Educational Master Plan
2003-2004

College of the Sequoias

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Kamiran S. Badrkhan, Ph.D. Superintendent/President

Table of Contents

Letter from the Superintendent/President:

Community colleges, and College of the Sequoias, in particular, are not isolated from the political and economic events swirling around us in California. Huge budget deficits, efforts to recall the state's Governor, and lower than predicted property taxes impact the extent to which community colleges are able to carry out their state-mandated missions.

The services provided by College of the Sequoias are intricately woven into the fabric of individual cities within the district as well as into the fabric of not only Kings and Tulare Counties, but also the Central San Joaquin Valley. We must be prepared to respond to state-wide, regional, and local initiatives. To do this, the College must stay connected to governmental, educational, industrial, civic, and community groups who depend on us for training. In addition to being responsive to these groups, College of the Sequoias is held accountable by the students we serve- students who have found access increasingly difficult because of cut-backs in state funding.

Amidst these swirling seas of change, College of the Sequoias seeks not only to survive but also to prosper. The College acknowledges the need to assess how it is doing

business and to improve. The College recognizes the historical nature of economic downturns; therefore, it plans for the day when the state's commitment to higher education will be affirmed.

College of the Sequoias knows that its ability to meet the increasing demand for its services requires careful planning. The concrete results of today's decisions may not be visible for 5 to 10 years; yet the actions we take today are critical for tomorrow's success. This Educational Master Plan makes public the College's commitment to charting our course for the future.

College of the Sequoias is proud of its mission to serve students. This Educational Master Plan makes explicit the steps all segments of the College will take to strengthen our service to both our students and our communities.

Kamiran Badrkhan, Ph.D.
Superintendent/President

Executive Summary

This **Educational Master Plan** consolidates several planning documents used by College of the Sequoias for decision-making purposes, including individual Program Review Annual Progress Reports. This **Executive Summary** synthesizes the priorities/themes found throughout this document.

College of the Sequoias will use its resources wisely. Several of the institutional goals focus on resources and how best to use those resources. They clearly indicate the importance of understanding that the College must be a good steward of the public funds it receives. Therefore, College of the Sequoias will:

- Operate efficiently and effectively by making programs and services accountable.
- Solicit feedback from both internal constituents and external groups and agencies in order to make sound fiscal decisions.
- Allocate fiscal resources based on institutional mission and goals.
- Improve the quality of service the District provides by implementing the recommendations included in the Fiscal Health Analysis and Evaluation of Internal Controls Report.
- Reduce energy consumption by increasing current operational efficiencies and planning for future development.
- Identify grant opportunities to provide funding for innovative projects.

College of the Sequoias will position itself to meet the increased demand for services resulting from increased student population. The current campus in Visalia is not large enough to serve the projected demand by incoming students. Therefore, College of the Sequoias will:

- Obtain additional land adjacent to the Visalia campus for parking, playing fields, maintenance support facilities, and administrative services.
- Complete the construction of the Multi-Media Learning Center.
- Relocate ASB and the Health Center to the old Library.
- Proceed with working drawings and preliminary planning for the new Science Center.
- Prepare plans for the new PE and Disabled Program center, as well as plan for the renovation of the existing Gymnasium.

- Continue planning facilities and educational programs for the new Tulare Center for Agriculture Science and Tulare Center.
- Continue the joint partnership with the City of Hanford and the Hanford Joint Union High School District to develop the Hanford Educational Center.

College of the Sequoias' faculty and staff will improve their delivery of services to students by understanding better who those students are. Student demographics are changing. Therefore, College of the Sequoias will:

- Focus not only on diversity as it relates to student access, but also as it impacts the need for staff development and training.
- Provide faculty and staff career development and training opportunities to assure the highest level of student services.
- Strengthen community and industry partnerships.
- Deliver services to students more efficiently.
- Train faculty and staff in the use of Banner software modules.

College of the Sequoias vocational, transfer, and basic skills programs will reflect an understanding of student and community needs and will accurately assess the effectiveness of the offerings they provide. The College's mission "focuses on preparing students for productive work, lifelong learning, and community involvement." Therefore, College of the Sequoias will:

- Provide evidence that students are meeting their goals by assessing student learning outcomes.
- Foster a better understanding of the needs in Student Services and Instructional Divisions by increasing collaboration.
- Expand the use of Advisory Boards by Academic Divisions as one method of soliciting community input into the relevancy and currency of instructional programs.
- Assure the quality of programs through external accrediting agencies and boards as well as through the internal use of the program review process.

VISION STATEMENT

College of the Sequoias, through a shared commitment to excellence in education, will prepare students for productive work, lifelong learning, and community involvement in our diverse global society.

(Adopted April 19, 1999, by Board of Trustees)

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 cultural, racial, and socio-economic 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.

(Adopted April 19, 1999, by Board of Trustees)

MISSION STATEMENT

College of the Sequoias: Is a comprehensive, student-centered community college, dedicated to enhancing our diverse educational and cultural campus environment.

College of the Sequoias: Affirms that our mission is to help students achieve their transfer and/or occupational objectives and to advance the economic-growth and global competitiveness of business and industry within our region.

College of the Sequoias: Is committed to supporting students' development of basic skills and to providing self supporting community education classes, contract education and training, and related student services.

Therefore, our mission focuses on preparing students for productive work, lifelong learning, and community involvement.

(Adopted March 20, 2001, by Board of Trustees)

INSTITUTIONAL GOALS for 2003-2006 were developed at goal-setting workshops in January and February 2003. INSTITUTIONAL OBJECTIVES were taken from the following documents: Fiscal Health Analysis, Strategic Plan, and Accreditation Recommendations and Standards. Representatives from each constituent groups participated in the process. *(Adopted by the Board of Trustees on September 8, 2003)*

The anticipated outcomes of these workshops were:
- Assess 1999-2002 goals and objectives
- Assess external/internal recommendations
- Understand major events scheduled for the next three years
- Develop draft goals
- Receive input from constituents about draft goals and objectives
- Adopt goals for 2003-2004; 2004-2005; 2005-2006

Goal 1: COS will address all aspects of diversity in its operations.

	2003 - 2004	2004 - 2005	2005 - 2006
1. The College will make access to its educational programs a major priority. *(Strategic Plan)*	✓		
2. The College will examine exemplary models for staff diversity training, identify those which are appropriate for College of the Sequoias, and develop a plan for implementing the identified strategies. *(Accreditation Recommendation and Standards)*	✓		

Goal 2: COS will operate efficiently and effectively and will ensure the accountability of programs, services, and processes.

	2003 - 2004	2004 - 2005	2005 - 2006
1. The College will explore methods of streamlining the process of offering updated curriculum so that it can be more responsive to industry needs. *(Strategic Plan)*	✓		
2. The Budget Office must have a technical process to build the preliminary budget. *(Fiscal Health Analysis)*		✓	
3. The College should incorporate current priorities, updated costs, and changes in level of effort in department base budgets as budget managers are reviewing and submitting their base budgets. *(Fiscal Health Analysis)*		✓	
4. The College's Budget Office should prepare multi-year projections that are modified several times during the year and formalized in the overall budget review process. *(Fiscal Health Analysis)*	✓		
5. The College will provide greater control over fiscal operations. *(Fiscal Health Analysis)*	✓		
6. The College will work to increase the level of weekly student contact hours per full-time equivalent faculty member (WSCH/FTEF). *(Fiscal Health Analysis)*		✓	

	2003 - 2004	2004 - 2005	2005 - 2006
7. The College will work to develop a plan to restore the general fund ending balance to meet state and Board minimums. *(Fiscal Health Analysis)*	✓		

> **Goal 3:** COS will promote dialog among its internal and external constituencies to develop the best use of fiscal resources for personnel, programs, and facilities and services.

	2003 - 2004	2004 - 2005	2005 - 2006
1. Communications will be strengthened in all areas, both on and off-campus. Greater information sharing and more clearly defined College performance expectations will encourage collaboration. *(Strategic Plan)*	✓		
2. The College will strengthen existing partnerships to help the College achieve its future growth goals. *(Strategic Plan)*	✓		
3. COS will find ways to share resources by increasing the number and variety of partnerships with other organizations to meet the complex and changing demands of the marketplace. *(Strategic Plan)*	✓		
4. The College will develop marketing strategies to share with the community the many ways the College adds to the	✓		

	2003 - 2004	2004 - 2005	2005 - 2006
economic well being of the District by providing direct educational services to students. *(Strategic Plan)*			
5. The College will seek to understand better efforts which are being made at various levels to improve students' basic skills levels by increasing articulation both with the K-12 system and four-year institutions. *(Strategic Plan)*	✓		
6. The College will expand working relationships with area employers and with forward-thinking regional organizations which understand the needs of their employees and the customers they serve. *(Strategic Plan)*	✓		
7. The Superintendent/ President and management will develop budget assumptions before submitting them to the Board of Trustees for consideration. Once approved, the assumptions will be communicated to major stakeholders, including the community and faculty and staff leadership. *(Fiscal Health Analysis)*	✓		
8. The College will budget for staffing augmentations according to projected FTES, at a stated productivity rate, while meeting its full-time faculty obligation. *(Fiscal Health Analysis)*	✓		

Goal 4: COS will provide the highest level of service to our students by identifying and implementing effective practices for faculty/staff career development and training.

	2003 - 2004	2004 - 2005	2005 - 2006
1. Faculty staff development opportunities will include a focus on current, relevant research strategies that enhance student success. *(Strategic Plan)*	✓		
2. Teaching and learning requires knowledge and skills in technology will be integrated into all parts of instruction. *(Strategic Plan)*	✓		

Goal 5: COS will provide programs and services to facilitate student success in meeting their goals as verified through measurable outcomes.

	2003 - 2004	2004 - 2005	2005 - 2006
1. COS will give greater attention to cultivating innovation and excellence in the classroom and other activities that are central to the College's mission. *(Strategic Plan)*	✓		
2. The College needs to examine components of exemplary basic skills/remedial education programs at other community colleges. *(Strategic Plan)*	✓		
3. The College will examine a Freshman Experience course, one which provides an extended	✓		

	2003 - 2004	2004 - 2005	2005 - 2006
orientation class for students who have either failed a basic skills course or who have other high-risk characteristics. *(Strategic Plan)*	✓		
4. The College will identify students in academic difficulty early in the semester so that it can provide intervention strategies which increase the chances of the student's success. *(Strategic Plan)*	✓		
5. Specific strategies for using both formative and summative student evaluations will be identified to improve retention. *(Strategic Plan)*	✓		
6. The College will promote the interdisciplinary teaching approach that encourages students to deeply explore topics in a supportive atmosphere where faculty and students work collaboratively. *(Strategic Plan)*	✓		
7. The College will examine distance education programming to serve the community better. *(Strategic Plan)*	✓		
8. The College will review and expand its budget calendar to include increased communication of the January Governor's budget and preparation of a multi-year financial projection. *(Fiscal Health Analysis)*	✓		

Institutional Goals 2003-2006

	2003-2004	2004-2005	2005-2006
9. The College will review its strategic planning and goal setting processes to ensure that planning is completed in time for inclusion in the budget for the following year. *(Fiscal Health Analysis)*	✓		
10. The College will take affirmative measures to identify the educational needs of the community in order to attract sufficient students. *(Fiscal Health Analysis)*		✓	
11. The Curriculum Committee will develop a time line for inclusion of student-learning outcomes in course outlines. *(Accreditation Standards)*	✓		

Goal 6: COS will allocate its financial resources to implement (achieve) institutional plans (goals).

	2003-2004	2004-2005	2005-2006
1. COS will examine closely the financial resources it will need to meet its future growth requirements and where these resources will come from. *(Strategic Plan)*	✓		
2. COS will remain competitive in its marketplace by applying opportunity-centered thinking in all areas. *(Strategic Plan)*	✓		

	2003-2004	2004-2005	2005-2006
3. COS will set clear priorities for itself, ensuring that its resources are focused on those opportunities that contribute the most to the College's ability to achieve its vision, mission, and goals. *(Strategic Plan)*	✓		
4. The College will become much more aggressive about external grants, contracts, and other revenue sources. *(Strategic Plan)*	✓		
5. A conscious and systematic effort will be made to evaluate and improve technology on an on-going basis. This includes committing to the "total cost of ownership" model and examining partnerships with the private sector. It also includes providing opportunities for staff and students to stay current with the latest technology tools. *(Strategic Plan)*	✓		
6. The College will create an Economic Development Innovation Center that becomes the focal point for the College's economic development activities and also fosters innovation both on and off-campus in the areas of workforce development and economic development. *(Strategic Plan)*			✓
7. The College will create a full-time Director or Vice-President of Workforce and Economic Development to give leadership and coordination to the College's			✓

Institutional Goals 2003-2006

	2003 - 2004	2004 - 2005	2005 - 2006
many workforce development activities and its emerging economic development services. *(Strategic Plan)*			
8. The College will develop a comprehensive facilities master plan based on updating its mission, goals, and related long-range Educational Master Plan. *(Fiscal Health Analysis)*	✓		
9. The College will create a facilities planning committee to identify and prioritize short-term and long-term goals and projects. *(Fiscal Health Analysis)*	✓		
10. The College will develop a new facilities master plan consistent with the College's long-range educational master plan and recommendations from the facilities planning committee. *(Fiscal Health Analysis)*	✓		
11. The College will prepare an annual capital facilities budget to fund the projects and work to be completed each year as identified in the facilities master plan. *(Fiscal Health Analysis)*			✓
12. The College will begin to plan and arrange its financing strategies, including the use of certificates of participation, local bonds, and state facilities funds. *(Fiscal Health Analysis)*	✓		
13. The College will adopt a program maintenance plan and a comprehensive work order	✓		

	2003 - 2004	2004 - 2005	2005 - 2006
system. *(Fiscal Health Analysis)*			
14. The College will assess the implementation process for the Banner financial, budget, and personnel/payroll systems and apply the lessons learned to the implementation of the student system. *(Fiscal Health Analysis)*	✓		

"Educational Master Plans (Academic Master Plans) are institution wide plans which project the anticipated changes in the institution's instructional programs, including growth, decline, and new programs. Such plans address the source of the need for such changes and lay out the resources which must be acquired to make those changes, including personnel, facilities, equipment, instructional support, and student services.

Educational Master Plans are detailed and concrete, specifying the objectives, activities, and timeline fore the programmatic changes. Such plans are required by Title 5§55401-405. Educational Master Plans are also required as part of the application process for district use of Capital Outlay Funds." (Source: *Resource Planning Guide* – The RP Group)

Planning Calendar for 2003-2004:

September 2003

♦ Program Review Annual Progress Report Templates Distributed

December 2003

♦ Completed Program Review Annual Progress Reports due to Planning Office

♦ 1st Institutional Goals Progress Updates Due

♦ Draft of Program Review Final Report Due

January 2004

♦ Planning Task Force Meeting

February 2004

♦ Follow-Up Planning Task Force Meeting

April 2004

♦ 2nd Institutional Goals Progress Updates Due
♦ Final Program Review Reports Due

Academic Services

2003-2004
Self Studies and
Annual Progress Reports

Language/Communication Arts Division

MISSION/FOCUS:

The Language Arts Division is committed to enriching the lives of students through enhancing their language and thinking skills. In order to accomplish this mission, members of the Language Arts Division respect and value each other and their students.

STRENGTHS/ACCOMPLISHMENTS:

The Division's principal strength is its faculty, which is made up of a diverse group of extremely hard-working, dedicated teachers. A rich variety of ideas, initiatives, perspectives, and methodologies anchors the work instructors do in the classroom and with colleagues. The Division respects this diversity and nurtures its growth.

Our Division Secretary continues to be a source of strength. She manages to perform her duties with grace under enormous pressure.

Below, I list a few of the salient features from the five Language Arts departments' Self Studies to give a brief snapshot of the important changes and challenges:

ASL:

- ASL is again requesting a full-time faculty position.
- The Division hired 2 new adjunct instructors for the Fall 2002 semester.
- ASL offered a class (ASL 2) for the first time at Hanford High School as part of the Bridge Program.
- ASL was able to purchase much-needed videos, CD-ROMs, books, and magazines.

English:

- Connie Kent will be retiring at the end of the 2002/2003 academic year.
- The long-term attempt to establish a COS Writing Center ended this past year when it became clear to the Writing Center Committee that the College would not support a writing center with funding for a faculty position.
- New curriculum was written (and is currently in the approval process) for English classes to be taught as part of the COS Educational Paraprofessional Certificate.

- New curriculum was written and approved for a vocabulary course to be offered as part of the Interpreter Certificate Program (Spanish).

ESL:

- One new adjunct instructor was hired in the Fall of 2002.
- The Division voted to request that Connie Kent's replacement position be designated an ESL position. Accordingly, the Division formally presented a request for a full-time replacement position in ESL to Instructional Council in November 2002. The position was approved; however, the College is currently in the midst of a hiring freeze, so final Board approval for this position will be delayed at least a semester.
- Our adjunct Linguistics Instructor has decided to resume his work as a field translator and will be returning to Africa in January 2003. We have been unsuccessful to date in and the Linguistics classes scheduled for Spring 2003 will most likely need to be canceled.

Foreign Languages:

- We hired a new adjunct Spanish instructor in Fall 2002.
- We have begun to offer Spanish courses as part of the Interpreter Certificate Program (Spanish).
- Portuguese 2 classes will be offered for the first time in Spring 2003.
- Re-wiring the Language Lab (738) has been completed; our 14 computers in that room are now able to go online.

Journalism:

- The COS Journalism program garnered 11 awards–including an award for general excellence for investigative news and 1st place awards for news photos, sports news photos, and sports story--at the 2002 Journalism Association of Community Colleges' annual conference.
- An online edition of *The Campus* has been launched.
- The Journalism Lab received 6 new iMac computers.
- The Journalism program has also been able to purchase 2 digital cameras.

SIGNIFICANT CHANGES/CHALLENGES:

- At the end of 2002-2003, I will finish my tenure as Chairperson of the Division. An election for the new Chairperson is currently being conducted.
- The Writing Center, a project funded through Partnership for Excellence funding, came to an end last year after it became apparent to members of the Language Arts Writing Center Committee that there was not sufficient financial or administrative support for the project to succeed.
- Language Arts is currently preparing its first Program Review

OBJECTIVES FOR 2003-2004:

Goal 1: COS will provide a curriculum which meets the life-long, educational needs of our diverse population.

1. Hire a new Linguistics Instructor to enable us to offer Linguistics classes

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. Increase attendance at regularly scheduled meetings and participation on campus-wide committees.
2. Move the Language Arts Division offices (Chair and Secretary) to room 550. Use 551B as one full-time and one shared adjunct faculty office.

Goal 5: The District will manage the finances through shared governance in such a way that it will support the goals of the College.

1. The Division members will cooperate with the Division Secretary to conserve our supplies and minimize any unnecessary expenditure of our decreasing Division funds.

*"**Journalism** students at College of the Sequoias took home 16 awards including two first place photo awards at the 47th Annual Journalism Association of Community Colleges conference held April 3-5, 2003 in Sacramento. COS students won nine mail-in awards for their achievements during the spring and fall 2002 semesters. In addition, students won seven on-the-spot awards including first place feature photo. Scholarships were also awarded to two COS journalism students."*

Science Division

MISSION/FOCUS:

The Science division focuses on fulfilling the mission of the college within the context of curricula of the individual programs of the Division. The Science Division provides students with a with a wide range of courses, including program/major specific courses, transfer level courses, general education courses and community service courses. Our courses are designed to develop basic skills and knowledge levels, to develop critical thinking abilities and to provide foundations for future educational experiences.

The Science Division is dedicated to providing students with a rigorous and relevant education. The Division facilitates student growth and success while maintaining reasonable academic standards in course content, level and grading.

STRENGTHS/ACCOMPLISHMENTS:

The Science Division is committed to providing all of its students with a quality learning experience. Fulfilling this commitment to our students requires a faculty willing to investigate, learn and implement new educational strategies, new technologies and new curriculum. The Science Division has such faculty. They continue to assess their effectiveness as educators and they strive to improve the success of our students. Our strengths lie in our faculty and their commitment to professional excellence.

The faculty of the Science Division employs a variety of approaches in our efforts to offer our students the best possible education. Our ultimate goal is their continued success in their future endeavors. Examples of some of the approaches used include:

- Field experiences utilizing local natural resources.
- Incorporation of computer assisted learning in the curriculum.
- Maintaining relationships with locals schools and community.

SIGNIFICANT CHANGES/CHALLENGES:

- The entire Science Division participated in the planning of the new Science Building. We worked closely with the architects to design a facility that was both functional and versatile. Due to a change in the State guidelines, we also developed an equipment list for the new Building. The State bond passes in November and our building will be funded for working drawings and construction out of the funds. Construction is likely to begin 2005-2006.
- The Science Division is currently working on Program review. Every area within the Division is represented.
- The new Laboratory Technician certificate will graduate its first student this Spring. All but one of the courses will have been offered this year. Enrollments are increasing for CHEM 30 because the Nursing Division is accepting the course. This course meets the needs of that division's students and has been cited by the IMPACT statewide report as being the course of the future in that discipline.
- The Biology Department ceased offering the short-term courses for the Nursing pre-requisites. The overall success rate of the students in these classes, the difficulty in scheduling and the difficulty for instructors to complete their load all contributed to this decision.

OBJECTIVES FOR 2003-2004:

Goal 1: COS will provide a curriculum which meets the life-long, educational needs of our diverse population.

1. Continue its participation in the IMPACT program.
2. Explore the feasibility and possibility of offering tele-video course in biology.
3. Continue to Offer travel programs to encourage life-long learning.
4. Ensure that geography courses are offered at diverse hours.
5. Work to increase geology course offerings to capacity.
6. Maintain course content that is scientifically current and relevant to local issues.
7. Enhance student learning by incorporating computer technology and new laboratory exercises & writing assignments.
8. Monitor curriculum of transfer institutions to improve future success of our students.

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. Keep room 5 and room 7 as a study/work room.

Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.

1. Will develop modules for general education biology courses that qualify for the criteria of information competency described by the curriculum committee.
2. Will give NSCI 131 students one-on-one teaching experiences with elementary students.
3. Will provide field trips to local industry.

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.

1. Complete the replacement of microscopes in our labs.
2. Upgrade the AV presentation system in Room 330.
3. Replace the old Faculty computers.
4. Replace AV computers in all lab rooms.
5. Continue to acquire up-to-date wall maps.

Goal 5: The District will manage the finances through shared governance in such a way that it will support the goals of the College.

1. Request a change in the policy for carryover of unused supply and maintenance funds.
2. Request a base budget category of replacement equipment and fund it with $4,000.
3. Request a base budget category for the NSCI courses to purchase supplies and establish a resource library.

Goal 6: COS will encourage those district partnerships designed to advance educational opportunities and will also encourage staff and student involvement in their communities.

1. Participate in CSET's I'm *Going to College Day.*
2. Work with Tulare County Dept. of Education to provide tutoring for instructors who will be taking competency tests for single and multiple credentials.
3. Present student directed labs for 3rd and 5th grade students as a part of the NSCI 132 course.
4. Support involvement in science in the community via the Science Olympiad.
5. Speak to two service clubs.
6. Encourage AGS to raise money for two local charities.

Office of the Vice President, Academic Services

CENTRALITY OF MISSION

Planning Agenda Item

1. Present to the President's Cabinet the need for strategic, long-range planning activities that involve constituents of the District.
2. Assure that the improvement of programs and curriculum and the provision of identified educational support services that help increase student success is regularly reviewed and analyzed. Additionally, assure that this process remains a high priority for the Academic Services area.
3. Implement a task force to review the possibility of offering courses at alternative off-campus locations.

Description of Progress

1. Instructional Council is currently working with the Vice President of Academic Services in writing an Educational Master Plan.
2. New and modified curriculum and programs are being regularly reviewed by the campus-wide Curriculum Committee. All the Academic Deans and the Vice President serve on this committee. All components of this planning agenda are ongoing functions of the Academic Services area.
3. In progress.

QUALITY OF STAFF

Planning Agenda Item

1. Assure opportunities for professional and personal development of staff members on a regular basis via workshops and conferences.

Description of Progress

1. Staff members have attended several Banner training sessions in order to learn and use the new campus software. Training will continue to occur. Representatives have also attended the 3CBUG Conference for Banner.

QUALITY OF SERVICE

Planning Agenda Item

1. Delineate specific assignments/tasks in coordination with other offices; i.e. division clerical support, Academic Deans' clerical support, Personnel, Payroll, FTES accounting, streamlining room utilization.

2. Delineate Academic Deans' areas of supervision with regard to full-time faculty, adjunct faculty, curriculum processes and procedures in conjunction with Curriculum Chair.

Description of Progress

1. Changes in Adjunct Faculty contracts and payroll have occurred in that HRS hired an additional staff member to take on those responsibilities. This position is open due to resignation of a Confidential Secretary, but the position fills a critical need and needs to be replaced as soon as possible. Other changes have occurred as a result of implementing the Banner software. This is an on-going process.

2. Reassignment of divisions has resulted in a more equal distribution of workload among the Deans.

QUALITY OF SERVICE

Planning Agenda Item

3. Centralize work/communication to better streamline processes and procedures.

4. Increase number of classified staff within Office of Academic Services by adding a full-time Senior Secretary position – ½ time for Academic Services and ½ time to assist the Director of Research and Grants.

5. Secure temporary staff to backfill support staff when they undergo training on the new institutional software.

Description of Progress

3. On-going.

4. This position was ranked #5 in the Self Study process; however, funds were not made available to hire the position. Therefore, we are requesting that position again.

5. Although an employee "bumped" because of the loss of CalWORKs has helped some, money has not been available to do this.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Maintain an open-door policy in order to meet the needs of Academic faculty and staff.

2. Develop a formal process of communicating with Academic Senate and its sub-committees to provide specific services to new faculty and staff who are unfamiliar with COS policies and procedures.

Description of Progress

1. This remains an on-going policy. However, it is important that the Academic Deans are always included in everything involving the divisions for which they are responsible. Therefore, faculty who request appointments with the Vice President are usually asked to see their Dean first.

2. Instructional Council is finalizing the update of the Faculty Resource Guide. Once it has been finished, it will provide information on all segments of the campus for full-time and adjunct faculty.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Consider an area devoted to Academic Services which would house all Academic Deans, the Vice President, and clerical staff for more efficiency in communication and distribution of workloads.

2. Identify a campus-wide committee to conduct an in-depth study of the entire campus regarding classroom and office space availability and make recommendations to the Superintendent/ President via College Council or appropriate committee.

Description of Progress

1. Incomplete. Progress on this planning agenda item cannot be made until a facility can be remodeled or built to house the Vice President, all Academic Deans and all staff members. However, we still strongly believe it would enhance the efficiency and effectiveness of Academic Services.

2. Incomplete. Progress has been made through meetings with the Director of Facilities, and by the Director of Facilities attending Instructional Council meetings.

Office of the Vice President, Academic Services

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

1. Senior Secretary for Director of Research and Grants

2. Replacement of Confidential Secretary.

Description of Progress or Planned Action

1. This position has been requested in several Self Studies and has been ranked high in approved requests for personnel. However, the position was not filled due to budget constraints. Research and grant efforts indirectly address each of the categories in Program Review. Each and every division/program/department must plan and evaluate what they offer and how well they offer it. Grants allow for creation and funding of new programs and services. Student follow-up research assists in identifying performance outcomes needed to address Student criteria. The Academic Services Offices provides direct support services for all faculty, both full-time and adjunct, as well as educational programs through the college curriculum process. This position will provide additional support for the Academic Services Office as well as provide clerical support for the Director, Research & Grants.

2. This position was hired with Mandated Cost funds and shared with HRS. When this position became vacant in January, it was not replaced and the duties related to part-time payroll, contracts, and overload payroll reverted to the Academic Services Office.

   Since the position is paid with Mandated Cost reimbursements, it has not been included in the self-study.

CENTRALITY OF MISSION

Planning Agenda Item

1. Growth enrollment in Agriculture

2. Expansion of CDPTI Program

3. Establishment of Tulare Center
4. Current Farm Laboratory

Description of Progress

1. The Agriculture Division has continued to expand in student enrollment with a student count of over 1100 for Fall-2002.

2. The laboratory facility for the CDPTI Program is 88% complete, with some equipment still needed to be usable.

3. Planning, planning, and more planning.
4. The COS District is looking at another bond in 2004. The state has lowered the pass rate to 55%.

QUALITY OF STAFF

Planning Agenda Item

1. Through the self-study process, hire a new Animal Science Instructor for the Agriculture Division by Fall 2000.
2. Through the self-study process increase the Agriculture Technology Instructor to a full-time position.
3. Through the self-study process increase the Agriculture Division Secretary to a full-time position.
4. Adjunct Faculty

5. John Deere Ag-Tech New Faculty

Description of Progress

1. Hired Fall-2001.

2. Will try again in the future.

3. Will try again in the future.

4. The division continues to work with the Academic Senate to ensure quality adjunct faculty to teach in the program.
5. Construction of a new HEAT/John Deere Laboratory Center.

QUALITY OF SERVICE

Planning Agenda Item

1. State Leadership

2. Community Leadership

3. Scholarship/Alumni

4. COS Ag Website
5. Equestrian Program

Description of Progress

1. A Website is up and running. All COS Ag Management students will register on this Web site.

2. A strong and active COS Agriculture Advisory Committee meets on an annual basis to provide vision and direction for the program.

3. Awarded the first scholarship after the completion of a fundraiser dinner/dance and golf tournament.

4. The COS Ag Website is very popular.
5. The new varsity sport at COS is the Women's Equestrian Team, a cooperative program between the PE Department and the Ag Division.

Agriculture Division

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Establishment of a John Deere Inc. Training Program

2. Economic Development Funding
3. Expand Pesticide Courses
4. Expand Vet-Tech Certificate To a Major.

5. Expand the Ag Technology Welding program to a Certified Program
6. Expand the Horticulture program to include a retail floral sales program and facility.
7. Construction of the cheese plant.

Description of Progress

1. John Deere ProTech classes are being conducted at the TCOVE Shop.
2. Grant is funded for the first year.
3. Courses were cut from the Spring 2003 schedule.
4. Work through the California Community College Chancellor's Office and Regional Consortium for approval of Vet-Tech Major.
5. Instructor received certification to inspect and certify students on welds.
6. The COS Agriculture Division is working on the curriculum
7. The plant is 88% complete.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Establish a Center for Agriculture Science Technology in Tulare by 2004. Additional Resources- $15 Million

2. Establish the California Dairy Technology Center in cooperation with UC Davis by July 1, 1999. Additional Resources-$500,000

3. Start farming the Tulare Center in June-1999. Additional Resources-$20,000
4. Through the self-study process request the expansion of the Welding Shop Facilities to accommodate large construction projects. Additional Resources-$26,000
5. Through the self-study process remodel the OH head house into a classroom. Additional Resources-$35,000
6. Through the self-study process fence the OH unit. Additional Resources-$12,000
7. Build a CDPTI Facility for the dairy-processing program.
8. Through the self-study process update the computer laboratory by the year 2004. Additional Resources-$65,000

Description of Progress

1. CPEC has approved Center status for the Tulare Center-2001. Superintendent/President has established a Tulare Center planning committee that will submit a preliminary proposal to the state for funding in May-2002.

2. Nearly $3.7 million dollars has been raised for the project so far. The preliminary project design is nearing completion and the Environmental Impact Report is in the final phases of completion.

3. We are currently farming about 55 acres of the Tulare Center.
4. Non-Applicable

5. Through the College Council and Building and Facilities Director the Head House was remodeled.
6. Through Farm Supplemental Budget we were able to put in one section of fence.
7. The Dairy Processing Plant is 88% complete.
8. The Lab will be painted and completed during winter break.

FACILITIES/EQUIPMENT

Planning Agenda Item

9. Through the self-study process update the equipment in the soils and plant science laboratory by 2004. Additional Resources-$36,000

Description of Progress

9. Through the above base budget process the soil manifold system was installed.

"Animal Science instructor, Bob Britton received the *Teacher of Excellence* award by the California Ag Teachers."

CENTRALITY OF MISSION

Planning Agenda Item

1. Establish a committee, which will include a representative from Counseling, to review the times and frequency of course offerings to ensure students progress promptly through the recommended sequence of courses.

2. Seek grant funding and establish an advisory board to investigate offering a Spanish Language interpreting training program at COS.

3. Monitor the applied math course for legal careers to determine if it increases student success on the math competency test.

4. Evaluate new software programs and determine the appropriate course offerings based on the needs of the local business community.

5. Increase the number of Business Division instructors who participate in professional and community organizations.

Description of Progress

1. Business Division Advisory Board member reviewed our schedule of classes for the Spring of 2003 and suggested changes which we implemented.

2. Two of the courses were offered during the Fall 2002. They were filled to capacity and many students were turned away. All four courses will be offered in the Spring 2003.

3. Positive feedback from student evaluations. The percentage of students passing the math competency test has continually risen in comparison to previous semesters.

