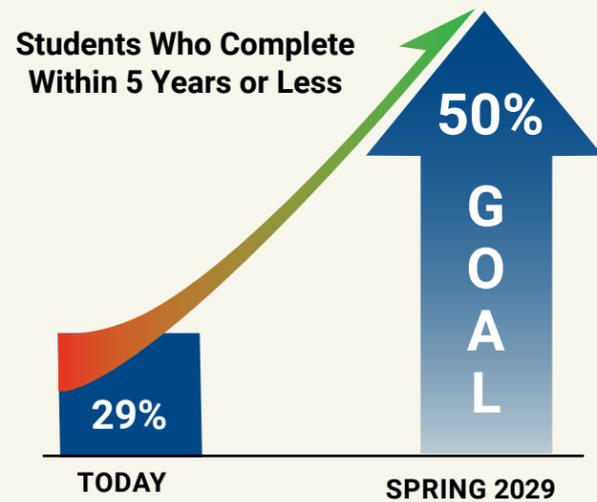
## Our Goal

To graduate fifty percent of our students within five years or less by spring 2029



### Our Levers

### Our Statements



<p><b>Equitable Access</b> Our Purpose: Be a Student-Ready Institution</p>	<p>Cerritos College will expand opportunities for our community to participate in higher education by ensuring every learner has equitable access to an educational pathway.</p>
<p><b>Completion</b> Our Purpose: More Students Complete in Less Time</p>	<p>Cerritos College will increase timely student completion rates and reduce excess units upon completion, ensuring students' progress to complete program requirements and achieve their educational goals.</p>
<p><b>Career and Transfer Success</b> Our Purpose: Increase Economic Mobility for Our Students and Community</p>	<p>Cerritos College will be innovative in developing career and transfer pathways. We will cultivate partnerships that enable life-changing career opportunities for our students and fuel the local workforce with talent that is prepared to meet the needs of the local economy.</p>
<p><b>Institutional Health</b> Our Purpose: Foster Institutional Wellbeing</p>	<p>Cerritos College will commit to making the most effective use of our resources. We will aim for agile, caring practices that foster excellence throughout our operations. All decisions will be made in order to best serve our students. As a result, we will attract, develop, and retain engaged and qualified employees who embody our mission.</p>



## Lever A

# Equitable Access

## Be a Student-Ready Institution



Cerritos College will expand opportunities for our community to participate in higher education by ensuring every learner has equitable access to an educational pathway.

### Strategies

- A.1. Expand our marketing and outreach to attract more prospective students and create more applicants.
- A.2. Strengthen our pipeline with the K-12 system and develop similar pipelines with additional groups of prospective students.
- A.3. Increase dual enrollment courses and programs to provide opportunities for higher education to more high school students in our community.
- A.4. Streamline the application process so that all steps are clear to our new students and all communication channels are easy for them to navigate.
- A.5. Refine our onboarding process so that our incoming students enroll in program-applicable classes – including math and English in the first year – to enable them to complete in a timely manner.
- A.6. Maximize financial aid opportunities to help our students afford a higher education.



## Lever B

# Completion

## More Students Complete in Less Time



Cerritos College will increase timely student completion rates and reduce excess units upon completion, ensuring students' progress to complete program requirements and achieve their educational goals.

### Strategies

- B.1. Align programs of study with the demands of the local economy, so our students are better able to secure high-income careers, leading to upward social and economic mobility.
- B.2. Reduce the time it takes for our students to complete their educational goals.
- B.3. Ensure our students enroll in courses that are applicable to their credit or non-credit programs of study, and eliminate taking excess classes.
- B.4. Expand support for our students in the gateway general education courses.
- B.5. Improve the processes that help our students succeed in their current courses and ensure they enroll in the subsequent term.
- B.6. Incentivize our students to complete momentum points specific to their credit or non-credit programs, from enrollment to completion.
- B.7. Align professional development for our faculty to increase our students' rates of success in their courses and completion of their programs of study.





# Career and Transfer Success

## Increase Economic Mobility for Our Students and Community

Lever C



Cerritos College will be innovative in developing career and transfer pathways. We will cultivate partnerships that enable life-changing career opportunities for our students and fuel the local workforce with talent that is prepared to meet the needs of the economy.

