2025
2028

2025-2028 STRATEGIC PLAN

VISALIA • HANFORD • TULARE

Sequoias Community College District

COS

College of the Sequoias

College of the Sequoias
Strategic Plan 2025–2028

Sequoias Community College District
College of the Sequoias

Visalia Campus
915 S. Mooney Blvd.
Visalia, CA 93277

Hanford Educational Center
925 13th Ave.
Hanford, CA 93230

Tulare College Center
4999 E. Bardsley Ave.
Tulare, CA 93274

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College of the Sequoias Vision and Mission Statement

Vision
The entire College of the Sequoias community works in an environment of mutual respect to realize the following vision:

COS students will achieve their full educational potential regardless of race, ethnicity, age, gender, sexual orientation, immigration status, ability, culture, religion, and learning modality.

The COS environment will create a positive attitude among COS employees that carries over to the students and into the community.

COS will remain a community leader whose high standards positively impact the lives of the population it serves.

COS will align educational programs for higher education transfer, as well as to meet the constantly emerging economic and workforce development needs of the community through partnerships with business, government, industry and labor.

Mission
Sequoias Community College District, as a designated Hispanic-Serving Institution, provides excellent, accessible, and equity-minded higher education to our diverse student population, regardless of background. We believe in students achieving their full educational potential and support teaching, student learning, and success in attaining a variety of degrees and certificates, from basic skills to transfer education and workforce development (Approved by the Board of Trustees on March 10, 2025).

Letter from the Superintendent/President

The College of the Sequoias Community College District's integrated planning model is a continuous cycle of evaluation, development of goals and objectives, resource allocation, plan implementation, reevaluation, and improvement. Through this annual cycle, the District assesses institutional effectiveness and improves its services to our students.

The COS 2025-2028 Strategic Plan is the result of our District-wide collaboration to create a plan that is focused on progress toward Institutional Goals as outlined in the COS Educational Master Plan 2025-2035. Our entire District including faculty, staff, students, and administrators has been heavily engaged in dialogue throughout the process. Following an extensive review of data provided in our Master Plan and previous Strategic Plans, an initial draft of Strategic Plan Objectives was introduced in fall of 2024. Task forces organized by the specific goal areas then worked together with the assistance of the Institutional Planning and Effectiveness Committee to produce this final draft.

The District's 10-year Master Plan consists of four broad goal areas—Growth, Success, Respond, and Improve. Previous Strategic Plans from 2015-18, 2018-21 and 2021-25 have helped the District make significant progress in these goal areas as reported out annually in the Annual Report on the Master Plan.

This Strategic Plan has a total of 10 District Objectives and 48 District Actions that support those Objectives. Ten of these Actions are specifically designed to assess progress toward each District Objective. As with previous plans, we are confident the 2025-28 Strategic Plan will push our organization to new heights in supporting our students, our employees, and ultimately, the region we serve!

Thank you to all parties for their hard work, commitment and dedication to our integrated planning process.

Respectfully,

Brent Calvin, Ed.D.
Superintendent/President
College of the Sequoias

This document was produced by:

Institutional Planning and Effectiveness Committee

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In collaboration with:

Task Force Members

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Anders Dowling, *Student Senate*
Abelino Garcia, *Student Senate*
Nayeli Nicholas, *Student Senate*
Paradise Weeks, *Student Senate*

October 18, 2024 Academic Senate Summit Attendees

Administrators/Managers - 29
Faculty - 22
Confidential/Classified Staff - 16
Students - 4
Community members - 2

Introduction

The 2025-2028 Strategic Plan serves as the District's first three-year plan in support of the 2025-2035 College of the Sequoias Master Plan.

The Strategic Plan consists of the following components:

- **District Goals** are broad statements, developed as part of the *College of the Sequoias Master Plan 2025 – 2035,* that articulate how the District intends to address current and anticipated challenges.
- **District Objectives** describe more specifically the Actions that will be undertaken to achieve the District Goals.
- **Assessment of District Objectives** describes how effective the Actions were in moving the District toward achievement of the District Objectives.
- **Actions** describe in step-by-step sequence how the District Objectives will be accomplished. Each Action includes these components:

    1. **Responsible party** identifies the group or office assigned with the responsibility to launch, oversee, and complete the Actions. The responsible group or office may complete the Actions or may collaborate with others to complete the Actions. The assignment of a responsible group or office is essential for accountability.

    2. **Target completion date** conveys the timeline for completion. As such, the target completion date also conveys the District's priority for effort to be dedicated to the District Objective.

- **Progress** is a brief statement describing the results of the Actions. The information in this column is used to prepare the *College of the Sequoias Annual Report on the Master Plan*.

- **Implications for Next Year's Action Plans** describe adjustments that may be needed if the progress described in the previous column requires changes to subsequent Actions. The information in this column is included in the *College of the Sequoias Annual Report on the Master Plan*.

List of Acronyms

AB 1705	Assembly Bill 1705
AB 705	Assembly Bill 705
Cal-GETC	California General Education Transfer Curriculum
CCN	Common Course Numbering
COS	College of the Sequoias

CTE	Career and Technical Education
CVC	California Virtual Campus
FAFSA	Free Application for Federal Student Aid
FEC	Faculty Enrichment Committee
FTES	Full-Time Equivalent Student
GPA	Grade Point Average
OER	Open Educational Resources
PACE	Professional Association of Classified Employees
QR	Quantitative Reasoning
SEP	Student Educational Plan
WFD	Workorce Development
ZTC	Zero Textbook Cost

Summary: Institutional Goals 2025-2035 and Institutional Objectives 2025-2028

District Goal #1. College of the Sequoias will increase student enrollment relative to population growth and labor market/workforce demands, with an intentional emphasis on underserved populations within our community.

District Objective 1.1: Working closely with local educational and industry partners, the District will increase enrollment of underserved populations in programs with pathways related to the fastest-growing employment sectors by 1% annually from 2025-2028..

District Goal #2. College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.

District Objective 2.1: Address equity gaps and systemic barriers to increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2025-2028.

District Objective 2.2: With an intentional focus on disproportionately impacted groups, increase the number of students who are transfer-ready by 15% and who transfer to four-year institutions by 10% from 2025-2028.

District Objective 2.3: Increase the percentage of students who complete both transfer-level Quantitative Reasoning and English by 10% within one year of their first attempt, with a particular focus on disproportionately impacted students, from 2025-2028.

District Objective 2.4: With a focus on equity and overcoming systemic barriers, increase the percentage of CTE students who are employment- and career-ready by 5% from 2025-2028, with a focus on boosting measurable job placement in closely related fields that provide a living wage.

District Goal #3. College of the Sequoias will provide equitable academic offerings and student support services in response to the diverse needs of our students.

District Objective 3.1: Strengthen academic pathways by aligning course offerings with student needs through strategic adjustments in scheduling, location, and modality, ensuring access to appropriate academic offerings that support students' educational goals and timely completion.

District Objective 3.2: Promote access to Student Support Services (Student Success Program, Tutorial, Giant Threads, Giant Marketplace, etc.) such that 60% of student respondents agree their access to student service programs are being met.

District Goal #4. College of the Sequoias continuously improve policies, practices, and systems to ensure a high quality and affordable education for the communities we serve.

District Objective 4.1: Streamline data collection, governance, and analysis practices and ensure accessibility of accurate, relevant data to enable informed, collaborative, and strategic decision-making.

District Objective 4.2: Enhance communication strategies to ensure that legislation, regulations, trends, and decision-making processes are shared inclusively across the institution to foster informed and transparent decision-making.

District Objective 4.3: Maintain and improve an accessible professional development program appropriate for all employees.

District Goal #1. College of the Sequoias will increase student enrollment relative to population growth and labor market/workforce demands, with an intentional emphasis on underserved populations within our community.

District Objective 1.1: Working closely with local educational and industry partners, the District will increase enrollment of underserved populations in programs with pathways related to the fastest-growing employment sectors by 1% annually from 2025-2028.

Rationale for District Objective 1.1: *To meet the labor workforce demands of the local community and align with Vision 2030, the District is expected to increase enrollment of underserved populations, specifically in programs related to the fastest growing employment opportunities*.

Assessment of District Objective 1.1: Review and compare annual FTES and headcount from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, and gender, as applicable).

Actions for District Objective #1.1	*Responsible Party*	*Target Completion Date*	*Progress*	*Implications for Next Year's Actions*
1.1.1 Partner with local universities and industries to create educational and workforce training programs that align with high-demand sectors which are inclusive of both transfer degrees and CTE degrees/certificates.	Academic Deans Dean, Student Services (Counseling) Instructional Council	May 2026 May 2027 May 2028		
1.1.2 Increase the number of dual enrollment CTE courses at underserved high schools.	Director, Welcome Center & Early College Partnerships Academic Deans Instructional Council	May 2026 May 2027 May 2028		
1.1.3 Expand outreach efforts in underserved areas and provide early exposure to COS Pathways.	Director, Welcome Center & Early College Partnerships	May 2026 May 2027 May 2028		

		Dean, Student Services Dean, CTE, WFD			
1.1.4	Implement and coordinate flexible scheduling of course and student support offerings in CTE and workforce-related programs.	Vice President, Academic Services Instructional Council Academic Deans Dean, Enrollment Management & Special Projects	May 2026 May 2027 May 2028		
1.1.5	Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

District Goal #2. College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.

District Objective 2.1*:* Address equity gaps and systemic barriers to increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2025-2028.

Rationale for District Objective 2.1*: From 2021-2024, a 3% increase of associate degrees and certificates were achieved. Increasing the target to 5% aligns with ongoing initiatives and concentrated efforts, including Common Course Numbering, Guided Pathways, AB1705, embedded tutoring, credit for prior learning, and Cal-GETC changes, all of which are expected to drive progress toward this objective. Enhanced access to and utilization of student support services will further promote overall student success*

Assessment of District Objective 2.1*:* Review and compare the number of students earning an associate degree or certificate (CTE and non-CTE) from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, gender, first-generation status, etc., as applicable).

Action for District Objective #2.1	*Responsible Party*	*Target Completion Date*	*Progress*	*Implications for Next Year's Actions*
2.1.1 Publish updated program maps for COS degrees and certificates, incorporating CAL-GETC requirements and Common Course Numbering (CCN) to ensure alignment and accuracy.	Articulation & Transfer Officer Dean, Student Services (Counseling) Curriculum Coordinator Dean, Arts & Letters	May 2026 May 2027 May 2028		
2.1.2 Improve the visibility and accuracy of ZTC Pathways and OER/ZTC course offerings to enhance student access and support informed course selection.	Articulation & Transfer Officer Dean, Student Services (Counseling) Curriculum Coordinator Dean, Arts & Letters	May 2026 May 2027 May 2028		
2.1.3 To improve student engagement and success, enhance targeted marketing for support resources for	Deans, Student Services	May 2026 May 2027		

	specific student groups and program majors, address technology access barriers and promote SEP check-ins.	Director, Welcome Center & Early College Partnerships Counseling Division Chair Director, Marketing & Public Relations Dean, Technology Services	May 2028		
2.1.4	Provide training and resources for faculty on embedding student support in courses.	Faculty Enrichment Committee Academic and Student Services Deans	May 2026 May 2027 May 2028		
2.1.5	Increase FAFSA/CA Dream Act Application completion rates.	Director, Financial Aid Director, Student Success Program	May 2026 May 2027 May 2028		
2.1.6	Implement a more effective early alert system with case-managed referrals.	Dean, Educational Support Services	May 2026 May 2027 May 2028		
2.1.7	Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

<u>District Goal #2.</u> College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.

District Objective 2.2: With an intentional focus on disproportionately impacted groups, increase the number of students who are transfer-ready by 15% and who transfer to four-year institutions by 10% from 2025-2028.

Rationale for District Objective 2.2: *Vision 2030 calls for a transfer ready increase of 20%, and while progress was previously achieved (30% increase after AB705), there remains room for improvement, particularly with disproportionately impacted groups, prompting inclusion of the targeted language in this objective. We believe the dramatic increase seen will flatten out, but will stay strong with new AB1705 initiatives, CVC online course access, common course numbers and the potential impact of the new university center for our students*.

Assessment of District Objective 2.2: Review and compare the number of students who are transfer-ready as well as the number of students who transfer to four-year institutions from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, gender, first-generation status, etc., as applicable).

	Action for District Objective #2.2	***Responsible Party***	***Target Completion Date***	***Progress***	***Implications for Next Year's Actions***
2.2.1	Through targeted outreach and collaboration with K-12 schools, educate students and their families about the four-year college and university transfer process before they enter higher education.	Deans, Student Services Director, Welcome Center & Early College Partnerships	May 2026 May 2027 May 2028		
2.2.2	Review and update program-specific articulation agreements and ensure program-level course offerings align with Cal-GETC and degree plans to facilitate clean direct transfer and meet students' transfer needs.	Articulation Officer & Transfer Officer Curriculum Coordinator	May 2026 May 2027 May 2028		
2.2.3	Ensure FEC provides training for faculty on equitable teaching practices, student retention strategies, transfer resources, and deadlines, (applications, financial aid, and scholarships).	Faculty Enrichment Committee	May 2026 May 2027 May 2028		
2.2.4	Identify obstacles faced by transfer-ready students who did not transfer or apply for	Transfer Counselor Articulation Officer	May 2026 May 2027		

	graduation, and take steps to address these barriers.	Dean, Student Services	May 2028		
2.2.5	Form collaborative teams (counselors, faculty, support staff) to support students within specific pathways, programs, and/or transfer mentorship .	Division Chair, Counseling Dean, Student Services (Counseling) Instructional Council	May 2026 May 2027 May 2028		
2.2.6	Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

<u>District Goal #2.</u> College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.

District Objective 2.3 Increase the percentage of students who complete both transfer-level Quantitative Reasoning and English by 10% within one year of their first attempt, with a particular focus on disproportionately impacted students, from 2025-2028.