4. We will continue to evaluate software changes as needed. A Business Division Advisory Board meeting will be scheduled during January 2003 to continue our commitment to meeting community needs. Upgrade to Windows XP/Office XP is complete. Several of our instructors are in the process of learning Dream Weaver. COMP 108 Programming Concepts (JAVA) was offered in the Fall 2002. COMP 230 JAVA Script and HTML will be offered in the Fall 2003.COMP 6 VisualBasic is being expanded into two course offerings which will fully develop the new .Net architecture. Three certificates are under review for enhancement. The division Curriculum Committee will meet in early 2003 to discuss the changes.

5. Division members participate in: Academic Senate, Budget Committee of College Council, COSTA, Curriculum Committee, Faculty Enrichment Committee, Scholarship Committee, Distance Learning Committee, Disability Resource Center Advisory Committee, LISTO, and Technology Committee. An accounting instructor serves on the California Tax Education Council Advisory Committee and belongs to the American Society of Women Accountants. A computer instructor is a C.P.A and is a member of the California Society of C.P.A.'s. Two paralegal instructors maintain membership in the Tulare County Bar Association and the California State Bar Association. Several instructors are actively involved in youth and church functions.

CENTRALITY OF MISSION

Planning Agenda Item

Description of Progress

6. Establish a Business Division Advisory Board.

6. This year the Business Division Advisory Board and the Paralegal Community Advisory Board will combine their meetings, beginning with their January meeting.

7. Devise a strategy for gathering post-graduate, post-transfer, and post-certificate job placement statistics.

7. Research continues. Exit statistics are taken at the Paralegal graduation and a current list of paralegal students and their job placement sites are kept on file. We have requested that students qualifying for a certificate be automatically flagged when the Banner System is online. We are in the process of designing a post-exit survey.

8. Determine efficiency of augmenting Accounting 1 and 2 with a computer component.

8. Will continue to consult with business and academic colleagues both locally and at conferences

9. Address needs for more beginning computer application offerings as these classes are currently impacted with waiting lists.

9. We continue to evaluate student enrollment, enabling us to modify our course offerings as required. We also continue to look for qualified instructors to teach additional sections of introductory level computer applications.

10. Explore developing a training curriculum for full-charge bookkeepers.

10. Will continue to explore the idea with the business community and accounting firms.

11. Explore developing an international business component to the Marketing Management Certificate.

11. It has been determined that an international business component exists in each of the following courses: BUS 82, BUS 174, and BUS 185.

QUALITY OF STAFF

Planning Agenda Item

Description of Progress

1. Increase the number of full-time Business Division faculty members by three positions.

1. We have been advised that because of budget cuts there will be no growth positions this year. We will continue to include personnel requests in our Program Review Annual Progress Reports.

   We have hired two new full-time tenure track replacement position instructors. However, we are still in need of 3 additional full-time instructors.

2. Continue to fund and encourage staff to retrain and teach cutting edge computer applications and business theory.

2. Division members continue to take courses through Cerro Coso Community College, enabling them to teach on-line classes. We are currently offering three courses on-line. Two of our instructors (one full-time and on adjunct) have earned the M.O.U.S. Master Instructor Certificate. The campus is a Certified M.O.U.S. Testing Site because a member of the division started the process which was then

QUALITY OF STAFF

Planning Agenda Item

Description of Progress

passed to the Business and Community Education Center.

3. Monitor the Applied Math for Legal Careers classes.

3. Positive feedback has been received through student evaluations and increased enrollment.

4. Support the addition of new faculty to teach in the court interpreting program.

4. Adjunct faculty will be hired to teach advanced interpreting classes.

5. Add a permanent part-time or full-time Computer Instructional Technician position.

5. No progress has been made as there is no funding available. We have requested funding for the position but have not been granted permission to hire.

6. Increase the part-time secretary position to a full-time, 11-month position.

6. The increase in time for the position was not funded by the Superintendent/-President. As a result, the Division no longer processes Travel/Conference claims for the entire faculty; however, there is still more work than one person can do in 20 hours per week.

QUALITY OF SERVICE

Planning Agenda Item

Description of Progress

1. Hire in-class student tutors. This would allow class participants to receive more one-on-one interaction with a computer literate person.

1. We tried this during the Summer of 2002. However, the division needs further discussion on how to implement the process.

2. Provide more flexible "lab" hours for students who do not have access to resources outside of COS. Computer labs should be monitored by one or more Lab Aides who are knowledgeable in the various types of application software being used.

2. The Instructional Computer Technician continues to interview students to provide better coverage for the computer labs.

3. Continually upgrade hardware (every third year) and software (approximately every two years, or in accordance with industry standards) so our students will be marketable in the current employment environment.

3. All computer classrooms and the computer lab have adequate computers. We will request new computers on a three-year schedule.

All instructors requesting laptop computers with docking stations received one. However, due to reinterpretation of VTEA rules has eliminated the purchase of instructional equipment for faculty. Therefore, we will need to seek funding through other sources.

New versions of software programs will continue to be purchased and updated as they become available.

4. Develop working relationships with community leaders and organizations (including educational institutions) as well as industry liaisons.

4. The Paralegal Department is working with the Tulare County Superior Courts to create informational legal videos.

QUALITY OF SERVICE

Planning Agenda Item

Description of Progress

The Business Division and Paralegal Department will be holding joint Advisory Board Meetings.

Instructors are encouraged to attend high school career activities.

5. Encourage instructors to evaluate their teaching styles and participate in Flex activities and continuing education courses that will lead to improved presentation of classroom material.

5. Division meetings are held twice a month. One meeting is dedicated to general business and one meeting is reserved to address computer issues. There is an individual/team effort to continually improve. Instructors are encouraged to attend leadership conferences.

Through the evaluation process, positive feedback and critiques of in-class presentations are used to access teaching techniques. Instructors also participate in continuing education classes.

Two of our instructors have become M.O.U.S. Certified Master Instructors. The Staff Development Coordinator is a Business Division instructor and keeps the division apprized of Flex activities. Division instructors share committee information and participate regularly in Division meetings.

6. Increase student satisfaction level with instructor/student interaction and problem resolution to the 90 percentiles (under the staffing section, we have more specifically addressed the need for extra staff).

6. Completed. Monitor instructor office hours to make sure that they are convenient for the students. Division Chair will review student evaluations when self-evaluations are completed by instructors.

Preparations are in process to distribute Program Review Surveys each semester. Our first survey will be distributed in December 2002.

7. Continue to evaluate course offerings and course outline topics to ensure that we focus on the most critical information our students need to be successful.

7. Maintain contacts with local business owners and business educators. Review books and periodicals for current events and trends. Update course outlines and develop new courses to meet community needs.

Modifications are made to the syllabi according to student needs and course outlines.

Several instructors attended the MS Office XP seminar. Several instructors have been trained to use the Blackboard software.

Business Division

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item	Description of Progress
1. Increase student retention and success.	1. We believe progress is good, however no statistics are available at this time. We are in the process of creating a student survey to be administered to all Business Division students at mid-semester to provide this information. Our labs are open on Monday through Thursday from 8 am to 10 pm and Friday's from 8 am to 4 pm. We now have a regularly scheduled student worker to cover our Saturday labs from 10:30 am to 3:30 pm.
2. Continue to involve faculty in surveying the community, students, colleges, universities and private sector partners.	2. Continue with advisory boards, student evaluations, consultation with CSUF and conferences. Continue to work on developing feedback strategies.

All division instructors and staff participate in Tech Prep Expo. Several instructors attend high schools career fairs. |
| 3. Continue to develop methods that will assist students in maintaining, reaching, and/or surpassing their educational goals. | 3. Continue to consult with peers on campus and with colleagues at other institutions in an effort to find more effective teaching/learning methods. Computer permits have been provided to all Business Division students.

Computer labs are open as much as possible and lab aides are available for the maximum number of hours possible.

Instructors have been making certificate information more readily available to students. Faculty members advise students about course offerings and educational goals. |
| 4. Expand and update Division website for both student communications and marketing purposes. | 4. Links to Blackboard have been established on the Division website. A student worker is being utilized to update the website. |
| 5. Investigate, design, and develop new courses to meet the changing needs of the community, technology, and transfer institutions in both traditional and non-traditional formats. | 5. Structured Programming, JAVA was offered during the Fall 2002.California School Accounting and Real Estate Property Management will be offered for the first time during the Spring 2003. JavaScript/XML will be offered for the first time in the Fall 2003.

Continue to consult with the community on specific needs. Additional staff is needed in order to expand course offerings.

On-line courses continue to be offered this semester.

Financing has been received from the California State Bar to assist in funding the new Court Interpreting Certificate Program. |

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

Description of Progress

Court Interpreter Certificate has been approved.

Business 112, Public Speaking for Business has been submitted to the Campus-wide Curriculum Committee.

6. Continued working relationship with CalWORKs to develop additional programs for Welfare Reform.

6. Attend Advisory Board meetings and assist where possible. Due to budget cutbacks, CalWORKS has cut down on the number of programs and students they are now working with on the campus.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Replace the cabling and switching hub in the computer rooms to deal with exposed wiring in 718.

2. Because of age and slow processing speed, computers in three of our classrooms (714, 717, 718) and the lab (712A) are out of date and need to be replaced. (Rooms 714 and 717 will be replaced over winter break 2000-2001.) Room 712A and Room 6 at the Hanford campus will also need replacements.

3. Place all equipment on a schedule for review and replacement as needed (i.e. printers, multimedia stations).

4. Replace tables with computer workstations in Rooms 717 and 718 and arrange as needed. This would allow us to add an additional row of computer stations to increase class enrollment.

5. With the age of the multimedia machines, the division needs to place them on a replacement schedule and also think about a multimedia workstation on a cart to be used as a back up when needed.

6. Additional office space and computer/printer. With anticipated expansion to the department, additional office space will be needed for new faculty as hired.

7. Work area for computer repairs and additional storage space for supplies.

8. Carpet for four lecture rooms (712A, 715A, 715B and 731) to lessen the noise.

Description of Progress

1. Completed

2. Computers for 712A have been ordered. Computers from CalWORKs 1 were moved to the Hanford Center.

3. The campus is looking for more efficient and economical options. The Business Division is waiting to see the end results before proceeding with our purchases.

4. Completed. Rooms 717 and 718 each have 30 workstations which face the front of the room. Room 719, which was not included on the original plan, has 31 new workstations. All computer classrooms now have two handicap accessible workstations.

5. The Division is developing a replacement schedule for all equipment. Our needs include one multi media projector to replace the projector in 714 as well as a portable work station

6. We no longer feel that we can give up classroom space for office space. This should be deleted from our goals.

7. This should be deleted from our goals.

8. Completed.

Business Division

FACILITIES/EQUIPMENT

Planning Agenda Item

9. Purchase instructor workstations for computer classrooms and furniture for faculty offices that are ergonomically fitted to the needs of the individual members.

Description of Progress

9. We have purchased instructor workstations for the computer classrooms. However, no furniture has been purchased for faculty offices.

OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Incorporate MOUS certification into our curriculum.

2. Develop a new student success class.

3. Develop course outlines and a certificate to meet the needs of the Welfare Reform Program. Hire an instructor to teach in this area so we can offer appropriate classes.

4. Add and update software at least every two years to traditional classes to meet the needs of the marketplace.

5. Plan strategies for meeting the new statutory requirements for paralegal compliance with Continuing Legal Education.

6. Incorporate Department of Real Estate Continuing Education courses in our curriculum.

7. Begin to offer the sequence of courses that are mandatory to obtain a real estate broker or salesperson license.

8. Update course outlines.

Description of Progress or Planned Action

1. One full-time and one adjunct instructor have completed the MOUS Master Instructor training. Course outlines are being reviewed to determine the best way to incorporate MOUS skills into computer application courses.

2. BUS 267, Career Management course outline has been completed and the course has been taught.

3. None. We are reassessing the need for a separate certificate for the Welfare Reform students given the reduction in State funding to the Welfare Reform program.

4. The latest versions of software programs will be purchased as they become available. The Division is currently teaching Office XP and Windows XP. Using VTEA funding, the number of Westlaw licenses have been increased from two to three and the Essential Forms software for the Paralegal program has been upgraded. VTEA funding has been received to purchase the latest version of PageMaker software for COMP 135 Desktop Publishing.

5. With limited instructors available in our Paralegal Department, it is very difficult to schedule classes for those individuals who are employed during the day. We continue to encourage our students to work with the Tulare County Bar Association for their continuing education.

6. The Division will continue to work with the Department of Real Estate to keep up-to-date on their requirements.

7. Real Estate 146, Property Management, is a new course that will be offered for the first time during the Spring 2003 semester. Real Estate offerings will be increased from one to three courses for Spring 2003.

8. These new or modified courses were approved by the

OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

Description of Progress or Planned Action

Curriculum Committee and are being offered this academic school year: ACCT 295 California School Accounting; COMP 108 Programming Concepts (JAVA); COMP 230 Java Script/XML; Real Estate 146 Property Management; COMP 6, Programming Fundamentals has been modified.

The following new or modified courses have been submitted to the Curriculum Committee for approval: BUS 112 Public Speaking for Business; BUS 155 E-Commerce; COMP 109 Advanced Applications Software; COMP 220 has been submitted for modification.

All computer certificates will be reviewed for relevance to current industry standards. Accounting and Business course outlines will be updated. A major for business transfer students will be submitted for approval.

9. Offer our students the option of taking online classes through Blackboard or equivalent service.

9. We are currently offering three courses online.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

Description of Progress or Planned Action

1. Computer Rooms 719 and 712A need to be redesigned to accommodate more computer stations and to be a safe environment for faculty and students.

1. Completed.

2. Replace computers in Rooms 718 and 719 to be able to run current industry standard software more efficiently and to be in compliance with the COS technology plan.

2. Completed.

3. New instructor workstations need to be installed in the classrooms (714, 717, 718, 719).

3. Completed.

4. Install wiring for a computer station in the back of each computer classroom as an option for instructor use to enhance presentations.

4. No progress due to lack of funding.

5. Purchase laptop computers and docking stations for instructors' offices and instructor work-stations in the classrooms (main campus and Hanford).

5. The purchase of lap top computers and docking stations for instructors' offices was completed. Docking stations for instructor work stations will be ordered and installed in Spring 2003. Funding will be provided through VTEA.

Business Division

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
6. Purchase replacement multimedia projector for 718.	6. Completed.
7. Continue to hold regularly scheduled meetings so faculty can exchange view points, concerns, ideas, etc.	7. Our division has meetings twice a month, one meeting is for general division business and one meeting is to address computer issues.
8. Faculty should continue to sit on committees to ensure we are kept abreast of campus-wide decisions and activities.	8. Division members are on several campus-wide committees.
9. Maintain three site licenses for Westlaw computer assisted research.	9. Completed. Using VTEA funding, the number of Westlaw licenses have been increased from two to three.
10. Offer Legal Careers Orientation Session.	10. We are currently offering orientation sessions.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
1. Identify students in each course to work as paid tutors for their fellow students. This needs to be done at the end of each semester to prepare for the next semester.	1. We will continue to encourage instructors to complete the Tutorial Referrals and return them to the Tutorial Center as soon as possible.
2. Computer software is available from textbook publishers which are essentially Study Guides for our texts. We have always ordered Study Guides through the college bookstore, now we can order these also for those students who prefer to study/review via their computer systems.	2. We are currently researching this possibility.
3. MOUS Certification availability through Contract Education office.	3. Completed.
4. Adding on-line classes will increase student flexibility and success.	4. We are currently offering three on-line courses. We will review the success and retention rate when the semester is completed.
5. Continue to maximize computer lab availability for all Business students.	5. All students enrolled in Business Division courses have been given computer permits.
6. LISTO, HSI, and ESL classes or programs should continue to be offered to students to increase retention and improve success.	6. On-going.
7. Ensure that General Business faculty keep current by encouraging them to attend seminars and keep up on current reading.	7. On-going
8. Provide student computer lab aides in the classroom	8. There were insufficient numbers of qualified Work

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

during instruction and lab time.

9. Offer start times for evening classes ranging from 5 to 7 o'clock to provide more options for students.

10. Add faculty offices at CW1 and CW2 facility to provide better student access to instructors.

11. Maintain updated legal office software.

12. Survey the legal community for input on the use of legal office computer software and purchase an appropriate package.

13. Investigate the continued needs for Nolo Press books in new subject matters.

Description of Progress or Planned Action

Experience students to cover our computer lab hour requirements. There were no in-class aides available. We are continuing the discussion of having classroom aides.

9. The division continues to work on adopting flexible scheduling. We are offering more options for our students by scheduling weekend classes, one-day-a-week classes, and short term classes in order to meet the needs of all our students.

10. Cannot complete at this time due to budget cuts being faced by the Welfare Reform programs.

11. Completed. Essential Forms software for the Paralegal program has been upgraded.

12. At each Paralegal Advisory Board meeting, input is requested from members.

13. On-going

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Make computer access available (account names and passes) to all enrolled Business students.

2. Computer classrooms 719 and 712A need to redesigned to accommodate more computer stations and to be a safe environment for faculty and students.

3. Room 718 needs immediate attention due to safety hazard due to exposed cabling.

4. Purchase and install CAT 5e cabling in 700 Building, downstairs (except 718 which has already been competed).

5. Replace computers in Rooms 718 and 719 to be able to run current industry standard software more efficiently and to be in compliance with the COS technology plan.

6. New instructor stations need to be installed in the classrooms (714, 717, 718, 719).

7. Wire for a computer station in the back of each

Description of Progress or Planned Action

1. Completed

2. Completed

3. Completed

4. Completed

5. Completed

6. Completed

7. This has not been done due to a lack of funding.

Business Division

Planning Agenda Item	Description of Progress or Planned Action
classroom for optional instructor use to enhance presentations.	
8. Purchase laptops and docking stations for instructor's offices and teacher's stations in the classroom (main campus and Hanford).	8. Laptops and docking stations for instructor offices have been acquired and installed. Docking stations for instructor stations have been funded by VTEA and will be installed in Spring 2003.
9. Encourage more accessibility to computers and the World Wide Web for General Business Students: seek Lab Usage permits for these students.	9. Completed
10. Given the age and speed of the computers in 718 and 719 and the lab (712A), they are out of date and need to be replaced every third year. (Rooms 714 and 717 will be replaced over winter break 2000-2001.) Room 6 at the Hanford Campus will also need replacements.	10. Completed except for Room 712A, which will be completed in Spring 2003. Computers from CalWORKS 1 were sent to the Hanford campus.
11. Place all equipment on a schedule for review and replacement as needed (i.e. printers, multimedia stations).	11. Lab Technician will develop a replacement schedule.
12. With the age of the multimedia machines, the division needs to place them on a replacement schedule (every third year) and also purchase a multimedia workstation cart to be used as back up when needed.	12. Due to scheduling conflicts, many of our classes are not able to meet in Business Division rooms. Therefore, we need a portable multi media work station for our instructors to use in other classrooms across campus. The Division is developing a replacement schedule for all equipment. Our needs include one multi media projector to replace the projector in 714 as well as a portable workstation.
13. Carpet the four lecture rooms (712B, 715A, 715B, and 731) and computer lab (712A) to lessen the noise.	13. Completed
14. Maintain and improve Family Support Officer Training certificate with the new state organization administering family support services in Kings and Tulare Counties.	14. This certificate is being deleted from our offerings.
15. Encourage volunteer Paralegal and Legal Career work experience for students in the profit and nonprofit legal environments.	15. On-going
16. Attend and support high school career fairs.	16. On-going
17. Make computer access available to all enrolled Business Division students.	17. Completed
18. Review software applicable to Real Estate Program. Acquire software if it would strengthen the Program.	18. No Progress

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	**Description of Progress or Planned Action**
19. New instructor stations need to be installed in the lecture classrooms (712A, 715A, 715B, 731).	19. When the computers are replaced in 712A, any computer capable of handling Windows and Office XP will be moved to the lecture classrooms. However, we will still need to purchase the workstations.
20. Purchase and install new server.	20. Server was purchased and installed Fall 2002. All lecture classrooms (712B, 715A, 715B and 731) are still connected to the old server and cannot be changed until the computers for Room 712A are received and installed and the older but serviceable computers in the lab can be moved into the lecture classrooms.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	**Description of Progress or Planned Action**
1. Request an appropriate level of funding for computer hardware, software and resource needs.	1. All technology based equipment must be funded through the Technology Committee. Will continue to request as needed.
2. Remodel division office to provide better workflow.	2. Facilities Office has measured and recommended changes. Quotes received from vendor for new layout.

Consumer Family Studies Division

CENTRALITY OF MISSION

Planning Agenda Item

1. Continued review and update of curriculum to meet changing student and industry needs, and to keep up with changes in theory and practice.

2. Investigating the development of a vocational math competency course in the Division - probably in nutrition.

3. Continued involvement with community liaisons to assess needs, promote positive communication and provide training where needed.

4. Increasing the use of technology in the various Consumer Family Studies disciplines.

Description of Progress

1. As CFS staff, we are involved with many community groups, and thus become aware of the changing needs of students and industry, enabling us to adapt our curriculum to fit those needs.

2. No longer viewed as a priority. No progress to date.

3. Ongoing. The CFS staff continues to serve on many advisory committees throughout the community.

4. This lab is now open and operating with lab assistants on a daily basis.

QUALITY OF STAFF

Planning Agenda Item

1. Hire sufficient numbers of full time faculty in Child Development and Food/Nutrition.

2. Hire full time credentialed Early Childhood Educators at the COS Child Development Center to provide support and knowledge of serving children with special needs and to provide optimal modeling for laboratory students.

3. Maintain faculty representation on community committees. The CFS staff continues to be involved with community agencies and committees.

Description of Progress

1. The Child Development Department continues to serve many students with a minimum number of full-time instructors compared to a large number of adjunct staff. One new full time instructor was hired in the Fall of 2000. Two new fulltime faculty started on Fall 2002

2. Two full time teachers were added to the Child Development Staff in Fall 2000. Four full-time head teachers are now in place at the Child Development Center, thus providing the expertise needed for our lab students.

3. Fall 2002, Community agencies include: Early Start Coordinating Council, Parenting Network Board, CEITAN (center for early intervention through West ED-- Sacramento); Community College Personnel Preparation Project; CEITAN: Advisor/Mentor for "All Of Us Together" Project which mentors early intervention multidisciplinary teams; ACEI (association for the education of young children international) Publications Committee; Tulare Co Work Force Investment Board, WIA; COS Foundation Board of Directors; Tulare Co Child Care Planning Committee for Quality Development Committee for Quality Childcare in Tulare Co, Local Planning Council: Soroptimist

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QUALITY OF STAFF

Planning Agenda Item

4. Develop policy regarding grant funded projects and work in relationship to faculty workload, release time, conference days and securing substitute instructors to promote continued faculty participation in outside projects for the benefit of the program.

5. Hire sufficient number of Instructional Aides for optimal program support.

6. Expand kitchen staff at the Child Development Center to provide full time knowledgeable kitchen "coordinator" to run the federal Child Care Food Program accurately and efficiently.

7. Increase secretary/receptionist at the Child Development Center to a full time to provide safety and security for the center.

Description of Progress

4. Policy has been implemented at the CFS in Fall 2001

5. There continues to be a need for this kind of support in our department as the number of students we serve continues to increase.

6. This position has assured that the food program is operating in compliance with the State guidelines. Fall 2002: Program is running well and in compliance with State regs.

7. This position insures safety and security needed at the front desk at the Child Development Center.

QUALITY OF SERVICE

Planning Agenda Item

1. Develop methodology for tracking employment rates of students successfully completing Consumer Family Studies programs.

2. Continue to track enrollment trends and certificates awarded from each Consumer Family Studies Division.

3. Increase Fashion Design outreach to High Schools through offering summer school classes.

4. Increase Fashion Design awareness on campus by providing fashion shows to promote student achievements.

5. Continue to expand technology applications in the classroom.

6. Provide more variety of Food Service certificate classes to students, who will be able to complete the certificate in a timely manner.

7. Incorporate new and appropriate childcare philosophies

Description of Progress

1. Fall 2001, the need is still there. No tracking program has been started, no staff available to run, Fall 2002

2. Enrollment trends are always a consideration in developing the class schedules.

3. Fashion Courses in design and merchandising have been rewritten and changed. New certificates are being submitted to curriculum Fall 2002.

4. No longer a feasible concept due to time in planning, Fall 2002.

5. Many of our instructors use Power Point in their classroom presentations. All of us have incorporated Internet assignments in our syllabi. All classrooms have computer capability.

6. In progress.

7. Continuity of Care was implemented, Spring of 2001. Early

QUALITY OF SERVICE

Planning Agenda Item

at the Child Development Center.

8. Bring Child Development Center in compliance with the federal Child Care Food Program.

9. Establish teacher/parent comment sheet for the Child Development Center.

10. Establish parent advisory groups at Child Development Center.

Description of Progress

Literacy is now being implemented.

8. Recommendations and modifications have been completed Fall 2001.

9. Forms are available and are presently being used in the classrooms.

10. This will be a Child Development and a CDC combined meeting, because of the close association of the department and the center.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Explore new ways to communicate with students, the college and the community, such as E-mail and Web page.

2. Develop improved methods to record and to evaluate data regarding student needs for classes.

3. Encourage and recruit students to apply for certificates in Food/Nutrition and Fashion.

4. Assess the community need for additional courses and certificates for school age and infant care, including a lab site for each age group.

5. Develop useful waiting list data for classes and for childcare at the Child Development Center.

Description of Progress

1. The students have ready access to the Web page as well as to their instructors. Instructors are using Blackboard for Nutrition courses, Fall 2002.

2. Evaluation tools that we are now using are: Small Group Instructional Feedback Computerized student evaluation form Fall 2002, several instructors used SGIF during their evaluations over the past year with excellent results

3. Curriculum in these areas is being evaluated and revised at the present time. Both areas are involved with High School thru their advisory boards which meet 2 times/year, Fall 2002.

4. The mentor program continues. New mentors as well as new sites are being identified on a regular basis. No progress on School Age lab, Fall 2002.

5. These both are necessary components to our programs.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. The hiring of a tenure track CD instructor in Spring of 2000 will necessitate a minor remodel of our 504-office area. We will need to enclose the back section to create another double office. This will house the current part time Foster Parent and Independent Living Grant

Description of Progress

1. In progress. Fall 2002, remodeling has been completed.

FACILITIES/EQUIPMENT

Planning Agenda Item	**Description of Progress**
Coordinator as well as the new instructor.	
2. We will need more office space, in the future, as more full time instructors are hired.	2. Continues to be a real problem. Fall 2002, no office space left for fulltime staff.
3. We have also requested a full-time special needs staff member for the CDC, who also needs office space.	3. NA
4. We will continue to monitor the use of our clothing construction classroom/lab. If enrollment in clothing construction drops to unreasonable levels, we may consider modifying room 503 into a general use classroom. This would mean replacing the cutting tables, drafting chairs and sewing tables with standard tables and chairs.	4. NA
5. A portion of the former clothing lab might also be remodeled to provide additional office space.	5. NA
6. The computer lab at the back of room 501 is currently used when classes are not being taught. This is becoming less frequent, and our students are coming into our classes with more computer experience and access to computers at home and in other areas on campus. We may eliminate the computer lab and use the classroom for afternoon and evening instruction in the near future.	6. NA
7. To alleviate the congestion and provide greater access for the handicapped students, we are considering replacing the student's desks in rooms 500 and 512 with conference type tables (24"X 72") and chairs.	7. NA
8. Increase the Internet access available to staff, including teachers, at the CDC by installing Internet access in the Staff and conference rooms.	8. We will continue to make these connections as the need is there and the funds are available.
9. Remodel the cabinets on the west wall in the foods lab, room 507. We would remove half of the cabinets and create pockets for stools to be used at the counter.	9. No change has been made, Fall 2002
10. Install closed circuit cameras in the CDC classrooms. The children's classroom would be transmitted to television in COS classrooms. This would facilitate observations, allow more students to observe, and at the same time, reduce the number of adults/students in the CDC classrooms, which was strongly recommended by the validation team.	10. In progress and should be available in the Spring of 2002. Installation is complete. Developed a filming policy and have full compliance with staff, families and students. In-service training needs fro CD staff and filming should take place in Spring 2003. Last piece of equipment to be purchased, Fall 2002.
11. The validation team suggested cleaning up the storage	11. All concerns have been addressed and resolved.

FACILITIES/EQUIPMENT

Planning Agenda Item

of the Interior Design materials stored on the shelving around the 501 classrooms.

12. Child Development 39 and Nutrition 18 are being taught in a large class format in room 350.The room is currently undergoing remodeling. The Validation team recommended cabinets for equipment. The current situation was seen as unsafe, which could lead to injury because of loose cords etc. The thermostat in room 350 also seems to be functioning poorly. It was also recommended that the lighting in room 350 be increased.

13. The Validation team recommended purchasing more hardbound children's books for the CDC classrooms. They also recommended a new laminating machine, based on interviews with staff.

14. The validation team recommended additional phone lines for the CDC and the CFS division office. The phone lines at the CDC will increase the communication between parents and staff, and provide increase Internet access. The phone lines in the CFS Division will be needed for the new instructor and to accommodate the Fax machine.

Description of Progress

12. NA

13. Books were purchased in June 2001

14. NA

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Complete the NAEYC accreditation process and receive accreditation for the CDC.

Description of Progress or Planned Action

1. Accreditation process is underway and ongoing. Positive changes are being made to the CDC environment. Several weak areas were identify in the self study prior to application,
   - The science equipment, large motor skills toys, quiet/soft areas, multicultural and outdoor environments need upgrading.
   - Curriculum will need to be changed significantly to accommodate the diverse needs of the ethnic groups we serve.
   - Additional emphasis will be placed on transitions and group time.
   - Decrease group size and develop a well planned curriculum

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OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

Description of Progress or Planned Action

for outdoor, including dramatic play, more manipulatives and better variety of large motor skill toys.

- Increase emphasis on sensitivity to ethnic groups at the CDC and add ethnic clothing, cooking equipment and visual representing various ethnic groups.
- Develop clearly define learning centers focused on science and space to use alone or during quiet time.
- After the CDC is granted NAEYC accreditations, we will receive a $5,000 grant to make improvements.
- Mandatory staff training will be required by the grant, which will result in overtime. Presently training is being covered by comp time.

Progress to date
- Phase one has been completed which includes, the self study, complete classroom evaluations.
- Step 2 includes parent and teacher surveys.
- Staff will be trained and work thru a 3 part series of CD via the Internet and complete several prescribed activities online. Internet access and capability is necessary for this final step in accreditation process.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

Description of Progress or Planned Action

1. Milli Owens 2001-2002 sabbatical suggested that employment and community needs could still be meet if complete Food Service certificate programs were not offered every year.

1. Adjust the Food Service certificate course offerings to allow all required courses to be offered on an every-other-year basis. A plan has been made to offer all required courses during the 2003-2004 academic year.

2. Improve articulation of theory taught in CD classroom with the lab practice at CDC.

2. Meet with Staff at CDC regularly, provide in-service workshops for CDC staff, encourage CDC staff to upgrade skills with classes in CD program at COS.

3. Develop new course for CD orientation, Introduction to Child Development, to improve student success and retention.

3. Research what other college have in place, outline ideas and objectives for course, met to develop course outline, schedule class, include in CD certificate requirements.

Counseling – Human Development Courses

CENTRALITY OF MISSION

Planning Agenda Item

1. Increase Human Development courses and make more course offerings available to the general student population.

2. Increase partnerships with the feeder high schools by offering an Academic Bridge connected with COS.

Description of Progress

1. With the addition of a new HDEV 240, Winning at Math, class we hope to improve student success. For the 2002-2003 academic year there are 39 sections of HDEV courses available to the general population and Academic Bridge program. Thirty-six sections are taught by adjunct faculty.

2. Through the expansion of the Academic Bridge Program a coordinated system has been developed. The COS Tech - Prep Coordinator has been appointed as the lead contact.

QUALITY OF STAFF

Planning Agenda Item

1. Increasing the counseling faculty and adding at least one Human Development instructor would improve the quality of the Human Development courses by better serving the needs of the general student population.

Description of Progress

1. The State recommended ratio for full-time faculty to adjunct faculty is 75% to 25%. Our current ratio for Human Development courses is 8%FT to 92% PT.

QUALITY OF SERVICE

Planning Agenda Item

1. Continue to explore the development of new HDEV courses.

Description of Progress

1. An observation and concern of the validation team was the lack of HDEV courses for the general population and our satellite campuses.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. If Human Development and Extended Orientation courses were provided to the under prepared students, COS would need to hire 22 full time Counselor/Instructors.

Description of Progress

1. For the 2001-2002 school year nearly 13% of the student population was on academic probation. This is true for both semesters (F01- 1376, SP02- 1280). If we were to include those on academic dismissal, progress probation or progress dismissal the need would be even greater.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Request through the appropriate processes a facility (one or more classrooms) for the Human Development Courses and the orientations.

Description of Progress

1. Excellent. The assignment of a classroom has solved many scheduling concerns and allows for the classroom facility to be involved in the teaching of the course. i.e. poster, decorations, etc. However, one room is not sufficient to hold all HDEV course offerings. Also, with the inclusion of the HDEV 240 in the paraprofessional certificate the immediate need for additional classroom space is paramount.