### Strategies

- C.1. Improve our processes, services, and curriculum to align with high-demand, high-paying career opportunities.
- C.2. Increase opportunities for our students to attain baccalaureate degrees, both at our college and at transfer institutions.
- C.3. Align our programs and services with those of four-year institutions to streamline transfer for our students.
- C.4. Partner with local employers to develop career pipelines that lead our students to paid internships and employment.
- C.5. Create networks that provide job opportunities and career resources for our students.
- C.6. Develop and implement training programs that meet the needs of companies in our community.



# Institutional Health

## Foster Institutional Wellbeing

Lever D



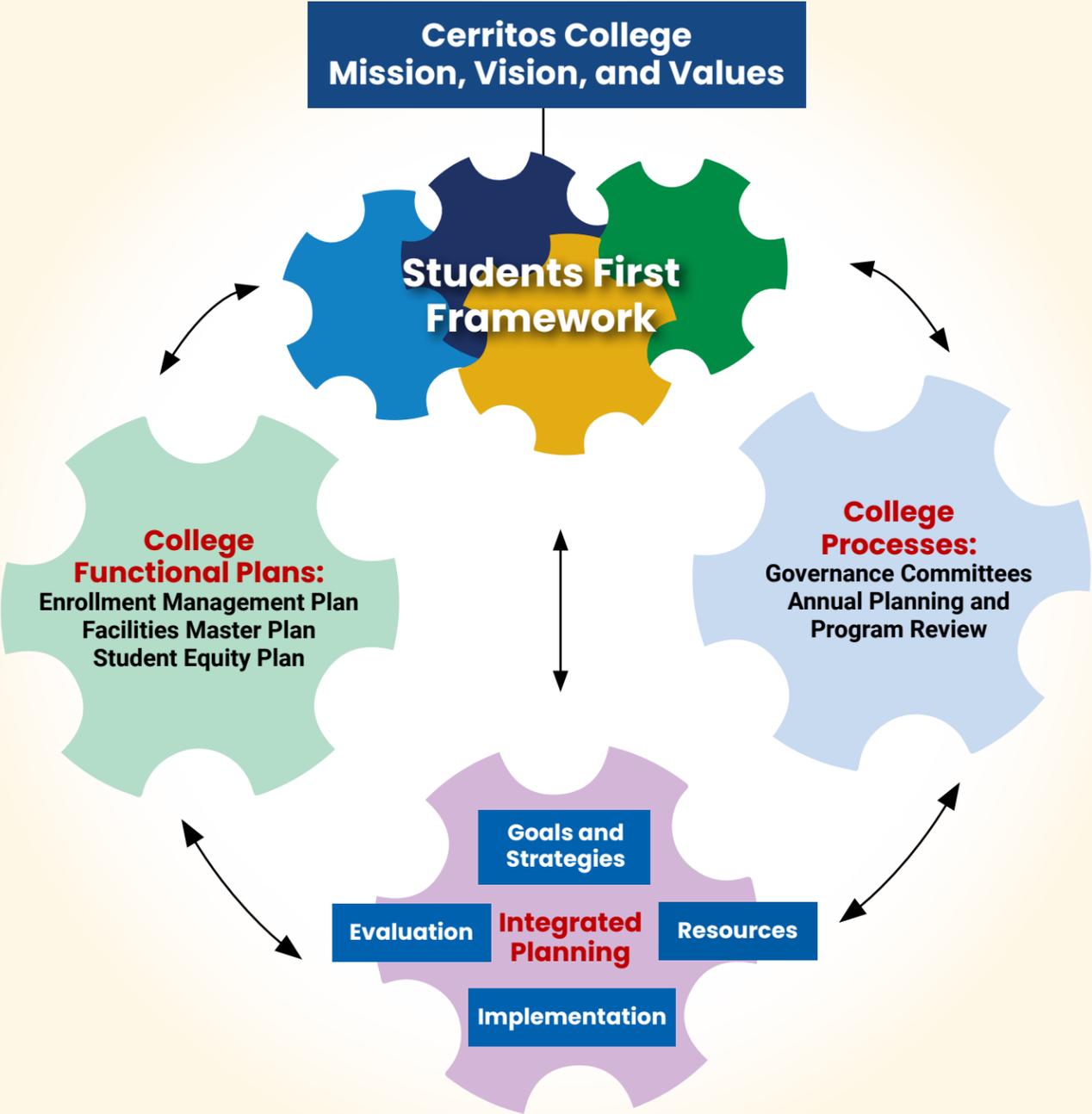
Cerritos College will commit to making the most effective use of our resources. We will aim for agile, caring practices that foster excellence throughout our operations. All decisions will be made in order to best serve our students. As a result, we will attract, develop, and retain engaged and qualified employees who embody our mission.