Rationale for District Objective 2.3 *AB705 and AB1705 language states "first attempt," rather than "in their first year." Since student needs vary and may prevent students from taking these courses in their first year, the emphasis should be on student success regardless of when they enroll in these courses, rather than prioritizing speed of enrollment. With the new AB1705 revisions and enhanced student support, we are optimistic about achieving a significant increase in success rates*

Assessment of District Objective 2.3: Review and compare the percentage of students who complete transfer-level English and transfer-level QR requirements within one year of their first attempt, from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, gender, first-generation status, etc., as applicable).

Action for District Objective #2.3	***Responsible Party***	***Target Completion Date***	***Progress***	***Implications for Next Year's Actions***
2.3.1 Ensure FEC provide professional development for Math and English faculty to enhance success rates, particularly for disproportionately impacted students.	Faculty Enrichment Committee Division Chair, Math & Engineering Dean, Math & Science Division Chair, English Dean, Arts & Letters	May 2026 May 2027 May 2028		
2.3.2 Strengthen peer academic support in all modalities, including embedded tutoring, augmented instruction, and tutoring centers.	Dean, Educational Support Services	May 2026 May 2027 May 2028		
2.3.3 Develop targeted interventions for students with "unsuccessful attempts" in Math/Quantitative Reasoning and English, focusing on early alert tools,	Dean, Educational Support Services Division Chair, Math & Engineering Dean, Math & Science	May 2026 May 2027 May 2028		

	retention support, cohort options, and/or summer bridge programs.	Division Chair, English Dean, Arts & Letters			
2.3.4	Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

District Goal #2. **College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.**

District Objective 2.4: With a focus on equity and overcoming systemic barriers, increase the percentage of CTE students who are employment- and career-ready by 5% from 2025-2028, with a focus on boosting measurable job placement in closely related fields that provide a living wage.

Rationale for District Objective 2.4*: Individual disciplines will be able to assess whether students are employment- or career-ready using meaningful data that is already available or can be collected. It also incorporates opportunities to consider student goals and feedback, allowing "career readiness" to be defined in alignment with their unique needs and aspirations.*

Assessment of District Objective 2.4: Review and compare the employment and career-readiness of Career Technical Education students from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, gender, first-generation status, etc., as applicable).

Action for District Objective #2.4		*Responsible Party*	*Target Completion Date*	*Progress*	*Implications for Next Year's Actions*
2.4.1	Integrate soft skills and career readiness into the CTE curriculum through faculty training and enhanced first-year mentoring programs, providing students with personalized career guidance and connections to career coordinators and liaisons.	Dean, CTE, WFD Career Services	May 2026 May 2027 May 2028		
2.4.2	Create support resources for math and technical skills in trade programs.	Dean, CTE, WFD Dean, Educational Support Services	May 2026 May 2027 May 2028		
2.4.3	Expand partnerships with local businesses for work experience and apprenticeship opportunities.	Dean, CTE, WFD Director, Apprenticeship Programs	May 2026 May 2027 May 2028		
2.4.4	Develop a tracking method for employment outcomes to measure success.	Dean, CTE, WFD Dean, Technology Services	May 2026 May 2027 May 2028		

		Dean, Research, Planning & Institutional Effectiveness			
2.4.5	Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

<u>District Goal #3.</u> College of the Sequoias will provide equitable academic offerings and student support services in response to the diverse needs of our students.

District Objective 3.1: Strengthen academic pathways by aligning course offerings with student needs through strategic adjustments in scheduling, location, and modality, ensuring access to appropriate academic offerings that support students' educational goals and timely completion.

***Rationale for District Objective 3.1*:** *COS must provide access to appropriate academic offerings that support student's educational goals. COS should establish clear and accessible academic pathways for students that remove institutional barriers and guarantee students are learning through high-impact teaching and pedagogical practice*

Assessment of District Objective 3.1: Review and compare student feedback on the availability and accessibility of course offerings from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, gender, first-generation status, etc., as applicable).

	Action for District Objective #3.1	***Responsible Party***	***Target Completion Date***	***Progress***	***Implications for Next Year's Actions***
3.1.1	Solicit feedback on student scheduling needs to improve the class scheduling process.	Dean, Enrollment Management & Special Projects Deans, Student Services Dean, Research, Planning & Institutional Effectiveness	May 2026 May 2027 May 2028		
3.1.2	Develop and implement a scheduling process that aligns course offering times, formats, and alternative options (e.g., short-term, late-start, weekend) with student needs and success data.	Vice President, Academic Services Academic Deans Dean, Enrollment Management & Special Projects Instructional Council	May 2026 May 2027 May 2028		
3.1.3	Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

<u>District Goal #3.</u> College of the Sequoias will provide equitable academic offerings and student support services in response to the diverse needs of our students.

District Objective 3.2*:* Promote access to Student Support Services (Student Success Program, Tutorial, Giant Threads, Giant Marketplace, etc.) such that 60% of student respondents agree their access to student service programs are being met.

Rationale for District Objective 3.2: *COS students face a multitude of educational barriers with the most challenging being balancing work, school, family obligations, financial aid and medical/mental health issues. COS must provide access to effective student support services that increase a sense of belonging and honor our students' intersecting identities and humanize each student's lived experience.*

Assessment of District Objective 3.2: Review and compare student feedback regarding the availability and accessibility of support service offerings from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, gender, first-generation status, etc., as applicable).

	Action for District Objective #3.2	***Responsible Party***	***Target Completion Date***	***Progress***	***Implications for Next Year's Actions***
3.2.1	Solicit input from students about their support services needs to promote access to student service programs.	Deans, Student Services Dean, Research, Planning & Institutional Effectiveness	May 2026 May 2027		
3.2.2	Increase awareness and access to student support services for all students.	Deans, Student Services	May 2026 May 2027 May 2028		
3.2.3	Support first-time students with low self-reported high school GPAs through the Student Success Program.	Deans, Student Services Director, Student Success Program	May 2026 May 2027 May 2028		
3.2.4	Pilot a faculty-to-faculty mentoring program to expand the knowledge of and referrals to Student and Educational Support Services.	Faculty Enrichment Committee Deans, Student Services Managers, Student Services Dean, Educational Support Services	May 2026 May 2027		

3.2.5	Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

District Goal #4. College of the Sequoias continuously improve policies, practices, and systems to ensure a high quality and affordable education for the communities we serve.

District Objective 4.1: Streamline data collection, governance, and analysis practices and ensure accessibility of accurate, relevant data to enable informed, collaborative, and strategic decision-making.

Rationale for District Objective 4.1: *Strengthening data governance and security and ensuring the accessibility of accurate, relevant data enables COS to make informed, strategic decisions. This approach will enhance student success, operational efficiency, and institutional planning by aligning resources with key metrics and fostering a culture of continuous improvement across all levels*.

Assessment of District Objective 4.1: Review type, volume, and quality of efforts to streamline data collection, governance, and analysis practices across the District from 2024/25 to 2027/28.

	Actions for District Objective #4.1	***Responsible Party***	***Target Completion Date***	***Progress***	***Implications for Next Year's Actions***
4.1.1	Conduct a comprehensive audit of institutional and operational data collection practices, governance structures, analysis tools, and an inventory of available datasets across departments.	Vice President, Administrative Services Dean, Managers/Staff, Technology Services Dean of Research, Planning and Institutional Effectiveness; Management Council (select area managers)	May 2026		
4.1.2	Develop a data governance manual, informed by audit findings, that outlines the appropriate methodology for gathering relevant data, and storing, sharing and utilizing it to inform decisions within each department.	Vice President, Administrative Services Dean and Managers/Staff, Technology Services Dean of Research, Planning and Institutional Effectiveness Management Council (select area managers)	May 2026 May 2027		

4.1.3	Establish a centralized directory for data repositories to ensure information is securely stored, easily accessible, and well-organized, and provide employees with training on its use.	Vice President, Administrative Services Dean and Managers/Staff, Technology Services Dean of Research, Planning and Institutional Effectiveness; Management Council (select area managers)	May 2028		
4.1.4	Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

District Goal #4. College of the Sequoias continuously improve policies, practices, and systems to ensure a high quality and affordable education for the communities we serve.

District Objective 4.2: Enhance communication strategies to ensure that legislation, regulations, trends, and decision-making processes are shared inclusively across the institution to foster informed and transparent decision-making.

Rationale for District Objective 4.2: *Proactive environmental scanning and staff training enable COS to adapt swiftly to external legislative, economic, and technological changes. By integrating these factors into planning, the institution remains resilient, forward-looking, and responsive to external challenges. Transparency and clear communication build trust, accountability, and collaboration across the institution, ensuring that stakeholders understand decisions and their rationale, and can adapt swiftly to change with a shared sense of purpose and reduced misunderstanding. This openness is crucial for maintaining high educational standards, institutional credibility, and long-term success in a dynamic environment.*

Assessment of District Objective 4.2: Review type, volume, and quality of communication practices intended to support sharing legislation, regulations, trends, as well as decision-making processes, inclusively across the District from 2024/25 to 2027/28.

Actions for District Objective #4.2	*Responsible Party*	*Target Completion Date*	*Progress*	*Implications for Next Year's Actions*
4.2.1 Conduct a needs assessment to evaluate current resources and practices for monitoring and responding to external legislative, economic, and industry changes. Research and document promising practices from similar institutions in environmental scanning and trend responsiveness.	Senior Management District Governance Senate	May 2026		
4.2.2 Develop and pilot a preliminary system for monitoring legislative, economic, and industry trends by assigning roles within each department to track relevant external factors.	Senior Management Management Council District Governance Senate	May 2027 May 2028		
4.2.3 Create a central repository where trend information and updates can be accessed by all departments including committee reports and vacancies.	Senior Management Management Council District Governance Senate	May 2028		

	Director, Marketing & Public Relations Dean, Technology Services			
4.2.4 Form a dedicated body responsible for monitoring, analyzing, and reporting on external opportunities and challenges institution-wide.	Senior Management District Governance Senate	May 2028		
4.2.5 Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

<u>District Goal #4.</u> College of the Sequoias continuously improve policies, practices, and systems to ensure a high quality and affordable education for the communities we serve.

District Objective 4.3: Maintain and improve an accessible professional development program appropriate for all employees.

Rationale for District Objective 4.3: *A comprehensive professional development program equips employees with relevant skills, supports career advancement, and aligns with district goals. Initial onboarding and continuous training foster a culture of learning to ensure all employees contribute to student success, leadership growth, and institutional effectiveness while addressing evolving challenges and opportunities*.

Assessment of District Objective 4.3: Review type and quality of efforts intended to support the maintenance and improvement of an accessible and comprehensive professional development program from 2024/25 to 2027/28, disaggregated by employee groups (e.g., faculty, staff, administrators, full-time, part-time, etc., as applicable).

Action for District Objective #4.3	***Responsible Party***	***Target Completion Date***	***Progress***	***Implications for Next Year's Actions***
4.3.1 Evaluate current practices to identify gaps in a comprehensive Professional Development program and develop a strategy to address them.	Dean, Human Resources Faculty Enrichment Committee PACE Management Council	May 2026		
4.3.2 Establish representative bodies to evaluate, communicate, and track professional development opportunities for classified staff and administration, similar to how the FEC tracks professional development for faculty.	Dean, Human Resources PACE	May 2027		
4.3.3 Develop comprehensive onboarding trainings and position-specific handbooks to support all new classified staff and administrative hires in their roles and professional growth.	Dean, Human Resources PACE			
4.3.4 Assess the District's progress on all the actions of the objective.	Institutional Planning and Effectiveness Committee	Annually		

Strategic Plan Materials

Task Force Training

Agenda
PowerPoint Presentation

Summit

Agenda
PowerPoint Presentation

Joint Meeting

Agenda
PowerPoint Presentation

Timeline and Process

COLLEGE OF THE SEQUOIAS

STRATEGIC PLAN TASK FORCE TRAINING

Friday, September 20, 2024 - 9:00 – 11:00 AM.

1. **Welcome & Overview**
    a. Introductions
    b. Today's Focus
    c. Where does the Strategic Plan fit into our Model of Integrated Planning?
    d. Chancellor's Vision 2030

2. **Goals, Objectives, and Actions**

3. **What is the purpose of the Strategic Plan?**

4. **SMART Objectives**
    - Specific
    - Measurable
    - Achievable
    - Relevant
    - Time-bound

5. **Overview of District Goals 2025-2035**
    a. Goal I: Growth
    b. Goal II: Success
    c. Goal III: Respond
    d. Goal IV: Improve

6. **Strategic Plan Timeline**

7. **Task Force Breakout Session**
    1. Introductions & Designation of Co-Chairs
    2. Review Task Force area goals and current objectives.
    3. Task Forces develop meeting dates and times.
    4. Decision-making processes for each Task Force.
    5. Review data resources and reference documents available for each goal.
    6. Ask for clarification.

8. **Full Group Q&A and Closing**

COLLEGE OF THE SEQUOIAS

Strategic Plan Task Force Training

September 20, 2024

COLLEGE OF THE SEQUOIAS

Yes, I'm interested in serving on the 2025-2028 Strategic Plan Task Force!

4. I would like to represent:
- Faculty
- Classified
- Administration
- Student
- Other

5. Please prioritize your preference for serving each subgroup by ordering your choice from the first being your most interest to that being your least interest.

DISTRICT GOAL I: College of the Sequoias will increase student enrollment relative to population growth and labor market/workforce demands, with an intentional emphasis on underserved populations within our community.

DISTRICT GOAL II: College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.

DISTRICT GOAL III: College of the Sequoias will provide equitable academic offerings and student support services in response to the diverse needs of our students.

DISTRICT GOAL IV: College of the Sequoias will continuously improve policies, practices, and systems to ensure a high quality and affordable education to the community we serve.

6. Anything else you would like to tell us?

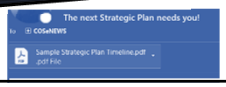
COLLEGE OF THE SEQUOIAS

COS community:

As the 2025-2035 Master Plan approaches its final stage, the time has come to focus in on the first three years of that plan. We are talking about the 2025-2028 Strategic Plan.