CENTRALITY OF MISSION

Planning Agenda Item

1. NA

Description of Progress

1.

QUALITY OF STAFF

Planning Agenda Item

1. Additional FT Theater Arts instructor
2. Hire Art lab assistant
3. Hire a public relations officer

Description of Progress

1. On-going; requested in previous self-studies.
2. On-going; requested in previous self-studies
3. On-going; requested in previous self-studies

QUALITY OF SERVICE

Planning Agenda Item

1. NA

Description of Progress

1.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. NA

Description of Progress

1.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Funding needed to finish the second stage of the music building.
2. Expand facilities for Photography classes at the Hanford Center.
3. Replace/repair old or unusable equipment.

Description of Progress

1. * Note: completed August 2002
2. On-going request; contingent
3. Ongoing; submission of base budget request; need to develop replacement plan for equipment.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	**Description of Progress or Planned Action**
1. Hire full-time Commercial Music Instructor.	1. Request growth position
2. Hire full-time Speech Instructor	2. Request growth position
3. Hire full-time Art Instructor	3. Request growth position

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	**Description of Progress or Planned Action**
1. Completion of Midi lab equipment for the Commercial Music program.	1. *Note: Foundation has approved approximately$13,500,00 for completion of the Midi lab in August of 2002
2. Repair/replace Theater seats.	2. Requested in previous self-studies - no progress as of August 2002
3. Remodel Theater lobby/box office.	3. Requested in previous self-studies - no progress as of August 2002
4. Theater needs annual base budget to repair/replace equipment.	4. On-going - no progress as of August 2002
5. Music needs annual base budget to repair/replace equipment.	5. On-going - no progress as of August 2002
6. Art needs annual base budget to repair/replace equipment.	6. On-going - no progress as of August 2002
7. Speech needs a camcorder to utilize in its' classes.	7. *Note - funded in May of 2002 out of Speech department funds.
8. Funding needed to supply considerable Art equipment needs.	8. On-going - did receive item #1 through division and art foundation funds. Otherwise, no progress as of August 2002.
9. Theater is requesting a washer/dryer.	9. On-going - no progress as of August 2002.

Industry and Technology Division

CENTRALITY OF MISSION

Planning Agenda Item

1. The I&T Division will continue to look at ways to better use current facilities and find new venues where programs can thrive.
2. The I&T Division will continue to search for different funding sources to fund equipment needs.
3. The I&T Division will continue to advocate for an efficient and equitable process distributing technology resources.
4. Each department in the division will review and revise its curricula; upgrade content; and increase the number of repeatable courses.

Description of Progress

1. Discussion has been started with the TCOVE and COS for use of the South Mooney Blvd. TCOVE facilities for us by the AG and I & T Programs.
2. PFE and State VATEA grants have been unsuccessful.
3. Discussions have been initiated with COS's new VP of Administrative Services and Interim Dean of Vocational Programs to address these issues.
4. All departments are currently reviewing and revising courses which have not been reviewed within the last five years.

QUALITY OF STAFF

Planning Agenda Item

1. The I & T Division will improve it's survey instruments and survey process to gain more exacting feedback from staff, advisory committees and students.
2. All I & T Division members will be involved in the Self Study process.
3. More I & T staff involved in professional growth opportunities both on and off campus.
4. The I & T Division will encourage it's staff to pursue higher education.
5. The I & T Division will have greater staff participation in on campus committees, organizations and events.
6. Increase participation in off-campus professional organizations.

Description of Progress

1. No progress at this time.

2. No progress at this time.

3. No progress at this time.

4. Mike Chicconi is continuing his pursuit of a B.S. from CSUF. (all but done)
5. Almost all full-time staff members are members of an on campus committee and several are involved in student organizations.
6. No increase at this time.

QUALITY OF SERVICE

Planning Agenda Item

1. The I & T Division will seek funding sources necessary to expand and upgrade facilities, equipment/technology and teaching staff.
2. The I & T Division will develop stronger ties with the

Description of Progress

1. Currently exploring grant opportunities. The Academic Dean is helping the I & T Division with this effort.

2. The I & T staff continues to work more closely with their

QUALITY OF SERVICE

Planning Agenda Item	**Description of Progress**
industries and communities it serves.	advisory committees and industry connections.
3. The I & T Division will develop stronger ties with it's feeder school trade programs, counseling services and administrations.	3. The I & T staff continues to make numerous visitations to district high school job career fairs, college nights and classroom visitations. This year has had several opportunities already and will have more. The number of outreach opportunities is increasing each year.
4. The I & T Division will expand it's curricula base on industry demand.	4. See Item 4 under Centrality of Mission.
5. The I & T Division will provide instructors opportunities for developing pedagogical skills.	5. No significant progress at this time.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item	**Description of Progress**
1. The I & T Division will create a Web presence for the Division.	1. Should be online by Spring '03.
2. The I & T Division will continue to seek finances for upgrading, repairing, maintaining and replacing equipment and computers.	2. No progress at this time.
3. The I & T Division will review course, degree and certificate curriculum to insure currency, potency and applicability to changing conditions in industry.	3. Each Certificate/Degree program is reviewed and updated annually. Also, see item 4 under Centrality of Mission.
4. The I & T Division will actively recruit students through career fairs, brochures, advertising, open houses, campus visitations and activities and contact industry.	4. As noted before the high school contacts have expanded. Division brochures and posters have been designed by our Graphic Design students and are updated annually, reproduced and distributed to our feeder high schools and industrial contacts. The annual Joint Advisory Committee dinner/meeting has been held this year and was expanded to include more advisors, COS board members and administrators. The High School Student/Teacher/Counselor Open House and BBQ will be held in the spring of '02 and will be expanded to include all interested students, parents, teachers, counselors and administrators.
5. The I&T Division will encourage it's staff to attend training for teachers, join professional organizations, be involved in the community, articulate programs in high	5. There is little progress to report at this time.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item   **Description of Progress**

schools, and colleges, create non-traditional courses, improve contact with industry and respective advisory committees and become more involved in on-campus activities and committee work.

6. The I & T Division will seek funding for new facilities for division.

6. No progress at this time.

FACILITIES/EQUIPMENT

Planning Agenda Item   **Description of Progress**

1. New equipment/technology.

1. Ongoing.

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*"Architectural instructor, **Rolando Gonzales** and his students take home first place in an international design competition conducted by the Southern California Edison Company, 2nd place at this year's Design Competition at Cal Poly, BEST CONCEPT at 2003 Cal Poly Design Village Competition, and the COS Architectural Program has also been recognized by the California Community Colleges Association - CCCAOE as the recipient of the Outstanding Program Award, 2003."*

CENTRALITY OF MISSION

Planning Agenda Item	**Description of Progress**
1. The Math/Engineering Division will submit a course outline for a 0-Credit course that will take the place of our current Math Tutorial Lab.	1. This course has been submitted to the Curriculum Committee. It is still pending approval, and has already been discussed in the committee twice. Some administrators expressed concerns with our course outline during these discussions. The progress could have been expedited if these concerns were raised prior to the submission of this outline. We received no feedback on our outlines between the date we turned in our proposal and request for feedback (May 2002) and the date that we actually submitted the outline to the Curriculum Committee for approval (October 2002). This is despite several requests for meetings on this plan and outline.
2. The Math/Engineering Division will work with administration, and other programs that provide tutorial services, to develop a plan for the location of our "new Math Lab."	2. Our division asked for feedback on our proposal when it was submitted in May. We have had no discussions on the implementation of the Math Lab with the appropriate administrators. On several occasions we were told "We really need to set up a meeting on the Math Lab," but such a meeting never occurred. We do hope to have these discussions in the future, and that they will be productive.
3. The Math/Engineering Division will develop a formal process for the review of the recruitment of new engineering students.	3. Communication has been strong. The process will be in place during Spring 2003, and will be used to evaluate our recruitment for the Fall 2003 semester.
4. The Math/Engineering Division will examine its mission statement on an annual basis and will update it when appropriate.	4. We did not update our mission statement. We will examine it further in Spring 2003.

QUALITY OF STAFF

Planning Agenda Item	**Description of Progress**
1. The Math/Engineering Division will hold monthly formal discussions on what we are doing in our individual classes.	1. These discussions were held beginning in Fall 2002, and will continue in Spring 2003.
2. The Math/Engineering Division will seek out experts in the field of education for advice on how to improve our teaching.	2. Many division members attended conferences that focused on mathematics education at the two-year college level. We have not yet had an invited guest come to our college to speak with us, but are still interested in this.
3. Should a full-time position be opened, the Math/Engineering Division will re-examine our interview	3. There has not been a full-time opening in our division. We have had informal discussions in division meetings focusing

QUALITY OF STAFF

Planning Agenda Item

process.

4. The Math/Engineering Division will continue to request a full-time tenure track math instructor position at the Hanford Center.

Description of Progress

on this item.

4. We have again requested this position.

QUALITY OF SERVICE

Planning Agenda Item

1. We will submit a course outline for a 0-Credit course that will be a co-requisite for our developmental classes.

2. We will continue to expand our offerings in alternative scheduling.

3. We will continue to offer new curriculum consistent with transfer requirements.

4. We will continue to hold semi-annual meetings with the feeder K-12 schools to try to increase communication and improve articulation.

Description of Progress

1. This course has been submitted to the Curriculum Committee. See item 1 under "Centrality of Mission" for a complete description of progress.

2. We began offering online sections of Math 200 and Math 230 in Fall 2002.

3. Engineering will be offered for the first time in Spring 2003. There have been no new courses developed in Math besides Math 400.

4. A meeting was held in Fall 2002 in Tulare, and a meeting has also been scheduled for Spring 2003.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. The Math/Engineering Division will attempt to lower waiting list sizes and meet student demand by increasing success rates. We will submit a course outline for a 0-Credit course to replace our current Math Tutorial Lab.

2. The Math/Engineering Division will seek ways to improve instruction through staff development.

3. The Math/Engineering Division will work to increase the number of adjunct faculty through recruitment.

Description of Progress

1. The course outline for Math 400 has been submitted. Other efforts within our classes have increased the success rate division-wide (48%) for Spring 2002.

2. Many division members attended conferences that focused on mathematics education at the two-year college level. We have not yet had an invited guest come to our college to speak with us, but are still interested in this. We have also focused on improving from within - sharing strategies and techniques for success.

3. We did add one new adjunct, but at the same time lost one for Spring 2003 and have already been told that we will lose another for Fall 2003. There have been some

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

Description of Progress

recent prospects that we have been in touch with. We have also drafted a list of courses that applicants with a Master's in Education from Fresno Pacific could take to meet equivalency.

4. The Math/Engineering Division will continue to develop professional relationships with students who show potential as math instructors.

4. We have encouraged students who are tutors in our Math Lab who show promise to pursue a career in teaching mathematics.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. If the number of classrooms available on campus should increase, the Math/Engineering Division will request additional classrooms and additional faculty so that we may better meet student demand.

2. The Math/Engineering Division will propose the continuation of the Math Tutorial Lab through the creation of a 0-credit class that will be a co-requisite to our developmental level math classes. If this new course is approved, we will need a commitment from the college that they will find a place to put the lab. The Division will need to work closely with administration, and other existing programs that provide tutorial services, to pursue a facilities solution that will be workable for the college and beneficial for our students.

3. The Math/Engineering Division will attempt to make it easier for all instructors to more fully incorporate our computer labs and graphing calculators into their courses.

4. The Math/Engineering Division will work with the Science Division and Computer Services to gain full printing capabilities for all computers in room 7.

5. The Math/Engineering Division will pursue faculty office space for all our full-time faculty.

Description of Progress

1. Under current financial conditions we know that this is not an option, but we continue to hold it as a long-range goal.

2. The course outline has been submitted, and we are hoping that the appropriate discussions are held after the outline is approved by the Curriculum Committee. See items 1 and 2 under "Centrality of Mission."

3. Division discussions have been held in this area in Fall 2002, and will continue in Spring 2003. We are resubmitting an above base budget request for graphing calculators that can be used in Statistics, as well as in other courses.

4. This has been completed.

5. All math full-time faculty have an office, including two instructors who were displaced by the retrofit of the Administration building.

Nursing and Health Science Division

CENTRALITY OF MISSION

Planning Agenda Item

1. Develop statistical information regarding the number of students who progress from our entry-level health care programs (EMT, Nursing Assistant) to more advanced education in the health care field.
   a. Continue to promote health ladder concept.

Description of Progress

1. Statistical data collection:
   This is still in progress toward completion. As information is compiled, new questions are presented that identify additional data that is needed.
   LVN to RN program progress:
   a. 1st class of Porterville extension will graduate December 2002 (Job site educ. format)
   b. 1st group of students to take the new LVN to RN transition class was summer 2002. This class will also be offered Spring and Summer 2003. Also the new RN program will benefit the transition of LVN to RN students. Use of non-traditional hours and days is also being implemented to ease the student's pursuit of the advanced degree (flexible programming).
   Grants:
   California Endowment Grant
   $383,000 over 3 years
   identify pre-nursing students and provide: mentors, counseling, learning communities, on-going communication with Nursing Division, support services for RN program students, partnerships with LVN Program schools
   ADN Growth Grant
   Funding for additional students
   10 LVN to RN students - Jan 02
   10 generic RN students - Jan 02
   10 LVN to RN student - Jan 03
   Tutors, books, supplies
   Faculty enrichment
   Partnership:
   Medical Lab Tech partnerships between COS, Hartnell College, and COS District Hospitals, anticipated to be gin Fall 03.

QUALITY OF STAFF

Planning Agenda Item

1. Hire a consultant to work with the faculty in evaluation of current nursing 9RN) curriculum and planning for curriculum revision, as directed by BRN.
2. Continue with faculty training and workshops for curriculum revision in order to fully implement a revised curriculum in a timely manner.
3. Increase clerical staff as we continue to add programs and classes. There is a need for training in the use of spreadsheets and databases in order to provide accurate records and reports for grants, etc.

Description of Progress

1. Meeting the needs of curriculum revision is ongoing. Fall 02 23 will have a consultant guided workshop on test construction (AND Growth Grant supported.)
2. Test construction Consultant November 8th paid by ADN Growth Grant.
3. The CA Endowment Grant includes clerical support to assure required documentation and goal attainment of that grant.

QUALITY OF SERVICE

Planning Agenda Item

1. Need for expansion of our LVN to RN Program to meet community needs; active recruitment and a better fine-tuning of the program need to be included.

Description of Progress

1. An expanded LVN to RN program will begin Spring 02 with classes offered on separate schedule (from generic program), to facilitate the unique needs of these students. This will include a compressed schedule (fast tract) for program completion (utilizing summer schedule).

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Further increase recruitment efforts.
   a. Younger age groups
   b. Male
   c. Overcome media depiction of RN.
2. Further develop LVN transition process.
   a. Revise NURS 122
   b. Include formalizing socialization orientation
   c. Pre-admit test = increase success

3. Institute goals of PFE Grant for LVN to RN.
   a. Establish coordinator
   b. Clinical instructor

Description of Progress

1. Pilot of additional 10 students Spring 02.
   Link on our web site to Johnson and Johnson's positive ads encouraging Nursing as a career.

2. a. NURS 160 Transition Course offered Summer 02, and will be offered Spring and Summer 03.New Curriculum changes for the RN Program will also aid the LVN to RN transition process.
   b. Socialization/orientation meeting December 01 successful. Liaison available to assist student transition.
3. Ongoing. New dynamic Liaison

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item	Description of Progress
c. Purchase books	
d. Market and recruit	
4. Add community needed career prep courses.	4. Pharmacy Tech Program 1st class will graduate Dec 02, and a new class will start Jan 03. Medical Lab Tech Program partnership between COS, Hartnell College, and COS District Hospitals, anticipated to begin Fall 03.
5. Investigate Nursing Assistant acute care component.	5. No further action determined necessary at this time, area hospitals are going to offer the classes.
6. Meet with COS Science Division and with an American Pharmaceutical Association rep to explore a Pharmacy technician program.	6. This program has been successful as well as popular (long waiting list with 1st class registration). 19 students will be graduating Dec 02 (1st class). The 2nd class will begin Jan 03. Excellent support from area pharmacies.
7. Refine process and ease of articulation/transfer for graduates of RN Program to CSU. a. Pursue Helene Fuld Grant.	7. Graduation of 5 students from CSUB (distance ed. To COS) Spring 02. a. Helene Fuld no longer offers grants for nursing students.
8. Increase retention and success of RN students by completing in-depth review of total curriculum. a. Consider increasing numbers of basic RN students.	8. Total curriculum evaluation is ongoing. a. Repeat pilot of additional 10 students for basic RN Program Spring 02.
9. Explore establishing a Laboratory Tech. Program	9. Further evaluation by Nursing and Health Science Division only if further need identified.

FACILITIES/EQUIPMENT

Planning Agenda Item	Description of Progress
1. Increase the size of the nursing skills lab (BRN Accreditation Recommendation) and acquire a fourth classroom.	1. Anticipated date of completion of the Skill Lab remodel is Jan 03.
2. Upgrade old equipment, as funds are available.	2. Some equipment needs still have not been met, these will be addressed under the "optional" portion of this report.

OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
1. We are in the completion phase of the RN program curriculum revision.	1. The new RN Program curriculum was approved by both the California BRN (with compliments) and the COS Curriculum

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OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

Description of Progress or Planned Action

Committee. Implementation began with the 1st semester class NURS 161 (Maintaining Optimal Wellness) Fall 02, and will continue with:

   a. NURS 162 (Promoting Optimal Wellness) - Spring 03

   b. NURS 163 (Promote and Restore Wellness 1) and NURS 165 (Promote and Restore Wellness 3) - Fall 03

   c. NURS 164 Promote and Restore Wellness 2) and NURS 166 (Leadership and Management) - Spring 04

We expect both a BRN and Division evaluation of the new curriculum following full implementation.

2. A new division mission statement.

2. A new mission statement was developed by the Nursing and Health Science Division that includes "remaining fully accredited by the California Board of Registered Nursing" thereby assuring continuous ongoing full program evaluation, maintaining our obligation to the student and the community consumer, and remaining current with nursing standards and practice.

The new Nursing and Health Science Division Mission statement was approved at the 10/04/01 division meeting. See attachment for complete mission statement.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

Description of Progress or Planned Action

1. Leadership: November 1999 BRN recommendation: Increase amount of release time of Director allocated for the RN pre-licensure program.

1. The Nursing and Health Science Division has experienced a great deal of transition in leadership over the past few years.

We now have stable leadership with the permanent appointment of Cindy DeLain to the Director position beginning 2001-2002. She has demonstrated strong, proactive, and visionary leadership.

2. Faculty transition

2. We are realizing the need to place a "hold" on any vacant (eg. retirement) faculty positions due to the very high community demand for additional RN's. We are exploring all possible avenues of program

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OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

Description of Progress or Planned Action

expansion, all which would increase the needed number of faculty positions (from what was 1st anticipated with the new curriculum).

3. Classified Support

3. Request was denied. This is an ongoing need.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

Description of Progress or Planned Action

1. New RN Program Curriculum

1. The new RN Program curriculum was approved by both the California BRN (with compliments) and the COS Curriculum Committee. Implementation began with the 1st semester class NURS 161 (Maintaining Optimal Wellness) Fall 02, and will continue with:
    a. NURS 162 (Promoting Optimal Wellness) - Spring 03
    b. NURS 163 (Promote and Restore Wellness 1) and NURS 165 (Promote and Restore Wellness 3) - Fall 03
    c. NURS 164 Promote and Restore Wellness 2) and NURS 166 (Leadership and Management) - Spring 04
    We expect both a BRN and Division evaluation of the new curriculum following full implementation.

2. Grants:
    a. OSHPD
    b. PFE
    c. Helene Fuld

2. Helene Fuld is no longer offering grants of this type to nursing programs.
    New Grants Received:
    California Endowment Grant
        $383,000 over 3 years
        Identify pre-nursing students and provide: mentors, counseling, learning communities, on-going communication with Nursing Division, support services for RN program students, partnerships with LVN Program schools
    ADN Growth Grant
        Funding for additional students
            10 LVN to RN students - Jan 02
            10 generic RN students - Jan 02
            10 LVN to RN student - Jan 03
        Tutors, books, supplies
        Faculty enrichment

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	**Description of Progress or Planned Action**
1. Increase in services	1. a. 10 additional RN Program generic students were added Spring 02. We are increasing the number of LVN to RN students and condensing the time frame for program completion for these students. This is another means of increasing the number of RN graduates.
	b. The first graduation class of Porterville LVN to RN students will be Dec. 02 another class will begin Jan 03.
	c. This remains a strong program, and much in demand.
	d. The Pharm. Tech. Program graduates its 1st class Dec. 02. The 2nd class will begin Jan 03.
	e. Through Community expressed need, and Advisory Committee comprised of COS District Medical Lab Directors, representatives of Hartnell College, and Cindy DeLain completed needed studies, and received approval and financial support from the area Hospital Council, for a Medical Laboratory Technician Program. Work continues on details and curriculum. Anticipated date or starting the 1st class is Fall 03.
2. Adequate relevant units offered to meet student financial aid requirements.	2. Mid-Fall 02, a committee has been formed to review the program pre-requisites, and other degree required classes, to determine which ones, if any, could be taken concurrently with the nursing classes to assist students in maintain a full academic load (12 units).

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	**Description of Progress or Planned Action**
1. COS will build new Science and Nursing Building.	1. This still depends upon funding (bonds, etc.). The plans and equipment needs (and $ requirements) for this building have been submitted at the state level.
2. Increased Skills Lab space.	2. Adequate classroom space remains an ongoing need.
3. Increased Classroom space.	3. Adequate classroom space remains an ongoing need.

Nursing and Health Science Division

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

4. Increased function of classroom seating.

5. Computer available for classroom presentations in PC 7, 8, and 9.

6. Laminar Flow Hood for Pharmacy Technician Program.

Description of Progress or Planned Action

4. New seating has been approved, but not funded.

5. As some faculty computers were replaced using Voc. Ed. Funding, they were placed in the classrooms. Classrooms PC7, PC8, and PC9 now each have computer presentation format available.

6. The flow hood available from Science Division was not the type needed for the Pharm. Tech Program. A hood has been ordered using Voc. Ed. Funding.

"Nursing Program received a Nursing Capacity Grant to work with pre-nursing students. This grant will provide students with the support to succeed in the prerequisite classes."

CENTRALITY OF MISSION

Planning Agenda Item

1. Financial Support

2. Expansion of Curriculum

Description of Progress

1. The P.E. budget was cut 10% with no money coming from ABB. Athletics ' budget was cut by nearly 20%. Sports Medicine was cut by 18%. We need to reinstate all budgets to at least the 2001 level and increase Athletics proportionately to accommodate Title IX mandates!

2. New courses are being developed within the discipline.

QUALITY OF STAFF

Planning Agenda Item

1. Increase FT staff to better facilitate students
2. Increase Women full-time members

3. Introduce new technology to our faculty

Description of Progress

1. No growth position at this time.
2. None at this time, but we will be out of compliance with Title IX and lose federal funding if something isn't done. Existing Trainer can and will not be able to cover all sports in 2003.

3. Completed 2002

QUALITY OF SERVICE

Planning Agenda Item

1. Update course outlines of current classes.
2. Create new class offerings.
3. Upgrade old technology.

Description of Progress

1. Eight courses have been completed on new format.
2. In progress.
3. PFE funds allowed Room 621 to be upgraded with PowerPoint & Internet access.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Increase in Wellness approach to community.
2. Increase in classes offered at Hanford Center.

3. On campus service.

Description of Progress

1. In progress, see Facilities & Equipment.
2. Fall 2001 offered additional Health classes as well as a bridge program at Hanford East High School.
3. Lockers were purchased and installed Spring of 2001 into the men's and Women's locker rooms. Locker use by students increased Fall 2002 by over 80%. The women's

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

Description of Progress

team room has yet to be completed. We continue to need a Women's Athletic Trainer. We are continually requesting priority registration for student athletes.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Improve playing surface of Football/Soccer Field.

2. Renovate Locker Rooms.

3. Gymnasium.

Description of Progress

1. Reseeded, Summer, 2000. Requires ongoing maintenance.

2. Above Base Budget funds were committed Spring, 2001. Completed Spring 2002.

3. Only one fan is working at this time to cool the gym. We need to purchase at least 1 more fan.

OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. The PE/Athletic Division generates over 2,000 Positive Attendance hours a month. We would like to see some of the money accrued from positive attendance to go into the PE/Athletic funding.

Description of Progress or Planned Action

1. We have been tracking Positive Attendance in Sports Medicine and some of our sports. The Athletic Director and Division Chair are requesting ALL sports keep track of positive attendance and submit it to Division Secretary who will then submit numbers to Dean of Instruction. The Division is asking the Deans to allocate some of that money to the Athletic budget.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Add full-time (classified) Athletic Trainer

Description of Progress or Planned Action

1. In order to accommodate women athletes and Title IX regulations as well as offset the existing trainers' workload, a women's trainer needs to be hired.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
1. Work Station for Division Secretary	1. As noted in Self Study, a workstation for the Division Secretary is necessary for quality of service. Please note: existing division secretary is retiring Fall 2002; a new work station would be a help to the new secretary coming in.
2. Add full-time (classified) Women's Athletic Trainer	2. As noted above, we can no longer accommodate athletes with the Quality of service due the increase number of student/athletes we have acquired due to Title IX mandates.

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
1. Development of Life Skills class for Student/Athletes.	1. Course is currently being developed.
2. Development of Intercollegiate Equestrian for Women for compliance of Title IX regulations and to further enhance students in Ag Division.	2. Curriculum passed, the team is currently competing with 18 members and 10 scheduled competitions.
3. Continue PFE funding for Athletic Drug Testing.	3. The Division plans to continue this program.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
1. Complete Tennis area project by purchasing portable bleachers for public to view matches.	1. Allocate funds to purchase bleachers.
2. Renovate pool area as pool loses approximately 6 inches of water every 2 days.	2. Resurface pool bottom/replace piping/fix electrical.
3. Track needs to be resurfaced.	3. This has been in the Self Study for the last 5 years, and was noted in Program Review.
4. Build permanent, covered dugouts at women's Softball facility.	4. A dugout structure need to be built to match that of the men's facility.
5. Upgrade sound system in Room 620.	5. Replace receiver with newer model that can accommodate headset/Microphone for instructor use.
6. Four Ultrasound Machines for Sports Medicine.	6. Replace the ultrasound machines which were purchased in 1986 and are now outdated and non-functioning.

CENTRALITY OF MISSION

Planning Agenda Item

1. The Academic Department faculty members will attempt to coordinate course offerings with changes in requirements set forth by the various transfer institutions.

Description of Progress

1. We have completed and have had approved by Curriculum committee a Philosophy 128 and a World History 122 course that is transferable to Fresno State for their "Blended Studies" program.

QUALITY OF STAFF

Planning Agenda Item

1. The Departments will replace retirees and others who may retire in the future, and establish expectations among new faculty for a more equitable distribution of duties and responsibilities.

Description of Progress

1. We are allowed to hire replacements for our retiree's with a full-time: Anthropology, Human Services, Economics, and Administration of Justice Instructor.

QUALITY OF SERVICE

Planning Agenda Item

1. Update eleven course outlines and cycle all remaining course outlines so that each year, those older than five years are updated.

Description of Progress

1. We have completed 6 at this time: Geography 2 and 3, History 23, Ethnic Studies 2 and 5, and Philosophy 20...this represents more than 50% of our goal with the rest forthcoming.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Request new full-time faculty member in both the History and Government Departments.
2. Continue to monitor enrollment figures and student surveys to evaluate the need for scheduling of academic courses.

Description of Progress

1. The budget crises of Spring 2003 precludes any requests for these new hires.
2. We are continually monitoring.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Equip all classrooms with appropriate maps.

2. Explore possibilities for increasing the number of classrooms.

3. Designate additional classrooms for the Academic Departments only.

4. Continue conversion of classrooms to dry erase boards.

5. Return temperature-control capability to instructors or allow instructors to request settings appropriate for classrooms packed with students.

Description of Progress

1. In the budget crises of Spring 2003 our requests for new maps was granted, then rescinded...we, therefore have no progress in this area.

2. Facilities Director has long-term plans that may address this.

3. Same as above.

4. This is on-going.

5. This has not been done.

Special Programs

2003-2004

Self Studies and Annual Progress Reports

Business and Community Education Center

MISSION/FOCUS:

Since completing the self study for 2002-2003 changes have been implemented which have divided the Business and Community Center into two different divisions. The contract education division which is primarily concerned with workforce development and the community education division which is primarily offers fee-based, not-for-college-credit workshops. Each division is responsible for its own success or failure although there is, of necessity some interaction and sharing of the total department workload. Both divisions share a part time secretary.

The mission of the Contract Ed division of the BCEC is to be the preferred and primary provider of high-quality, reasonably priced workforce skills training to business, industry, government and the public within the service area of the College of the Sequoias Community College District.

STRENGTHS/ACCOMPLISHMENTS:

The primary strength of the Contract Education Division of the Business and Community Education Center is the fact that it has been in existence long enough to have a solid foundation of clients which for the most part can be counted on for future training assignments. A majority of these clients are in the public sector such as various departments of the county and school district. Contract Ed is gaining strength with private entities also but there is yet much work to be done in this area. Contract Ed is flexible in that we can offer training, within reason, to almost any need an employer might have.

A great many employers in our district need training but do not have the funds for such and as a result Contract Ed is trying to develop a partnership with the California Employment Training Panel to both administer as well as train employees in a funded program. This program does not rely on funds from the state general fund and as a result has training dollars available for those qualifying businesses.

For fiscal 2000-2001 the total income for both divisions of the Business and Community Education Center was a net loss of approximately $30,000. By the end of fiscal 2001-2002 the total dept was at a breakeven level. It is fairly easy to track profit/loss for the Contract Ed division since that division does its own invoicing and receives a detailed trial balance and payroll reports. At the present time in fiscal 2002-2003 the division is showing a small profit.

The Contract Ed program is continuing to expand its offerings as the needs of the community change.

SIGNIFICANT CHANGES/CHALLENGES:

The challenge to the Contract Ed division is to develop and deliver classes that change the behavior and the productivity of the workforce being trained and at the same time pay the costs involved in delivering those programs so as to not be a burden to the College.

Advertising of our ability to provide training to contract ed clients still continues to be a problem but that is being over come little by little by direct sales calls on potential clients as well as an ever increasing collaboration with various business groups and economic development entities.

OBJECTIVES FOR 2003-2004:

Goal 1: COS will provide a curriculum which meets the life-long, educational needs of our diverse population.
1. Develop workforce training as needed by the Community

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Adequate financial reports to accurately assess profit/loss of center.

MISSION/FOCUS:

The mission of the Business and Community Education Center (BCEC) is to deliver high-quality, reasonably priced vocational skills training and lifelong learning opportunities.

STRENGTHS/ACCOMPLISHMENTS:

Both departments within BCEC have the ability to quickly assemble and offer courses to meet the needs of the community. These provide quality educational opportunities to students of all ages who live within the COS District.

BCEC engenders goodwill within the general community and among people who may not otherwise have connection with the college by creating visible partnerships with local agencies including the Sequoia Natural History Association, The Workforce Investment Board, C-SET, local Chambers of Commerce and Economic Development entities and the Small Business Development Center, Visalia Satellite.

SIGNIFICANT CHANGES/CHALLENGES:

- Dean Larry Dutto was named new Dean of Vocational Education, which has invigorated the staff of BCEC.
- CommED requested and was given the responsibility of administering the Constitution Examination, which serves as a challenge exam for the US History requirement for California teachers. In the past, students were registered through CommED but the exam was administered through the Vice President of Student Activities Office. Of the $30 total fee paid by students, Vice President's staff was paid $10 per student for proctoring and the remaining $20 was paid to CommED. Now the exam is administered during regular work hours by staff of CommED and the entire $30 is paid to CommED. This results in additional funds being retained by the office.
- The CommED Coordinator now reports directly to the Dean instead of the Manager of BCEC. Because the two departments within the office are for the first time separate entities, there is no longer the feeling that we are two sides of the same coin. There is a feeling of being disconnected that is counterproductive to serving

the maximum number of students. There currently exists a blurring of responsibilities because the position for CommED is a Program Coordinator position (classified) and not a management position, as is the BCEC Manager.

- Because the two sides of the office are now separate, it may be difficult for CommED to retain trainers who also work for Workforce Development because the hourly rate of pay is much higher for Workforce Training instructors and some workshops are essentially identical.

OBJECTIVES FOR 2003-2004:

Goal 1: COS will provide a curriculum which meets the life-long, educational needs of our diverse population.

1. Plan and implement between 3 and 5 state-approved non-credit classes that take place in underserved communities. These will include workplace computer training, senior-oriented classes and ESL/Citizenship classes.
2. Partner with other entities to offer not-for-credit workshops in locations other than the COS campus. This will allow students with transportation and child care issue to attend a COS CommED offering.
3. Explore additional partnerships with vendors to provide specialized classes such as Ed2Go and Science Adventures

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. Continue to refine target audience for mailing list of workshop schedule

Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.