### Strategies

- D.1. Develop systems and processes to monitor and ensure accountability for our institutional health.
- D.2. Invest in our employees to facilitate excellence at all levels of service to our students.
- D.3. Refine hiring practices to attract and retain faculty, staff, and administrators who reflect the diversity of our community and align with the mission of our college.
- D.4. Expand housing initiatives, programs, and services for our students.
- D.5. Increase innovative opportunities to generate additional revenue streams to strengthen the financial health of our institution.
- D.6. Develop the facilities and technology infrastructure to better support our students' journey from access, through completion, and to career attainment.



# Students First Framework Implementation



This Students First Framework will guide the direction of the college for the next ten years. To ensure it remains front and center of the college’s direction, the Students First Framework will be the centerpiece of our annual planning process and a guide for how we position our students to achieve social and economic mobility in our communities.

For each academic year, the Office of Institutional Effectiveness, Research, Planning, and Grants (IERPG) will track and report the key performance indicators (KPIs) for each of the levers. This information will be compiled and shared with the college community and will initiate the annual planning process.

Through the annual planning process, departments will identify the levers and strategies that pertain to them, and for those levers and strategies, they will develop activities they believe will have a direct impact on the related KPIs.

Department activities most likely to impact the KPIs will be included in the division plans and area plans. As a result of the process, the college will have identified, under each of the levers and their related strategies, a clear set of activities intended to have a direct impact on the KPIs.

# Levers and Key Performance Indicators

The Office of Institutional Effectiveness, Research, Planning, and Grants (IERPG) will develop measurable leading and lagging metrics called key performance indicators (KPIs). Each of our four levers will be linked to multiple KPIs, which will enable us to monitor our progress and celebrate our achievements as we work toward the goal of this Students First Framework.

## Student Success KPIs

### Lever A: Equitable Access

- Completion of a Comprehensive Student Educational Plan (CSEP) in the first year
- Attempt 15+ degree applicable units in the first term
- Attempt 30+ degree applicable units in the first year

### Lever B: Completion

- Pass the first five courses attempted
- Complete 15+ degree applicable units by the end of the first year
- Complete 9+ CTE units in the first year
- Complete 30+ degree applicable units by the end of the second year
- Complete 45+ degree applicable units by the end of the third year
- Complete transfer-level math and English in the first year
- Persist fall-to-spring
- Retain fall-to-fall
- Retain fall-to-second spring
- Graduation rates (2-, 3-, 4-, and 5-year graduation rates)

### Lever C: Career and Transfer Success

- Career Technical Education satisfaction and employment/earnings
- Percent of students that enroll at four-year institutions within two years of completing at Cerritos College

### Lever D: Institutional Health

- Amount in reserves and revenues
- Pay scale (e.g., CFT Salary Comparison Studies)
- Ratio: salaries/overall budget

# Definitions

**Activity:** Used to deploy the chosen strategy; determined and evaluated through annual planning processes and established plans (e.g., Student Equity Plan or Enrollment Management Plan)

**Key Performance Indicator (KPI):** Measurable leading and lagging indicators to monitor progress and celebrate achievements (see also: **Target**)

**Lever:** Purpose that the college wants to fulfill in order to accomplish its long-term goal

**Strategy:** Broad concept or approach to systematically improve a process, practice, or condition that moves a lever

**Target:** Measurable leading and lagging indicators to monitor progress and celebrate achievements (see also: **Key Performance Indicator**)

# Acronyms

**CSEP:** Comprehensive Student Educational Plan

**IERPG:** Institutional Effectiveness, Research, Planning, and Grants

**KPI:** Key Performance Indicator

**SFF:** Students First Framework



# Acknowledgements

The Students First Framework Planning Team provided guidance and oversight for the planning and assessment processes during the development of this plan. The team coordinated processes to ensure all groups in the college community were included in the discussions.

As a prime example, the team organized the Students First Framework Retreat held on March 1, 2024 in the Student Center at Cerritos College. This event was an opportunity for all members of our college community to participate in the development of this replacement for our previous Educational Master Plan. We could not have succeeded in the effort to create this new Framework without the input of the approximately two hundred attendees at the retreat. The strategies detailed later in this Framework emerged from their active contributions during that event.

We would like to acknowledge the members of the Students First Framework Planning Team.

- |                    |                          |
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