We need volunteers to empower the four task forces for the *College of the Sequoias 2025-2028 Strategic Plan*. As you may be aware, the writing of that strategic plan will be a yearlong process and the initial ideas and drafting will come from *you*, those who volunteer to join one of the four goal task forces:

1. Goal Area 1: Growth with an emphasis on underserved populations
2. Goal Area 2: Improve success and close achievement gaps
3. Goal Area 3: Equitable academic offerings and support services
4. Goal Area 4: Continuous improvement



If you are willing to volunteer, please take a couple minutes to indicate your preference in this form by Friday, May 10, 2024: Yes, I'm Interested!

Each task force will complete its work during the fall 2024 semester. Training for task force members will be provided during the months of August and September. Each task force will be responsible for gathering feedback (which will include feedback from a summit held fall 2024) and will use that feedback to review progress from the previous strategic plan, then develop/revise/renew objectives and actions for the next strategic plan.

We appreciate and look forward to your participation in this important planning process for our District. This is your chance to provide input from the very beginning. Please volunteer to join a task force today!

Sincerely,
The Institutional Planning and Effectiveness Committee

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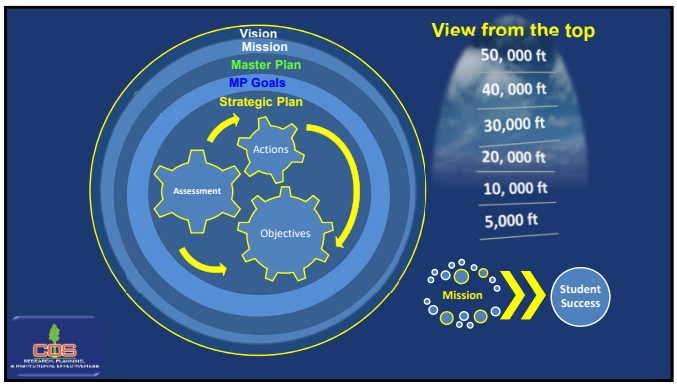
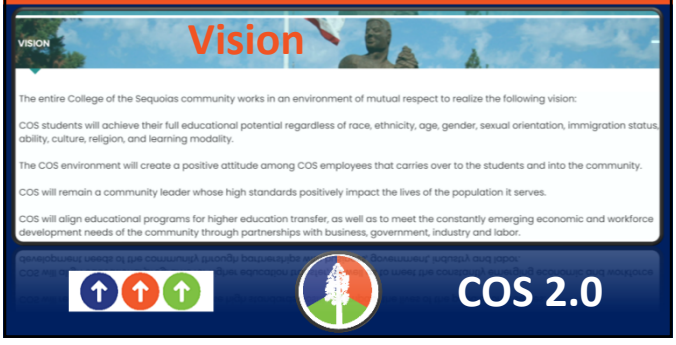


COLLEGE OF THE SEQUOIAS



COS 2.0

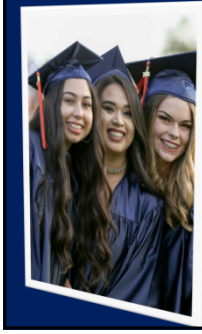
COLLEGE OF THE SEQUOIAS

Mission Statement

Sequoias Community College District provides excellent higher education in a spirit of equity for our diverse student population. We believe in students achieving their full educational potential and support student success in attaining a variety of degrees and certificates, from basic skills to transfer education and workforce development.

Reaffirmed by the Board of Trustees on March 8, 2021 Mission Statement

COLLEGE OF THE SEQUOIAS



Equity Statement

Sequoias Community College District commits to addressing inequity, particularly achievement and opportunity gaps, including racial, ethnic, and other equity gaps, experienced by student groups and the District Community. The District further commits to increasing the representation of diverse identities across the institution. The District will use an intentional, equity-minded approach informed by the centering of educational justice, diversity, and inclusion. The District will develop systems, policies, and practices that abolish unfair institutional barriers, produce equitable outcomes, and ensure access to rigorous, culturally responsive education and success for all its students and District members.

Equity Statement approved by District Governance Senate on October 25, 2022.

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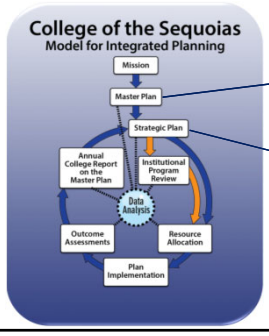
COS 2.0-Designed for Integration



10-Year Plan
2015-25
District Goals
(long range)

4-year plan
2021-2025
District Objectives
(measurable)

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Master Plan Goals 2015-2025

Growth

District Goal #1: College of the Sequoias will increase student enrollment relative to population growth and educational and workforce development needs.

Success

District Goal #2: College of the Sequoias will improve the rate at which its students complete degrees, certificates, and transfer objectives.

Equity

District Goal #3: College of the Sequoias will strategically tailor and implement academic programs and student services that match the unique needs of its student population and the demands of ongoing changes in workforce development.

Sustainability

District Goal #4: College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

COLLEGE OF THE SEQUOIAS

2025-2035 COS Master Plan Updates

The 2025-2035 Master Plan Task Force
(32 members)

- *Students (2)*
- *Faculty (14)*
- *Staff (7)*
- *Administrators (9)*

Master Plan Task Force Training
September 15, 2023

Open Forum I (Timeline & Process)
September 22, 2023

Master Plan Summit
October 27, 2023

Open Forum II
February 2, 2024

The Institutional Planning & Effectiveness Committee (IPEC)

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Chapter 1 - Background Chapter
Chapter 2 - Data Chapter
Chapter 3 - Goals for 2025-2035
Chapter 4 - Program and Services
Chapter 5: Linking the Education Plan to the Facilities Plan Summary
Chapter 6: Visalia Campus Facilities Plans
Chapter 7: Hanford Educational Center Facilities Plans
Chapter 8: Tulare College Center Facilities Plans

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Vision 2030 Framework

Vision 2030: A Roadmap for California Community Colleges 7-year. 2023-2030

California Community Colleges "Our Time is Now"

Three Strategic Directions

Equitable Baccalaureate Attainment
Transfer, CCC Baccalaureate, High School students, Adult Learners

Equitable Workforce & Economic Development
High Road Training Partnerships in Healthcare, Climate, STEM, Education

Implications for the Future of Learning
Innovation & Sustainability
Advanced Data Analytics and Generative AI

Three Goals and Six Outcomes

Equity in Success:
1. Increase **completion** of a degree or certificate at a community college with equity.
2. Baccalaureate attainment: Increase in **baccalaureate** attainment with equity.
   a) Increase transfer preparation
   b) Increase community college baccalaureate
3. **Workforce**: Earning a living wage metric.

Equity in Access:
4. Increase with equity, **participation/enrollments** for dual enrollment, justice involved individuals, veterans, working adults, low-income adults.

Equity in Support:
5. Increase the number of **Pell grant** recipients and **CCPG** recipients.
6. **Reduce units** to Associate Degree for Transfer completion.

17 Actions within our Three Strategic Directions → Vision 2030 6 Outcomes & Metrics → Vision 2030 3 Goals

https://www.cccco.edu/About-Us/Vision-2030

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COLLEGE OF THE SEQUOIAS

Goals, Objectives, and Actions

DIFFERENCE BETWEEN THE MASTER PLAN & STRATEGIC PLAN

MASTER PLAN — GOALS — Based on the Mission Statement — 10 years

STRATEGIC PLAN — OBJECTIVES & ACTIONS — Based on the Master Plan — 3-4 years

Goals are broad statements that articulate how the District intends to address current and anticipated challenges identified in the Master Plan.

Objectives are short-term and describe more specifically the Actions that will be undertaken to achieve the District Goals.

Actions describe in step-by-step sequence how the District Objectives will be accomplished.

COLLEGE OF THE SEQUOIAS

Objectives, Actions, and Program Review

Objectives describe more specifically how we intend to achieve the District Goals.

Actions describe how the District Objectives will be accomplished. They should be measurable and apply District-wide.

Nuventive. Achieve. Improve. Adapt.

Program Review records the front line work of each department and division on the Actions and Objectives established in the Strategic Plan.

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2025-35 Master Plan Cycle

2025-2028 STRATEGIC PLAN

Next >>>>

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COS 2.0

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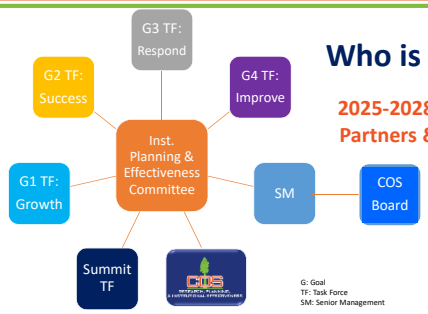
Who is Involved?

2025-2028 Strategic Plan Partners & Contributors



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What is in the Strategic Plan?

Three year plan to include:

- **District Objectives** and corresponding **Actions** that will be undertaken to achieve the District Goals.
- **Assessment** of how effective the Actions are in moving the District toward achieving the District Objectives.

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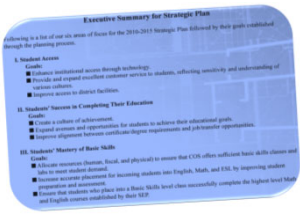
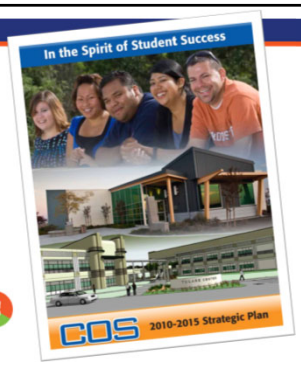
COS 1.0





- **Number of Goals: 20**
- **Number of Objectives: 134**

COLLEGE OF THE SEQUOIAS

Next >>>>

COS 2.0

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2021-2025 Strategic Plan

- One Mission
- Goals: 4
- Objectives: 10
- Actions: 50

Each objective includes an Action for Assessment

2021 2025 STRATEGIC PLAN

Sequoias Community College District COS College of the Sequoias

COLLEGE OF THE SEQUOIAS

District Goal: A District Goal from the Master Plan will be listed here.

District Objective 1.1
The specific strategies to be implemented to work toward achievement of the District Goals. District Objectives are measurable, specific, and attainable.

Rationale for District Objective 1.1:

Assessment of District Objective 1.1:
Identify the specific way that this District Objective will be assessed.

Action for District Objective 1.1	Responsible Party	Target Completion Date	Progress	Implications for Next Year's Actions
1.1.1. The information in this column identifies the specific steps to be taken to fulfill the District Objective.	The information in this column identifies the group or office responsible to launch and oversee completion of the Action.	The information in this column sets the target date for completing this Action.	The information in this column will be completed as part of the development of the Annual College Report on the Master Plan and is a brief statement describing the status of the Action.	This column is completed during the development of the Annual College Report on the Master Plan when the outcome described in the previous column requires an adjustment to subsequent Actions.

COLLEGE OF THE SEQUOIAS

Goal (10 year)
A goal establishes the overall direction and focus of a program and is the foundation for developing program objectives

↓

Objectives (3 year)
Objectives are the steps to achieving a goal

↓

SMART Objectives
SMART Objectives are Specific, Measurable, Achievable, Relevant, and Time-bound

↓

Short-term (Actions)
Generally expected immediately or can occur within a year

COLLEGE OF THE SEQUOIAS

Mission → Goals → Objectives → Actions

S.M.A.R.T. Objectives

Specific	Who is the target population? What will be accomplished?
Measurable	Is the objective quantifiable? Can it be measured? How much change is expected?
Achievable	Can the objective be accomplished in the proposed time frame with the available resources and support?
Relevant	Determine the reason behind **the established goal**. Does the objective relate to **the goal**?
Time-Bound	Does the objective propose a timeline when the objective will be met?

COLLEGE OF THE SEQUOIAS

S.M.A.R.T. Objectives

District Objective #2.2 Increase the number of students who are transfer-ready by 15% and students who transfer to four-year institutions by 10% from 2021-2025.

Specific	Who is the target population? What will be accomplished?	Increase the number of COS students who are "transfer-ready" and those who actually transfer to four-year institutions.
Measurable	Is the objective quantifiable? Can it be measured? How much change is expected?	Yes. 15% more students who are "transfer-ready" 10% more students who actually transfer
Achievable	Can the objective be accomplished in the proposed time frame with the available resources and support?	Yes. A four-year period is reasonable for making measurable progress (with available resources and support)
Relevant	Determine the reason behind the established goal. Does the objective relate to the goal?	Yes. The objective directly supports the district's overall goal of improving transfer rates and academic success.
Time-Bound	Does the objective propose a timeline when the objective will be met?	Yes. The objective includes a clear timeline. Provides a four-year timeframe for achieving the specified targets.

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DRAFT DISTRICT GOALS

Based on steps identified in ***Data-Informed Goal Development for the College of the Sequoias Master Plan 2025-2035***, the four District Goals were initially developed by a six-member brainstorming group, represented by the Research Office, IPEC, and Master Plan Taskforce, in January 2024. Furthermore, the goals were refined with input from the Master Plan Taskforce and feedback gathered from COS community members via an open forum in February 2024. Although the goals are numbered, the numbers do not convey a priority status; **each goal is of equal priority.**

GOAL I Growth with an emphasis on underserved populations

I. College of the Sequoias will increase student enrollment relative to population growth and labor market/workforce demands, with an intentional emphasis on underserved populations within our community.

To promote equitable access to higher education that meets the community needs, COS must increase student enrollment relative to population growth and labor market/workforce demands and make an intentional effort to increase student enrollment among underserved population within our community.

GOAL II Improve success and close achievement gaps

II. **College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.**

To ensure students reach their full educational potential, COS must focus on improving student success across our diverse student population.

GOAL III Equitable academic offerings and support services

III. **College of the Sequoias will provide equitable academic offerings and student support services in response to the diverse needs of our students.**

To ensure students have equitable access to a rigorous, culturally-responsive education and the supports needed to reach their full educational potential, COS must align academic offerings and student support services with the needs of our diverse student population.

GOAL IV Continuous improvement

IV. **College of the Sequoias will continuously improve policies, practices, and systems to ensure a high quality and affordable education for the community we serve.**

To ensure COS continues to provide an excellent higher education in a spirit of equity for our diverse student population, the District must engage in continuous improvement efforts.