1. Continue to develop programs that introduce young people (particularly those at risk) to COS and encourage them to pursue a college education.

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.

1. Develop partnerships with not-for-profits in underserved areas of the COS district to provide off-campus classroom facilities for community education classes.

Goal 6: COS will encourage those district partnerships designed to advance educational opportunities and will also encourage staff and student involvement in their communities.

1. CommED will promote partnerships with not-for-profit agencies that will provide not-for-credit vocational and life skills training.
2. CommED will promote non-credit Citizenship/ESL classes delivered in Spanish and English.

Lori Chan Luna named Community Education Person of the Year by the Association of Community and Continuing Education (an organization of California Community Colleges).

MISSION/FOCUS:

The Fire Technology Program aspires to develop, enhance, and maintain the capabilities of its students by providing the courses, instructors, materials and equipment needed to achieve that purpose. The program strives to assist and support the fire community by sharing information and knowledge, and being responsive to their needs. We advocate students completing associates and baccalaureate degrees for the purpose of improving their skills and knowledge and enhancing their employment and promotional opportunities.

STRENGTHS/ACCOMPLISHMENTS:

The primary strength of the program continues to be the guidance and support of the local fire community. The Tulare/Kings Fire Chiefs Association and the Tulare/Kings Training Officers Association continue to provide direction, instructors, equipment and other support to the program. The program simply couldn't survive in the current format without their assistance.

The Fire Technology Program has applied for accreditation as a "Regional Academy". The application is currently in the review process and will be completed this spring. When accredited, the fire program will be recognized as a credible and reliable program, which follows the standardized curriculum developed by the State Fire Marshal. It will add a level of prestige, and will assure students of acceptance of COS issued certificates by employers.

The County of Tulare recently donated a fire truck to the Fire Technology Department. It is a 50' ladder truck, which has been painted and is in the process of being equipped. It will be used in the Fire Fighter I Academy and other classes where a fire truck is needed. It will reduce by one the number of apparatus local fire departments will need to commit to the fire program. It should be in service by spring 2003. On the open market this piece of equipment would have cost the school $30,000+.

There have been two other significant equipment donations. The "Task Force Tip Corporation" has provided approximately $12,000 in fire fighting nozzles, fittings and appliances to the program on an indefinite loan basis. The other donation was from the Hurst Corporation and the L.N. Curtis Company. These two companies have loaned the program four sets of hydraulic rescue tools, worth approximately $64,000. The tools, commonly referred to as the "Jaws of Life" will help alleviate the need for local fire departments to take rescue tools out of service so they can be used in our extrication classes.

SIGNIFICANT CHANGES/CHALLENGES:

As a Regional Academy we will be expected to offer additional State Fire Marshal classes, which are referred to as Level II classes. These include classes leading to "Chief Officer" certification. In anticipation of this occurring a number of new courses have been submitted to the Curriculum Committee for approval and many more are in the development stage.

The COS fire program has entered into an MOU with the Kings County Fire Department for the joint use and operation of the College's "Live Fire Training Simulator". The simulator was constructed on approximately 2 acres of a 22 acre site owned by Kings County. It is the intent of both parties to actively seek funding for the further development of the site as a regional fire training site, which will offer opportunities for "hands on" types of instruction in fire and rescue operations. No other college in the area has this type of fire training facility, and given the proper support, it could become the premier fire training facility in the Valley.

OBJECTIVES 2003-2004:

Goal 1:   COS will provide a curriculum which meets the life-long, educational needs of our diverse population.
1.   Continue to develop new course offerings including SFM Level II classes, which will attract currently employed fire fighters as well as volunteer, paid call and seasonal fire fighters.

Goal 3:   The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.

Fire Technology

1. Be responsive to students needs, suggestions for improvements and constructive criticism. Ensure Fire Technology Program Accreditation is completed
2. Offer classes designed to meet or exceed the minimum qualifications needed for acceptance into fire department entrance examinations.

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.
1. As funds allow continue to jointly develop the Kings County Fire Training Facility
2. Ensure the College fire tuck is properly equipped, maintained and ready for use.

Goal 6: COS will encourage those district partnerships designed to advance educational opportunities and will also encourage staff and student involvement in their communities.
1. Continue to work closely with the Tulare/Kings Fire Training Officers Association to strengthen partnerships and to further develop trust and cooperation between the fire service and the College
2. Continue to work with the Tulare/Kings Fire Chief's Association to ensure good communication and coordination between the Chief's and the College.

MISSION/FOCUS:

Every student, regardless of ethnicity or low economic status, has the right to a better life. As our nation evolves from an industrial to a knowledge-based economy, our program plans to prepare the student to meet these new demands. Since a university degree is crucial to participation in the new economic order, our program will strive to increase student success at the community college, promote transfer to the university and create a gateway to a successful career.

STRENGTHS/ACCOMPLISHMENTS:

The College of the Sequoias Title V Program has been responsible for the implementation of many innovative programs, activities and services that have positively impacted the campus. The H.S.I. grant, not only been instrumental in increasing the success and retention of Hispanic and low income students, it has also assisted in improving faculty training, technology access, tutorial services, instructional improvement and curriculum innovation. Participation by the program director in many campus committees has helped institutionalize some grant ideas. The establishment of an H.S.I. Endowment has strengthened the College's financial status and will make possible a greater level of fiscal security.

Perhaps the greatest change implemented on the campus has been the creation of a Learning communities initiative called the LISTO Program. LISTO has been extremely successful in assisting Hispanic and Low income students in navigating their way through the college's courses and services. The Learning communities model has led to a 34% success rate better than the non-LISTO classes in English 251. Other LISTO courses such as Speech, Psychology, English 1and Ethnic Studies have a greater than 8% success rate above non-LISTO classes. Much of the success is due to the strong ties made by students and faculty in the Learning communities which not only promote better communication, but serve as a safety net for students suffering from academic difficulties. Twenty-five students from our first cohort of students were graduated in May 2002. This year over 40 students were graduated or transferred from the College of the Sequoias LISTO Program.

Low income and Hispanic students make up the majority of students enrolled at the College of the Sequoias. It has been instrumental in moving a significant number of students from basic skills courses to transfer level curriculum -- and eventually transfer. In this capacity the HSI program has made an important contribution to the mission of the institution. In terms of technology the grant has helped the college modernize many of its services. Without the grant many of the online services currently offered would not be possible.

Accomplishments of the H.S.I. Program

1. Director part of the committee to deal with Basic skills; this is part of the Educational Master Plan of Instructional Office. Presented results at the COS Town hall meeting on 5/10/02.
2. Organized Supplemental Instruction for LISTO Students in mathematics.
3. Purchased a Server for Blackboard.com to address Technology Needs of Campus. Renewed license for software.
4. Developed and implemented an Extended Orientation program for incoming LISTO Students.
5. Trained faculty in the use of Blackboard.com. Lucy DeCaro, the H.S.I. Technology expert continues training on an as-needed basis.
6. Trained faculty in the use of Academic.com.
7. Added one more learning community -- Asian American Studies, to the LISTO offerings. The course is not UC transferable and can be used for one of two IGETC categories.
8. Several new curriculum were written to enhance student success
   - HDEV 240 Winning at Math
   - BIO 200 California Natural History
   - ETHN 4 Asian American studies
   - ETHN 105 American Ethnic Origins
   - Ag 101 Introduction to Agriculture
9. Presentations were made to various organizations by the Director to enhance Hispanic success
   a. Mt. Whitney High School 1/30/02 - parents and students of English Language Development programs

b. Presentation to ESL classes of program and opportunities to succeed and enroll in higher education

c. Presentation to Sierra Corp Students 1/22/02 on the importance of college.

d. Presentation to Farmersville continuation school students on opportunities after graduation 1/18/02

e. Math Success workshop 1/7 to 1/10/02 to LISTO students suffering from math anxiety

f. Presented to Tulare and Kings county principals during the superintendent/Principals Forum in Room 1A 12/7/01

g. Presentation to Instructional council on the need for a Learning communities Strategy to address student needs. 11/1/01

h. Keynote for the "I'm Going to College Day" sponsored by CSET. 10/27/02

i. Presentation to MESA students on college success 10/26/01

j. Presentation to Migrant Students from Exeter High School 10/16/01

k. Presentation to Sierra Corp Students 10/9/02 on the importance of college.

l. Presented Native American culture during Multicultural Day 10/5/01

m. Master of Ceremonies for Migrant Education Teachers during their Fall Conference 10/4/02

n. "Despedida" Graduation Keynote Address to Exeter High School 6/7/02

10. Continue to develop Early Alert model for all classes. FLEX (Faculty in-service) on the use of this software.

11. Faculty In-service with Skip Downing. This very successful workshop should be used to further enhance success with low income students. Other presenters such as Chip Anderson and Milton Bennett have made an impact on faculty teaching.

12. Contributions to the Banner system for Student Services. The grant has contributed $66,000 towards the purchase of several student services modules that will be fully available by 2004.

13. Endowment Grant. The Hispanic Serving Institutions Endowment has grown to $450,000.00 since its inception. The monies have gr4own from a $75K match by the Dept. of Education of District non-Federal monies.

14. New Staff: Charles Rush to replace Amanda Clements as program specialist.

15. Other:

a. Sponsoring the faculty in-service presentations for Fall 2002.

b. Video mentoring Project will be presented

c. Introduction to Macromedia training available to faculty.

d. Increased support for Blackboard.com.

e. Creation of tutorials using both video and computers.

f. Initial stages of institutionalizing Learning Communities spring 2003.

g. Develop a series of study skills workshops to assist students identified by the Early alert Program.

SIGNIFICANT CHANGES/CHALLENGES:

The greatest challenge to the H.S.I. Program continuing to grow while other classes are being cut die to the California budget crisis. If the number of classes available to the LISTO program is reduced, the program will explore the possibility of activating a contract education process to assure the offerings.

OBJECTIVES FOR 2003-2004:

Goal 1: COS will provide a curriculum which meets the life-long, educational needs of our diverse population.

1. Develop a Learning communities Model
2. Become active members of the Central Valley learning communities consortium
3. Continue meeting with the Central Valley Higher Education consortium
4. Write a second Mexican American Studies Course
5. Meet to institutionalize the LISTO Program

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. Plan Faculty Training for Summer
2. Find guest speaker for Fall Flex
3. Provide faculty training on Blackboard.com
4. Write Title III grant

Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.

1. Provide more Spanish language documents for the webpage.
2. Meet with Hispanic leaders to identify useful services.

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.

1. Update video/computer equipment
2. Develop an e-mail system for LISTO

Goal 6: COS will encourage those district partnerships designed to advance educational opportunities and will also encourage staff and student involvement in their communities.

Continue participation in the K-16 consortium for Tulare County sponsored by CVHEC of Fresno.

1. Meet with counselors from high Schools at annual meeting.

Math, Engineering, Science Achievement

MISSION/FOCUS:

Established over 30 years ago, the Mathematics, Engineering, Science Achievement (MESA) is one of the country's oldest and best-known programs that produce highly trained professionals that enter the workforce and assume leading positions in industry and academia. In addition to being recognized for its success in assisting students, the MESA Program has recently received a Presidential Award for Excellence in science, mathematics, and engineering mentoring. MESA has been profiled in Science magazine as one of the top programs in the nation that is successfully producing science professionals from underrepresented groups.

MESA provides a rigorous, multi-faceted, learning environment that includes MESA classes, academic advising, peer group learning, career exploration, parent involvement and services to students from elementary through university level. The program creates a community of learners focused on achieving success in some of the most rigorous majors offered on campus. This strong support network translates into increased student retention and success. The program is funded by the state legislature and by the generous support of the private sector.

The College of the Sequoias is committed to the math/science/engineering education and to the academic achievement of underrepresented and low-income students. MESA plays an integral role in the college's success in achieving this goal. COS-MESA program produces more transfers to the University of California than any other program on campus.

STRENGTHS/ACCOMPLISHMENTS:

MESA transferred 28 students to various universities and four-year colleges. Four MESA Students received MESA CCCP/NSF Scholarship Award of $6,250 each. Two of those students received the HP internship. MESA increased enrollment by 10%, 121 students. MESA added Mt Whitney High School to its MESA School Programs. MESA initiated agreement with Farmersville High School to be part of the COS MESA School Programs (CMSP). CMSP are serving maximum amount of students. CMSP visit the COS campus

once every semester. MESA offered and maintained eight Academic Excellence Workshops. MESA students visited 9 universities and industries. MESA assisted in "Expanding Your Horizons" and "Science Olympiad". Society of Hispanic Engineers Chapter was established on campus with 12 engineering students and Dr. Larry Owens, Engineering Instructor, as an Academic Advisor. MESA Club had a very successful Christmas Toy Drive. MESA Club rose over $2,400 for scholarships and awarded 6 students, most who were transferring students. MESA Club had two leaderships and the MESA program participated in the Northern California Leadership Retreat. 6 MESA students attended SACNAS National Conference in Phoenix, AZ. Over 150 people participated in the MESA Family Picnic.

SIGNIFICANT CHANGES/CHALLENGES:

Academic Excellent Workshops did not gain enough support and small amount of students participated. MESA Summer Bridge Program did not occur as planned for very small amount of application pool to draw from.

OBJECTIVES FOR 2003-2004:

Goal 1: COS will provide a curriculum which meets the life-long, educational needs of our diverse population.
1. Maintain Convenient MESA Study Center tutoring and study time hours.
2. Promote and maintain retention in the new Engineering course (Engin 110).
3. Improve the attendance and efficiency of the MESA Academic Excellence Workshops.
4. Find and assign 10-15 student mentors to 3-4 MESA students each to oversee their academic progress and assist when it is possible.

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Recruit high quality tutors and facilitators on campus through SME teacher referral and off campus by contacting CSU Fresno MESA Engineering Program (MEP) and Alliance Minority Participations (AMP).

2. Meet regularly with Math and Science divisions to inform them of student success, opportunities and trends.
3. Recruit high qualified MESA student mentors to promote group study maintain retention.

Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.
1. Participating in College Recruitment fairs and high school visits to promote COS and the MESA program.
2. Expand MESA Business and Industrial Committee; increase availability of job shadowing and part-time employment opportunities.

Goal 5: The District will manage the finances through shared governance in such a way that it will support the goals of the College.
1. MESA CCCP full base funding of $81,500.

Goal 6: COS will encourage those district partnerships designed to advance educational opportunities and will also encourage staff and student involvement in their communities.
1. MESA BIC members will advise our MESA students about the realities of the workforce, about the expected work ethic and create a better understanding of the need for math, science, and engineering majors.
2. Create a MESA Christmas Toy Drive is to collect toys and give to the less fortunate kids in Visalia.

Academic Senate

CENTRALITY OF MISSION

Planning Agenda Item

1. Make greater efforts to keep faculty informed about issues under consideration and actions taken by the Senate to promote the COS Mission through such means as regular e-mail of the Senate Agenda and decisions.

2. Improve outreach to faculty, encouraging their input on matters under consideration and soliciting their suggestions for prospective issues. A greater awareness of the web page might be helpful, with staffing or release time provided to keep it current. E-mail notices could be sent when changes occur.

3. Utilize the Student Member(s) of the Senate as a resource of ideas for focusing greater Senate attention on the effects of its recommendations on the educational process for students.

4. Increase attention to the FLEX needs of all populations concerned. In order to improve instruction every effort should be made to ensure that FLEX offerings reflect the variety of disciplines and services offered at the College. Since over 200 such workshops are conducted annually, quantity is not the problem. The Faculty Enrichment Committee should conduct regular surveys to determine what kinds of FLEX offerings would best meet faculty needs.

5. A greater effort needs to be made to foster improved communication with College Administration. In the interest of shared governance, the Academic senate should apprise the President/superintendent or designee of the status of projects under consideration while they are still in the rough draft stage.

Description of Progress

1. Senate Minutes and Agendas are posted on the bulletin board by the mailroom and on the Academic Senate web site.

2. It remains the responsibility of each Senator to keep his/her constituency (Division, ASB, or fellow adjunct faculty members) informed and to represent their views. Staffing needs for the Web Site are addressed in Section II, Quality of Staff.

3. The Senate has an active ASB representation this year.

4. New Technology Training Needs Assessment Survey. The Assessment Survey may need to be updated from time to time to reflect technology developments.

5. The Senate President plays a central role. The current President facilitates articulation by attending meetings of the Cabinet, College Council, Instructional Council, Board of Trustees, and Program Review Committees.

QUALITY OF STAFF

Planning Agenda Item

1. Have one of the Senate Standing Committees propose a bylaw change to set the minimum amount of notice to be given for an election and to propose that elections be held for two days instead of one day to increase access.

Description of Progress

1. The Senate has discussed these proposed changes. The two-day election process must await the completion of Quality of Staff Planning Agenda Item

QUALITY OF STAFF

Planning Agenda Item

2. Secure funding for permanent full time clerical support at range 26 for a Senior Secretary whose primary responsibilities would include Academic Senate record keeping needs, College Council needs, and Faculty Enrichment Committee needs.

Description of Progress

2. No progress.

QUALITY OF SERVICE

Planning Agenda Item

1. Promote greater awareness of the Academic Senate web site. (See Planning agenda Section 1, Number 2.)

2. Make greater efforts to communicate Senate concerns to the Administration and Board, and to publicize such efforts to faculty. (See Planning Agenda section 1, Number 5.)

3. Pass the recommendations for Hiring Procedures for Vocational Education instructors previously developed by the Equivalency Committee and the Vocational Education Division.

4. Review the current pre-requisites policy, beginning with an assessment to determine the nature of faculty dissatisfaction with current policy.

Description of Progress

1. The Senate Web Site is extant. It is being upgraded.

2. The Senate president is the key link in this effort.

3. The Senate has passed the Vocational Education Hiring Procedures recommended by the Equivalency Committee. The Board of Trustees has approved them.

4. Curriculum Committee is devising a survey to determine the sources of faculty concern regarding policies on pre-requisites.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. The Academic Senate will enhance efforts to promote its mission and responsibilities to faculty and be a more visible committee on campus. (See Planning Agenda items Section 1, Number 5 and Section 3, Number 2.

2. Do a better job of publicizing outcomes of state and campus initiatives. (See Planning Agenda items Section 1, Numbers 1 and 2, and Section 3, number 2.)

3. Become more involved in acquiring technology for programs and faculty.

Description of Progress

1. As in previous items, this responsibility is incumbent on the President with the College Community as a whole and the Senators with regards to their constituencies.

2. This information is available on the Senate Web Site and bulletin board, and through each Senator's reports to her/his constituency.

3. This matter is in the discussion stage.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Plan for opportunities to expand facilities in the Senate and Faculty Enrichment Office.
2. Continue to work with the Campus Police to improve the safety of the facilities.
3. Plan for updated equipment for the Senate and Faculty Enrichment Offices.
4. Plan around the 5-year Master Plan for future facilities.

Description of Progress

1. Senate and FEC office space is presently sufficient. Continue to monitor.
2. Chief Martinez is currently preparing an assessment on how the Senate might contribute in these areas.
3. The Senate Secretary/Treasurer reports the need for a scanner at a cost of approximately $100.
4. Continue to monitor for future impact. Articulate with College Council Facilities Committee.

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Technology Acquisition

Description of Progress or Planned Action

1. Senate Technology Committee? Or increased representation on College Council Tech Committee?

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Faculty Offices for all faculty.
2. Classroom Assignments
3. Classroom quantities.

Description of Progress or Planned Action

1.
2.
3.

CENTRALITY OF MISSION

Planning Agenda Item

1. Initiate discussions between the Distance Education Committee, distance course instructors generally, Academic Deans, and the Vice President of Academic Services in order to annually review the audience we wish to address through our distance programs.

2. In order to expand the range of distance courses offered at COS, encourage faculty to explore alternative course delivery methods by promoting training programs-for instance, California Virtual Campus Region 4's semester-long Fast Track to Online Courses--and offering on-campus workshops.

3. Examine the possibility of offering incentives to divisions that successfully increase their distance course offerings.

Description of Progress

1. A Distance Education Program Plan Proposal, developed by the Distance Education Committee (DE), has been forwarded to the Instructional Technology Standing Committee (ITSC) for comment. It will then be routed to other constituent groups for discussion and ultimate approval.

2. Some DE Committee members attended the CVC4 conference in October 2002.

3. No progress has been made on this in the past year.

QUALITY OF STAFF

Planning Agenda Item

1. Since none of the current program goals specifically address improving quality of staff, members of the technical staff and teaching staff and members of the Distance Education Committee will develop this goal, to be included in the next Distance Education Annual Progress Report. In addition, the Distance Education Committee will address training requirements for instructors wishing to begin teaching distance courses.

2. Because it's important for technical staff to stay current with the latest developments in online, video conferencing, and video streaming technology through attending conferences and workshops, the program coordinator will develop guidelines for staff participation/attendance at these, to be included in the next Distance Education Annual Progress Report.

Description of Progress

1. The Distance Education Program Plan Proposal includes a section titled "Instructional Development" that recommends a framework for DE faculty recruitment and training.

2. No formal process is in place for considering requests for DE technical training, other than that it be related to COS programs, and stay within budget.

QUALITY OF SERVICE

Planning Agenda Item

1. Conduct annual surveys similar to the model noted in Appendix A, in order to have a clearer sense of our program match with an identified student population.
2. Review current distance ed course offerings with COS counselors and division chairs to determine what additions to the list will best meet student needs.
3. Explore ways to encourage development of distance courses recommended in 2, above, and adopt the best examples.
4. With the help of the Director of Institutional Research, create and conduct an annual student needs survey regarding distance courses needed and preferred mode of delivery.
5. Urge funding for 24/7 server access and for extended access to Computer Services help desk.
6. Establish ongoing conversations between Academic Services administrators, division chairs, and distance course instructors.
7. Urge provision of a faculty coordinator for the program.
8. Establish training requirements for distance instructors, to be met by training workshops/ programs which include strategies for distance teaching plus training in specific delivery technologies.
9. Schedule and teach sections of a technology prep course. Explore the possibility of making this course a pre or co-requisite for online courses.
10. Initiate discussion with Academic Services administrators regarding administrative support for an expanded distance program.
11. Initiate discussion with division chairs regarding strategies for assuring quality control at the division level.

Description of Progress

1. A survey questionnaire has been developed. It will be used annually.
2. Coordination with counselors and division chairs regarding new DE courses still needs to be implemented.
3. There is a "Course and Class Development" section in the DE Program Plan Proposal that outlines procedures for future development of DE courses.
4. No progress in the last year.
5. No progress due to lack of funds.
6. Working relationships have begun with a number of individuals and constituency groups, i.e. ITSC, Instructional Council, & the DE Committee, Management Council, etc.
7. No progress on this in the past year.
8. The DE Program Plan Proposal includes a section titled "Instructional Development" that provides a framework within which to develop a training program.
9. No progress on this in the past year.
10. Discussions must continue, and move toward implementation of decisions.
11. Discussions have taken place, but no formal parameters have been set to assure consistency of quality in DE courses.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Present the Distance Education Committee's draft proposal for a Distance Education Plan to Academic

Description of Progress

1. The DE Program Plan Proposal has been completed, and is going through approval process. This is a critical step in

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

Services administrators and division chairs.

2. Following input from those bodies and from COSTA on workload-related issues, plus necessary amendments and revisions, present the proposal to the Faculty Senate.

Description of Progress

the development of DE at COS because it will formalize a lot of things that have heretofore been informal.

2. This is a continuation of the process discussed above.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Currently the Distance Education budget and LISTO budgets are able to handle the shared annual licensing cost for Blackboard. LISTO is in the third year of a five year grant: when the five years end, the Distance Education budget will not be adequate to cover the entire annual cost. As there is now no process for requesting base budget increases, we should ask the Vice President, Academic Services and the Academic Dean to help us come up with a way to achieve this increase.

2. As there is no line item in the Media Services budget for the purchase of hardware, we are dependent on instructional equipment funding from the Chancellor's Office for any equipment purchase or upgrades. At the moment, it is impossible to plan anything dependent on that funding.

3. Our planning agenda is exactly that proposed by Media Services last year in the Learning Resources Program Review document: designate a dedicated distance learning classroom with two-way audio video connections with distance sites, located in the IMC building near the TV Studio. When not used for distance learning, this classroom would be available or instructors whose courses call for a high tech teaching environment.

Description of Progress

1. There is still no process by which Learning Resources may request base budget increases, and if COS's budget is still suffering from major cuts from the State, the availability of above base budget funding is also in doubt. In order to ensure the continuity of Blackboard in particular, and DE in general, funding for items must become part of Learning Resources' base budget.

2. Some equipment has been purchased by Media Services for use in the DE program using above base budget funding, grant, and TTIP funding. While these have met our needs so far, they are not reliable enough to provide for growth and maintenance in the long run.

3. Due to current year budget constraints, we do not anticipate approval to start this project at this time. However, it is mandatory that it be undertaken as soon as fiscally possible in order to provide much needed space for Distance Learning programs to grow. The project will be resubmitted until it is funded.

CENTRALITY OF MISSION

Planning Agenda Item

1. The extent to which the Hanford Center is able to continue to carry out the COS Mission in Kings County is dependent, to a large extent, on our ability to find a permanent home for the Center. By working in cooperation with community and civic leaders, COS should be able to identify a site accessible to students and conducive to the needs of the community.

Description of Progress

1. The land has been purchased and the Environmental Impact Report has been accepted by the Hanford Joint Union High School District, the lead agency for the project.

QUALITY OF STAFF

Planning Agenda Item

1. It would be ideal for faculty to be permanently assigned to the Hanford Center. As the Visalia campus grows and continues to experience space shortages, they would be well advised to hire faculty for Hanford. By doing so, faculty will be more accessible to students and will be able to better meet their needs. This is probably only possible in a few divisions, those which offer a full range of classes for students in Hanford.

Description of Progress

1. No progress has been made toward this planning agenda item.

QUALITY OF SERVICE

Planning Agenda Item

1. Survey results will be shared with Division Chairs so they may understand better student need/demand for additional courses.
2. A list of services available to students and staff will be developed and distributed.

Description of Progress

1. Input is collected from counselors, students, and faculty and shared with Division Chairs as they prepare each semester's schedule of classes.
2. Front desk staff are continually responding to student requests for services.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. The District must continue to work collaboratively with representatives of the Hanford High School District and with the City of Hanford to identify a permanent location for a college center.

2. Take steps to increase awareness of the COS Hanford Center by members of the community and by students.

3. Work cooperatively with leaders in Corcoran to understand the needs of students in that area and to increase the numbers of students attending College of the Sequoias.

Description of Progress

1. The District has signed a Memorandum of Understanding with the City of Hanford and the Hanford Joint Union High School District. Representatives of each of these groups is working together to obtain an Economic Development grant to build a vocational training facility.

2. The Dean, Hanford Center, continues to serve on several Advisory Committees for the Hanford Joint Union High School District. He also is a member of the Board of Directors of the Economic Development Commission for Kings County. In addition, he attends Hanford Chamber of Commerce meetings and belongs to a Hanford service club where he communicates items of interest about the Center and the College.

3. In the re-organization of Deans' duties in summer 2001, responsibility for off-campus sites was given to another Dean.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. The expansion of services in Kings County depends upon finding a permanent site for the College of the Sequoias Hanford Center. Students growth in the District and the limitations of the Visalia campus to handle more than 12, 000 students make it imperative that plans be developed now for expansion.

2. The Kings County community must continue to be involved in finding a solution to this dilemma. The support of education, government, and civic leaders is critical to this expansion.

3. The District must continue to work with the current lessor to fix problems with the roof and with the heating/air conditioning system.

Description of Progress

1. The site has been purchased and plans are underway to propose a bond to fund the construction of facilities.

2. The support of education, government, and civic leaders continues to be evident throughout this process.

3. The rood has been partially replaced. No improvement in the HVAC system have occurred.

Learning Resources – Learning Center

CENTRALITY OF MISSION

Planning Agenda Item

1. Continue our efforts to increase student persistence and success.

Description of Progress

1. Usage in the Learning Center has neither decreased nor increased significantly.

QUALITY OF STAFF

Planning Agenda Item

1. Continue to emphasize courteous, friendly service to all who use the Learning Center.

Description of Progress

1. Continue to provide qualified classified technical staff

QUALITY OF SERVICE

Planning Agenda Item

1. Continue to request through Annual Program Review Progress Reports an increase to our budget for instructional and non-instructional supplies.

2. Develop a method through which students can voice complaints and a way for us to communicate a response to them.

Description of Progress

1. NA

2. The Learning Center is staffed during all hours of operation. The staff is able to respond to most of the students questions and needs

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Continue to staff with an additional student worker during periods of high demand.

Description of Progress

1. During the Fall 2002 semester the Learning Center employed two student workers. We may offer a one unit Library 190 training class in Spring 2003.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Continue to upgrade equipment annually by utilizing Above Base Budget Funding Worksheets.

2. Expansion is not possible in our present facility.

Description of Progress

1. The Learning Center has completed this task and was converted over to an NT network environment on schedule.

2. NA

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Continue to provide the Learning center with instruction and technical support.

Description of Progress or Planned Action

1. Towards the end of the Fall 2002 semester, the Computer Instructional Technician position was reclassified to that of Computer Resource Specialist. The duties of the position are: Management of the Campus wide LaserFiche Image Documenting System, the BlackBoard Learning System and the daily operation of the Learning Center. The Computer Resource Specialist is continuing the process of training the other staff members to perform some of the duties required in the Learning Center. These duties include routine maintenance, software / hardware troubleshooting and assisting librarians with computer related inquiries.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Continued effort to provide a quality printing service for those students who use the Learning Center.

Description of Progress or Planned Action

1. Students are currently able to print their documents in the Learning Center, however there is still a need for a Print Management System. The Learning Center in conjunction with the Library staff has decided on the GoPrint Touchscreen Network Printer Management System for cost recovery.

Planning Agenda Item

2. Continued effort to provide up-to-date computer operating systems to the students.

Description of Progress or Planned Action

2. To provide a state-of-the-art computer learning environment for the students, the Learning Center needs to stay current with the technology available on the market. It is the intention of the Learning Center to upgrade the operating systems for the 20 Apple iMac's and 2 Apple Servers to Mac OS X v10.2 and OS X Server v10.2.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Continued effort to provide a quality printing service for those students who use the Learning Center.

Description of Progress or Planned Action

1. The printing service the Learning Center offers has increased due to the reliability of our printers. Currently over 5000 printouts are processed during a two-week

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

Description of Progress or Planned Action

period. This increase causes the need for a heavy-duty printer that is able to handle an elevated quantity of printouts. The Computer Resource Specialist is evaluating printers that are able to support the current demand.

CENTRALITY OF MISSION

Planning Agenda Item

1. Intensify ongoing effort to increase base budget for books

2. Migrate to a more user-friendly online catalog as soon as funding allows.

Description of Progress

1. No process exists which will allow for discussion and action on division/program base budget increases. This is a problem which should be addressed in Instructional Council.

2. We were still investigating automation systems in order to select the best. The situation has been complicated by the approval of plans to build a new Learning Resources Center which includes some funding for the system. We are exploring ways to purchase part of the system now and rest when we move into the new building.

QUALITY OF STAFF

Planning Agenda Item

1. Request one additional librarian and additional paraprofessional hours to improve service to off-campus students.

2. Insure that a librarian serves on planning committees for Tulare Center & expanded Hanford Center.

Description of Progress

1. No progress has been made in the past year, and none is anticipated this fiscal year.

2. We've asked Dr. Carlson to be sure to include a librarian on the planning committee for the Tulare Center. Dale Norton will include a librarian in the Hanford Center planning committee.

QUALITY OF SERVICE

Planning Agenda Item

1. Given the EOS online catalog defects, we must change to an effective system! Continue to evaluate library automation systems in use at other California Community College libraries and select best replacement.

2. Continue to ask for a base budget increase for books; continue to ask for Instructional Equipment funding for books; continue to remove outdated books from

Description of Progress

1. Librarians have investigated Sirsi, GEAC, Voyager, and Horizon systems. There is about $150,000 in the budget for the new Learning Resources Center for an automation, plus $57,490 that can be spent now for one module of the system. The problem is that normally the entire system is bought at once. It would be extremely difficult to function with one Horizon module and the rest of the system EOS.

2. No progress in book budget increase, because there is no process in place to allow increases to division and program base budgets. Weeding of outdated books

QUALITY OF SERVICE

Planning Agenda Item

collection.

Description of Progress

continues on an ongoing basis.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Continue outreach to faculty through committee and division meetings, flex programs and individual contact, particularly emphasizing information competency.

2. Offer two sections each of the initial Library Tech certificate courses, Library 201 and 202, in Fall 2001.

Description of Progress

1. The FSS grant to develop information competency has expired. The project has been incorporated into the duties of one librarian in consultation with the other librarians. Librarians continue to be active in a number of campus committees.