The continuous improvement efforts discussed at the 2025-2035 District-wide Master Plan Summit included navigating the impact of legislation, engaging in professional development opportunities, identifying data needed to support the District's mission, and navigating the state/local economy.

This goal provides evidence for the District's commitment to continuously improve the District's policies, practices, and systems to ensure we provide a high quality and affordable education.

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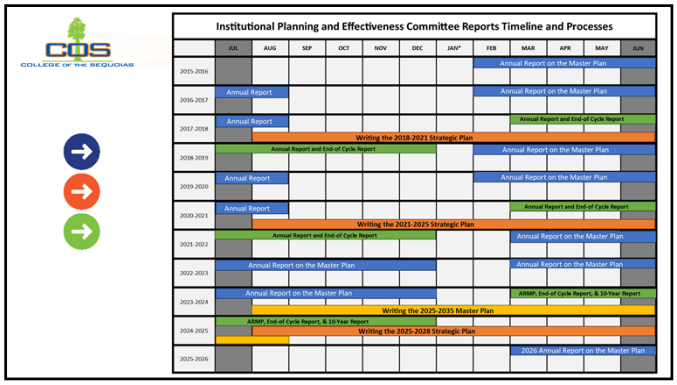
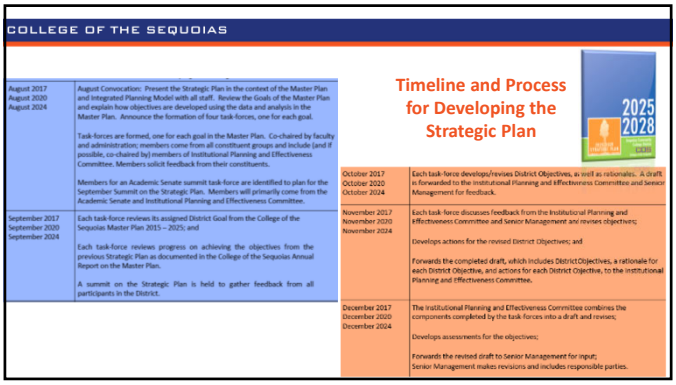
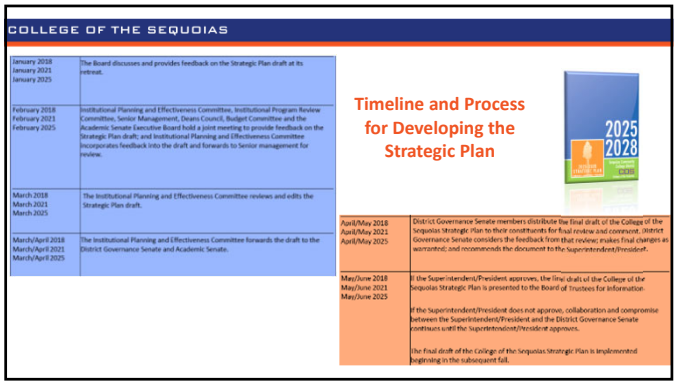

Institutional Planning and Effectiveness Committee Reports Timeline and Processes
JUL AUG SEP OCT NOV DEC JAN* FEB MAR APR MAY JUN
2015-2016
2016-2017
2017-2018
2018-2019
2019-2020
2020-2021
2021-2022
2022-2023
2023-2024
2024-2025
2025-2026
Annual Report
Annual Report and End-of-Cycle Report
Annual Report on the Master Plan
Writing the 2018-2021 Strategic Plan
Writing the 2021-2025 Strategic Plan
Writing the 2025-2035 Master Plan
Writing the 2025-2028 Strategic Plan
AIRMP, End-of-Cycle Report, & 10-Year Report
2026 Annual Report on the Master Plan


COLLEGE OF THE SEQUOIAS
Timeline and Process for Developing the Strategic Plan
2025 2028
August 2017 August 2020 August 2024
August Convocation: Present the Strategic Plan in the context of the Master Plan and Integrated Planning Model with all staff. Review the Goals of the Master Plan and explain how objectives are developed using the data and analysis in the Master Plan. Announce the formation of four task-forces, one for each goal.
Task-forces are formed, one for each goal in the Master Plan. Co-chaired by faculty and administration; members come from all constituent groups and include (and if possible, co-chaired by) members of Institutional Planning and Effectiveness Committee. Members solicit feedback from their constituents.
Members for an Academic Senate summit task-force are identified to plan for the September Summit on the Strategic Plan. Members will primarily come from the Academic Senate and Institutional Planning and Effectiveness Committee.
September 2017 September 2020 September 2024
Each task-force reviews its assigned District Goal from the College of the Sequoias Master Plan 2015 – 2025; and
Each task-force reviews progress on achieving the objectives from the previous Strategic Plan as documented in the College of the Sequoias Annual Report on the Master Plan.
A summit on the Strategic Plan is held to gather feedback from all participants in the District.
October 2017 October 2020 October 2024
Each task-force develops/revises District Objectives, as well as rationales. A draft is forwarded to the Institutional Planning and Effectiveness Committee and Senior Management for feedback.
November 2017 November 2020 November 2024
Each task-force discusses feedback from the Institutional Planning and Effectiveness Committee and Senior Management and revises objectives;
Develops actions for the revised District Objectives; and
Forwards the completed draft, which includes District Objectives, a rationale for each District Objective, and actions for each District Objective, to the Institutional Planning and Effectiveness Committee.
December 2017 December 2020 December 2024
The Institutional Planning and Effectiveness Committee combines the components completed by the task forces into a draft and revises;
Develops assessments for the objectives;
Forwards the revised draft to Senior Management for input;
Senior Management makes revisions and includes responsible parties.


COLLEGE OF THE SEQUOIAS
Timeline and Process for Developing the Strategic Plan
2025 2028
January 2018 January 2021 January 2025
The Board discusses and provides feedback on the Strategic Plan draft at its retreat.
February 2018 February 2021 February 2025
Institutional Planning and Effectiveness Committee, Institutional Program Review Committee, Senior Management, Deans Council, Budget Committee and the Academic Senate Executive Board hold a joint meeting to provide feedback on the Strategic Plan draft; and Institutional Planning and Effectiveness Committee incorporates feedback into the draft and forwards to Senior management for review.
March 2018 March 2021 March 2025
The Institutional Planning and Effectiveness Committee reviews and edits the Strategic Plan draft.
March/April 2018 March/April 2021 March/April 2025
The Institutional Planning and Effectiveness Committee forwards the draft to the District Governance Senate and Academic Senate.
April/May 2018 April/May 2021 April/May 2025
District Governance Senate members distribute the final draft of the College of the Sequoias Strategic Plan to their constituents for final review and comment. District Governance Senate considers the feedback from that review; makes final changes as warranted; and recommends the document to the Superintendent/President.
May/June 2018 May/June 2021 May/June 2025
If the Superintendent/President approves, the final draft of the College of the Sequoias Strategic Plan is presented to the Board of Trustees for information.
If the Superintendent/President does not approve, collaboration and compromise between the Superintendent/President and the District Governance Senate continues until the Superintendent/President approves.
The final draft of the College of the Sequoias Strategic Plan is implemented beginning in the subsequent fall.

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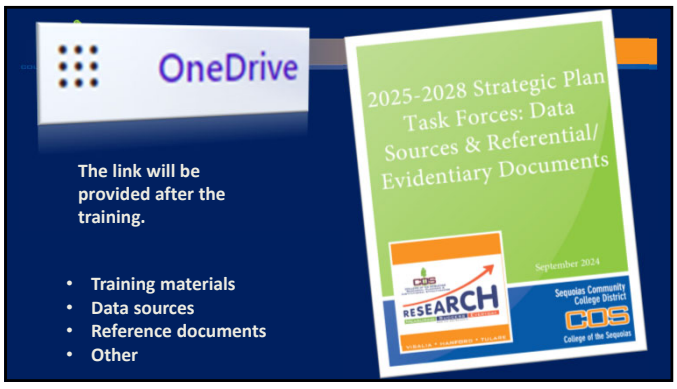
OneDrive
The link will be provided after the training.
Training materials
Data sources
Reference documents
Other
2025-2028 Strategic Plan Task Forces: Data Sources & Referential/ Evidentiary Documents
September 2024
RESEARCH
Sequoias Community College District
COS
College of the Sequoias

2025-2028 Strategic Plan Task Forces
GOAL I: GROWTH
Amanda Thomas
Marvin Turk
Milena Seyed (IPEC)
Randy Villegas
Crystal Salazar
Laura Maciel
Brent Davis
Jessica Morrison
Kristin Robinson (IPEC)*
Lauren Fishback
Paradise Weeks
GOAL II: SUCCESS
Emily Vaughn
Sarah Harris
Chiara MacPherson
Octavio Barajas (IPEC)
Trinity Gabato
Vanessa Bailey
Catrina Campbell
Scott Rogers
Tyler Virden (IPEC)
Elise Garcia
Jonna Schengel
Nick Branch
Richard Lubben*
Michele Corbett
Tess Hernandez
Abelino Garcia
GOAL III: RESPOND
Ambar Alvarez Soto
Iris Flores
Matthew Nelson
Russell McKeith
Sam Brookshire
Jennifer Vang
Katie Cain (IPEC)
Ryan Barry-Souza
Chelsea Cushing
Jennifer Vega La Serna
Juan Vazquez*
Michele Brock (IPEC)
Miriam Sallam
Anders Dowling (IPEC)
Makayla Chavez
GOAL IV: IMPROVE
Carlotta Marin
Christian Anderson
Deysi Sanchez-Arreola (IPEC)
Elise Baker
Juan Arzola
Delicia Adame
Hector Facundo
Vanessa Escobar
Courtney Sallam (IPEC)
Francisco Banuelos
Greg Meinert (IPEC)
Jesse Wilcoxon
Tim Foster*
Nayeli Nicholas
Faculty
Classified
Admin
Students
* Admin Co-chair

2025-2028 Strategic Plan Task Forces

GROWTH	SUCCESS	RESPOND	IMPROVE
Amanda Thomas	Sarah Harris	Ambar Alvarez Soto	Carlotta Marin
Marvin Turk	Chiara MacPherson	Iris Flores*	Christian Anderson
Milena Seyed (IPEC)*	Octavio Barajas (IPEC)*	Russell McKeith	Deysi Sanchez-Arreola (IPEC)*
	Trinity Gabato	Sam Brookshire	Elise Baker
Crystal Salazar	Vanessa Bailey	Jennifer Vang	Juan Arzola
Laura Maciel	Scott Rogers	Katie Cain (IPEC)	Delicia Adame
Brent Davis	Tyler Virden (IPEC)	Ryan Barry-Souza	Hector Facundo
Jessica Morrison	Elise Garcia	Chelsea Cushing	Vanessa Escobar
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Faculty	Michele Corbett	Miriam Sallam	Jesse Wilcoxon
Classified	Tess Hernandez	Anders Dowling (IPEC)	Tim Foster*
Admin	Abelino Garcia	Makayla Chavez	Nayeli Nicholas
Students			

* Co-chair

2025-2028 Strategic Plan & IPEC Co-chairs: Dr. Mehmet Dali Ozturk and David Hurst

Task Force Breakout Session

1. Introductions & Designation of Co-Chairs
2. Review Task Force area goals and current objectives.
3. Task Forces develop meeting dates and times.
4. Decision-making processes for each Task Force.
5. Review data resources and reference documents available for each goal.
6. Ask for clarification.

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Full Group Q&A

Questions ?

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Thank You!

See you at the Summit!

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STRATEGIC PLAN SUMMIT

October 18, 2024

Agenda

- **Welcome**
- **Review of Master Plan and Strategic Plan Process**
- **Overview of Today's Work**
    - Objectives versus Actions
- **Group Work @ Tables**
    - Provide Feedback on Draft Objectives and Rationales
    - Identify consideration points for Actions
- **Next Steps**
- **RAFFLE** and **Conclude** by 1:00 pm

COLLEGE OF THE SEQUOIAS

Strategic Plan Summit

October 18, 2024

COLLEGE OF THE SEQUOIAS

Agenda for Strategic Plan Summit

- **Welcome**
- **Review of Master Plan and Strategic Plan Process**
- **Overview of Today's Work**
  - Objectives versus Actions
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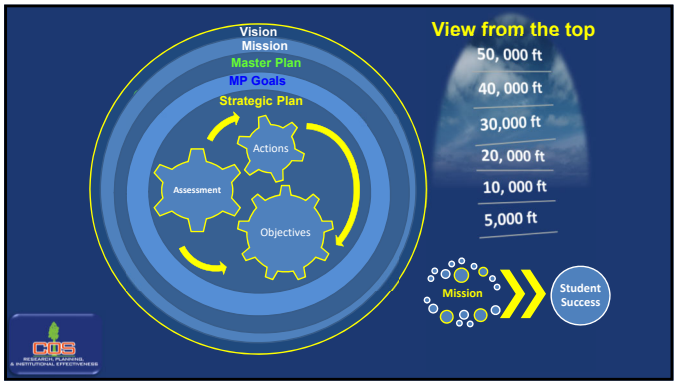

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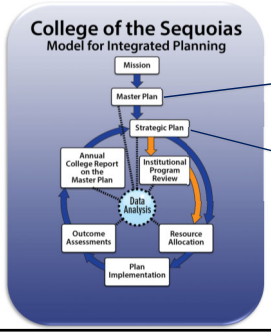
COS 2.0-Designed for Integration



10-Year Plan
2015-25
District Goals
(long range)

4-year plan
2021-2025
District Objectives
(measurable)

COLLEGE OF THE SEQUOIAS

Vision

VISION

The entire College of the Sequoias community works in an environment of mutual respect to realize the following vision:

COS students will achieve their full educational potential regardless of race, ethnicity, age, gender, sexual orientation, immigration status, ability, culture, religion, and learning modality.

The COS environment will create a positive attitude among COS employees that carries over to the students and into the community.

COS will remain a community leader whose high standards positively impact the lives of the population it serves.

COS will align educational programs for higher education transfer, as well as to meet the constantly emerging economic and workforce development needs of the community through partnerships with business, government, industry and labor.