2. One section of each course will be offered in Fall 2003 as a new cohort begins the program. Nineteen graduates completed the program and were awarded their certificates in November 2002.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Continue to request wheelchair accessible doors for the entries to the Library mezzanine and the Periodicals Room.
2. Continue to request adjustments to mezzanine wheelchair lift.

Description of Progress

1. The wheelchair accessible doors for the entries to the Library mezzanine and the Periodicals Room have been installed.
2. The wheelchair lift connecting the mezzanine to the FEC meeting room is now functional.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. We will lose one of our two 21 hour per week librarians in January 2002. To insure quality of library service to COS students and faculty, especially at the Hanford Center, we must replace this position.

Description of Progress or Planned Action

1. Library instruction for Hanford Center classes may be eliminated if this position is not replaced.

   We've submitted a request for an adjunct replacement to HRS.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Continue working with Spencer/ Hoskins on plans for new Multimedia Library Center.

Description of Progress or Planned Action

1. Funding became available in 2001/02 for working drawings.

   Planning committee has met with Spencer/ Hoskins staff and COS Facilities Director; committee communication lines have been established.

CENTRALITY OF MISSION

Planning Agenda Item

1. The biggest challenge will be to stay current with rapidly advancing technologies in the field of video, computers, Internet and distance learning.

2. Distance learning classes will increase and in turn place additional demands on our small staff and limited facilities.

Description of Progress

1. To stay current with web technologies we have installed computer boards in our studio computer for video streaming. We will be requesting equipment to upgrade TV Studio and distance-learning equipment (this request was approved last year by College Council but was canceled due to funding cuts by the Governor).

2. To meet increasing demands from distance learning we are cross training our AV Tech and Materials Specialist to operate distance-learning equipment. We do not yet have a solution to our limited facility.

QUALITY OF STAFF

Planning Agenda Item

1. The number one priority will be to increase the TV Studio technician to a full time (12 month) position.
2. We will continue to send staff to workshops, vendor showings, visits to other colleges and training sessions.

Description of Progress

1. The TV Studio Tech position has been made a full time 12-month position.
2. As our budget allows our staff is attending vendor showings, workshops, etc. On 12/01 the AV Coordinator and the TV Studio Tech attended the DV Expo at the LA Convention Center.

QUALITY OF SERVICE

Planning Agenda Item

1. Work with Library personnel to develop a better system to catalog and track our video holdings.

2. Explore ways to provide better access for disabled students to our distance learning classroom (which is the TV studio), AV Lab and other areas where students need access.

Description of Progress

1. We are working to develop our own system of cataloging and tracking videos. Our materials specialist is learning how to purchase and/or rent videos from vendors, this was formally handled by Tulare County.

2. Due to the design of the studio and the limited space for desks there is not much that can be done to improve handicapped access. The studio was not designed to be a classroom. A dedicated distance-learning classroom is needed to solve this problem. The AV Lab is small and presents a problem for disabled students. Likewise our video editing lab is very difficult for all students to access because this space was meant to be a passageway and storage space.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. It is becoming increasingly difficult to use the TV Studio for both production and distance learning. A dedicated distance Learning/Technology classroom needs to be established in the IMC building close to the TV Studio.

2. Our Faculty Survey indicates demand for new technologies such as DVD authoring, video streaming to the Internet and high tech classrooms.

Description of Progress

1. I continue to discuss the need for a dedicated distance learning/technology classroom with James Tucker, new director of Learning Resources, Audio-Visual and Dale Norton. The DRC has moved the lab portion of their program to a portable building. The District should seriously consider turning the remaining DRC space into distance learning/technology classrooms. The current space occupied by DRC would be the logical place to expand distance learning and the video editing lab.

2. The TV studio tech has installed the computer board necessary for video streaming. He is testing the system and consulting the web master when necessary. So far streaming is limited to on campus. A DVD authoring system will be requested.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Designate two dedicated distance-learning /high-tech smart classrooms. These would be two fully equipped high tech classrooms where instructors would teach students on site and have two-way audio video connections with distant sites. The classrooms should be located in the IMC building.

2. Acquire a budget and develop a procedure for replacing worn- out equipment.

Description of Progress

1. No tangible progress. But the discussion goes on. I continue to discuss the need for a dedicated distance learning/technology smart classrooms with Jim Tucker and Dale Norton. The DRC has moved the lab portion of their program to a portable building. The District should seriously consider turning the remaining DRC space into distance learning/technology smart classrooms. The current space occupied by DRC would be the logical place to expand distance learning, smart classrooms and the video editing lab.

2. None. Computers are replaced every three years. Overhead projects, TVs, VCRs, LCD projectors, distance learning equipment, cameras and other AV equipment essential to instruction must rely on uncertain above base funding. There can be no progress until the college decides to establish a line item budget to replace AV equipment.

Tutorial Services

CENTRALITY OF MISSION

Planning Agenda Item

1. No Planning Agenda

Description of Progress

1.

QUALITY OF STAFF

Planning Agenda Item

1. With the new additional programs in the Center now, it would be very beneficial to have a part-time staff person working during the busiest hours from 10:00 a.m. to about 1:00 p.m. each day. This would partially replace the six hour per day, ten-month position that was eliminated in 1992. Having a constant staff person available during the busiest hours would also improve the quality of service that students receive.

Description of Progress

1. Currently working on changing our Part-Time position to a Full-Time position.

QUALITY OF SERVICE

Planning Agenda Item

1. We plan to continue stressing the need for a larger area for the program in order to relieve crowding and provide the privacy some tutoring sessions require.

Description of Progress

1. We will not be relocating until the new Library/Tutorial Center is built. Estimated ground breaking is Feb/Mar of 2003.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. We will continue to post information encouraging students to use our services, and maintain a positive atmosphere

Description of Progress

1. I will continue to promote the Tutorial Center with flyers and contact with faculty and staff.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. We will continue to participate in meetings taking place to determine how to coordinate these programs together with

Description of Progress

1. We are looking forward to a new Library in several years that has space planned for these programs.

FACILITIES/EQUIPMENT

Planning Agenda Item

MESA Center and find a larger space. For this program to continue to be successful, it seems best to be located where it has high visibility and even more important, it needs to be easily assessable for physically impaired students. We are looking forward to a new Library in several years that has space planned for these programs. In the meantime we need to continue seeking other alternatives to combine all of our tutorial services on campus.

Description of Progress

Administrative Services
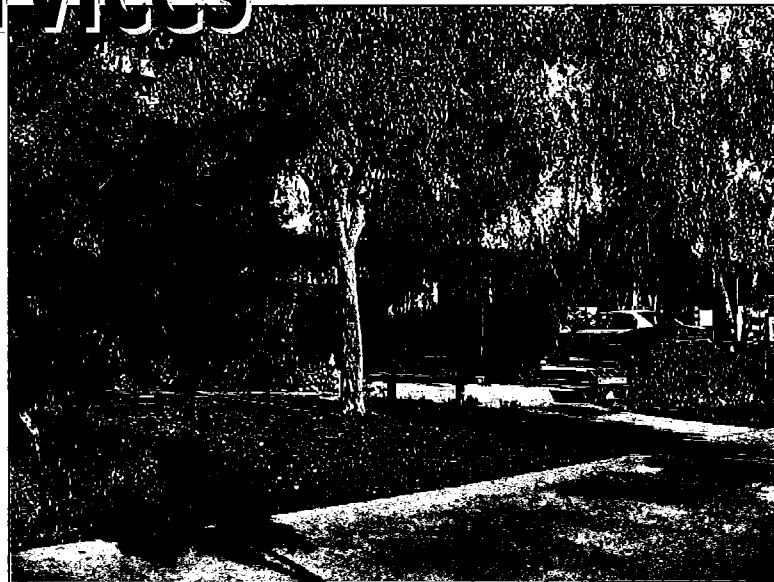
2003-2004

Self Studies and
Annual Progress Reports

Accounts Payable

MISSION/FOCUS:

The mission of the Accounts Payable office is to pay all of the District's bills (excluding enterprise funds) that provide the equipment, supplies, and services necessary for the District to carry out its mission as an educational institution; monitor non-salary budgets and provide various monthly and quarterly reports as needed.

STRENGTH/ACCOMPLISHMENTS:

Fiscal Year	Warrants	Increase/ Decrease	Purchase Orders	Increase/ Decrease	Direct Pay Vouchers	Increase/ Decrease	Invoices	Increase/ Decrease
1992-93	4,818		3,465		2,372		N/a	
1993-94	5,453	13%	3,802	10%	2,292	-3%	N/a	
1994-95	4,994	-9%	3,636	-5%	2,307	1%	8,083	
1995-96	5,176	3%	3,916	8%	1,333	-42%	8,979	11%
1996-97	5,240	1%	3,806	-3%	1,331	No change	9,275	3%
1997-98	5,525	5%	3,613	-5%	1,872	40%	10,253	10%
1998-99	5,844	6%	3,068	-15%	3,217	72%	11,031	8%
1999-00	6,411	9%	2,965	-3%	3,815	16%	11,769	6%
2000-01	6,584	3%	3,020	2%	3,759	-2%	12,187	4%
2001-02	5,828	11%	2,671	-12%	3,821	2%	12,084	-1%

* The new accounting software allows for 36 lines of information on the check stub, the legacy system only allowed for 12. We have many vendors that we pay large quantities of multiple invoices to on a regular basis, (ie. Office Depot, Total Office Products, COS Bookstore), so the number of warrants used to pay them has decreased proportionally. In addition, the legacy system assigned numbers to each of those checks, even the "void" ones that contained only remittance advice. Banner does not assign check numbers to any checks that are printed just for remittance advice, only to the ones actually valid for payment. So there was not truly an 11% reduction in the number of warrants printed over 2000-01.

The "decrease" in the number of invoices is negligible - 1%. Note the decrease in the number of purchase orders processed, yet there was virtually no change in the number of invoices processed, due to the increase in the number of direct pay vouchers and purchase orders with multiple invoices.

SIGNIFICANT CHANGES/CHALLENGES:

1. Defects - There are significant challenges presented on a near daily basis with the new software, (Banner). There are defects in the program that appear whenever a process is run or a table accessed that isn't used on a daily basis.
2. Testing - In addition, Banner sends new releases twice a year (or more) that require pre-installation testing to determine how the changes they have made to the software will effect our use. Unfortunately, none of the new releases received in the past year have made the A/P program any more efficient, or user-friendly.
3. Time Consuming - The daily invoice posting is still 4 times more time consuming than with the legacy system (TCOE). To meet the weekly payables deadline the A/P Coordinator averaged 23-1/4 hours of overtime each month for the fiscal year. On the legacy system, the average was less than 12 hours overtime each month.

4. Reporting Problems - The base-line Banner product still cannot provide a budget or general ledger report in the format we need, requiring use of a separate database program (SDA), to run those reports. Those reports take an average of an hour to run, versus a few minutes on the TCOE system.

5. Check Printing - The District checks are still subject to TCOE for payment audit and approval, and they require a copy of the latest Board approved budget submitted with each check batch. We cannot obtain this information directly from Banner or SDA and an additional spreadsheet summary must be done manually for submission with the checks to TCOE for audit and signature. None of this was required with the previous legacy system.

OBJECTIVES FOR 2003-2004:

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. Work as efficiently and accurately as possible to process the increasing volume of invoices for the District purchases, and handle the check printing requests of Payroll and Accounts Receivable in addition to those of Accounts Payable

Accounts Receivable

MISSION/FOCUS:

Our mission is to record and process student accounts receivable, provide cashiering services, such as cash depositing and counting, providing cash boxes for fund raisers, disbursement of financial aid and scholarship checks, and other accounting duties, such as bank reconciliations and general ledger posting. We would like to have an accounting system that makes possible both: (a) to present fairly with full disclosure the financial position and results of financial operations of the funds and account groups of the governmental unit in conformity with generally accepted accounting principles; and (b) to determine and demonstrate compliance with finance related legal and contractual provisions:

STRENGTHS/ACCOMPLISHMENTS:

- Ensures efficient and consistent services to students, staff and community.
- Disbursement of Financial Aid and Scholarship awards.
- Preparation of financial statements on various ancillary funds.
- Reconciliation of telephone registration, credit card receipts, and bank statements.
- Counting cash for Bookstore, Food Service, and other ancillary funds.
- Preparing cash boxes for fund raisers.

SIGNIFICANT CHANGES/CHALLENGES:

We are currently getting ready to implement Banner for Student Accounts Receivable. The date to "Go Live" was delayed a year to November 2003. We will face significant challenges in the building of Student Accounts Receivable for Banner. There is a significant amount of work involved including all of the coordination with Admissions & Records and Financial Aid.

OBJECTIVES FOR 2003-2004:

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Continuing Implementation of SCT Banner software.
2. As a new hire, strive to learn the fiscal policies and procedures at COS. To become an active participant in committees that promote growth and success of COS.
3. Evaluate policies, procedures, controls, and customer service in Accounts Receivable.

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.
1. Replace old, outdated coin and cash counting machines with new reliable ones.

MISSION/FOCUS:

Computer Services is a client-oriented department that provides support in communications, computer systems and information management to all students and staff. This department facilitates information exchange through the collection, storage, retrieval, security and reporting of Data.

STRENGTHS/ACCOMPLISHMENTS:

Computer Services greatest strength is its ability to successfully adapt to and manage changing technology. Another strength of the department's personnel is its ability in identifying needed changes to procedures, and articulating those changes to district staff members.

SIGNIFICANT CHANGES/CHALLENGES:

- Decrease of critical staff.
- Continued need for department reorganization to support district requirements
- Generating additional reports for Finance Office
- Understanding and mastering the technical aspects of the Banner system
- Security of Data on personal computers and virus protection
- Timely responses to users help calls
- Standardization of Hardware and Software
- Implementation of a standard desktop refresh/replacement cycle
- Implementing a support system for 24x7 system availability

OBJECTIVES FOR 2003-2004:

Goal 1: COS will provide a curriculum which meets the life-long, educational needs of our diverse population.
1. Provide support for creation of a technical " train the trainer" course
2. Create and maintain Administrative Software curriculum

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Remodel 721A&B to accommodate new equipment and different personnel.
2. Schedule and complete a department retreat to set yearly goals.
3. Create a monthly appreciation day for the staff member who has been most efficient during that month.

Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.
1. Fill Network Analyst and Programmer Analyst positions.
2. Hire three programmer analysts to support the ongoing maintenance of administrative systems.
3. Hire three level one technicians.
4. Hire a cable and fiber installation and maintenance position.
5. Create training plan/requirements for all Computer Services positions.
6. Evaluate existing positions and training requirements.

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.
1. Enhance and upgrade campus network infrastructure.
2. Create a two, three and four year refresh cycle for all desktop computers in the district.
3. Identify needs for upgrading data and video to off site centers.
4. Complete implementation of Student/Student Accounts Receivable Banner Modules.
5. Evaluate current department budget structure and propose an alternative for support of the four sub groups (network, programming, technicians, administrative).
6. Consolidate Computer services staff in one building.
7. Acquire separate server for administrative software system development.

Custodial Services

MISSION/FOCUS:

The Custodial Services' mission is to provide a clean and safe environment for our faculty, staff and students in which to work and/or pursue their education. This is accomplished using a skilled workforce and quality materials.

Additionally, the Custodial division is responsible for the development and implementation of a State mandated recycling program and the submission of an annual report.

STRENGTHS/ACCOMPLISHMENTS:

Custodial Services plays a major role in the day-to-day operations of the College Campus. One of our greatest strengths is our ability to respond quickly to the Campus' ever changing needs while minimizing disruptions to other campus departments.

SIGNIFICANT CHANGES/CHALLENGES:

The custodial department continues to be challenged with maintaining the cleanliness of the campus buildings and providing support for numerous events District wide. There has been an increase of facilities, students, faculty, staff and community events, further impacting limited resources. In 2001/2002 College Council approved an additional custodial position (# 3 on Personnel list) and $30,000 in one time non-instructional equipment purchases (#3 on the Non-Instructional list), neither of which were funded. In order to compensate, custodians have been allowed to work overtime, accrue CTO and student workers have assisted in day-to-day cleaning assignments. The Custodial Department is slowly being forced into a reactive state vs. a proactive state. In July of 2002, Sam Chavez was promoted to warehouse person, leaving a custodial position vacant (this position is currently subject to a District hiring freeze until further notice).

OBJECTIVES FOR 2003-2004:

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. Review existing policies and procedures, and create a Task List of assigned duties. Distribute Task List to Campus personnel.
2. Develop an Inspection Form to provide accountability to the Department and District, and conduct periodic inspections.

MISSION/FOCUS:

This office has a fiduciary duty to the students, faculty, staff and taxpayers to assure that the books and records of the District are kept in accordance with generally accepted accounting principles and the CCC Budget and Accounting Manual. Current and accurate reporting of all aspects of the District=s financial position are essential in the decision making process and to assure continued financial stability.

STRENGTHS/ACCOMPLISHMENTS:

The fiscal services staff is very committed to giving their very best to their jobs. I feel that both of the fiscal services staff members go well beyond the call of duty to get a job done completely and correctly. This is applicable to all of their duties, but one shining example was the ability of these staff members and the Accounts Payable department and the Payroll department to build, learn and implement a new Finance and Payroll/HR module on Banner in record speed. When faced with a challenge, they always come through and accomplish whatever needs to be done. With all of the legal changes, they find a way to adapt and change constantly. They are always willing to stop what they are doing to assist another employee.

SIGNIFICANT CHANGES/CHALLENGES:

There are many significant changes and challenges that have occurred or will be occurring. The loss of our Vice President of Administrative Services has added greatly to my responsibilities in the areas of budget and risk management. In addition, Food Services, Bookstore and Purchasing are now under my areas of responsibility.

The state budget crisis has made budgeting very challenging. Much time and effort is required to determine the fiscal impacts of possible ideas to help us through the crisis and to estimate the possible effects to the District's restricted and unrestricted income.

There is still much work to be done to completely implement the Finance portion of Banner. The next two projects that need to be implemented, at least at some level, are Student

Accounts Receivable and Fixed Assets. The reason that at least a portion of Fixed Assets needs to be implemented now is the new GASB 34/35 (Governmental Accounting Standards Board pronouncement). This significantly changes the reporting structure of our official financial reporting, our annual audit report. A huge amount of work will need to be done on this project (fixed assets), as well as many other requirements of the pronouncement, which requires extensive analysis and a complete change of reporting format.

OBJECTIVES FOR 2003-2004:

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. To assist all of our staff in operating as efficiently and productively as possible, we will present workshops on administrative procedures, as well as Banner procedures. These workshops will cover appropriate accounting for fundraising activities, expenditure guidelines, budget transfers, equip. inventory, travel/mileage reimb., time records, absence tracking, TSA's, purchasing procedures, independent contractor reporting and other important topics.
2. Continue to be a resource to budget managers by providing assistance, information and troubleshooting regarding their budget.
3. Review internal controls in all departments where cash is collected, change procedures if necessary and document procedures.

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.

1. Provide direction, make decisions about implementation and keep the project on track. Student A/R, non-student A/R and fixed asset modules are the areas that we will be concentrating on.
2. Complete the first phase of physical inventory to comply with GASB 34/35.

Fiscal Services

Goal 5: The District will manage the finances through shared governance in such a way that it will support the goals of the College.

1. Prepare and calculate information that is requested to develop a plan to help the District cope with impending budget cuts.
2. Communicate financial information to staff and public by publishing budget books and having an annual Budget Workshop to answer questions.

MISSION/FOCUS:

The COS Grounds department strives to ensure that visitors enjoy a pleasant view of an artistically created and professionally maintained outdoor environment. We believe that an aesthetically pleasing environment is an important factor in the educational process. To accomplish our goals, we utilize a well-trained crew to provide routine maintenance such as mowing, weeding, pruning and irrigation. In addition, the Grounds staff is fully certified for the professional application of pesticides and herbicides. We also undertake small to medium landscape projects, and interact with local community groups in an effort to enhance our campus.

STRENGTHS/ACCOMPLISHMENTS:

The Grounds Divisions' Primary Strength is also its' most valuable asset; the Workforce. A walk across Campus shows that a high degree of pride is involved in the day-to-day execution of assignments. When considering that this is accomplished by an undersized staff, it becomes a testament to their hard work and dedication. In addition to the every day tasks, the Division also provides support for special events campus-wide; provides support to construction projects campus-wide; completes numerous landscape projects campus-wide.

SIGNIFICANT CHANGES/CHALLENGES:

NA

OBJECTIVES FOR 2003-2004:

Goal 4: COS will plan, maintain, improve and expand the districts facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.

1. Landscape front planters of Administration.
2. Install mulch and bark in planters Campus wide.

Maintenance and Operations

MISSION/FOCUS:

The COS Maintenance and Operations department is dedicated to maintaining a safe, secure and accessible environment. Maintenance work is defined as that work necessary to keep all existing campus facilities in good repair and operating condition. This work includes maintaining, operating, and the repairing of utility systems; i.e. electricity, water, gas, heat, ventilation, air conditioning, plumbing, sewage, and elevators. It also includes maintaining and repairing basic components of campus buildings and grounds; i.e. foundations, walls, roofs, stairs, ceilings, floors, floor coverings, wall covering, doors, windows, hardware, lights and ancillary facilities. Maintenance and repairs to equipment are limited to equipment that is part of the infrastructure of a facility such as built in exhaust hoods, vehicle lifts, pumps, air compressors etc. Instructional and non-instructional equipment, other than student desks, are not maintained, repaired or replaced by the department.

This definition specifically excludes new work and alterations; i.e. constructing and modifying buildings and grounds, providing decorative treatment to buildings and grounds, attaching items to buildings, and extending or modifying utility systems. Also excluded in the definition is repairing, fabricating, modifying, adapting or installing new equipment. However, these types of items can be completed on a reimbursable basis. Estimates of costs for these projects will be provided free of charge and if accepted, work will be scheduled after all necessary budget transfers have taken place.

STRENGTHS/ACCOMPLISHMENTS:

The Maintenance Departments primary strength is our diversified workforce, which now has coverage in each of the critical repair trades (HVAC, Electrical, Plumbing and General Maintenance). The staff is competent in their respective areas, and is committed to supporting and enhancing the educational process through the completion of daily assignments and scheduled projects.

SIGNIFICANT CHANGES/CHALLENGES:

Over the years the college has grown significantly, and needs have changed. The Maintenance Department has been using a paper system to assign and track work orders. While this system has been adequate for the assignment of work, it does not allow for the tracking of manpower or materials used, nor does it allow reports or trends to be readily generated. As new facilities and technologies are introduced to the Campus, the need for a Computerized Maintenance Management System (CMMS) has become evident. As the Hanford and Tulare Centers expand, and a Central Plant system is designed for the Main Campus, the ability to link all 3 campus's together in one comprehensive system that includes a Preventative Maintenance program will be a crucial part of accomplishing our Mission.

OBJECTIVES FOR 2003-2004:

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Modify current work order system in an effort to increase customer satisfaction and maximize productivity.

Goal 4: COS will plan, maintain, improve and expand the districts facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.
1. Modify and expand the Campus Fire Alarm system to include a Central Monitoring Station
2. Identify Campus restrooms for renovation as Budget permits.

MISSION/FOCUS:

The function of the Payroll Department is to perform the various duties involved in paying employees, maintaining payroll records, insurance, voluntary deductions, tax returns, budgets, retirement systems, etc., for employees and retirees of the college. It is essential that we stay current on new IRS regulations, retirement system changes, SUI and workers compensation rules in order to apply them appropriately.

Our goal is to pay our employees and provide critical budget and expense information in a most accurate and timely manner. In order to accomplish this goal, we must operate as efficiently as possible.

STRENGTHS/ACCOMPLISHMENTS:

The department's primary strength is that we are responsible, accurate to a fault and will get the job done, whether it is our responsibility or not. This past year we have had to take on technical roles, investigative roles and teaching roles. Some examples of major accomplishments are listed below.

1. A major accomplishment this past January was to print the employee's W-2 forms. With payroll information in two systems (TCOE and Banner), balancing the W-2 information to the quarterly reports was an overwhelming task that we were able to complete in a timely manner.

2. Budgeting positions this year was very different and difficult in Banner. A whole new format was required to continue to produce the information we normally provided. The information had to be structured as raw data in order to upload it into Banner. At the same time, different reports were needed from the same set of information for Administration. This required a user-friendly format to be maintained as well as the raw data format.

3. When audited by worker's compensation, we were informed that if a report could be produced that included all overtime earnings along with their hourly rate the worker's compensation tax could be reduced by that amount. In that same week, a report was created by our office to save the college money.

4. As an employer, we received notice from the Federal government that it is necessary to match social security numbers with employee's correct name. A fine would be imposed if the two items do not match on the W-2 form. Due to this, another report was created by our office to send to EDD giving the employee's name and social security number. This will save the college from being penalized.

5. Our role concerning District auditors has increased due to our efforts to become fiscally accountable. This year the auditors requested information that our department does not normally track. Within days, we were able to accommodate their requests with new reports written specifically for them and spreadsheets demonstrating how the payroll balances with the finance system. This involved investigative work to figure out a whole year's worth of information.

SIGNIFICANT CHANGES/CHALLENGES:

1. With the new system, the employees in this office have had to become technical experts in Banner. When a problem or glitch occurs, an investigation is needed to determine what is causing the problem. This can take a day or more to figure out the problem, to correct it or to inform Computer Services of what exactly needs to be done to correct the problem.

   a. With TCOE, their IT personnel took care of all report writing but our IT personnel have not taken the time to learn the system to fix any technical problems or write reports and have left the payroll department to take on this role in order to successfully get employees paid and to produce requisite reports. Under the TCOE system, all reports were provided for us. Banner, unfortunately, does not provide us with the appropriate reports needed to carry out our day-to-day functions. Because of this, many reports have been written and are still being written in our office to accommodate this need. Because the report writing is such a complicated process, it can take up massive amount of time to create and perfect such reports.

Payroll/Benefits

2. This past July, STRS made a major change in reporting creditable compensation with AB 2700. Now, members pay STRS on all earnings. This change required an enormous amount of time in changing the retirement coding on each individual job to comply with the reporting to STRS.

3. Compensatory time ledgers that were once tracked at the supervisor level are now tracked in the payroll office. This includes monthly reporting into the Banner system during payroll processing, posting to leave records and to Comp Time Database. Fiscal Services needs the information on a report because they are required to book the amount of liability incurred by the college.

OBJECTIVES FOR 2003-2004:

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. Obtain a new confidential position to perform all of the new duties that the Payroll department has had to assume.

Goal 5: The District will manage the finances through shared governance in such a way that it will support the goals of the College.

1. To perfect a system in Microsoft Access that would hold the budgeting information. By doing this, reports will be easily accessed and done more efficiently.

CENTRALITY OF MISSION

Planning Agenda Item

1. The bookstore will continue to focus efforts on the outreach of students, faculty and staff by increasing and improving services, offering multiple purchasing options, and hosting special events for our customers.

2. To continue as a cost-recovery operation focusing on quality of product and services, meeting operational costs and contributing $21,000 annually to the college.

Description of Progress

1. E-commerce; increased hours of operation; Freshman Night; Holiday Open House; sales.

2. Projecting income, cost of goods, and expenses based on enrollment and prior activity.

QUALITY OF STAFF

Planning Agenda Item

1. Continued staff development for a knowledgeable, trained staff.

2. Continue to hold regular scheduled staff meetings.

Description of Progress

1. The bookstore will continue to request staff attendance to state and national industry meetings.

2. Meetings allow communication between staff to review prior semester success, establish timeline for bookstore master calendar, and verify status of goal/objectives.

QUALITY OF SERVICE

Planning Agenda Item

1. Continued efforts to increase services, as well as continued development of existing services as industry and technology requires.

2. Continue to improve requisition recruitment from faculty to better serve faculty and students.

Description of Progress

1. Continued upgrades to web software as made available. Continued online sales. Continue to provide online access for textbook and course information for students and faculty. Continue to aggressively purchase used textbooks.

2. Bookstore staff now route all requisitions to Division Chairs for faculty. This saves faculty time. Division Chairs time used to sign requisitions was cut by 75% by the new adoption approval policy.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. The perception of "on campus" college bookstores is that they are overpriced, and the staff is not helpful.

Description of Progress

1. It is imperative that the COS Bookstore staff perceives that the products and services provided to students,

Bookstore

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

Although we pride ourselves with the success we have had in changing this perception, we acknowledge that a positive image requires a continuous effort.

Description of Progress

faculty and staff are valuable, customer serviced oriented, and competitive. We have to believe in our mission and purpose. Continue to develop marketing strategies to promote our services and the benefits of shopping the campus store by: utilize the National Assoc. of College Stores marketing campaigns; direct mail campaigns; poster & flyers; e-mail.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Continue planning for a new bookstore facility to meet the needs of our growing student population.

Description of Progress

1. Continue annual LAIF contributions, keep up to date on new trends for campus market places, propose to plan for new services and opportunities in the bookstore, begin collaborating with Director and architect on plans.

CENTRALITY OF MISSION

Planning Agenda Item

1. Extend the hours of police service coverage to the District by hiring an additional Police Officer.
2. Provide 24-hour police services to the District to enhance the safety of students, faculty, staff and District property.
3. Increase the hours of coverage at the Hanford Center from 32 to 40 hours per week.

Description of Progress

1. Completed in 1999 / 2000
2. Pending further research.
3. Accomplished

QUALITY OF STAFF

Planning Agenda Item

1. Assign a campus police officer to research police related training to comply with mandated training requirements of the Commission on Peace Officers Standards and Training.
2. Schedule an officer to attend the required training to qualify as a Firearms Instructor.

Description of Progress

1. Accomplished.
2. Accomplished.

QUALITY OF SERVICE

Planning Agenda Item

1. Provide information to promote better understanding of functions of the College of the Sequoias Campus Police Department.
2. Establish the opportunity to provide information to the Academic Senate, Instructional Council, College Council and other campus committees.

Description of Progress

1. In Progress.
2. In Progress.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. The Campus Police Department will continue to research methods to improve the safety of all constituents.

Description of Progress

1. In Progress.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Replace the current police vehicle assigned to the Hanford Center.

Description of Progress

1. Submit request for replacement in 2003-2004 budget process.

OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Establish a safety budget in the amount of $15,000.

Description of Progress or Planned Action

1. Safety Budget established in 2002-2003.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Fill vacant police officer position created by resignation.

Description of Progress or Planned Action

1. Request for Personnel Replacement has been submitted 12/3/02.

CENTRALITY OF MISSION

Planning Agenda Item

1. Inadequate staffing to meet the growing needs of the College. This item was unanimously endorsed by the validation team.

2. Mail Room does not meet the current needs of the College. The validation team supports expanding the mailroom to ensure all on-campus teaching faculty have a mail receptacle.

Description of Progress

1. No progress has been made for additional staffing. With the new digital equipment we now use confidentiality is becoming more of an issue. Tests and other confidential material can now be saved and retrieved from the archives. Using the Para-Professional budget along with our Student budget a Full-time employee is a minimal increase.

2. A new middle section is being constructed. This will add 120 new boxes, in addition to the temporary one the department bought for the Fall semester.

QUALITY OF STAFF

Planning Agenda Item

1. Inadequate staffing to meet the growing needs of the College. This item was unanimously endorsed by the validation team.

2. Improve the quality of customer service.

Description of Progress

1. No progress has been made for additional staffing. With the new digital equipment we now use confidentiality is becoming more of an issue. Tests and other confidential material can now be saved and retrieved from the archives. Using the Para-Professional budget along with our Student budget a Full-time employee is a minimal increase.

2. With the relocation of the customer service window, it has helped provide a more friendly atmosphere. In addition to the all day walk-up hours our service can have a more positive response.

QUALITY OF SERVICE

Planning Agenda Item

1. Relocate Print Shop and Graphic Departments back with the Duplication & Mail Center. This was a direct suggestion from the Validation Team.

2. Additional Full-time Employee.

Description of Progress

1. Utilizing all of our professional resources will enhance our services and will have a more positive response from the College community.

2. No progress has been made with this item as stated with Quality of Staff.

Duplications

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Additional machinery.

Description of Progress

1. Along with all of the machinery in the Duplication Department, all copiers campus wide were replaced with digital machines. Some have the ability to be connected directly to desktop computers. Reliability remains an issue that we continue to work on with new vendor.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Expand Mail Room.

Description of Progress

1. A new middle section is being constructed. This will add 120 new boxes, in addition to the temporary one the department bought for the Fall semester.

CENTRALITY OF MISSION

Planning Agenda Item

1. Reduce the amount of printing being done off-campus.

2. Utilize professional expertise from beginning of projects.

Description of Progress

1. Most departments have returned off-campus printing back in-house. Exceptions include those of extreme high volume or those requiring services we do not offer.

2. Personal meetings and education have been implemented and continues to be very successful.

QUALITY OF STAFF

Planning Agenda Item

1. Inadequate staffing.

2. Utilize the Graphic Artist for web-based tutorials and teaching aids.

Description of Progress

1. No progress has been made to hire a permanent part-time staff member.

2. Implemented and continues to improve.

QUALITY OF SERVICE

Planning Agenda Item

1. Print Shop contacts vendors to facilitate the most efficient and cost effective solution for printing projects.

Description of Progress

1. Continue to act as a liaison between individual departments and outside vendors.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Inadequate staffing.