COS 2.0

COLLEGE OF THE SEQUOIAS

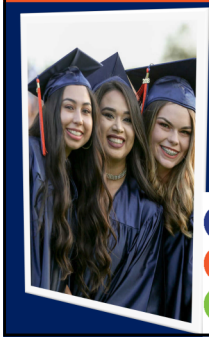
Mission Statement

Sequoias Community College District provides excellent higher education in a spirit of equity for our diverse student population. We believe in students achieving their full educational potential and support student success in attaining a variety of degrees and certificates, from basic skills to transfer education and workforce development.

Reaffirmed by the Board of Trustees on March 8, 2021 Mission Statement

COLLEGE OF THE SEQUOIAS

Equity Statement



Sequoias Community College District commits to addressing inequity, particularly achievement and opportunity gaps, including racial, ethnic, and other equity gaps, experienced by student groups and the District Community. The District further commits to increasing the representation of diverse identities across the institution. The District will use an intentional, equity-minded approach informed by the centering of educational justice, diversity, and inclusion. The District will develop systems, policies, and practices that abolish unfair institutional barriers, produce equitable outcomes, and ensure access to rigorous, culturally responsive education and success for all its students and District members.

Equity Statement approved by District Governance Senate on October 25, 2022.

COLLEGE OF THE SEQUOIAS

Vision 2030 Framework

Vision 2030: A Roadmap for California Community Colleges 7-year. 2023-2030

California Community Colleges "Our Time is Now"

Three Strategic Directions

Equitable Baccalaureate Attainment
Transfer, CCC Baccalaureate, High School students, Adult Learners

Equitable Workforce & Economic Development
High Road Training Partnerships in Healthcare, Climate, STEM, Education

Implications for the Future of Learning
Innovation & Sustainability
Advanced Data Analytics and Generative AI

Three Goals and Six Outcomes

Equity in Success:
1. Increase **completion** of a degree or certificate at a community college with equity.
2. Baccalaureate attainment: Increase in **baccalaureate** attainment with equity.
   a) Increase transfer preparation
   b) Increase community college baccalaureate
3. **Workforce**: Earning a living wage metric.

Equity in Access:
4. Increase with equity, **participation/enrollments** for dual enrollment, justice involved individuals, veterans, working adults, low-income adults.

Equity in Support:
5. Increase the number of **Pell grant** recipients and **CCPG** recipients.
6. **Reduce units** to Associate Degree for Transfer completion.

17 Actions within our Three Strategic Directions → Vision 2030 6 Outcomes & Metrics → Vision 2030 3 Goals (Equity in Success, Equity in Access, Equity in Support)

https://www.cccco.edu/About-Us/Vision-2030

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Chapter 1 - Background Chapter
Chapter 2 - Data Chapter
Chapter 3 - Goals for 2025-2035
Chapter 4 - Program and Services
Chapter 5: Linking the Education Plan to the Facilities Plan Summary
Chapter 6: Visalia Campus Facilities Plans
Chapter 7: Hanford Educational Center Facilities Plans
Chapter 8: Tulare College Center Facilities Plans

COLLEGE OF THE SEQUOIAS

2025-2035 COS Master Plan Updates

COS.EDU/MasterPlan

The 2025-2035 Master Plan Task Force
(32 members)

- *Students (2)*
- *Faculty (14)*
- *Staff (7)*
- *Administrators (9)*

Master Plan Task Force Training
September 15, 2023

Open Forum I (Timeline & Process)
September 22, 2023

Master Plan Summit
October 27, 2023

Open Forum II
February 2, 2024

The Institutional Planning & Effectiveness Committee (IPEC)

COS

HANFORD | TULARE | VISALIA

COLLEGE OF THE SEQUOIAS

Goals, Objectives, and Actions

DIFFERENCE BETWEEN THE MASTER PLAN & STRATEGIC PLAN

MASTER PLAN GOALS — 10 years — Based on the Mission Statement
STRATEGIC PLAN OBJECTIVES & ACTIONS — 3-4 years — Based on the Master Plan

Goals are broad statements that articulate how the District intends to address current and anticipated challenges identified in the Master Plan.

Objectives are short-term and describe more specifically the Actions that will be undertaken to achieve the District Goals.

Actions describe in step-by-step sequence how the District Objectives will be accomplished.

COLLEGE OF THE SEQUOIAS

Objectives, Actions, and Program Review

Objectives describe more specifically how we intend to achieve the District Goals.
Actions describe how the District Objectives will be accomplished. They should be measurable and apply District-wide.

Nuventive. Achieve. Improve. Adapt.

Program Review records the front line work of each department and division on the Actions and Objectives established in the Strategic Plan.

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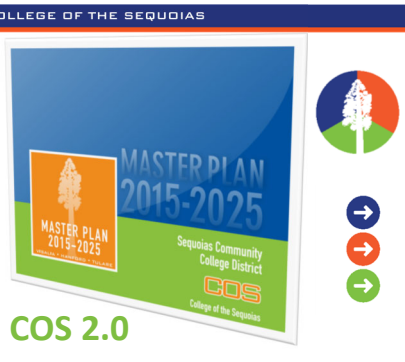


COS 2.0

COLLEGE OF THE SEQUOIAS

2021-2025 Strategic Plan

- One Mission
- Goals: 4
- Objectives: 10
- Actions: 50

COS RESEARCH, PLANNING, & INSTITUTIONAL EFFECTIVENESS

Each objective includes an Action for Assessment

COLLEGE OF THE SEQUOIAS

2025-35 Master Plan Cycle

2025-2028 STRATEGIC PLAN

Next >>>>

COS 2.0

COLLEGE OF THE SEQUOIAS

What is in the Strategic Plan?

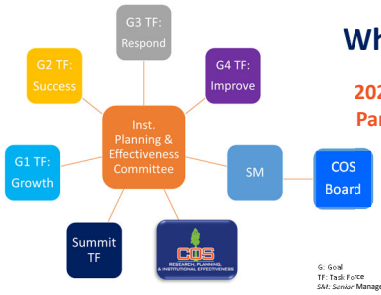
Three year plan to include:

- **District Objectives** and corresponding **Actions** that will be undertaken to achieve the District Goals.
- **Assessment** of how effective the Actions are in moving the District toward achieving the District Objectives.

COLLEGE OF THE SEQUOIAS

Who is Involved?

2025-2028 Strategic Plan Partners & Contributors



G: Goal
TF: Task Force
SM: Senior Management

SEQUOIAS

2025-2028 Strategic Plan Task Forces

GROWTH	SUCCESS	RESPOND	IMPROVE
Amanda Thomas	Sarah Harris	Ambar Alvarez Soto	Carlotta Marin
Marvin Turk	Chiara MacPherson	Iris Flores*	Christian Anderson
Milena Seyed (IPEC)*	Octavio Barajas (IPEC)*	Russell McKeith	Deysi Sanchez-Arreola (IPEC)*
Crystal Salazar	Trinity Gabato	Sam Brookshire	Elise Baker
Laura Maciel	Vanessa Bailey	Jennifer Vang	Juan Arzola
Brent Davis	Scott Rogers	Katie Cain (IPEC)	Delicia Adame
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	Abelino Garcia	Makayla Chavez	Nayeli Nicholas

Faculty
Classified
Admin
Students

*Co-chairs

2025-2028 Strategic Plan & IPEC Co-chairs: Dr. Mehmet Dali Ozturk and David Hurst

Institutional Planning and Effectiveness Committee Reports Timeline and Processes

	JUL	AUG	SEP	OCT	NOV	DEC	JAN*	FEB	MAR	APR	MAY	JUN
2015-2016								Annual Report on the Master Plan				
2016-2017		Annual Report						Annual Report on the Master Plan				
2017-2018		Annual Report							Annual Report and End-of Cycle Report			
		Writing the 2018-2021 Strategic Plan										
2018-2019			Annual Report and End-of Cycle Report					Annual Report on the Master Plan				
2019-2020		Annual Report						Annual Report on the Master Plan				
2020-2021		Annual Report							Annual Report and End-of Cycle Report			
		Writing the 2021-2025 Strategic Plan										
2021-2022			Annual Report and End-of Cycle Report						Annual Report on the Master Plan			
2022-2023		Annual Report on the Master Plan							Annual Report on the Master Plan			
2023-2024		Annual Report on the Master Plan								ARMP, End-of Cycle Report, & 10-Year Report		
		Writing the 2025-2035 Master Plan										
2024-2025		ARMP, End-of Cycle Report, & 10-Year Report										
		Writing the 2025-2028 Strategic Plan										
2025-2026										2026 Annual Report on the Master Plan		

COLLEGE OF THE SEQUOIAS

Next >>>>

COS 2.0

2021-2025 STRATEGIC PLAN
VISALIA * HANFORD * TULARE

2021
2025

Sequoias Community College District
COS
College of the Sequoias

COLLEGE OF THE SEQUOIAS

District Goal: A District Goal from the Master Plan will be listed here.

District Objective 1.1
The specific strategies to be implemented to work toward achievement of the District Goals. District Objectives are measurable, specific, and attainable.

Rationale for District Objective 1.1:

Assessment of District Objective 1.1:
Identify the specific way that this District Objective will be assessed.

Action for District Objective 1.1	Responsible Party	Target Completion Date	Progress	Implications for Next Year's Actions
1.1.1. The information in this column identifies the specific steps to be taken to fulfill the District Objective.	The information in this column identifies the group or office responsible to launch and oversee completion of the Action.	The information in this column sets the target date for completing this Action.	The information in this column will be completed as part of the development of the Annual College Report on the Master Plan and is a brief statement describing the status of the Action.	This column is completed during the development of the Annual College Report on the Master Plan when the outcome described in the previous column requires an adjustment to subsequent Actions.

COLLEGE OF THE SEQUOIAS

Mission
Goals
Objectives
Actions

S.M.A.R.T. Objectives

Specific	Who is the target population? What will be accomplished?
Measurable	Is the objective quantifiable? Can it be measured? How much change is expected?
Achievable	Can the objective be accomplished in the proposed time frame with the available resources and support?
Relevant	Determine the reason behind **the established goal**. Does the objective relate to **the goal**?
Time-Bound	Does the objective propose a timeline when the objective will be met?

COLLEGE OF THE SEQUOIAS

S.M.A.R.T. Objectives

District Objective #2.2 Increase the number of students who are transfer-ready by 15% and students who transfer to four-year institutions by 10% from 2021-2025.

Specific	Who is the target population? What will be accomplished?	Increase the number of COS students who are "transfer-ready" and those who actually transfer to four-year institutions.
Measurable	Is the objective quantifiable? Can it be measured? How much change is expected?	Yes. 15% more students who are "transfer-ready" 10% more students who actually transfer
Achievable	Can the objective be accomplished in the proposed time frame with the available resources and support?	Yes. A four-year period is reasonable for making measurable progress (with available resources and support)
Relevant	Determine the reason behind the established goal. Does the objective relate to the goal?	Yes. The objective directly supports the district's overall goal of improving transfer rates and academic success.
Time-Bound	Does the objective propose a timeline when the objective will be met?	Yes. The objective includes a clear timeline. Provides a four-year timeframe for achieving the specified targets.

COS

HANFORD | TULARE | VISALIA

COLLEGE OF THE SEQUOIAS

Process for Today: Group Work

- Presentation: Objectives & Rationale
- Table Conversations
  - Appoint a "scribe" for table (use a laptop). Scribe is **synthesizing** discussion and providing context.
  - Use laptop/iPAD to type feedback in the online form
  - All data will be uploaded to a central site
- Brief Share Out from tables (as time permits)

COLLEGE OF THE SEQUOIAS

In your folders, OBJECTIVES and RATIONALE with appropriate feedback links.

Bit.ly is CASE sensitive

2025 2028

GOALS/OBJECTIVES/RATIONALE

DISTRICT GOAL I: College of the Sequoias will increase student enrollment relative to population growth and labor market/workforce demands, with an intentional emphasis on underserved populations within our community. https://bit.ly/SPGoal1

Objective 1.1: Working closely with local industry partners, the District will increase enrollment of underserved populations in programs related to the fastest-growing employment sectors by 1% annually from 2025-2028.

Rationale: To meet the labor workforce demands of the local community and align with Vision 2030, the District is expected to increase enrollment of underserved populations, specifically in programs related to the fastest growing employment opportunities.

DISTRICT GOAL II: College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population. https://bit.ly/SPGoal2

Objective 2.1: Address equity gaps and systemic barriers to increase the number of students, by 2028, who earn an associate degree or certificate (CTE and non-CTE) by 5%.

Rationale: A 3% increase was achieved over the last three years. Increasing the desired result to 5% accounts for

Bit.ly for feedback

COLLEGE OF THE SEQUOIAS — Goal 1

DISTRICT GOAL I

College of the Sequoias will increase student enrollment relative to population growth and labor market/workforce demands, with an intentional emphasis on underserved populations within our community.

COLLEGE OF THE SEQUOIAS — Goal 1

Objective 1.1

Working closely with local industry partners, the District will increase enrollment of underserved populations in programs related to the fastest-growing employment sectors by 1% annually from 2025-2028.

Rationale: To meet the labor workforce demands of the local community and align with Vision 2030, the District is expected to increase enrollment of underserved populations, specifically in programs related to the fastest growing employment opportunities.

COLLEGE OF THE SEQUOIAS

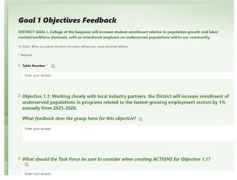
Table Work: Feedback

Objective 1.1 and Rationale

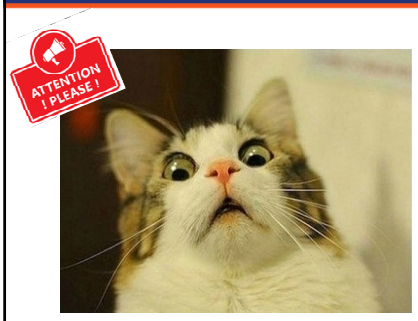
Record feedback @:
https://bit.ly/SPGoal1

FEEDBACK Questions

1. ***What feedback does the group have for this objective?***
2. ***What should the Task Force be sure to consider when creating actions for Objective 1.1?***
3. ***What other feedback do you have for the Task Force working on Goal 1?***



COLLEGE OF THE SEQUOIAS



Report Out:

COLLEGE OF THE SEQUOIAS

COS 2.0

COLLEGE OF THE SEQUOIAS Goal 2

DISTRICT GOAL II

College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.