Description of Progress

1. No progress has been made to hire a permanent part-time staff member.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Full color printing.
2. Closer relationship with Information Services.

Description of Progress

1. Color copier has been leased.
2. Implemented and continues to improve.

Print Shop/Graphics

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Relocate Print Shop and Graphic Departments back with the Duplication and Mail Center. This was a direct suggestion from the Validation Team.

Description of Progress or Planned Action

1. Utilizing most of the same equipment and supplies the three individual departments should once again be located in the same area. There is a lack of communication and loss manpower due to the separation of departments. Utilizing all of our professional resources will enhance our services and will have a more positive response from the College community.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Expand Print Shop.

Description of Progress or Planned Action

1. Due to the limited space in the Print Shop because of the remodeling of the building for office space/conference room for purchasing Director, equipment area (presses, paper cutter, camera, folder etc.) does not meet minimum ADA requirements. Disabled person in wheel chair cannot get through door, or travel through Print Shop area.

CENTRALITY OF MISSION

Planning Agenda Item

1. Purchase 1 additional 8-passenger van FY 99-00.

2. Remodel Transportation work area FY 99-00.

3. Provide a wash/inspection area adjacent to shop FY 99-00.

4. Develop policies and procedures for Transportation Dept.

5. Trade in 2 15-passenger vans and replace with new.

6. Steering Committee questioned shifting responsibility for maintenance of specific vehicles to specific departments.

7. The Steering Committee questioned the difference in vehicle purchases with a trade-in vs. those without a trade-in.

Description of Progress

1. Completed.

2. This project is partially complete, however with the construction of the new Learning Resource Center, this area will be inaccessible to vehicles. The entire shop area will need to be relocated to a permanent location. Additional modifications are not warranted. No further modifications will be made after Dec. 02.

3. Incomplete. With the construction of the new Learning Resource Center, this project is not feasible. No further action will be taken.

4. The Transportation Dept. is under new management, and all policies and procedures will be reviewed and modified as required. This process will begin in 2001/2002Process has begun and will continue through 02/03.

5. One van was traded in and a new one purchased in FY 00-01 Current funding levels allow for one vehicle to be replaced per fiscal year.

6. The Transportation Department maintains all District vehicles with the exception of Public Safety Training Department vehicles, which are purchased and maintained through a grant.

7. An exact trade-in value is difficult to set as many factors are involved such as age and condition of the trade-in and demand (if any).

QUALITY OF STAFF

Planning Agenda Item

1. NA

Description of Progress

1.

QUALITY OF SERVICE

Planning Agenda Item

1. Annual CHP vehicle inspections have passed with a rating of "satisfactory". Survey feedback has been positive, with a 3.7 rating. All vehicles are washed and vacuumed on a

Description of Progress

1. Staff strives for improvements in customer satisfaction through the use of rental vehicles and proper assignment of fleet vehicles. No safety issues were noted during this

QUALITY OF SERVICE

Planning Agenda Item

weekly basis at a minimum.

Description of Progress

period.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Provide transportation services to District personnel and Campus groups using fleet and rental vehicles as required.

Description of Progress

1. District needs are continuing to be met through the use of fleet vehicles and IRS mileage reimbursement and an increase in rental vehicle usage.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. The mechanics shop was relocated, and required remodeling. Also included was a request for a wash area.

Description of Progress

1. The shop area was partially remodeled, but remains unfinished. The wash area has not been completed to date. The construction of the new Learning Resource Center will necessitate the relocation of the existing shop facility, making any further modifications fiscally irresponsible. No further modifications will be made after Dec. 02.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. We have identified a need for a Vehicle Replacement Plan and an associated budget. At current funding levels we are unable replace vehicles prior to critical failure.

Description of Progress or Planned Action

1. A vehicle replacement plan has been developed at current funding levels and a recommended replacement plan is being submitted with an Above Base request. The Above Base Budget Request was not approved, and will be re-submitted.

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Based on usage trends, we have determined that the Transportation fleet is too small to adequately serve District needs. As a result, we would like to increase the fleet by one 15-passenger van.

2. Currently the District has no ability to provide transportation to students or staff with disabilities. We would like to remedy this by purchasing one handicap accessible van.

Description of Progress or Planned Action

1. The Above Base Budget Request was not approved, and will be re-submitted.

2. An Above Base Budget Request has been submitted. The Above Base Budget Request was not approved. The Foundation was approached and approved funding to modify an existing 15-passenger van during FY 02/03.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report
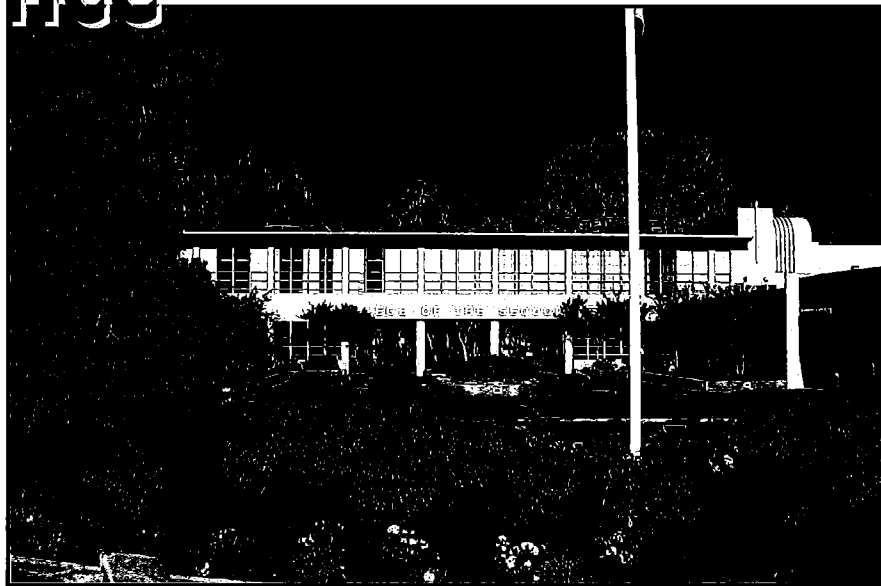
Planning Agenda Item

1. We have identified a need to relocate the Mechanics shop to a new facility as a result of the construction of the new Learning Resource Center. This will allow us to construct a facility that will serve current and future District needs.

Description of Progress or Planned Action

1. An Above Base Budget Request has been submitted. The Above Base Budget Request was not approved, and will be re-submitted.

President's Office

2003-2004

Annual Progress Report

Human Resources

CENTRALITY OF MISSION

Planning Agenda Item

1. Provide quality customer service and act as good will ambassadors for employees and college.

2. Recognize weaknesses of office and take positive corrective actions.

Description of Progress

1. Providing and maintaining a high quality of customer service is an ongoing practice that we must monitor constantly in order to maintain the level that is expected from Human Resources.

2. As weaknesses are discovered, problem areas are discussed and solutions are provided. For example, we have recently changed our internal procedures for hiring adjunct employees. We now require Adjunct Personnel Requests be on file in Human Resources prior to sending the new hire packet to Payroll.

QUALITY OF STAFF

Planning Agenda Item

1. Maintain current level of expertise in software abilities and encourage staff to attend any courses or seminars that will benefit them in their jobs.

2. Attend Banner training.

Description of Progress

1. Individual staff members are currently enrolled or scheduled to take courses offered at the College that will enhance their verbal and computer skill in the Department.

2. Individual staff members attended the Annual Banner Conference in November to keep current in the HR Modules and to learn about the Student Services Module. A staff member has been working closely with Academic Services and Computer Services to ensure that Banner tables related to faculty disciplines and workloads in the student module are being created appropriately. A Banner Action Line has been established by the Human Resource Department. This will help staff members to further examine how to better utilize Banner in our day-to-day tasks.

QUALITY OF SERVICE

Planning Agenda Item

1. Hire the Confidential Secretary.

Description of Progress

1. The general secretarial duties from the vacant Confidential Secretary have been redistributed to current staff. As soon as the budget allows, we will move forward with the hiring of the Confidential Secretary.

QUALITY OF SERVICE

Planning Agenda Item

2. Steering Committee noted the need for staff to be acquainted with services offered and also the need for services at non-traditional times.

Description of Progress

2. A Power Point demonstration for Web for Employees is located on our website. This will provide employees with the tool to utilize the Web for Employees to access information such as their salary, W-4, W-2 and copies of their checks during non-traditional hours.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Streamline processes and improve workflow.

2. Establish folder meetings with Dean.

3. Create electronic "How To" Manuals.

4. Review current adjunct hiring package.

5. Steering Committee had concerns regarding Staff Diversity dollars.

6. Steering Committee suggested that Human Resources consider e-mailing staff when new job announcements are posted.

Description of Progress

1. We anticipate the upcoming months to be extremely busy. It is our hope that we will be able to begin working on this planning agenda item as time permits.

2. We anticipate the upcoming months to be extremely busy. It is our hope that we will be able to begin working on this planning agenda item as time permits.

3. Staff members will continue to work on their individual manuals as time permits. We will target next Spring as a completion date.

4. We anticipate the upcoming months to be extremely busy. It is our hope that we will be able to begin working on this planning agenda item as time permits.

5. Follow-up memo has been written to Superintendent/President, Executive Vice President and Fiscal Services Director with Chancellor's office guidelines attached.

6. We have incorporated this step in our recruitment process. When openings occur, an e-mail announcing the opening is forwarded to all employees.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Assure accessibility for individuals with disabilities.

Description of Progress

1. Our front door has been modified and is now accessible for disabled individuals.

Student Services

2003-2004

Self Studies and
Annual Progress Reports

Admissions and Records

MISSION/FOCUS:

The Admissions and Records office is committed to providing equal access and opportunities for success to all members of the College of the Sequoias District. The principal functions of Admissions and Records are: ·

- To ensure that all communities within the COS District are informed of the available educational opportunities at College of the Sequoias.
- To provide for efficient and orderly processes of application, admissions, registration, program changes, grade reporting, attendance verification, residency issues and management of student academic needs.
- To develop, implement and support services that respond to needs of the students, the community at large, and all applicable laws, regulations and policies.

STRENGTHS/ACCOMPLISHMENTS:

- Stable staff, many of whom have been at COS and in the A&R Office for a considerable time.
- Dependable staff who know their jobs and use technology to perform work tasks.
- The remodeled A&R office has improved the work/traffic flow.
- Improved technological currency.
- Advancement in the use of technology to accomplish A&R tasks.

SIGNIFICANT CHANGES/CHALLENGES:

Eight factors have an impact on the operations in the Admissions, Registration and Records Office: staffing needs; the necessity of maintaining technological currency; multiple summer sessions; the need for a convenient, climate-controlled area for records storage; the eventual advent of a south county center; the implementation of the new campus-wide administrative software; the continued increase in students to be served; and the need to remodel the registration office.

- The current staffing level is .25 FTE above that of 1991, while the student body has increased 31.9 percent over the same period. In addition, numerous tasks (e.g., roll sheets, overrides) have been added to the responsibilities of the A&R staff. Further, the application of new systems, e.g., document imaging, Banner, have impacted the time of staff. At a time when A&R should be advancing in preparation for the continued growth in the student body, the development of permanent centers in Hanford and the south valley, implementation of new campus-wide administrative software and other impacts on the staff, we remain in a survival mode in managing the day-to-day operation of serving the multiple needs of our students.
- The need to continually upgrade the technology for the A&R staff, including computer hardware and software, and to embark upon an aggressive program of researching and implementing technology to meet the application, admission, registration and records needs of A&R is crucial to improve the efficiency and effectiveness of the A&R staff and operations. The implementation of Touch-Tone Telephone Registration, Diploma on Demand and document imaging are positive, however, an ongoing process to bring A&R abreast of current technology and to maintain that currency is imperative. This includes continued upgrading of workstations and the training, implementation and customization required for staff relative to the new administrative software. Critical to these procedures will be the development of Web processes which will occur with the implementation of Banner.
- Multiple summer sessions have, among other factors, extended registration and program changes, affected processing of grades, impacted the processing of transcript requests, shortened the available time to check prerequisites and issue overrides, and in general extended all components of A&R. Although not a new element, it continues to impact the A& R staff and its operation.
- Records storage, even with the advent of a document imaging system, continues to be an issue. Continued archiving of records in the bunker is inappropriate due to the damage to the records caused by dampness and the inconvenience resulting from the location of the records at a site a significant distance from the A&R office. A location with closer proximity to A&R that is climate controlled is necessary.

- The eventuality of a south county center will require evaluation of how A&R does business, with expected changes required to serve the students attending that center. Technology, including the fax machine, e-mail and voice mail are beneficial, but an increasing student population and more services requested at satellite centers will pose a challenge, with a physical presence at that site a possibility.
- The implementation of the Banner software is the most significant change and challenge. Most functions in the A&R office utilize computers and staff are familiar and comfortable with the legacy system. All staff have concerns that the new system will not provide the screens and functionality they currently utilize. Training for the Banner Student System was initiated in July 2001, with implementation beginning with admissions applications via the Web in September 2003 and registration by Web and voice response in November 2003
- for spring semester 2004. Due to the reliance on the software's Web products for admissions application, registration and other functions, it would be ideal to have computers in a location close to Admissions and Registration for individuals to achieve Web access.
- Increased enrollment, up 31.9 percent since 1991, equates to more students requiring/requesting services. This, in conjunction with a commensurate increase in former students requesting assistance, places a greater demand on A&R's staff and resources.
- The registration room was originally designed as a seasonal registration area and not as an ongoing office area for registration staff. The staff need more individual work space, counter space for students and employees for completing forms and storage for supplies and reports. Additionally, there is currently no barrier for staff from the constant student traffic and interruptions, reducing productivity and increasing stress.

OBJECTIVES FOR 2003-2004:

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. To assist staff in the implementation of the Banner Student System
2. To begin discussions in preparation for work flow changes that result from the establishment of a south county center.

Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.
1. To employ one Admissions and Records Technician in the Admissions office and one technician in Registration

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.
1. To identify and purchase the next level of technology to enhance A&R processes and pursue implementation.
2. To upgrade workstation PC's in the A&R office to maintain technological currency.
3. To achieve a new location for archiving permanent records.
4. To upgrade workstation PC's in the registration office to maintain technological currency.

Puente Project

MISSION/FOCUS:

The mission of the Puente Project is to increase the number of educationally underserved students who enroll in four-year universities and colleges, earn degrees and return to the community as leaders and mentors to succeeding generations. The Puente Project has been an integral part of the Latino Community throughout California during its 20-year existence.

Students enrolled in the Puente Program at COS are team taught in Human Development and English. These courses help students to overcome hurdles typically faced by underrepresented populations of students. They learn strategies necessary to succeed in college, develop academic writing and reading skills, and work on leadership training. Additionally, the program recruits professionals from the community to mentor students. These mentors introduce students to careers and workplace, share their strategies for overcoming obstacles, and show by example that academic and career goals can be met. The Puente Project is recognized nationally as a pioneer in its innovative teaching, counseling, and mentoring program.

STRENGTHS/ACCOMPLISHMENTS:

- Added to number of transfer students to four-year institutions: six students transferred to CSUs in Fall 2001 and Spring 2002.
- Added to number of graduates from COS: seven students earned AA/AS degrees.
- Trained and strengthened volunteer mentor pool of community, business, and professional leaders.
- Organized the first Mentor "Pachanga," a dinner and evening in recognition of the commitment of Puente community mentors.
- Continued strong accomplishments by students as measured by instructors in and outside the program: In December of 2001, 100% of the E251 class of 20 students passed English Department Portfolio Assessment, and in May of 2002, the Puente E1 class of 21 passed at a 72% rate.
- Continued success rate in Human Development classes: In December, 23 of 24 passed, and in May 18 of 18 passed.

- Continued monthly student-mentor dinners. We continue to use The Club House for our gatherings which feature motivational speakers and group activities over shared nourishment.
- Conducted transfer workshops for Puente students which included information on the transfer process, writing the Personal Statement for the UC application, and writing for scholarship applications.
- Conducted Family Orientation and a "Noche de Conocimiento" evening for students and families at the beginning of the academic school year.
- Organized trip to UC Santa Cruz for the statewide Puente Motivational Conference where students had access to a campus tour, student motivational speakers and special workshops.
- Continued development of services and resources through the Puente Project website at: www.cospuente.org.
- Organized trips to UCSD and California State University at San Diego in order for students to learn about and experience four-year campuses, programs, and requirements.
- Organized a Puente Project Recognition Ceremony at the end of the year recognizing mentors, COS graduates, university transfer students, and Puente Project completers.
- Organized the third annual Puente Bowl, a team building activity for mentors and students.
- Continued and active Puente Club, which includes club meetings, fundraisers, and cultural and community events. Additionally it offers scholarships for continuing and transfer students. Students established the first successful "Warming Hearts in Winter" Coat Drive to benefit local underprivileged youngsters.
- Continued publishing La Voz del Valle, the Project newsletter which is written by Puente students, staff and mentors, and distributed twice per semester to all Puente Project students and families, all mentors, and others in the statewide and local Puente community.
- Continued to see Puente Project work pay off in the success of students graduating with BAs from four-year institutions: four graduates in Spring 2002, two from UCs, two from CSUs.

- Continued to see Puente Project work pay off in academic lives of continuing students: 10 students on either President's or Dean's lists in Spring 2002.

SIGNIFICANT CHANGES/CHALLENGES:

After starting a second Puente Project team during the previous year, our program moved back to just one team in the 2001/02 school year due to a sabbatical leave by one of the co-directors. Since this change was anticipated, the program was able to continue serving students with continuity. Part of the flexibility of our program is that by having two teams, we can meet student need even if one team is on leave. But it is also a challenge to move from having four coordinators back to two. Fortunately the third member of the program continued in part of her Puente role (counseling veteranos, co-leading field trips, producing the newsletter, providing conference visits for students and so on) supplemented by an instructor-role in teaching several Human Development classes.

The lack of office, storage and meeting space, however, continues to be a serious problem that hampers service to Puente students. Because the Puente Project is involved in training of mentors, programming activities for families, managing a club, participating and leading community service and charitable activities all in addition to the daily work of teaching students, planning and implementing student/mentor activities, designing networking and recognition events, counseling and tracking former students and administering the entire program, adequate space is a critical concern. At present, the four co-directors have two full offices and two half offices among us and all the offices are spread across campus. We have but one fully dedicated file cabinet for supplies, and otherwise, under-desk stacking is our norm. One of the half offices is actually no more than a shared workstation, incompletely furnished, unable to be secured and unable to provide privacy for conferences. The other half office, though able to be locked, still lacks privacy for conferencing or confidential business. Puente has no secretarial support nor a place for a secretary to work in the event that funding would be appropriated for his/her hire. Although we have a student worker, we have no designated place for her to work nor conveniently stored resources for

her to use to compete projects. Our meeting room for the year was in the print shop, another far-flung location on campus, but we were informed we would need to seek other accommodations for our three-hour-a-week planning meeting for the upcoming year. Finally, due to the lack of space, our mentor training, group conferencing and tutoring must be done at locations which charge us rent off campus, classrooms inappropriate for our size or needs, or tucked into half-offices or outside patios during times rooms are impacted.

We also face inadequate support services. While we are usually able to find student workers, we have inadequate funds for them (this year we had to switch funds from our Literacy Tutor position to be able to pay for our student help), and we really need both student workers as well as secretarial support. With the burden of mandated state reporting to the state Puente office as well as the ongoing daily needs of running a program which serves the needs of over 200 students, over 50 mentors, and four instructors, secretarial and consistent student help are necessary.

One of our counselors continues to have a career position that is half Puente and half another special program. Since she is not in general counseling, Puente Project access to eligible students is hampered. Since our other counselor will be moving July 1, 2002, into the chair position, the entire Puente team counseling faculty has reduced contact with the general student body, thus hindering access for students. We need to assure that both counselors are not only 50% Puente but 50% general counseling as well so that when leadership opportunities open for one of them, continuity of service to students remains intact.

OBJECTIVES FOR 2003-2004:

Goal 1: COS will provide a curriculum which meets the life-long, educational needs of our diverse population.
1. Continue to update and use Latino authors and Latino based resources for the cultural enrichment of the program.
2. Employ a literacy tutor to help students with reading and writing fluency.
3. Write and seek UC transfer approval for new course outlines for Human Development classes

Puente Project

4. Use Blackboard Online Course Management System to foster communication among Puente students, past and present; with instructors; and with mentors. Also it will be used as a forum for class discussion and notetaking, and as a repository for assignments and important documents for class

5. Evaluate On-Course, a college-success program, for possible inclusion in our courses and as a way to better connect the English and Human Development components.

Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.

1. Acquire office space suitable for meeting the demands of the program, including space for secretarial and student worker help.

2. Acquire personal office space and the proper equipment for all co-directors.

3. Advocate for Puente counselors' loads to be 50% Puente and 50% general counselor.

4. Secure secretarial and student office assistance to adequately and efficiently accomplish the tasks required to support Puente. Both staff and student help are critical to the success of the program.

Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.

1. Support the rigor of the coursework to help students continue to meet the challenges of transferring to the UC.

2. Explore cultural and educational enrichment programs for Puente students.

3. Support student success by establishing a mentor council and enhancing the mentoring in the Human Development classes.

4. Advocate for a 50% secretarial position.

Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.

1. Find adequate work, study, tutorial, conference, storage and office space to better address the needs of the expanding program.

2. Maintain the COS Puente Project web page.

Goal 5: The District will manage the finances through shared governance in such a way that it will support the goals of the College.

1. Maintain budget to accommodate student needs.

Goal 6: COS will encourage those district partnerships designed to advance educational opportunities and will also encourage staff and student involvement in their communities.

1. Build the Mentor program with training and a mentor/student retreat.

2. Provide opportunities for mentors and students to meet at motivational speaking events and team-building activities. Provide opportunities for students to network with local professionals at cultural and educational events.

3. Provide opportunities for students to attend local and statewide conferences that are lead by the community and/or professional endeavors.

CENTRALITY OF MISSION

Planning Agenda Item

1. Present to the President's Cabinet the need for strategic, long-range planning activities that involve constituents of the District.

Description of Progress

1. Have written a TRIO grant in conjunction with CSU Fresno.

QUALITY OF STAFF

Planning Agenda Item

1. Assure ease of institutional software training efforts with appropriate backfill of staff with temporary staff as needed.

Description of Progress

1. We are currently backfilling positions with temporary help and evaluating the full impact of state budget constraints.

QUALITY OF SERVICE

Planning Agenda Item

1. Participate in the Self Study process beginning 2001 in an effort to evaluate the services offered by the Office of the Executive Vice President.

2. Encourage a formal review of Student Services' organizational structure by an ad hoc task force.

3. If need is documented by above ad hoc task force review, facilitate the recruitment and hiring of a Dean of Counseling/Matriculation to replace the position eliminated in 1997.

4. Investigate additional intervention strategies to increase student success. (Currently 2 CSUF Master Degree students are finishing their Masters' project(s) by completing their internship under the direction of the Executive Vice President. Their projects are: 1) Development of a Student Success Prediction Model, and 2) Development of Retention Strategies for High-Risk Students, including the creation of a college success@ course to assist with the retention of students.)

Description of Progress

1. Developed self-study for 2001 and completed a program review.

2. This has been discussed with the President and in the future a task force will be formed to review structure. We updated our organizational chart on November 2001 which now includes CalWORKs reporting directly to the Executive Vice President

3. Due to budget constraints we will not be able to fill this position at this time.

4. We have expanded the student success programs not only within institution but within our regular curriculum which includes the Bridge program in the high schools.

Executive Vice President, Student Services

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item	Description of Progress
1. Continue to meet jointly with the administrative staff of Academic Services and Student Services to develop strategies to address common issues.	1. We continue to meet with the administrative staff of Academic Services and have scheduled our next meeting in January.
2. Develop an early alert system with Academic Services and Student Services as recommended by Matriculation site visit.	2. This is being piloted currently by the LISTO program. We are still exploring with Academic Services the design of the system-wide Early Alert program but due to the implementation of Banner this has become extremely difficult because of staff and time constraints and computer program writing support problems.
3. Meet with the President to define the role for the Executive Vice President and ways to backfill times away from Student Services duties.	3. The Executive Vice President meets with the President twice per month in a folder meeting. Discussions include ways to better design the role of the Executive Vice President and the need to have additional backfill staff in Student Services.

FACILITIES/EQUIPMENT

Planning Agenda Item	Description of Progress
1. Access to the second story of the Student Services wing will be completed. Installation of an elevator will be completed prior to the beginning of January 2001 classes.	1. Installation of the elevator has been completed but due to operational problems it will not be functional until January 2002.
2. Student Services wing will be part of the seismic retrofit (to be bid and construction completed in Summer 2002).	2. The college will be going out for seismic upgrade bids and during the Spring 2002 semester will be planning the relocation of personnel for the summer and fall 2002 and spring 2003 semesters.
3. Changes will be made in the Executive Vice President's Office due to the seismic retrofit.	3. Part our office will be restructured to include an office storage room.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
1. Given the current state of economic affairs with the Community College System and the State of California and its eventual impact on COS, we will probably need to look at cost saving measures to offset the anticipated funding from the state. This will create	1. Continue to monitor budget.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
unique challenges and many of the anticipated changes (i.e., adding additional staff, filling the Dean of Counseling position) will need to be placed on hold. The necessary changes are unclear at this time due to not knowing the impact we will have during 2002-03.	

Articulation, Assessment/Placement Programs

CENTRALITY OF MISSION

Planning Agenda Item

1. Replace current placement testing instruments with proposed computerized assessment and placement program.

2. Reformat the new COS Algebra Readiness Test into a computerized version.

3. Ensure computerized testing accessibility in other labs on campus to provide for mass testing.

4. Develop and implement a pilot computerized high school based assessment process.

5. Developed new articulation agreements with UCSD and UCI. Update of agreements with CSULB, CSUS, UCBerkeley, UC Davis & UC Santa Cruz.

6. Continue work on the California Articulation Number System (CAN), qualifying new courses and maintaining status of current courses approved.

7. Improve accuracy, currency and quantity of articulation included in ASSIST (Statewide official repository of California Articulation).

8. Develop and maintain comprehensive major advising sheets for the most popular majors at the majority of our transfer institutions.

9. Expanded articulation with Pepperdine, UOP and Brigham Young University.

10. Encourage the campus Curriculum Committee to endorse the concept of a "Technical Review Committee" and take a leadership role in the functioning of the committee.

Description of Progress

1. Validation research studies for new placement test instruments were completed for math and English. Web-based English computerized test implementation is completed. Network based math computerized test implementation is completed.

2. Contracted with CAPP Associates and the reformatting is completed.

3.

4. On-going.

5. On-going.

6. On-going.

7. On-going.

8. Current level of staffing and competing priorities have hindered progress of this item. New major sheets were developed for Bus Adm at SDSU, Lib Studies at CSULB, and updates for Cal Poly, CSUF and Fresno Pacific.

9. Current level of staffing and competing priorities have precluded additional progress on this agenda item.

10. Completed.

QUALITY OF STAFF

Planning Agenda Item

1. Request staffing through the self-study/above-base budget process.

Description of Progress

1. A .50 FTE classified staff position (Articulation and Veterans Counseling Technician) has been added to the Assessment & Articulation Program.

QUALITY OF SERVICE

Planning Agenda Item

1. Provide a mechanism for students to express concerns regarding the placement testing process.

2. Continue to provide assistance to counselors in the development of educational study plans, transfer general education certification, application of AP exam scores, and deciphering other transfer requirements.

3. Continue assisting faculty in the development and modification of curriculum and participation as a voting Curriculum Committee member.

Description of Progress

1. The process will change tremendously with the implementation of computerized testing in February 2002; therefore, this agenda item will be postponed until after next year.

2. On-going.

3. On-going.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. NA

Description of Progress

1.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Request facilities through the self-study/above-base budget and the PFE processes for a computerized testing lab.

Description of Progress

1. Request was granted through the PFE process. Room 157 has been remodeled to accommodate a 27 computer station lab and the Assessment & Articulation Coordinator and Assessment Technician offices.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Provide ongoing training for staff to update skills and achieve currency of information.

Description of Progress or Planned Action

1. Identify seminars, meetings and conferences that will provide appropriate training and identify funding.

CalWORKs

CENTRALITY OF MISSION

Planning Agenda Item

1. Attempt to develop a for credit course that would improve students work ethics.
2. Foster relationships with existing on-campus programs and services to increase referrals to CalWORKs. The validation team commented that many students and staff were unaware of the CalWORKs location and services.

Description of Progress

1. Implemented in Fall 2001, this course is ongoing. As of Fall 2002 it has been added to the general catalog.
2. We have discontinued the maintenance of the mirror site (www.coscalworks.com) and are waiting to update our website after the campus wide update conversion for all COS web sites. We continue to publish our newsletter, "Career Connections" so that we keep our students, faculty, and staff aware of our presence.

QUALITY OF STAFF

Planning Agenda Item

1. Attempt to get staff involved in committees and associations that have influence.

2. Attempt to find funding for a Vocational Counselor.

Description of Progress

1. Two staff members participate on the Institutional Planning Committee, one staff member is on the EOPS advisory group, another staff has been appointed to the College's marketing committee. There is also staff involved in on-campus program review and other committees. Additionally, several staff are active in statewide and community associations that enhance their professional development and increase the College's visibility and influence. Reduction in CalWORKs funding necessitated a right-sizing of the program.

2. Beginning Fall 2000 semester, Sandra Genera was hired to provide academic and vocational counseling services to both CalWORKs and WIA sponsored students. She continues to serve these students.

QUALITY OF SERVICE

Planning Agenda Item

1. Implement a database system that will provide case-management functions, as well as, track data elements.

2. Perform outreach to increase community awareness of the value of vocational programs and CalWORKs/WIA services.

Description of Progress

1. The CalWORKs database is still operational. We continue to refine its functionality as we become aware of student and program needs.

2. Both grants were valuable in providing new methodologies for marketing and outreach to underserved populations. Additionally, we have revised marketing/outreach material

QUALITY OF SERVICE

Planning Agenda Item

Description of Progress

and are rotating staff to provide a part-time presence at the Visalia "One-Stop" facility. We entered into an MOU with the Tulare County Workforce Investment Board to enhance outreach throughout our on-stop system. We have a cubicle at the one-stop and are available for out-reach activities.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Implement a student satisfaction survey so that we can evaluate program areas requiring revision and improvement.

2. Create an ad hoc committee to identify labor market trends and emerging occupations and the need for new or revised curriculum to meet these needs.

Description of Progress

1. Implemented in Fall 2001 and will be administered and revised every subsequent semester thereafter. Information from the first survey became the impetus for revised brochures and the development of a newsletter.

2. Two CalWORKs staff are members of the Institutional Planning Committee and will be participating on the Economic Development Strategic Plan.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Attempt to get the Institution to assume ownership and financial responsibility for the Live Scan device.

Description of Progress

1. CalWORKs and TANF funding may not be available in subsequent years so it is imperative that the District assume the responsibility of this device if it is to be kept for use on campus.

CENTRALITY OF MISSION

Planning Agenda Item

1. NA

Description of Progress

1.

QUALITY OF STAFF

Planning Agenda Item

1. Rehire Career Center Specialist's Position.

2. Increase Clerical Assistant position to full-time.

Description of Progress

1. Request is not being pursued at present due to space considerations.

2. Request has been approved but not funded. Sixth year of requesting this change.

QUALITY OF SERVICE

Planning Agenda Item

1. Reinstate Career Center Advisory Committee.

Description of Progress

1. Not accomplished. Members have been identified.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. NA

Description of Progress

1.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. NA

Description of Progress

1.

CENTRALITY OF MISSION

Planning Agenda Item

1. NA

Description of Progress

1.

QUALITY OF STAFF

Planning Agenda Item

1. NA

Description of Progress

1.

QUALITY OF SERVICE

Planning Agenda Item

1. Increase from ten to twelve month (part-time clerical position).

Description of Progress

1. In May 2001 the part-time clerical position was increased from ten to twelve months!!

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Full-time instructor to coordinate students in the area of general education work experience. This request was noted by the validation team as important. It would increase the opportunity for the general student population to explore experience learning opportunities related to career planning.

Description of Progress

1. This request was included in program review report and 2000-2001 self-study. It has not been approved or funded.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. NA

Description of Progress

1.

Cooperative Work Experience

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

1. Update course outlines.

Description of Progress or Planned Action

1. Update and revise course outlines for general W. E. courses 191, 192 as well as for occupational W.E. 193, 194, 195, 196.

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

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Planning Agenda Item

1. Hire replacement clerical assistant.

Description of Progress or Planned Action

1. In July 2002 the clerical assistant for the CWEE Program retired. In October, a replacement was selected.

CENTRALITY OF MISSION

Planning Agenda Item

1. Expand the instructional partnerships with the high schools, which would facilitate a smooth and successful transition to college.