COLLEGE OF THE SEQUOIAS Goal 2

Objective 2.1: Address equity gaps and systemic barriers to increase the number of students, by 2028, who earn an associate degree or certificate (CTE and non-CTE) by 5%

Rationale: A 3% increase was achieved over the last three years. Increasing the desired result to 5% accounts for current initiatives and focused work around common course numbering, guided pathways, AB1705, embedded tutoring, credit for prior learning, Cal GETC changes, etc. that should all be supportive of this objective.

COLLEGE OF THE SEQUOIAS Goal 2

Objective 2.2: With an intentional focus on disproportionately impacted groups, by 2028, increase the number of students who are transfer-ready by 20% and who transfer to four-year institutions by 10%.

Rationale: Vision 2030 calls for a transfer ready increase of 20%, so this language aligns COS. Though progress was made on the objective previously (30% increase after AB705); there is room for improvement, particularly with disproportionately impacted groups, which is why that language was added. We believe the dramatic increase seen will flatten out, but stay strong with new AB1705 initiatives, CVC online course access, and the impact of the new university center for our students.

COLLEGE OF THE SEQUOIAS Goal 2

Objective 2.3

Increase the percentage of students, by 2028, who complete both transfer-level Quantitative Reasoning and English by 10 percentage points within one year of their first attempt, with a particular focus on disproportionately impacted students.

Rationale: This objective now aligns with AB705 and AB1705 language that states "first attempt," rather than "in their first year." The task force members felt this was more reflective of student needs, as there are a variety of reasons that students may not take these courses in their first year, and the data is then skewed. The focus should be on success, whenever they take the classes, rather than how quickly we can get them into the classes. We are optimistic that the new AB1705 revisions and adding student support will result in a strong increase to success.

COLLEGE OF THE SEQUOIAS — Goal 2

Objective 2.4

With a focus on equity and overcoming systematic barriers, increase the percentage of CTE students, by 2028, who are employment/career ready by 5%, with an emphasis on increasing measurable job attainment in a closely related field with a living wage.

Rationale: The current objective is not measurable in an accurate or timely manner. This change allows more freedom for individual disciplines to measure whether students are employment/career ready with meaningful data that we already have or can easily collect. Additionally, it allows opportunity for student goals and feedback to be considered in the determination of what "career ready" looks like for them based on individual needs and objectives.

COLLEGE OF THE SEQUOIAS

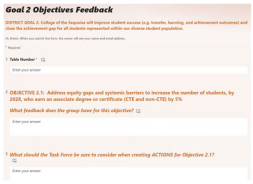
Table Work:
Objective and Rationale Feedback

Objective 2.1, 2.2, 2.3 and 2.4 Rationale

Record feedback @:
https://bit.ly/SPGoal2

FEEDBACK Questions

1. ***What feedback does the group have for these objectives?***
2. ***What should the Task Force be sure to consider when creating actions for Objective 2.1, 2.2, 2.3 and 2.4?***
3. ***What other feedback do you have for the Task Force working on Goal 2?***



COLLEGE OF THE SEQUOIAS

Report Out:

COLLEGE OF THE SEQUOIAS — Goal 3

DISTRICT GOAL III

College of the Sequoias will provide equitable academic offerings and student support services in response to the diverse needs of our students.

COLLEGE OF THE SEQUOIAS — Goal 3

Objective 3.1

Provide equitable academic offerings (location, time, modality) while ensuring high-quality teaching and learning.

Rationale: COS must provide access to appropriate academic offerings that support student's educational goals. COS should establish clear and accessible academic pathways for students that remove institutional barriers and guarantee students are learning through high-impact teaching and pedagogical practices.

COLLEGE OF THE SEQUOIAS — Goal 3

Objective 3.2

Increase offerings and equitable participation in student support services (i.e., Student Success, tutorial, Giant Threads, Giant Marketplace, etc.).

Rationale: COS students face a multitude of educational barriers with the most challenging being balancing work, school, family obligations, financial aid and medical/mental health issues. COS must provide access to effective student support services that increase a sense of belonging and honor our students' intersecting identities and humanize each student's lived experience

COLLEGE OF THE SEQUOIAS

Table Work:
Objective and Rationale Feedback

Objective 3.1 and 3.2

FEEDBACK Questions

1. *What feedback does the group have for these objectives?*
2. *What should the Task Force be sure to consider when creating actions for Objective 3.1 and 3.2?*
3. *What other feedback do you have for the Task Force working on Goal 3?*

Record feedback @:
https://bit.ly/SPGoal3

COLLEGE OF THE SEQUOIAS

Report Out:

COLLEGE OF THE SEQUOIAS Goal 4

DISTRICT GOAL IV

College of the Sequoias will continuously improve policies, practices, and systems to ensure a high quality and affordable education for the community we serve.

COLLEGE OF THE SEQUOIAS Goal 4

Objective 4.1

Implement and institutionalize a comprehensive data collection, governance and analysis framework to foster a culture of data-driven decision-making.

Rationale: Strengthening data governance and ensuring the accessibility of accurate, relevant data enables COS to make informed, strategic decisions. This approach will enhance student success, operational efficiency, and institutional planning by aligning resources with key metrics and fostering a culture of continuous improvement across all levels.

COLLEGE OF THE SEQUOIAS Goal 4

Objective 4.2

Enhance communication strategies to ensure that decisions, their rationale, and outcomes are shared inclusively across the institution to foster informed and transparent decision-making.

Rationale: Transparency in decision-making builds trust, accountability, and collaboration across the institution. Clear communication ensures stakeholders understand decisions and their rationale, fostering a shared sense of purpose and reducing misunderstandings. This openness is crucial for maintaining high educational standards and enhancing institutional credibility.

COLLEGE OF THE SEQUOIAS Goal 4

Objective 4.3

Maintain a comprehensive and accessible professional development program for all employees.

Rationale: A comprehensive professional development program equips employees with relevant skills, supports career advancement, and aligns with district goals. Continuous training fosters a culture of learning, ensuring all staff contribute to student success, leadership growth, and institutional effectiveness while addressing evolving challenges and opportunities.

COLLEGE OF THE SEQUOIAS

Goal 4

Objective 4.4

A comprehensive professional development program equips employees with relevant skills, supports career advancement, and aligns with district goals. Continuous training fosters a culture of learning, ensuring all staff contribute to student success, leadership growth, and institutional effectiveness while addressing evolving challenges and opportunities.

Rationale: Proactive environmental scanning and staff training enable COS to adapt swiftly to external legislative, economic, and technological changes. By integrating these factors into planning, the institution remains resilient, forward-looking, and responsive to external challenges, ensuring long-term success in a dynamic environment.

COLLEGE OF THE SEQUOIAS

Table Work:

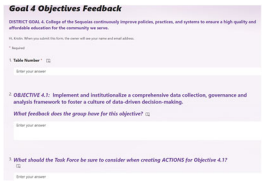
Objective and Rationale Feedback

Objective 4.1, 4.2, 4.3 & 4.4

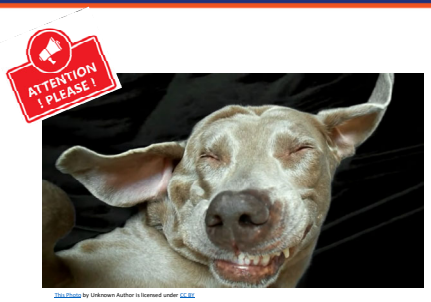
FEEDBACK Questions

1. *What feedback does the group have for this objective?*
2. *What should the Task Force be sure to consider when creating actions for Objective 4.1, 4.2, 4.3 and 4.4?*
3. *What other feedback do you have for the Task Force working on Goal 4?*

Record feedback @:
https://bit.ly/SPGoal4



COLLEGE OF THE SEQUOIAS



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Report Out:

COLLEGE OF THE SEQUOIAS

2025-2035 COS Master Plan

Today's input will be sent to the Strategic Plan Task Force Workgroups to consider for revision of Objectives/Rationale

The Task Force groups will draft actions.

COLLEGE OF THE SEQUOIAS

Door Prizes

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COLLEGE OF THE SEQUOIAS

Strategic Plan Joint Meeting

AGENDA – Friday, February 21, 2025
10:00 am – 12:00 pm
Sequoia 1

I.	Welcome and Introductions (Dr. Calvin)	10:00-10:10 am
II.	Review Drafted 2021-2025 Strategic Plan (Dali & David)	
	a. Review/Feedback of District Goal #1	10:10-10:30 am
	b. Review/Feedback of District Goal #2	10:30-10:55 am
	c. Review/Feedback of District Goal #3	10:55-11:15 am
	d. Review/Feedback of District Goal #4	11:15-11:35 am
III.	Q & A Session (Dali & David)	11:35-11:55 am
IV.	Next Steps, Closing Remarks (Dali & David)	11:55-12:00 pm

COLLEGE OF THE SEQUOIAS

February 21, 2025

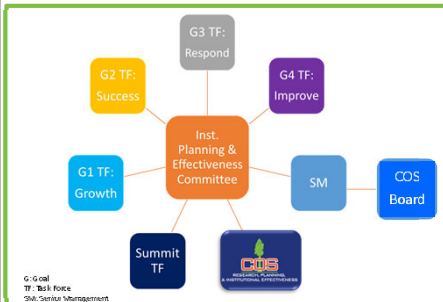
STRATEGIC PLAN JOINT MEETING

IPEC, IPRC, Senior Management, Deans Council, Budget Committee, and Academic Senate Executive Board

Source: OpenAI. (2024). DALL-E. Generated - July 29, 2024 at 2:34 PM

COLLEGE OF THE SEQUOIAS

2025-2028 Strategic Plan Partners & Contributors

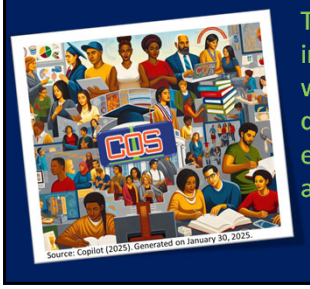


The current **Objectives** and **Actions** were written over the last five months by task forces representing a broad cross-section of the District's constituents and were reviewed and edited by the Institutional Planning and Effectiveness Committee and Senior Management. In addition, they were shared with the COS Board of Trustees at its annual retreat in January.

COLLEGE OF THE SEQUOIAS

2025 Joint Meeting

2025-2028 STRATEGIC PLAN ACTIONS



Source: Copilot (2025). Generated on January 30, 2025.

This review/discussion is not intended for significant re-writing or revisions of the drafted Actions but rather to ensure the clarity, relevance, and focus of the existing draft.

COLLEGE OF THE SEQUOIAS

2025 Joint Meeting

2025-2028 STRATEGIC PLAN

- Are the Actions clear and concise?
- Do the Actions help the District achieve the Objectives?
- Are there any additional thoughts or feedback?

COLLEGE OF THE SEQUOIAS

2025 Joint Meeting

2025-2028 STRATEGIC PLAN REVIEW/FEEDBACK

Table responsibilities:

- 1. Assign a note-taker at your table
- 2. After a brief discussion with your table, submit one response per table for each Goal Area using the SP Joint Meeting Feedback Form/Survey

https://www.research.net/r/2025_SP_Joint_Meet

COLLEGE OF THE SEQUOIAS

District Objectives for 2025-2028

GOAL I Growth with an emphasis on underserved populations

I. College of the Sequoias will increase student enrollment relative to population growth and labor market/workforce demands, with an intentional emphasis on underserved populations within our community.

District Objective 1.1: Working closely with local educational and industry partners, the District will **increase enrollment of underserved populations** in programs with pathways related to the fastest-growing employment sectors by 1% annually from 2025-2028.

COLLEGE OF THE SEQUOIAS

2025 Joint Meeting

2025-2028 SP REVIEW/FEEDBACK--GOAL #1: GROWTH

- Are the Actions clear and concise?
- Do the Actions help the District achieve the Objectives?
- Are there any additional thoughts or feedback?

https://www.research.net/r/2025_SP_Joint_Meet

COLLEGE OF THE SEQUOIAS

District Objectives for 2025-2028

GOAL II Improve success and close achievement gaps

II. **College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.**

District Objective 2.1: Address equity gaps and systemic barriers to **increase** the number of students who earn an **associate degree or certificate** (CTE and non-CTE) by 5% from 2025-2028.

District Objective 2.2: With an intentional focus on disproportionately impacted groups, **increase** the number of students who are **transfer-ready** by 15% and who **transfer to four-year** institutions by 10% from 2025-2028.

District Objective 2.3: **Increase** the percentage of students who complete both **transfer-level Quantitative Reasoning and English** by 10% within one year of their first attempt, with a particular focus on disproportionately impacted students, from 2025-2028.

District Objective 2.4: With a focus on equity and overcoming systemic barriers, **increase** the percentage of **CTE students** who are **employment- and career-ready** by 5% from 2025-2028, with a focus on boosting measurable job placement in closely related fields that provide a living wage.

COLLEGE OF THE SEQUOIAS

2025 Joint Meeting

2025-2028 SP REVIEW/FEEDBACK--GOAL #2: SUCCESS

- Are the Actions clear and concise?
- Do the Actions help the District achieve the Objectives?
- Are there any additional thoughts or feedback?

https://www.research.net/r/2025_SP_Joint_Meet

COLLEGE OF THE SEQUOIAS

District Objectives for 2025-2028

GOAL III Equitable academic offerings and support services

III. **College of the Sequoias will provide equitable academic offerings and student support services in response to the diverse needs of our students.**

District Objective 3.1: Strengthen academic pathways by **aligning course offerings with student needs** through strategic adjustments in scheduling, location, and modality, ensuring access to appropriate academic offerings that support students' educational goals and timely completion.

District Objective 3.2: Promote **access to Student Support Services** (Student Success Program, Tutorial, Giant Threads, Giant Marketplace, etc.) such that 60% of student respondents agree their access to student service programs are being met.

COLLEGE OF THE SEQUOIAS

2025 Joint Meeting

2025-2028 SP REVIEW/FEEDBACK--GOAL #3: RESPOND

- Are the Actions clear and concise?
- Do the Actions help the District achieve the Objectives?
- Are there any additional thoughts or feedback?

https://www.research.net/r/2025_SP_Joint_Meet

COLLEGE OF THE SEQUOIAS

District Objectives for 2025-2028

GOAL IV Continuous improvement

IV. **College of the Sequoias will continuously improve policies, practices, and systems to ensure a high quality and affordable education for the community we serve.**

District Objective 4.1: Streamline **data** collection, **governance**, and analysis practices and ensure accessibility of accurate, relevant data to enable informed, collaborative, and strategic decision-making.

District Objective 4.2: Enhance **communication strategies** to ensure that legislation, regulations, trends, and decision-making processes are shared inclusively across the institution to foster informed and transparent decision-making.

District Objective 4.3: Maintain and improve an accessible **professional development** program appropriate for all employees.

COLLEGE OF THE SEQUOIAS

2025 Joint Meeting

2025-2028 SP REVIEW/FEEDBACK--GOAL #4: IMPROVE

- Are the Actions clear and concise?
- Do the Actions help the District achieve the Objectives?
- Are there any additional thoughts or feedback?

https://www.research.net/r/2025_SP_Joint_Meet

COLLEGE OF THE SEQUOIAS

Questions & Answers

www.cos.edu

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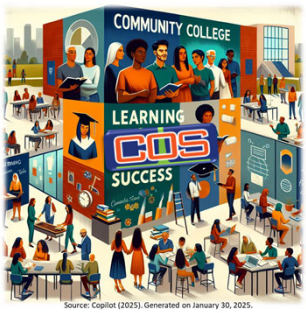
COLLEGE OF THE SEQUOIAS

Thank You!

Next >>>>

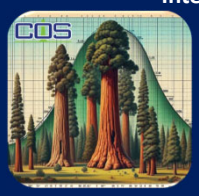


Source: Copilot (2025). Generated on January 30, 2025.

COLLEGE OF THE SEQUOIAS

Integrated Planning

Purpose
Timeline
Process

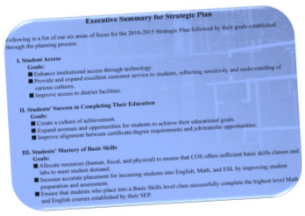


February 21, 2025

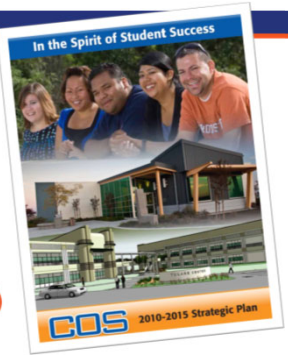
College of the Sequoias
Model for Integrated Planning

COLLEGE OF THE SEQUOIAS

COS 1.0



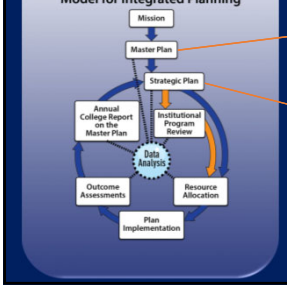
- Number of Goals: 20
- Number of Objectives: 134



COLLEGE OF THE SEQUOIAS

COS 2.0-Designed for Integration

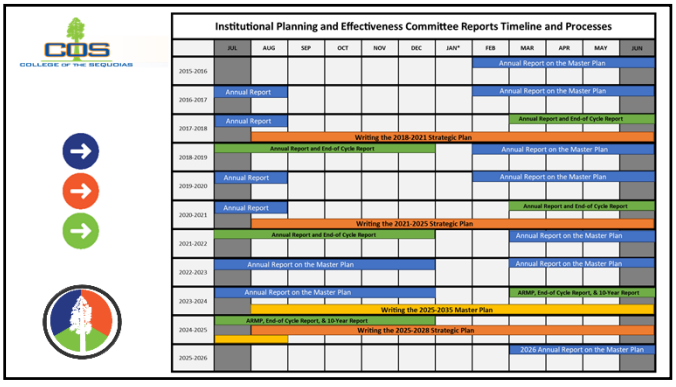
College of the Sequoias
Model for Integrated Planning

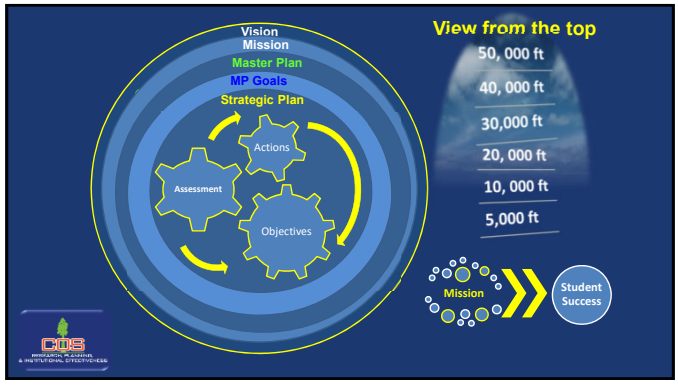


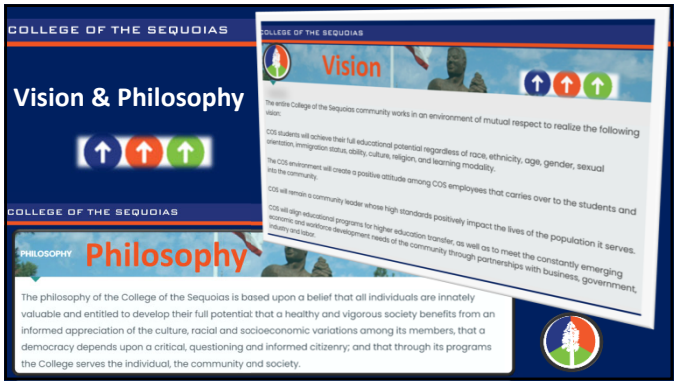
10-Year Plan
2015-25
District Goals
(long range)

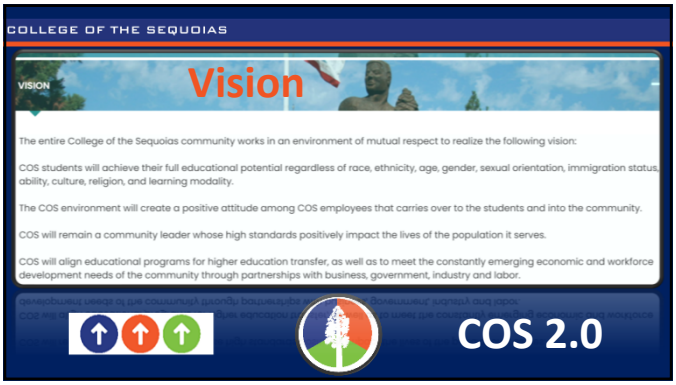
4-year plan
2021-2025
District Objectives
(measurable)

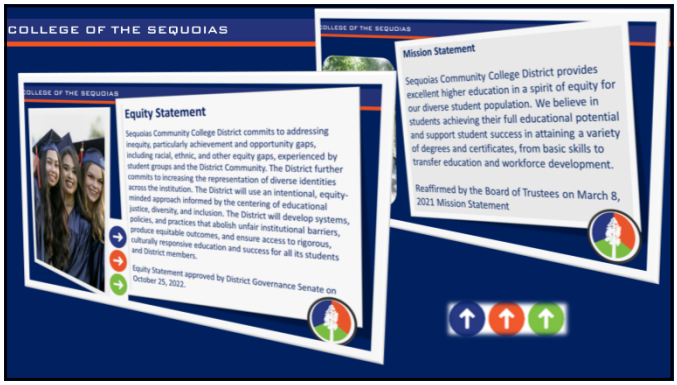
COLLEGE OF THE SEQUOIAS

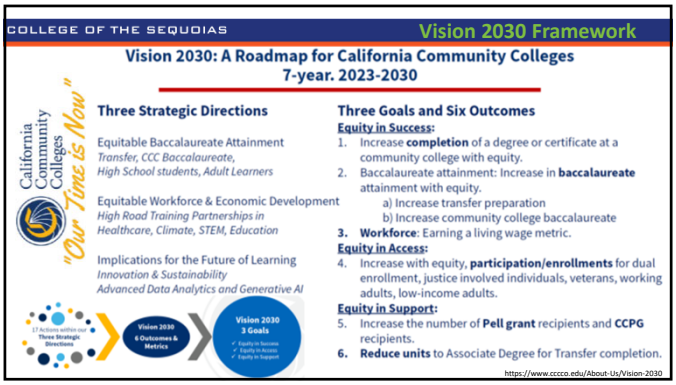




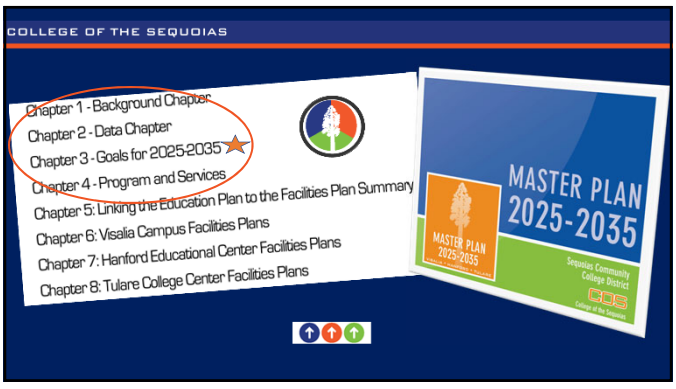

COLLEGE OF THE SEQUOIAS
Vision & Philosophy
COLLEGE OF THE SEQUOIAS
Vision
COLLEGE OF THE SEQUOIAS
PHILOSOPHY
Philosophy
The philosophy of the College of the Sequoias is based upon a belief that all individuals are innately valuable and entitled to develop their full potential; that a healthy and vigorous society benefits from an informed appreciation of the culture, racial and socioeconomic variations among its members, that a democracy depends upon a critical, questioning and informed citizenry; and that through its programs the College serves the individual, the community and society.


COLLEGE OF THE SEQUOIAS
VISION
Vision
The entire College of the Sequoias community works in an environment of mutual respect to realize the following vision:
COS students will achieve their full educational potential regardless of race, ethnicity, age, gender, sexual orientation, immigration status, ability, culture, religion, and learning modality.
The COS environment will create a positive attitude among COS employees that carries over to the students and into the community.
COS will remain a community leader whose high standards positively impact the lives of the population it serves.
COS will align educational programs for higher education transfer, as well as to meet the constantly emerging economic and workforce development needs of the community through partnerships with business, government, industry and labor.
COS 2.0


COLLEGE OF THE SEQUOIAS
Equity Statement
Sequoias Community College District commits to addressing inequity, particularly achievement and opportunity gaps, including racial, ethnic, and other equity gaps, experienced by student groups and the District Community. The District further commits to increasing the representation of diverse identities across the institution. The District will use an intentional, equity-minded approach informed by the centering of educational justice, diversity, and inclusion. The District will develop systems, policies, and practices that abolish unfair institutional barriers, produce equitable outcomes, and ensure access to rigorous, culturally responsive education and success for all its students and District members.
Equity Statement approved by District Governance Senate on October 25, 2022.
Mission Statement
Sequoias Community College District provides excellent higher education in a spirit of equity for our diverse student population. We believe in students achieving their full educational potential and support student success in attaining a variety of degrees and certificates, from basic skills to transfer education and workforce development.
Reaffirmed by the Board of Trustees on March 8, 2021 Mission Statement


COLLEGE OF THE SEQUOIAS
Vision 2030 Framework
Vision 2030: A Roadmap for California Community Colleges
7-year. 2023-2030
California Community Colleges
"Our Time is Now"
Three Strategic Directions
Equitable Baccalaureate Attainment
Transfer, CCC Baccalaureate,
High School students, Adult Learners
Equitable Workforce & Economic Development
High Road Training Partnerships in
Healthcare, Climate, STEM, Education
Implications for the Future of Learning
Innovation & Sustainability
Advanced Data Analytics and Generative AI
Three Goals and Six Outcomes
Equity in Success:
1. Increase completion of a degree or certificate at a community college with equity.
2. Baccalaureate attainment: Increase in baccalaureate attainment with equity.
a) Increase transfer preparation
b) Increase community college baccalaureate
3. Workforce: Earning a living wage metric.
Equity in Access:
4. Increase with equity, participation/enrollments for dual enrollment, justice involved individuals, veterans, working adults, low-income adults.
Equity in Support:
5. Increase the number of Pell grant recipients and CCPG recipients.
6. Reduce units to Associate Degree for Transfer completion.
Vision 2030 3 Goals
https://www.cccco.edu/About-Us/Vision-2030

COLLEGE OF THE SEQUOIAS
2025-2035 COS Master Plan Updates
COS.EDU/MasterPlan
MASTER PLAN 2025-2035
Sequoias Community College District
COS
The 2025-2035 Master Plan Task Force
(32 members)
Students (2)
Faculty (14)
Staff (7)
Administrators (9)
Master Plan Task Force Training
September 15, 2023
Open Forum I (Timeline & Process)
September 22, 2023
Master Plan Summit
October 27, 2023
Open Forum II
February 2, 2024
The Institutional Planning & Effectiveness Committee (IPEC)


COLLEGE OF THE SEQUOIAS
Chapter 1 - Background Chapter
Chapter 2 - Data Chapter
Chapter 3 - Goals for 2025-2035
Chapter 4 - Program and Services
Chapter 5: Linking the Education Plan to the Facilities Plan Summary
Chapter 6: Visalia Campus Facilities Plans
Chapter 7: Hanford Educational Center Facilities Plans
Chapter 8: Tulare College Center Facilities Plans
MASTER PLAN 2025-2035
Sequoias Community College District
COS

COLLEGE OF THE SEQUOIAS

Data-Informed Goal Development for the COS Master Plan 2025-2035

COLLEGE OF THE SEQUOIAS — Chapter 3: Draft District Goals for 2025-2035

DRAFT DISTRICT GOALS

Based on steps identified in ***Data-Informed Goal Development for the College of the Sequoias Master Plan 2025-2035***, the four District Goals were initially developed by a six-member brainstorming group, represented by the Research Office, IPEC, and Master Plan Taskforce, in January 2024. Furthermore, the goals were refined with input from the Master Plan Taskforce and feedback gathered from COS community members via an open forum in February 2024. Although the goals are numbered, the numbers do not convey a priority status; **each goal is of equal priority.**

COLLEGE OF THE SEQUOIAS — Chapter 3: Draft District Goals for 2025-2035

GOAL I — Growth with an emphasis on underserved populations

I. **College of the Sequoias will increase student enrollment relative to population growth and labor market/workforce demands, with an intentional emphasis on underserved populations within our community.**

GOAL II — Improve success and close achievement gaps

II. **College of the Sequoias will improve student success (e.g. transfer, learning, and achievement outcomes) and close the achievement gap for all students represented within our diverse student population.**

COLLEGE OF THE SEQUOIAS — Chapter 3: Draft District Goals for 2025-2035

GOAL III — Equitable academic offerings and support services

III. **College of the Sequoias will provide equitable academic offerings and student support services in response to the diverse needs of our students.**

GOAL IV — Continuous improvement

IV. **College of the Sequoias will continuously improve policies, practices, and systems to ensure a high quality and affordable education for the community we serve.**

COLLEGE OF THE SEQUOIAS — 2025-35 Master Plan Cycle

2025-2028 STRATEGIC PLAN

COS 2.0

Next >>>>

COLLEGE OF THE SEQUOIAS — Goals, Objectives, and Actions

Goals are broad statements that articulate how the District intends to address current and anticipated challenges identified in the Master Plan.