2. Continued exploration of grants to hire counselors to decrease the student/counselor ratio for the general student population. The need is evidenced in the Student Survey in the student comments reflected..."Counselors seem in a hurry, had to wait to see a counselor when I had a quick question, counselor went too fast."

3. Continue Division meetings with all counselors attending for the purpose of increased communication and to receive uniform information and training.

4. Through the Self Study process, continue to request full time secretarial support to effectively support student services; and revisit the administrative organizational report of E. Ewing and Associates for ways to improve and increase communication with Student Services.

5. Provide staff development in the areas of technology and academic program upgraded whether upgrades are about job skills or university transfer programs with competitive admissions.

Description of Progress

1. In efforts to have strong communication a meeting of local high schools and college staff was held last semester. In the evaluation process the high schools were very supportive and positive in regards to the Academic Bridge program.

2. A counselor is housed at the COS farm. She makes classroom presentations, conducts counseling appointments, represents the college at Ag functions and makes referrals as needed.

3. There needs to be continued commitment by respective administrators and all counselors for regular attendance at division meetings and training sessions.

4. The request for full-time secretary was granted on November 3, 2001.

5. Training in software such as ASSIST, Outlook, College Source and Banner continue to be a priority. At this point in time, the Banner training is minimal because the student services component is in the process of being created.

QUALITY OF STAFF

Planning Agenda Item

1. The most critical need is that of additional clerical support. An increase has been requested in the 1999-2000 Self Study, and in the 2000-2001 Self Study and in this Program Review.

2. Continue staff development in all phases of communication, counseling skills, technology skills, and academic skills.

Description of Progress

1. A full-time division secretary was granted effective November 3, 2001.

2. Minimal initial training has been established in the Banner computer training lab. It is evident that the Banner program is inefficient and time consuming in the student services areas.

   Through the Internet and reading materials, counselors

QUALITY OF STAFF

Planning Agenda Item	**Description of Progress**
	continue to upgrade their core of services and knowledge needed to provide students with a strong service model. Counselors attend retreats, conferences and information meetings in an effort to stay current.
3. Through the Self Study process and Instructional Council, a counseling position will be requested to lower the student counselor ratio, in an effort to increase student retention and student success. An additional counseling technician has been requested in the 1999-2000 Program Review and the 2000-2001 Self Study.	3. Will continue to use the process that is in place, Annual Progress Report and the political arena to obtain the needed Counseling Tech position.
4. Revisit the Administrative Organizational Report of E. Ewing Associates and implement the recommendations of the position of a third Student Services Dean. That position was cut and has never been replaced, although the College has continued to experience a sixteen percent growth since that position was eliminated.	4. Will continue to use the process that is in place, Annual Progress Report and the political arena to obtain the additional administrative position.

QUALITY OF SERVICE

Planning Agenda Item	**Description of Progress**
1. Evaluate the possibility of providing counseling services beginning at 7:30 a.m.	1. Several meetings with the Executive Vice President of Student Services and the Division have produced little progress in providing students with counseling services at 7:30 a.m.
2. Continue to educate students and staff about the various counseling and support services that are available, locations, and at what times during orientation and during counseling sessions.	2. The training meetings are scheduled about two weeks after the start-up of each semester.
3. Continue high school partnerships with the Human Development courses on the school campuses. Consider expansion of these partnerships.	3. There has been better coordination campus wide as administrators and faculty have met several times and devised a Bridge Guidelines and Procedures list. The Tech Prep Coordinator has been assigned as the lead contact person for this program.
4. During orientation, students receive information and are given the process to express concerns and/or grievances. A suggestion box will be placed in each counseling location.	4. A work order for a suggestion box has been submitted in October 2001 to allow students to make suggestions in the general counseling office. There has been no action on this request.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Explore avenues for additional funding for clerical support staff and continue to place this request in the Self Study and Program Review.

2. Through the Self Study and the Program Review process, continue to request a counseling technician. Through the Self Study and the Program Review process, continue to request a general counselor/instructor. Although counseling for designated populations have increased, counseling for the general student population has not kept pace with the student growth. Both positions will increase individual student support and student success. It may be possible to obtain grant funding.

3. Meet with administration and continue to express the need for increased administrative representation for counseling within Student Services. At times processes are changed that have a negative effect on other areas of Student Services due to lack of coordinated communication. When that happens students do not receive the best services possible.

Description of Progress

1. The request for a full-time secretary was granted on November 3, 2001.

2. Through the original Program Review, three Self Studies, the Program Review Annual Progress Report, and the political arena, there has been no progress in obtaining an additional Counselor Technician. Through the original Program Review, three Self Studies, the Program Review Annual Progress Report, and the political arena, there has been no progress in obtaining an additional Counselor/Instructor.

3. Progress is minimal. The impetuous for this change must come from top administration. Several information discussions have taken place with administration and the Division with a sharing of ideas. The progress has been that of an educational exchange of ideas

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Equipment for serving students is of a good quality and the current Self Study process is working in securing equipment upgrades in a timely manner. The plan for the three-year cycle of upgrades to technology within counseling will continue to be requesting the upgrades through the Self Study process.

2. The facilities within Student Services have been remodeled and are greatly improved in every aspect. One area that is still lacking in the waiting area is an available electrical source. Although equipment has been purchased and is available to provide information, through video and power point, to students while they wait, the electric wiring is not adequate. A work order will be updated to request the necessary wiring to

Description of Progress

1. This plan has been very successful. The Division is in the third cycle of the three-year cycle of upgrades and a request for three high tech workstations is being for the 2002-2003. This request is being made through instructional equipment funding.

2. Job was completed December 2, 2001.

FACILITIES/EQUIPMENT

Planning Agenda Item

Description of Progress

connect the video and computer equipment for that prospective and/or current students would have the opportunity to learn about the programs and services available on and off campus. At this time there is a problem with the actual cost as compared to the proposed cost.

3. A dedicated facility-or at a minimum a consistent location-for Orientation courses and Human Development courses would alleviate many obstacles for students. The plan is to request a dedicated facility for Student Services use. Such a classroom could be used for electronic transfer application workshops also.

3. Now that Students Services has a dedicated classroom more Human Development courses can be offered to assist students with their success. This is a great addition for the general student population.

4. With the Partnership For Excellence goal to increase student transfer to the universities, a plan should be made for a quality Transfer Center facility.

4. None.

OPTIONAL: QUALITY OF SERVICES
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

Description of Progress or Planned Action

1. With the implementation of Banner the quality and quantity of services to students will be decreased.

1. The three full-time counselors that are on the Banner Implementation committee meet on an ongoing basis. This has impacted available services to students and no services have been backfilled. Once Banner is implemented in Spring 04 the quality of service will decrease as a result of the slow response time and the elimination of some available data and services.

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

Description of Progress or Planned Action

1. The CalWORKs/Puente counselor has a job assignment with opposite student goals. The CalWORKs student goal is to get students job ready in a short period of time. The Puente goal is go have students transfer to the University of California.

1. Program demands and goals would be better met with a half general counselor and half Puente Counselor. Through the Program Review Annual Progress Report, this request is being made.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Reorganization of current student services counseling area is necessary to provide increased space for office staff and better flow pattern.

2. Acquire copy machines that are networked with the counselors local computers.

Description of Progress or Planned Action

1. With the continued support of administration the Puente workstation and the Puente student workstation was obtained and installed in the counseling area. The area was also reorganized to have a better flow and to remove non-counseling equipment and filing cabinets.

2. Thanks to excellent support of the duplication office we received two high-end copy machines. The acquisition of these machines have alleviated unnecessary efforts when duplicating orientation materials.

Disability Resource Center (DRC)

CENTRALITY OF MISSION

Planning Agenda Item

1. Develop specific plans of study, based on LD test results, for Learning Skills Lab students.

2. Improve services to students with Acquired Brain Injuries.

3. Develop a comprehensive policy and procedural manual.

4. Improve the quality of interpreting services.

5. Improve services in Adaptive Physical Education.

Description of Progress

1. DRC curriculum was diversified to better meet students' needs, including basic skills. Students are receiving more individualized educational services and academic accommodations by the full time Learning Disabilities Specialist.

2. Attend training on this issue; and visit with colleges that have implemented "Best Practices" so that we can replicate. Additionally, we have increased afternoon coverage in the High Tech lab to expand offerings and services.

3. Compile and review policies and procedures from exemplary programs; review Title 5, and various regulatory requirements and synthesize material into a draft document for review/approval.

4. Workshops scheduled for spring 2003; interpreters are encouraged to enroll in ASL 110 (Beginning Interpreting class).The lead interpreter conducts weekly in-service and technical assistance sessions with hourly interpreters to assist them in becoming certified.

5. Exploring new course outlines; continue to train student aides to better serve students.

QUALITY OF STAFF

Planning Agenda Item

1. Employ a full-time LD Specialist.
2. High Tech Lab Assistant will achieve a Cognitive Retraining Specialist certification.

Description of Progress

1. Hired for 2000-2001 academic year.
2. Continuing to take classes.

QUALITY OF SERVICE

Planning Agenda Item

1. Implement a policy and procedural manual.

2. Conduct surveys to measure growth in the program

Description of Progress

1. A review of Title 5, ADA. Rehab Act sections, 504 & 508 as well as policies from exemplary programs are being analyzed. A draft document, which synthesizes this information, will be developed for review/approval.

2. Plans to simplify the student survey instrument and

QUALITY OF SERVICE

Planning Agenda Item

and services.

Description of Progress

provide additional instructions for students have been considered. Ideas for a faculty survey have been developed.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Improve recruitment of students.

2. Maintain and strengthen relationships with local schools and agencies.

3. Continue to update DRC Web page.

Description of Progress

1. Inservices/FLEX presentations to academic staff have been provided; Campus Newspaper articles and letters to the editor have been published. Classroom visits by LD Specialist have been conducted to introduce potential LD students to testing and services available. Attend/present at head high school counselor meetings; improved communication with COS ESL program; provided new and adjunct orientation; DRC has representative on Outreach Advisory Committee; and continues to add new members to its advisory board.

2. Continue to contact feeder high schools and offer tours or high school visits; presentations at College Night; meetings with Tulare County Mental Health.

3. Consideration of accessibility issues has been made; some modifications have been done.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Continue to upgrade computer hardware and software.

2. Seek additional space to accommodate expanding services and student population.

3. Evaluate service needs at the Hanford Center & COS Farm.

4. Evaluate accessibility issues at the Hanford Center &

Description of Progress

1. Review and upgrade as technology changes and funds are available.

2. In July 2002, the Alternate Media Specialist and the High Tech Lab were relocated to the Student Development Center. This move increased the area for both of these services and increased the Learning Skills lab area.

3. Counselors have met with students in Hanford.

4.

FACILITIES/EQUIPMENT

Planning Agenda Item   **Description of Progress**

COS Farm.

OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Improve services to blind/visually impaired students.

2. Improve access to campus and community resources.

Description of Progress or Planned Action

1. Hired alternate media specialist; Counselors are coordinating with Department of Rehabilitation counselors serving these students.

2. Increased participation of staff on committees, increased referrals for scholarships and other awards, increased referrals to special programs, community agencies and employment opportunities.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Replace the DRC Director
2. Add Learning Disability assessment staff in response to classes added to Learning Skills curriculum.

Description of Progress or Planned Action

1. In July 2002, a Director was hired.
2. Added curriculum to instruct students in vocabulary enrichment, study skills, and basic computer use. A portion of the Senior Instructional Assistant's time has been reassigned to achievement testing. Instructional aide has been trained as an assessment technician and is administering specific components of the LD battery. The DRC Counseling staff now also conducts portions of the assessment.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Continue to identify methods of informing and educating college personnel regarding the disabled population with a focus on access issues.

Description of Progress or Planned Action

1. More visible and integrated presence on campus, campus events, and committees. Informational correspondence to college staff from LD Specialist and other DRC staff. DRC staff has attended classes to ascertain teaching styles of faculty to better match students with instructors. A closer relationship with

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

2. Promote self-advocacy of students with disabilities.

Description of Progress or Planned Action

coaches to improve services to athletes. Continue to provide Flex workshops.

2. Students are currently given their academic accommodation list to discuss with instructors; several workshops have been conducted to orient students and staff to the new process.

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Implement support groups based on disability to address issues which pertain to campus life.

Description of Progress or Planned Action

1. This was an individual goal of the previous director. There are currently no plans for implementing support groups.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Continue to prompt the college to purchase a handicapped accessible van to facilitate the participation of physically disabled students in field trips and other off-campus activities where the college provides transportation.

2. Continue to aid the college in improving accessibility of all facilities, including access to buildings/rooms and features within restrooms, e.g., sinks, and mirrors. Integrate technological hardware/software campus wide so that students with disabilities are fully included in all aspects of campus life.

Description of Progress or Planned Action

1. During the summer 2002, the College of the Sequoias Foundation agreed to purchase a van with a wheelchair lift. The Director of Facilities is in the process of purchasing a van that will be accessible to students with physical disabilities.

2. In November 2002, the Director will be attending physical accessibility training conducted by the CA Department of Rehabilitation, Accessibility unit. Coordination of a physical accessibility review will be initiated thereafter.

CENTRALITY OF MISSION

Planning Agenda Item	**Description of Progress**
1. NA	1.

QUALITY OF STAFF

Planning Agenda Item	**Description of Progress**
1. Hiring additional part-time counselor	1. A part-time counselor was hired in August. He has the background and experience to serve as a role model to the male students in the program.
2. If appropriate, encourage staff to become more involved in the community to increase knowledge of resources.	2. Staff has community resource directories available in the office to use as a reference for referral to community agencies.
3. Have a staff reflective of students served.	3. New bilingual program specialist hired in September.

QUALITY OF SERVICE

Planning Agenda Item	**Description of Progress**
1. Increase efforts to recruit male students into the program.	1. The number of male students increased by one percent from Fall 2001 to Spring 2002. Stats for Fall 2002 are not available at this time. It remains a goal for the program.
2. Improve assistance to students seeking full time employment upon graduation.	2. No new efforts developed at the present time. This continues to remain a goal for this year and the future. With the addition of a CARE/CalWORKs coordinator this goal will receive more support.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item	**Description of Progress**
1. Reinstate probation workshops for students on probation.	1. It was decided by staff the individual appointments with a counselor would be a more effective way of working with a student to advise them of ways to improve academic performance. This goal will be revisited depending on student needs.
2. Coordinate and refer students to other programs on campus.	2. Staff is vigilant in referring students to services which will benefit them.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Create a computer workstation in the EOPS office reception area for student use.

Description of Progress

1. A workstation has been installed and is ready for students to use to access the Internet for FAFSA on the Web and to check schedules and grades.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Provide staff development to improve team relationships.

Description of Progress or Planned Action

1. This is a new goal.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Improve coordination of services to CARE/CalWORKs students.

2. Increase student success in English.

Description of Progress or Planned Action

1. With the addition of new staff member, the CARE/CalWORKs Coordinator, there has been great increase in coordination of services and additional services for CARE students.

2. A Learning Community in English 251 has been scheduled for Spring 2003 semester to attempt to improve the success rate of students completing English 251.

OPTIONAL: FACILTIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Secure funding to purchase a new laptop computer for power point presentations for outreach component of the program.

Description of Progress or Planned Action

1. A proposal has been submitted to the COS Foundation for possible funding for this equipment purchase.

"272 EOPS Students were awarded with certificates for outstanding academic performance and achievement at the 19th Annual EOPS Academic Achievement Ceremony."

Financial Aid

CENTRALITY OF MISSION

Planning Agenda Item

1. The Department will focus on the tracking, monitoring, advisement, and use of financial aid as a tool to bolster student retention.

Description of Progress

1. Financial Aid staff is performing Satisfactory Progress Standards advising to the extent possible. Financial Aid Progress Standards have been revised and will be implemented as a part of the Banner Financial Aid System, which will be fully functional in March of 2004.Banner student system was delayed by 12 months necessitating a postponement of Banner Financial Aid system implementation.

QUALITY OF STAFF

Planning Agenda Item

1. The Department will add one full-time Financial Aid Specialist to the Staff during the 2001-2002 academic year.

Description of Progress

1. The position has been approved but not funded and filled. The request will be renewed as a part of this Program Review Update. The position remained un-funded as of July 2002 and will be requested once again in the 2003-2004 budget cycle.

QUALITY OF SERVICE

Planning Agenda Item

1. The Department will manage all Federal and State Financial Aid Programs in an efficient and effective manner for students while satisfying all regulatory and audit requirements.

2. The Department will provide expanded training for all financial aid Staff and will attempt to streamline processes and procedures by optimum use of available technology.

Description of Progress

1. The 2001-2002 District audit of the District's Federal and State Financial Aid Programs found that all monies ($13M) were administered in accordance with applicable statute and regulation.

2. The quantity and quality of staff training has improved during 2001-02. All staff members have attended at least two major training activities and five staff members attended an Electronic Access Conference sponsored by the U.S. Department of Education Conference in December 2002.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. The Financial Aid Department will continue to serve the financially needy residents of Tulare and Kings Counties with Federal and State Financial Aid Programs, which will provide them with the means for access to higher education and enable them to persist in their academic programs.

2. The Department will endeavor to bring new categorical monies to the college for the purpose of creating new grant and employment programs.

Description of Progress

1. During 2001-02 over $13m in Federal and State Student Financial Aid funds were disbursed to 7540 COS Students.

2. The State Work Study Program was implemented in September of 2000 and 119 students earned over $114,000 during the academic year. The program in continuing for the 2002-03 academic year with $137,528 of funding.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. The Department will remodel its facility during the summer of 2002.

2. The Department will upgrade all computer workstations of the Financial Aid Network during the 2001-02 year to comply with new U.S. Department of Education technical specifications.

Description of Progress

1. The project has been approved by College Council and funding has been set aside. It will be done in coordination with the seismic update project. The remodeling project was again postponed. Bids were let but, due to the emerging State fiscal crisis, bids were accepted. Minor office infrastructure and other alterations were done. The project will be reviewed again in the Summer of 2003.

2. Funding was secured from District sources and all computer workstations on the 20-station Financial Aid Network were replaced.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. The Financial Aid Office will conduct orientation sessions for Financial Aid recipients during the Fall semester of 2002.

Description of Progress or Planned Action

1. Orientation content is in the planning stages. Sessions will be coordinated with the EOPS program. Planning has occurred however the Oct 2002 timeline was not met. Workload issues and office relocations due to the Seismic Retrofit of the Administration Building were contributing factors. Implementation is rescheduled for Oct 2003.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

2. The College will implement the State Work Study - TIP Program during the 2002-2003 Academic Year.

Description of Progress or Planned Action

2. The Work Study Specialist applied for and received funding for a new state work study program. The program, called Teacher Intern Program or TIP, provides for funding of need-based part-time jobs for students interested in the teaching profession.

OPTIONAL: NEED/DEMAND FOR SERVICES OR PROGRAM
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. The Financial Aid office will implement new Administrative software (SCT Banner) for processing and awarding of Financial Aid applicants.

Description of Progress or Planned Action

1. Training and implementation is in progress. Five of twelve training weeks have been completed. The implementation of the Banner Student System was rescheduled. Since the Financial Aid System is designed to trail to implementation of the Student System it also had to be rescheduled to coordinate with the Student System dates. The rescheduled completion date is now March 2004.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. The department will acquire and install and automated telephone system during the 2002-2003 academic year.

Description of Progress or Planned Action

1. The Automated Phone attendant system will provide more efficient handling of the large call volume of the Financial Aid Office. Through effective messaging and call routing the department will seek to improve the quality of information provided to current and prospective students.

CENTRALITY OF MISSION

Planning Agenda Item

1. Establish a pilot project that would allow students to select, from a group of orientation dates and times, that would better fit their personal schedule. The goal is to increase initial retention.

Description of Progress

1. Possibly when Internet access to Orientation is implemented students will be able to sign up for IS 220 (Orientation/College Success) on the Internet.

QUALITY OF STAFF

Planning Agenda Item

1. In a two-year period, there has been an increase of orientation presentations of twenty-six percent. The student population has experienced a growth over the last five years of 5 percent. With an increase of a counseling technician position, this would allow for coverage of orientations as numbers increase.

Description of Progress

1. Through the Self Study and the initial Program Review report, and the Annual Program Review a request for an additional counseling technician has been made and documented

QUALITY OF SERVICE

Planning Agenda Item

1. Establish a pilot project that would allow students to select from a group of orientation dates and times that would better fit their personal schedule.

Description of Progress

1. Minimal. Because Banner will not facilitate these services we are looking at other avenues. By allowing students to select their orientation time, date and method of delivery we hope to increase the show rate for orientation to above 70%

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Increasing the counseling technician position by one would insure that there would be managed growth.

Description of Progress

1. Through the Self Study, the initial Program Review report, and the Annual Program Review a request for an additional counseling technician has being made.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Obtain a dedicated facility or at a minimum, a consistent location for Orientation. Having a dedicated room would alleviate many obstacles for students.

Description of Progress

1. Met with Administration to increase communication and review the room needs for a consistent location for Orientation.

OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Currently the Student Services Division is exploring options to expand the choices of orientation delivery methods. These may include: online, video and at the local high schools.

2. A pilot partnership with Hanford High School West and COS is being explored to do live two-way distance orientation.

Description of Progress or Planned Action

1. A committee within the Student Services Division has been formed to explore grants available to fund expansion of orientation deliveries.

2. Initial meeting has been held with Hanford High, counselors and administrators.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. Currently the Student Services Division is exploring options to expand the choices of orientation delivery methods. These may include: online, video and at the local high schools.

Description of Progress or Planned Action

1. A committee has been formed within the Student Services Division to explore options to expand orientation delivery methods and funds to facilitate the acquisition of necessary technology.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. A pilot partnership with Hanford High School West and COS is being explored to do live two-way distance orientation.

2. Acquire a dedicated COS computer at each of the 25 feeder high schools which would provide orientation services and direct access to the COS website.

Description of Progress or Planned Action

1. Initial meeting has been held with Hanford High, counselors and administrators.

2. Committee within the student services division was formed to research the technology necessary to provide orientation at feeder high schools. Initial contacts with high schools were established. written proposal and presentation was submitted to College Council on Nov. 12, 2002.

OPTIONAL: FACILITIES/EQUIPMENT
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item	Description of Progress or Planned Action
3. A committee within the Student Services Division has also been formed to explore grants available to fund expansion of orientation deliveries.	3. A committee has been formed and met with the COS Director of Research and Grants. They are exploring all possible avenues.

Student Activities/Governance Program

CENTRALITY OF MISSION

Planning Agenda Item

1. The Student Activities/Governance Program needs to conduct additional recruitment efforts in order to attract quality members to the Leadership Class and the Student Executive Board. In addition, the enrollment within the Student Leadership Class has decreased in the past few years. Therefore, with fewer students enrolled in the class, it is difficult to have student representation on all campus-wide committees.

2. Develop a brochure to market the Student Activities Program. Feature services, events and activities, club information, and the benefits of taking an active role while attending College.

Description of Progress

1. Members of the Executive Board will attend Student Council meetings at the local high schools to recruit students to the Leadership Class. ASB will reach out to club advisors and clubs to promote broader student involvement campus-wide, as well as, increase the enrollment for the Leadership Class. For example, a club advisor and a few members of a club would be invited to the Leadership Class to gain a firsthand awareness of student government. A brown bag lunch will take place after the meeting for continual discussion and networking.

2. Currently in the process of developing a brochure for the Student Activities Program. Will have this project completed by Spring 2003.

QUALITY OF STAFF

Planning Agenda Item

1. The most critical need is to increase clerical support. A request for increased clerical support has been made in the past four self-study reports and in this Program Review. Having student employees' assist in clerical support is helpful but having a full-time clerical employee would be extremely beneficial to the program. Rather than trying to focus on clerical duties and the program activities, this would allow the Coordinator to promote a more effective Student Activities Program and Leadership Class.

Description of Progress

1. A full-time clerical employee has been requested in the Program Review; however, we have not been notified of the status to our request. Nevertheless, we will continue to request additional staffing.

QUALITY OF SERVICE

Planning Agenda Item

1. Results of the student survey provided valuable data in addressing the needs and concerns of students. Listed are several approaches to enhance the program.

2. The Student Activities Program needs to promote a positive atmosphere for all students through various promotions/activities. For instance, hosting a "Welcome

Description of Progress

1. See below for progress on each item.

2. Organize and coordinate a "Welcome Week" for new and returning students. Receiving input from current student leaders as to what this event will include. Due to a small

QUALITY OF SERVICE

Planning Agenda Item

Description of Progress

Week" each semester for new and returning students.

class, this promotion did not take place in the Fall 2002. However, it will continue to be an option for future groups.

3. Provide a more diverse student activities program offering a wider range of activities/events, especially for non-traditional students.

3. Continue to participate in the Multi-Cultural Fair each Fall with the EOP&S Program. Organize and coordinate an event, "Beyond Tolerance Week" in conjunction with the MECHA Club. A rally and a series of workshops will be offered. *This event did not take place due to a lack of interest among students.
Host a keynote speaker featuring the topic of diversity. This did not take place for the Fall 2002 semester but will continue to keep this as a goal.
Continue to host the Giant Expo Tech Prep.

4. Explore the advantages and disadvantages of having credit card vendors on campus.

4. Will not allow credit card vendors to promote free gifts at their information table. The vendor agreement form will be revised. Will continue to survey students occasionally as to their desire to have credit card vendors on campus. *We have implemented this policy.

5. Improve publicity regarding the role of ASB and campus events through a centralized kiosk.

5. Still need to review different types of kiosks to complete this goal.

6. Offering additional training to students relating to leadership styles, conflict resolution and team building can enhance leadership skills for ASB members

6. Hosted a Conflict Resolution Workshop this semester with the ASB group and the Campus Newspaper staff. Will continue to offer workshops each semester.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

Description of Progress

1. As the population among non-traditional students continues to grow at COS, the Student Activities Program needs to address specific needs and expectations of non-traditional students. By focusing more events and promotions to attract reentry students to take an active role and participate in school functions. In turn, they will gain confidence and a sense of belonging to the institution.

1. Still need to focus events/activities for non-traditional students. Will continue to work with the current student executive board to promote events for this specific student population.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Encourage students to vote and approve a fee for a Student Activities and Recreation facility.

2. Have the District purchase a canopy for the entrance to the Student Activities Office, Room 112.

3. Continue to receive upgraded computers from departments upgrading their systems.

Description of Progress

1. Will be visiting two community colleges that have passed the student center fee. Will bring the information to COS and attempt to place the fee on the ballot for the Spring 2002 election.

   *Visited several colleges with the Student Center Fee and gathered information. We have been collecting survey cards to review feedback from COS students regarding the Center. Will have a special election for the fee in March 2003.

2. The canopy has been installed.

   *Completed goal

3. Continue to receive upgraded computers from other departments for the ASB Workroom office.

CENTRALITY OF MISSION

Planning Agenda Item

1. Seeking funding source/s for part-time mental health professional to stabilize psychological services component of health center program for students.

2. Pursue, expansion of mid-level health services for uninsured/low income students without medical resource through existing mobile clinic and staff nurse's completion of Nurse Practitioner Certification.

Description of Progress

1. District funding through state Mandated Health Cost Reimbursement was granted to enable P/T (4 hr./week) hiring of community mental health professional for personal counseling and student intern supervision.

   Volunteer services of 2 community mental health professionals and 1 faculty member have added an additional 10 hours of counseling services/week.

   Psychological Services Planning Committee with representation from ASB, faculty and community providers was implemented fall/2002 to explore creative solutions for stabilized services.

   ASB leadership has garnered student support, validated need for position and delivered a brief presentation to the Board. Presentations to College Council and other shared-governance committees in tandem with Psyc. Services Planning committee recommendations will be forthcoming Spring 2003.

   Interest in shared position with other departments is currently receiving administrative review/consideration.

2. Partnership with Tulare County Health Department continues to provide opportunity for Sexually Transmitted Disease testing and treatment and HIV counseling and screening, training and annual updates for clinical staff and reimbursement for HIV services. More than 500 students have received Chlamydia/Gonorrhea testing, 30 (6%) students treated for positive test results. 150 students completed HIV counseling and testing with $3,000 reimbursed by the HHSA.

   P/T staff nurse has completed first semester of Nurse Practitioner Certification through UC Davis for future utilization of expanded skills in the Health Center. The Health Center will be used as a clinical site for portion of her training under the supervision of assigned physician preceptor.

Student Health Center

CENTRALITY OF MISSION

Planning Agenda Item

3. Continue pursuit of stabilized funding of Health Services through state HSACCC organization.

Description of Progress

Contractual agreement with Planned Parenthood Mar Monte facilitated the implementation in October 2002 at 10 hours/week of reproductive health care services and limited primary medical services to students through the Health Center.

3. Development of a coalition-generated Position Paper, identification of legislative supporters and potential funding venues, and continued potential for Med-Cal reimbursement for designated services under AB 549 are ongoing efforts toward stabilized funding.

Mandated Health Cost Reimbursement Claim continues to be a viable source of revenue for Health Services with returns significantly exceeding expenses during the most recent 3 years.

QUALITY OF STAFF

Planning Agenda Item

1. Focus on efforts to recruit/retain licensed mental health practitioner for campus-wide psychological services.

2. Continue to pursue potential funding sources to enable staffing growth and professional diversity.

   Increase current .60 FTE classified nurse position to 1 FTE and current .40 FTE to .45 FTE to enable flexibility of staffing during times of peak activity, accessibility of services in response to increased demand, and continuity of service during planned and unplanned absence of other nursing staff.

Description of Progress

1. As previously described.

2. Professional RN staffing positions were increased Fall 2002 to .75 and.45 FTE respectively.

   Contractual agreement was implemented with CSUF Fall 2002 to enable Health Service delivery to CSUF students. Health Services will be reimbursed $12.00/semester for each CSUF student serviced. Efforts will be made to expand CSUF student utilization of Health Services in the future.

   Staff RN will complete FNP program Spring 2004 with anticipation of utilizing expanded skills in her position beginning Fall 2004.

QUALITY OF SERVICE

Planning Agenda Item

1. Concentrate efforts to stabilize psychological counseling services with emphasis directed toward funding a licensed mental health professional to coordinate, supervise and evaluate program needs and service delivery.
2. Reevaluate health services at the Hanford Center as enrollment increases and demographics change.

3. Continue to pursue proposal for funding of health services to CSUF/COS campus students.
4. Conduct ongoing student and staff evaluation of health services.

Description of Progress

1. Previously addressed.

2. Utilization of Health Services at the Hanford Campus continues unchanged without documented justification for expansion. Program staff will continue to evaluate service delivery, scheduling and services offered.
3. Previously addressed/implemented Fall 2002.

4. Evaluation instruments have been developed and implemented for each of the major health services programs: Psychological Counseling, Planned Parenthood and General Health Services. Revising instruments to Scantron format is currently in progress.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Identify a vehicle to stabilize psychological counseling component of health service program which will ensure consistency, dependability and quality.

2. Continue to assess student needs in both an informal and formal manner, the latter being a needs assessment instrument.
3. Develop and implement additional services based on the assessment of student needs, resources and funding capabilities.
4. Conduct evaluation of annual cost to serve faculty and staff. Based on these results, consider a proposal to the District for faculty and staff health fee to access the current student-supported health service program.
5. Continue efforts to effect a viable state-level response to funding instability related to increasing BOGG waivers.
6. Develop a plan and time-line for expanding Health Center staff.

Description of Progress

1. Previously addressed.
Exploration of Grant funding sources will be implemented Spring 2003 as an identified goal of the Psychological Services Planning Committee.
2. Ongoing. Currently focused on Psychological Services Planning Committee.

3. Current focus directed toward funding and stabilization of Psych. Counseling services.

4. Pending.

5. Previously addressed under Centrality of Mission, Item 3.

6. Previously addressed.

FACILITIES/EQUIPMENT

Planning Agenda Item	**Description of Progress**
1. Pursue funding for electronic door opener at entrance to Health Center through DSPS categorical funds.	1. Completed and working well.
2. Prioritize equipment needs for acquisition through Above-Base Budget process, Health Center equipment budget, and other campus programs, outside philanthropy sources.	2. Information gathering for purchase of new/used electric cart suitable for emergency transport is progress.
3. Explore funding for permanent parking area adjacent to Health Center through Facilities and Public Safety/Campus Police.	3. Funding is currently not available. Will continue to pursue through Above Base Budget Request. Designated parking on Woodland Avenue via Visalia PD is not possible.

CENTRALITY OF MISSION

Planning Agenda Item

1. Expand transfer counseling and coordination activities.

Description of Progress

1. Currently, School Liaison is housed in room 3 in addition to the LISTO Program. Efforts are underway to relocate the School Liaison to another office within the student services area. Thus creating additional space for the remaining two programs.

   January 2002 the School Liaison was moved from Room 3 to a new location in Student Services. Thus freeing the area to house visiting recruiters and a part-time counselor for the LISTO program.

QUALITY OF STAFF

Planning Agenda Item

1. Expand transfer counseling and coordination activities.

Description of Progress

1. The Transfer Center in concert with the existing student help aspire to increase services to COS students by providing additional application workshops for Spring 2002, UC/CSU informational workshops and an end-of-the-year breakfast celebration for Fall 2002 transfer students.