Objectives are short-term and describe more specifically the Actions that will be undertaken to achieve the District Goals.

Actions describe in step-by-step sequence how the District Objectives will be accomplished.

COLLEGE OF THE SEQUOIAS

Master Plan Goals 2015-2025

Growth

District Goal #1: College of the Sequoias will increase student enrollment relative to population growth and educational and workforce development needs.

Success

District Goal #2: College of the Sequoias will improve the rate at which its students complete degrees, certificates, and transfer objectives.

Equity

District Goal #3: College of the Sequoias will strategically tailor and implement academic programs and student services that match the unique needs of its student population and the demands of ongoing changes in workforce development.

Sustainability

District Goal #4: College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

COLLEGE OF THE SEQUOIAS

2021-2025 Strategic Plan

- One Mission
- Goals: 4
- Objectives: 10
- Actions: 40

COS 2.0

2021 2025

2021-2025 STRATEGIC PLAN

Sequoias Community College District

COS

College of the Sequoias

COS RESEARCH, PLANNING, & INSTITUTIONAL EFFECTIVENESS

+Each objective includes an Action for Assessment

COLLEGE OF THE SEQUOIAS

What is in the Strategic Plan?

Three year plan to include:

- **District Objectives** and corresponding **Actions** that will be undertaken to achieve the District Goals.
- **Assessment** of how effective the Actions are in moving the District toward achieving the District Objectives.

COS COLLEGE OF THE SEQUOIAS

2025-2028 Strategic Plan Task Forces

GROWTH	SUCCESS	RESPOND	IMPROVE
Amanda Thomas	Sarah Harris	Ambar Alvarez Soto	Carlotta Marin
Marvin Turk	Chiara MacPherson	Iris Flores*	Christian Anderson
Milena Seyed (IPEC)*	Octavio Barajas (IPEC)*	Russell McKeith	Deysi Sanchez-Arreola (IPEC)*
Crystal Salazar	Trinity Gabato	Sam Brookshire	Elise Baker
Laura Maciel	Vanessa Bailey	Jennifer Vang	Juan Arzola
Brent Davis	Scott Rogers	Katie Cain (IPEC)	Delicia Adame
Jessica Morrison	Tyler Virden (IPEC)	Ryan Barry-Souza	Hector Facundo
Kristin Robinson (IPEC)*	Elise Garcia	Chelsea Cushing	Vanessa Escobar
Lauren Fishback	Jonna Schengel	Jennifer Vega La Serna	Courtney Sallam (IPEC)
Paradise Weeks	Nick Branch	Juan Vazquez*	Francisco Banuelos
	Richard Lubben*	Michele Brock (IPEC)	Greg Meinert (IPEC)
	Michele Corbett	Miriam Sallam	Jesse Wilcoxon
	Tess Hernandez	Anders Dowling (IPEC)	Tim Foster*
	Abelino Garcia	Makayla Chavez	Nayeli Nicholas

Faculty
Classified
Admin
Students

*Co-chairs

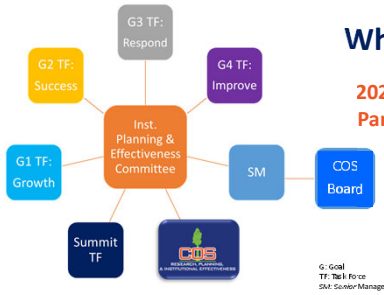
2025-2028 Strategic Plan & IPEC Co-chairs: Dr. Mehmet Dali Ozturk and David Hurst

COLLEGE OF THE SEQUOIAS

COLLEGE OF THE SEQUOIAS

Who is Involved?

2025-2028 Strategic Plan Partners & Contributors



SEQUOIAS

COLLEGE OF THE SEQUOIAS

Institutional Planning & Effectiveness Committee

Thank You IPEC Members

PURPOSE:

- Make recommendations to District Governance Senate on institutional planning
- Develop and monitor implementation of the long-term master plan and the strategic plan
- Develop and monitor implementation of the long-term master plan and the strategic plan
- Prepare the Annual Report on the Master Plan
- Assess the District's model of integrated planning
- Annually review and update the College of the Sequoias Integrated Planning Manual as needed

IPEC 2024-2025 Initiatives

- Review the Annual Report Timeline and Planning Timeline
- Complete the 2024 Annual Report on the Master Plan and the End-of-Cycle Report
- Begin the 2025 Annual Report on the Master Plan
- Complete writing the 2025-2035 COS Master Plan
- Complete writing the 2025-2028 Strategic Plan
- Complete writing the Master Plan and Strategic Plan Timelines
- Review and update the Master Plan and Strategic Plan Timelines

IPEC meets on the second and fourth Thursdays of each month during the academic year, with some exceptions for holidays.

Co-Chairs: Dr. Mehmet "Dali" Ozturk & David Hurst **Admin Support:** Fay Moline

IPEC

COS 2.0

COLLEGE OF THE SEQUOIAS

District Goal: A District Goal from the Master Plan will be listed here.

District Objective 1.1
The specific strategies to be implemented to work toward achievement of the District Goals. District Objectives are measurable, specific, and attainable.

Rationale for District Objective 1.1:

Assessment of District Objective 1.1:
Identify the specific way that this District Objective will be assessed.

Action for District Objective 1.1	Responsible Party	Target Completion Date	Progress	Implications for Next Year's Actions
1.1.1. The information in this column identifies the specific steps to be taken to fulfill the District Objective.	The information in this column identifies the group or office responsible to launch and oversee completion of the Action.	The information in this column sets the target date for completing this Action.	The information in this column will be completed as part of the development of the Annual College Report on the Master Plan and is a brief statement describing the status of the Action.	This column is completed during the development of the Annual College Report on the Master Plan when the outcome described in the previous column requires an adjustment to subsequent Actions.

COLLEGE OF THE SEQUOIAS

Mission → Goals → Objectives → Actions

S.M.A.R.T. Objectives

Specific	Who is the target population? What will be accomplished?
Measurable	Is the objective quantifiable? Can it be measured? How much change is expected?
Achievable	Can the objective be accomplished in the proposed time frame with the available resources and support?
Relevant	Determine the reason behind **the established goal**. Does the objective relate to **the goal**?
Time-Bound	Does the objective propose a timeline when the objective will be met?

COLLEGE OF THE SEQUOIAS

S.M.A.R.T. Objectives

District Objective #2.2 Increase the number of students who are transfer-ready by 15% and students who transfer to four-year institutions by 10% from 2021-2025.

Specific	Who is the target population? What will be accomplished?	Increase the number of COS students who are "transfer-ready" and those who actually transfer to four-year institutions.
Measurable	Is the objective quantifiable? Can it be measured? How much change is expected?	Yes. 15% more students who are "transfer-ready" 10% more students who actually transfer
Achievable	Can the objective be accomplished in the proposed time frame with the available resources and support?	Yes. A four-year period is reasonable for making measurable progress (with available resources and support)
Relevant	Determine the reason behind the established goal. Does the objective relate to the goal?	Yes. The objective directly supports the district's overall goal of improving transfer rates and academic success.
Time-Bound	Does the objective propose a timeline when the objective will be met?	Yes. The objective includes a clear timeline. Provides a four-year timeframe for achieving the specified targets.

COLLEGE OF THE SEQUOIAS

RESEARCH
PLANNING & INSTITUTIONAL EFFECTIVENESS

Thank You Research Team

www.cos.edu/research

STRATEGIC PLAN ASSESSMENTS 2025 2028

2021 | 2025 STRATEGIC PLAN ASSESSMENTS

Sequoias Community College District COS College of the Sequoias

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COLLEGE OF THE SEQUOIAS

RESEARCH
PLANNING & INSTITUTIONAL EFFECTIVENESS

Assessment of District Objective 1.1: Review and compare annual FTES and headcount from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, and gender, as applicable).

Assessment of District Objective 2.1: Review and compare the number of students earning an associate degree or certificate (CTE and non-CTE) from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, gender, first-generation status, etc., as applicable).

Assessment of District Objective 3.1: Review and compare student feedback on the availability and accessibility of course offerings from 2024/25 to 2027/28, disaggregated by student groups (e.g., race, ethnicity, gender, first-generation status, etc., as applicable).

Assessment of District Objective 4.1: Review type, volume, and quality of efforts to streamline data collection, governance, and analysis practices across the District from 2024/25 to 2027/28.

10 Objectives >>> 10 Assessments

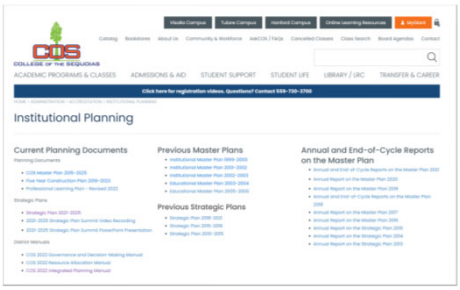
STRATEGIC PLAN ASSESSMENTS 2025 2028

2021 | 2025 STRATEGIC PLAN ASSESSMENTS

Sequoias Community College District COS College of the Sequoias

COLLEGE OF THE SEQUOIAS

Institutional Planning Documents



www.cos.edu/en-us/administration/accreditation/institutional-planning

College of the Sequoias Strategic Plan 2021-2025
Timeline and Process

August 2017 August 2020 August 2024	August Convocation: Present the Strategic Plan in the context of the Master Plan and Integrated Planning Model with all staff. Review the Goals of the Master Plan and explain how objectives are developed using the data and analysis in the Master Plan. Announce the formation of four task forces, one for each goal. Task forces are formed, one for each goal in the Master Plan. Co-chaired by faculty and administration; members come from all constituent groups and include (and if possible, co-chaired by) members of Institutional Planning and Effectiveness Committee. Members solicit feedback from their constituents. Members for an Academic Senate summit task force are identified to plan for the September Summit on the Strategic Plan. Members will primarily come from the Academic Senate and Institutional Planning and Effectiveness Committee.
September 2017 September 2020 September 2024	Each task force reviews its assigned District Goal from the College of the Sequoias Master Plan 2015 – 2025; and Each task force reviews progress on achieving the objectives from the previous Strategic Plan as documented in the College of the Sequoias Annual Report on the Master Plan. A summit on the Strategic Plan is held to gather feedback from all participants in the District.
October 2017 October 2020 October 2024	Each task force develops/revises District Objectives, as well as rationales. A draft is forwarded to the Institutional Planning and Effectiveness Committee and Senior Management for feedback.
November 2017 November 2020 November 2024	Each task force discusses feedback from the Institutional Planning and Effectiveness Committee and Senior Management and revises objectives; Develops actions for the revised District Objectives; and Forwards the completed draft, which includes District Objectives, a rationale for each District Objective, and actions for each District Objective, to the Institutional Planning and Effectiveness Committee.

December 2017 December 2020 December 2024	The Institutional Planning and Effectiveness Committee combines the components completed by the task forces into a draft and revises; Develops assessments for the objectives; Forwards the revised draft to Senior Management for input; Senior Management makes revisions and includes responsible parties.
January 2018 January 2021 January 2025	The Board discusses and provides feedback on the Strategic Plan draft at its retreat.
February 2018 February 2021 February 2025	Institutional Planning and Effectiveness Committee, Institutional Program Review Committee, Senior Management, Deans Council, Budget Committee and the Academic Senate Executive Board hold a joint meeting to provide feedback on the Strategic Plan draft; and Institutional Planning and Effectiveness Committee incorporates feedback into the draft and forwards to Senior management for review.
March 2018 March 2021 March 2025	The Institutional Planning and Effectiveness Committee reviews and edits the Strategic Plan draft.
March/April 2018 March/April 2021 March/April 2025	The Institutional Planning and Effectiveness Committee forwards the draft to the District Governance Senate and Academic Senate.
April/May 2018 April/May 2021 April/May 2025	District Governance Senate members distribute the final draft of the College of the Sequoias Strategic Plan to their constituents for final review and comment. District Governance Senate considers the feedback from that review; makes final changes as warranted; and recommends the document to the Superintendent/President.
May/June 2018 May/June 2021 May/June 2025	If the Superintendent/President approves, the final draft of the College of the Sequoias Strategic Plan is presented to the Board of Trustees for information. If the Superintendent/President does not approve, collaboration and compromise between the Superintendent/President and the District Governance Senate continues until the Superintendent/President approves.