   As with all great student help it was inevitable that the student would transfer on. It was stated that development of a brochure and web site would be implemented - I'm happy to report was developed. University Transfer Center is now linked to the COS Home page. Transfer brochure has been developed.

   I am in the process of hiring another student helper that will assist me in the planning and producing of a transfer activity calendar/newsletter, invitations for the Transfer Recognition Ceremony, program for that activity and Achievement Certificates.

QUALITY OF SERVICE

Planning Agenda Item

1. Reinstate and expand workshop series.

Description of Progress

1. Transfer Center secured two banners that were

Transfer Center

QUALITY OF SERVICE

Planning Agenda Item

Description of Progress

strategically placed on campus announcing priority CSU/UC application deadline dates. Although there is no accurate means of establishing a direct correlation to the banners with an increased participation in UC/CSU application workshops it should be noted anecdotally that students were receptive to the services.

As I embark on yet another fruitful year here at COS I am pleased to note that the Transfer Center has multiplied it's services to students in the area of electronic application workshops - "On-Site" application workshops with Fresno State, UC paper application workshops and appointments with Fresno Pacific University.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. Reinstate and expand classroom workshop series.

2. The electronic application workshops have proven to be very successful. When I implemented the electronic application workshops Fall of 2000 I had 59 participants. Fall of 2002 I served 204 students for transfer to the 4-year University.

Description of Progress

1. Efforts are currently underway to present "University Transfer Pathways" to our Human Development 120 classes. Thus far, classroom presentations have been made to CalWORKs, EOP&S and students of ESL.

Classroom presentations by the Transfer Counselor during the Fall semester are just not feasible at this time. I was successful with arranging the recruiters to speak to the HD 120 classes for the Spring 02 semesters and that have proved lucrative for all involved. I will continue to attempt to weave the recruiters into the classrooms for the Spring semesters.

2. I will implement additional electronic application workshops Spring 03 for students who procrastinated during the Fall 02 semester.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Expand transfer counseling and coordination activities.

Description of Progress

1. As long as the Transfer Center and LISTO remain mutually housed in Room 3 equipment will be readily available to the Transfer Center.

   As the Transfer Center embarks on another fruitful academic year (2002-03) at COS I enjoy the partnership arrangement that currently exists with the LISTO program.

   Aspects of the program development can be attributed to the office equipment that LISTO has access to. They have been very generous with computers, digital cameras, copier, color printers, fax machine, scanner, laptop, desk/chairs and general operating supplies.

OPTIONAL: CENTRALITY OF MISSION
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. As it pertains to increased transfer services to students the following was implemented.

Description of Progress or Planned Action

1. The Transfer brochure is still a viable tool used by the program and other programs on campus.

   The Transfer Recognition Ceremony was well received by Administration, faculty, staff and especially the transferring student. Over 100 students participated in a ceremony that encapsulated all their hard earned victories. I hope to provide this same ceremony for Spring 2003 transfers.

   CSU Fresno, Bakersfield, Fresno Pacific University and UC Office of School Relations were also in attendance answering any last minute questions the transfer student might have if they were transferring to their institution.

   Was discussed at the Department Head/Program Managers Meeting 9/26/02 no further action taken.

Transfer Center

Planning Agenda Item	**Description of Progress or Planned Action**
1. Feasibility of staff support.	1. Currently the Transfer Counselor depends on the assistance of student help as it pertains to program development, appointments, basic transfer information, workshop assistance, flyer announcements. Much of my student help is semester by semester which prevents consistency.
	Current budget woes prevent us from moving toward hiring support staff for Transfer, at the present, but I look forward to the possibilities of the campus supporting clerical assistance for this program in the future.

CENTRALITY OF MISSION

Planning Agenda Item

1. Provide educational advisement, benefits certification, and tuition assistance for veteran students and their eligible dependents in an accurate and timely manner.
2. Maintain current educational program certifications with the California State Bureau for Postsecondary and Vocational Education. Seek new approvals as curriculum changes occur.

Description of Progress

1. All Veteran students and eligible dependents were advised and certified in an accurate and timely manner.

2. All educational programs offered by College of the Sequoias have been submitted to and approved by the BPPVE Agency on behalf of the Veterans Administration. A Title 38 school visit in July 2002 by Gary Nakashima, consultant for the BPPVE, revealed "no discrepancies found; files in good order". His remarks included "SSA thinks this school has one of the best VA programs and monitoring systems in California."

QUALITY OF STAFF

Planning Agenda Item

1. Staff attends U.S. Veterans Administration training on an annual basis and attends other professional development activities as available.

Description of Progress

1. COS staff hosted the annual V. A. Training Workshop for the Western Regional Conference in March 2002.

QUALITY OF SERVICE

Planning Agenda Item

1. The Department will continue to provide orientation meetings for Veteran Students in order to fully advise them of the rights and responsibilities associated with receipt of Veterans educational benefits.

Description of Progress

1. Three Orientation Sessions were conducted in September of 2001.

   Due to poor attendance in Fall 2001, formal orientation sessions were suspended in Fall 2002. The Department elected to provide informational memos, such as the Memo of Understanding and other helpful publications, to veterans in the Veterans Office or via mail.

NEED/DEMAND FOR SERVICES OR PROGRAM

Planning Agenda Item

1. The Veterans Services Department will continue to provide effective Services for the eligible students who request them.

2. The Department will adapt to the changing regulatory environment as needed and will maintain the requisite technological and program expertise to manage the services in an efficient manner.

Description of Progress

1. During the 2001-02 year, advisement and certification services were provided to 277 eligible students.

2. The services of Steve Peterson, a software specialist with Three Forks, LLC, were retained to update and improve the software program used to develop and maintain the electronic Veterans Education Plans utilized by the College's counselors and Veterans Counseling Technician.

FACILITIES/EQUIPMENT

Planning Agenda Item

1. Remodel Offices 103/105 during Summer 2001.

Description of Progress

1. A budget shortfall necessitated cancellation of the scheduled remodel. The earthquake retrofit was completed in November 2002. For purposes of adding space, the Veteran's Specialist moved to room 4, while the Veterans Counseling Technician remained in the Financial Aid Office.

OPTIONAL: QUALITY OF STAFF
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. The Department will continue to provide technical support and tutorial assistance to the COS Veterans Counselors with regards to the Veterans Student Education Plans that are required by the Dept. of Veterans Affairs.

2. The Department will seek to obtain a positive outcome from the Spring 2002 Compliance Review.

Description of Progress or Planned Action

1. The Department held two Veterans Student Education Plan workshops for the COS Counselors in March 2002 to introduce and instruct them in the use of the recently modified electronic Veterans Student Education Plan.

2. The compliance review, according to the Department of Veterans Affairs, was "quite satisfactory". There were no discrepant data or errors on the audited Veterans Student Education Plans and no reported material inaccuracies pertaining to certification and procedural matters. The auditor reported that the electronic plan is an excellent model and is recommending that the Veterans Administration review and consider it for a Best Practices presentation at the next Western Regional Conference.

OPTIONAL: QUALITY OF SERVICE
Issues or concerns that may have arisen since the last Program Review Report

Planning Agenda Item

1. As the College converts to the use of the SCT Banner Software System, the Veterans Department will develop and use its web page to provide web-based information and services to veterans and their eligible dependents.

2. The Department will maintain a web page on the College's website to inform veterans and their eligible dependents of veterans services provided and programs administered by the Department.

Description of Progress or Planned Action

1. Five of twelve training weeks have been completed. The implementation of the Banner Student System was rescheduled. To coordinate with the Student System dates, the rescheduled completion date is now March 2004.

2. The Department's web page was reviewed and updated in October 2001 to reflect accurate and up-to-date information about V.A. benefits and their administration at College of the Sequoias.

Governance

2003-2004

Annual Progress Reports

Accreditation

College of the Sequoias Focused Midterm Accreditation Report

Response to Recommendations 1, 2, 3, 4, 5, 6, and 7

> 1. *Coordinate and integrate the various college planning processes and develop a comprehensive educational master plan.*

Progress as of November 2002 and Reported in *Interim Report*:

An extensive review of all COS official documents indicated that the college has developed an educational master plan. There were, however, four major topic areas that needed to be researched and expanded upon - Student Retention and Basic Skills, Technology, Future Growth, and Economic Development. The Office of Academic Services applied for and received funding from the State Chancellor's Office to develop a strategic plan to focus on these key issues. Task force groups were identified and faculty, staff, and students were invited to participate. The task forces met regularly during the Fall 2001 and Spring 2002 semesters. On May 10, 2002, members of the district communities and task force members participated in a day-long Town Hall meeting. Information in these four areas is currently being gathered to incorporate into the final Educational Master Plan document.

In addition, the Institutional Planning Committee is reviewing the various components of the process to identify ways to streamline the process and to help constituent groups understand how all the pieces fit together. The Institutional Planning Committee is a sub-committee of the College Council, the College's governance body. The Institutional Planning Committee regularly reports to College Council and receives feedback regarding issues which need attention.

Progress Since November 2002:

The final Strategic Plan document was printed in December 2002 and distributed to representatives of all constituent groups and to the community members who participated in the Town Hall meeting. Several long-term and short-term recommendations relating to Student Retention and Basic Skills, Technology, Future Growth, and Economic Development were identified in the Strategic Plan.

In January and February 2003, the annual meeting of the Planning Task Force was held. Faculty, classified staff, Board of Trustees, student, and administrative representatives attended the two-part meeting. They carefully reviewed several planning documents and synthesized from those documents goals for the next three years. Those planning documents included the Strategic Plan (recommendations pertaining to Student Retention and Basic Skills, Technology, Future Growth, and Economic Development), the Fiscal Health Analysis and Evaluation of Internal Controls Report (a document prepared by external management consultants in spring 2002), the recommendations from the 2000 Accreditation Report, and the newly revised Accreditation Standards. In October 2003 the Board of Trustees adopted the goals and objectives developed by the Planning Task Force.

In addition, the Institutional Planning Committee has worked closely with representatives from the Program Review committee to make certain that the information and recommendations generated through that planning process make their way into the Educational Master Plan. The same is true of the efforts of the committee working on the revision of the Student Equity Plan. Representatives from the Institutional Planning Committee are working to make certain that the Student Equity goals are reflected in the Educational Master Plan.

Finally, the state budget crisis which began in California during the 2002 - 2003 year has reinforced in the minds of everyone the importance of having in place a sound Educational Master Plan to guide us in good times and in bad. This renewed interest has resulted in greater communication among the various constituents responsible for planning and is evident in the publication of the 2003 - 2004 Educational Master Plan.

> 2. *Place greater focus on institutional outcomes assessment, in particular student learning outcomes, as they relate to institutional effectiveness and accountability. Campus leaders from all constituency groups need to take proactive efforts in this area. (Standards 3A.3, 3A.4, 3C.1, 4D.1, 5.10, 6.7)*

Progress as of November 2002 and Reported in *Interim Report*:

The College has been engaged in substantive discussions focused on institutional effectiveness and accountability. Evidence of progress in this area is apparent in several areas.

Currently there are many institutional efforts to measure and evaluate our instructional effectiveness. Self-studies are completed by each department on campus. Also, there is an executive summary completed by Academic Services, Administrative Services and Student Services. This process has been going on for a number of years.

In addition, College of the Sequoias is nearing the completion of its first five-year cycle of Program Review for all segments of the institution and now is evaluating the process to ensure that Program Review truly evaluates the needs of our institution.

The Institutional Planning Committee leads campus-wide discussions each year to identify goals and objectives for the institution. The institution evaluates progress completing its goals and publishes its results annually. In addition, a compendium is developed each year by our Institutional Research Office. The Office of Academic Services is currently augmenting its Educational Master Plan to address the four key topic areas described in Recommendation #1. College of the Sequoias also has a variety of special state and federally funded categorical programs. These focus primarily on enhancing student outcomes. Partnership for Excellence (PFE), a state funded program to enhance and measure instructional effectiveness, identifies specific outcomes to be measured. These outcomes are collected and published annually. Campus leaders from all constituency groups use these data to evaluate the College's effectiveness.

While progress is evident in some areas, College of the Sequoias is in the midst of a project to understand and define student-learning outcomes better. To understand how student learning outcomes can add to our ability to determine institutional effectiveness, the Curriculum Committee, a sub-committee of the Academic Senate, and the Instructional Council, composed of all academic administrators and faculty division chairs, have added student learning outcomes to its agendas for the current academic year. Representatives from each of these groups will attend workshops and training sessions sponsored by groups such as ACCJC, the RP Group, and CCLC. These individuals have been charged with leading campus discussions which should culminate in more clearly articulated institutional outcomes and a plan for assessing the extent to which those outcomes have been achieved.

In addition, the College applied for a grant through the State Chancellor's Office to develop an institutional effectiveness model to streamline our evaluation and outcome measures. The proposal was approved, but it was not funded. The Institutional Planning Committee is reviewing the proposal to determine which elements might be implemented despite the lack of funding.

Progress Since November 2002:

All divisions and programs have completed the first five-year cycle for Program Review. The Program Review Steering Committee is in the process of evaluating the pilot model and will be making recommendations for revising Program Review to place more emphasis on learning outcomes. Key consideration in the revision will be to examine whether each academic division has included a review of its curriculum to ensure that the course outlines have been updated within the five-year span. Also, the Steering Committee will recommend inclusion of the indicators designed to measure progress achieving *Partnership for Excellence* goals.

A sub-committee of the Curriculum Committee attended a student learning outcomes workshop, sponsored by the Research and Planning Group and the California Chancellor's Office. As a result, the sub-committee of Curriculum Committee has discussed the extent to which the College already identified student learning outcomes within the

course outlines. The sub-committee has also examined the extent to which the assessment of student learning outcomes can be accomplished within the course outlines. Recommendations designed to strengthen this process will be forwarded to the Curriculum Committee in the Fall 2003 semester and the Curriculum Committee will be asked to adopt a time line outlining the steps necessary for this process. The Instructional Council will also be involved as they examine the programs which are offered and the means for assessing whether the outcomes which are identified are being met.

To help all College of the Sequoias faculty and staff understand the focus on student learning outcomes, the College decided to highlight this theme during the opening day convocation for the Fall 2003 semester. Dr. Fred Volkwein from the Center for the Study of Higher Education at Penn State University kicked off the year with a presentation on outcomes assessment. Specifically, he helped participants: (1) understand what is meant by "student learning outcomes;" (2) recognize why identification of learning outcomes is important for helping students achieve their goals; (3) understand the background of the movement toward student learning outcomes and the assessment of outcomes; (4) identify various ways to assess student learning both in the classroom and at the completion of programs; (5) understand the concept of "teacher as researcher;" (6) articulate how the assessment of student learning outcomes is just one component of the need for institutional assessment of what we do; (7) feel that their participation in identifying and assessing student leaning will be an important part of making College of the Sequoias better prepared to assist students. The Curriculum Committee and the Instructional Council will expand on the concepts presented at this meeting by developing strategies for continuing the dialogue among constituents at College of the Sequoias.

Dr. Volkwein's presentation was a follow-up to the opening day convocation in August 2002 when Dr. Kenneth Wesson discussed the latest brain research and what this research teaches us about learning in our classrooms. Learning and the measurement of learning continued to be topics for staff development and enrichment. For instance, several staff development sessions focused on learning and

the measurement of learning during the 2002 – 2003 academic year. These included: *Systematic Assessment of Learning Outcomes: Developing Great Multiple Choice Exams* and *How to Increase Active Learning in the Classroom: Strategies, Techniques and Games.*

Finally, the grant-funded LISTO Program sponsored a workshop for LISTO faculty on student learning outcomes. As a consequence of this workshop, during the summer of 2003, one faculty member was awarded a LISTO funded mini-grant to apply concepts of student learning outcomes and the assessment of those outcomes to the social sciences, particularly history.

> 3. Review the faculty evaluation process including tenure review of faculty, and implement appropriate changes with all due speed. (Standards 7B.1, 7B.2)

Progress as of November 2002 and Reported in *Interim Report*:

The faculty evaluation process was reviewed during the spring 2001 semester and a new faculty evaluation process went into effect August 1, 2002. This change in process is considered an interim step. Both the Academic Senate and the administration of College of the Sequoias continue to be actively involved in the review of the faculty evaluation process on an on-going basis. Evidence of this involvement may be seen in the work of the Academic Senate sub-committee charged with reviewing faculty evaluation.

During the Fall 2001 semester, the Academic Senate established a sub-committee responsible for reviewing the faculty evaluation process. They invited administrative representatives from Academic Services to serve on the sub-committee as well. In addition to surveying faculty and discussing the various roles and responsibilities of faculty, sub-committee members attended national conferences designed to help them understand current research and trends in evaluation. Sub-committee members also read extensively from the literature on teacher evaluation. During the current academic year, this sub-committee continues its research on ways to improve the process.

Until the Academic Senate acts on recommendations from this sub-committee, the changes which were instituted in August 2002 will be followed. Should the sub-committee propose revisions to the new evaluation language, the Academic Senate will then consider the proposal and make its recommendations at that time.

Progress Since November 2002:

The sub-committee charged with reviewing the faculty evaluation process did not meet during the 2002 – 2003 academic year.

The changes in the faculty evaluation process, which went into effect August 1, 2002, were implemented during the 2002 – 2003 academic year. Approximately 75 full-time faculty went through the newly revised faculty evaluation process.

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4. *Demonstrate that issues of staff diversity in hiring and training are major priorities, and commit appropriate attention and resources to affect change.* (Standards 2.6, 7D.2)

Progress as of November 2002 and Reported in *Interim Report*:

Issues of equity and diversity are major concerns at College of the Sequoias. This is evident in several areas, most notably in the work of the Equal Employment Opportunity Committee, formerly the Faculty and Staff Diversity Committee, in policies and procedures established by Human Resources for training of hiring committees, and in additional training opportunities of faculty and staff throughout the college.

The Equal Employment Opportunity Committee continues to meet to monitor the status of staff diversity efforts at College of the Sequoias and to understand the issue within the context of legislative mandates in the State of California. The Equal Employment Opportunity Committee continues to foster the efforts of the College to have a workforce that is diverse through equal employment opportunity for all, and by assuring that we do not discriminate unlawfully.

Attention to issues of equity and diversity is also evident in the training which occurs in Human Resources. Since the recommendations were made by the Visiting Team in November 2000, College of the Sequoias has hired many new employees- faculty, classified staff, and administrators. The hiring process has been modified to make certain that issues of staff diversity are given appropriate attention. All hiring committees have been trained on procedures for use both in the screening and interview processes to guarantee fairness to all applicants. Hiring committees are given instructions regarding the importance of evaluating candidates' qualifications based on the published job description. Candidates who are invited for interviews are regularly surveyed to assess their perceptions of the fairness of the process. A review of the Exit Interview forms shows that approximately 98 percent of those interviewed are satisfied with the interview process used here at the College.

In addition, staff training during the past two years has focused on understanding the extent to which diversity and equity issues enrich the learning environment and opportunities for students. A significant number of Staff Development resources have been devoted to providing training workshops focusing on staff diversity and the importance of diversity in creating a climate which respects the contributions of all students and faculty. At the Opening Day General Convocation in August 2001, Terence Roberts shared his personal experiences when, in 1957, he was one of the nine high school students who desegregated the Little Rock, Arkansas, high schools. His presentation, titled *Lessons from Little Rock,* focused on his first-hand observations of the effects of living in an environment where diversity was not valued. In addition, Dr. Roberts led management staff in May 2002 as they explored opportunities for leadership in a diverse setting. Additional workshops have been offered during each of the staff development days prior to the beginning of each semester. *Cross-Cultural Mentoring* focused on understanding behaviors which are conducive to developing positive relationships. *A Case for Diversity* focused on the State's position on affirmative action and how it flies in the face of "needs" we have in academia. Information from the *California Tomorrow Project* was used to expand the discussion of diversity needs at College of the Sequoias. Participants focused on understanding the data related to

communities of color and how this data indicate that the current posture of the State is at odds with the demands of our student population.

College of the Sequoias' efforts during the past two years demonstrate its attention to issues of staff diversity issues as it relates both to hiring and training.

Progress Since November 2002:

In December 2002, a hiring freeze was put into effect as news of the impending state budget crisis reached College of the Sequoias. Consequently, no new faculty positions were advertised during the remainder of the 2002 – 2003 academic year. Likewise, issues of faculty seniority and the possibility of lay-offs consumed immense amounts of time from staff in the Human Resources office. As a result, the Equal Employment Opportunity Committee, chaired by the Dean of Human Resources, met only once.

Training issues were complicated as the state eliminated all staff development funding to community colleges, including College of the Sequoias. Although staff development workshops continued through the *flex* program, the lack of funding limited the number and scope of training sessions which were available. Despite this, the College continued to emphasize the importance of diversity issues, including access and retention, through grant funded training opportunities. For instance, faculty involved in the grant-funded LISTO Program addressed issues of diversity in their summer 2003 workshop. Their focus was on understanding how students from different cultures and backgrounds presented different needs in the classroom. LISTO also supported several faculty to attend diversity conferences throughout the year. During the summer workshop, the information they gained was shared with other workshop participants.

In addition, when the *Planning Task Force* met in January and February 2003 to assess institutional goals and to identify goals for the next three years (2003 – 2006), they set as an institutional goal: *COS will address all aspects of diversity in its operations.* Included as objectives for this goal were making access to educational programs a major priority and examining exemplary models for staff diversity training at other community colleges. The Equal

Employment Opportunity Committee reconvened at the beginning of the 2003 – 2004 academic year to plan and was charged with finding ways to address the goal and objectives. Their plan involved identifying leaders from all campus constituent groups and establishing a process for training which can be done even in the absence of continued funding from the state.

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5. *Further develop and refine the budget development process to ensure that the college community understands the process, particularly pathways for funding requests and approvals, and that appropriate levels of user-friendly financial information are communicated to members of the college community. It is also recommended that the budget development process be streamlined by reducing the number of procedural junctions where submittals, reviews, revisions, and recommendations begin and end. In addition, it is recommended that the college further develop linkages between planning and budgeting processes.* (Standards 9A.4, 9A.5, 10B.2, 10B.3)

Progress as of November 2002 and Reported in Interim Report:

As a consequence of this recommendation, budget workshops were developed and are held each year. All College employees are invited to attend so that they can understand the budget better. They are also encouraged to ask questions. In addition, a preliminary budget and a final adopted budget is printed and distributed to leaders across campus.

Action taken by the College Council has streamlined the Above Base Budget process by allowing projects to remain on the "approved" list from year to year if they are not funded. This modification in the process allows for managers to track projects while reassuring constituents that validated needs will be funded.

Administrative Services staff has also suggested innovative and practical ways to change the budget building process. Suggestions have centered on expediting the past practice of having so many Divisions, Standing Committees

and College Council wrestling with the prioritization of requests. One specific outcome has been to decrease the number of sub-committees which are involved in the prioritization process.

Representatives from various campus constituencies recognize that the process should make use of data generated from Program Review and that Program Review should be the basis for the Educational Master Plan. The Educational Master Plan, in turn, should drive the budget for the facilities master plan. The College is working through the shared governance process to make these linkages between the planning and budgeting processes more visible and, thus, more widely understood by all constituent groups.

Progress Since November 2002:

The worsening budget crisis in California affected all community colleges. Since November 2002, all college constituent groups have been involved in monitoring budget developments and their effects on the budget at College of the Sequoias. The Superintendent/President began regularly forwarding to everyone on campus budget messages he received from either the California Chancellor's Office or other advocacy groups. In addition, he met with representatives of all constituent groups to inform them of the impact of anticipated budget cuts. Regular updates were provided to the Board of Trustees.

Reductions in programs and services were necessary during the 2002 – 2003 academic year. These reductions reinforced the need for closely linking planning and budgeting. Criteria identified by Academic Services administrators and by Academic Senate members outlined broad parameters. As the prospect of continuing budget difficulties for the 2003 – 2004 continued to cast doubt on the College's ability to sustain existing programs and services, the College reiterated the importance of planning documents such as Program Review reports for informing decisions regarding any additional reductions which are necessary. The Vice President of Academic Services announced to academic chairs in Instructional Council that information collected in these planning documents would be reviewed as the College is asked to find ways to make additional cuts.

In January 2003, the College received the *Fiscal Health Analysis and Evaluation of Internal Controls* report, a document prepared by external consultants. The report focused on evaluating budgeting practices, asset management, and personnel financial practices. A new Vice President of Administrative Services assumed his position on August 1, 2003. He was charged with not only analyzing the recommendations contained in *the Fiscal Health Analysis Report,* but also with identifying opportunities for streamlining the communication process to make certain that everyone on campus and in the community is kept aware of the financial situation at the College.

> 6. *Communicate more proactively and publicly Governing Board actions in relationship to revision of policies, and the processes and outcomes of their self-evaluation and the evaluation of the superintendent/president.*

Progress as of November 2002 and Reported in *Interim Report:*

All revisions in policy and all new policy proposals are submitted to the Board of Trustees only after the item has been placed on the agenda of the appropriate constituent group(s). In this way, the College works to make certain that constituent groups are informed of the proposals and have the opportunity to give input. After adoption of the policy by the Board, the College communicates the actions in a variety of ways. Reports are scheduled on College Council and Standing sub-committee agendas to allow for the sharing of information regarding the changes. In addition, a newsletter (In the Giant Scheme of Things) is distributed to everyone on campus. One of the goals of this new publication is to expand the forms of communication available to all staff by communicating Board actions to the staff. In addition, a recent article in this newsletter focused on the evaluation process used by the Board of Trustees to evaluate the Superintendent/President.

The College is in the final stages of completely revising its web site. When the new site is unveiled (currently set for November 2002), everyone will have access to all Board of Trustees policies on the web.

Accreditation

Progress Since November 2002:

All Board policies are currently available on the College of the Sequoias web site. As new policies are adopted or as existing policies are revised, the President's Office updates the web site and also sends notification to everyone on campus about the change. This communication supplements the information distributed when the policy proposals are submitted to the College Council for consideration and when they are published in the Agenda for Board of Trustees meetings.

The COS Board of Trustees uses the instrument provided by the Association of Community College Trustees for its annual evaluation. This instrument asks each Trustee to evaluate his/her individual performance in their role as a member of the Board, as well as the Board's performance as a whole. The topics range from maintaining the confidential nature of the board deliberations and avoiding acting as spokespersons for the entire board unless specifically authorized to do so, to recognizing and understanding that a trustee's basic function is policy making. The evaluation also asks them to evaluate their knowledge of community college issues at both the local and state level as well as helping the community understand the importance of proper financial support for the College.

College Council has formalized its process for considering proposed Board policies. Proposals are taken to College Council for three readings before they are submitted to the Board of Trustees. Each College Council reading allows two weeks for subcommittees to review and give their suggestions or to raise questions. All suggested subcommittee input is discussed at the following College Council meeting for explanation or policy revision. At each juncture, the agendas notify everyone on campus of the action being considered; after action has been taken, the College Council minutes are distributed electronically to everyone on campus.

Summaries of action taken by the Board of Trustees continue to be publicized internally via an electronic posting. The September 2003 Board action regarding the evaluation of the Superintendent/President was announced publicly at the Board of Trustees meeting and was published in a subsequent summary of Board action.

> 7. *Review the participatory governance structure comprised of the College Council and the extensive number of committees. The focus of this review should be on streamlining and simplifying the process to facilitate more direct access and communication between constituent groups and the superintendent/president.*

Progress as of November 2002 and Reported in *Interim Report*:

During the 2001- 2002 year, College Council members reviewed the structure of the Council with the goal of simplifying the process by which constituent groups could more directly access and communicate with the Superintendent/President. As a result of this review, the College Council was restructured. Now the Superintendent/President serves as its chair. One level of the structure was eliminated with this restructuring.

In addition, the Institutional Planning committee, as part of its on-going charge to monitor planning activities on campus, is reviewing the process with an eye toward streamlining it.

Progress Since November 2002:

The changes which were instituted during the 2001- 2002 year have resulted in a streamlined process. The intent of College Council is to make certain that access to and communication between constituent groups and the superintendent/president is facilitated.

For instance, College Council Goals and Objectives were adopted in May 2002. College Council is currently revisiting these goals in light of the newly adopted 2003 - 2006 Institutional Goals and Objectives. College Council will annually review their goals and objectives for possible revision and to report on progress achieving those goals and to make certain that all components of the participatory governance structure are integrated.

Approved by the College of the Sequoias Board of Trustees on September 8, 2003.

Membership in the Associated Study Body (ASB) is secured by paying the appropriate fees which are then used to fund ASB and other co-curricular (musical performing groups, athletics, honor society) activities.

The ASB Executive Board is comprised of nine offices. Students serve on various campus committees, hiring selection committees and as liaisons between divisions and students. They participate in campus wide planning workshops for developing the college's vision, goals, and objectives, and serve on Program Review committees that review progress toward implementation of these goals.

In addition, ASB is represented on the Board by non-voting Student Trustee. The College Council and Academic Senate Committees each have ASB representatives with voting rights. Students also serve on College Council Standing Committees.

Patricia Lopez, 2003-2004 ASB President, shared her agenda for the coming year.
- Participation in the planning process of the Student Center Project
- Student Representation on campus committees
- Enhance student awareness of ASB promotions and general information relating to students
- Increase community involvement
- Promote positive networking among students, faculty and administrators
- Encourage club involvement to promote school spirit

Accomplishments during 2002-2003:
- Achieved a successful election in approving the Student Center Fee
- Homecoming Week
- Club Social
- Club Rush
- Visalia Christmas Parade

- Visalia Mardi Gras Parade
- Sister Ursula's Kitchen food preparation and service
- March of Dimes Fund Raiser
- Participation in Relay for Life
- Giant Expo/Tech Prep.
- Participation in Commencement

2003-2004
ASB Executive Board

Officers:
Patricia Lopez, ASB President
Andrew Miller, Vice President
Andrea Jessup, Student Trustee

Commissioners:
Anetra Baffo, Commissioner of Activities
Andrienne Marchant, Commissioner of Finance
Bob Rhoades, Commissioner of Clubs
Carlos Martinez, Commissioner of Records
Perry Smith, Commissioner of Publicity & Art
Joe Goodwin, Student Body Ambassador

Board of Trustees

The Board of Trustees remains committed to the goals they established for 2002-2003 academic year. They are:

1. Build Hanford Educational Center and Tulare Farm Science and Technology Center.
2. Improve the outcomes from Basic Skills Program:
   - Explore the possibility of a developmental skills department.
3. Strengthen Transfer and Technology Education Programs, including:
   - Student Recruitment
   - Premier Agriculture program
   - Premier Technology program
   - Meet the technological education needs of local business and industry
   - Improve weekend class offerings
4. Extend and improve the college's visibility in local, state and national arenas:
   - Showcase COS's educational programs
   - Highlight student achievement
   - Highlight faculty and staff achievement
   - Advance COS as a technological leader

Significant Board Actions: 2002-2003

- Approved contract with Police Officers Standards and Training (POST) to establish the Perishable Skills Training Center.
- Adoption of the following Resolutions:
  1. Recommending that a) representation of local boards on the Board of Governors be increased, and b) a parallel Council to the current Consultation Council of Associations be formed to review policy recommendations from the perspective of how the policies would affect the 72 local community college districts.
  2. State Master Plan for Education
  3. (Endowment Resolution) Hispanic Serving Institution (HSI) Grant
  4. Old Music Building Remodel
  5. Warehouse for California Dairy Products Training Institute (CDPTI)
  6. Administration Building Seismic Retrofit Project
  7. Self-Insurance – Workers' Compensation Liabilities
  8. Refinancing Outstanding Certificates of Participation
  9. Multimedia Learning Resource Center: Lease Revenue Bonds and Construction Agreement
  10. Support for Agriculture Education Outstation Program/Staff
  11. Student Center Fee
  12. Final Environmental Impact Report: Tulare Center for Agriculture and Technology
  13. Final Environmental Impact Report: Hanford Joint Educational Center
  14. Opposition to Senate Bill 6
  15. Authorized the district to layoff classified employees in identified positions and place them on the COS re-employment list in accordance with Education Code § 88117.
- Ratified the Tulare County Agreement No. 0858, to provide training for COS Independent Living (Foster Care) students.
- Set the 2003-2004 nonresident tuition rate at $155 per semester unit.
- Approved the use of Klassen Corporation for the Construction Management of the Multi-Media Learning Center project, pending written approval from the Chancellor's Office.
- Approved the District to enter into an agreement with Quad Knopf of Visalia to provide the architectural services for the Reconstruction Project of the Old Library (Building 27).
- Approved the District to enter into an agreement with Teter Consultants of Visalia to provide the architectural services for the Renovation of the Old Library (Building 8) for the Bookstore and ASB Student Center.

- Awarded contracts to Ran Graphics, Inc. of Rosemead, CA for the printing of the 2003-2004 College Catalog and Fall 2003 Fall Schedule of Classes.
- Awarded bid for the Driving Simulator System, Force Option Simulators and Skid Car Traction Platform for law enforcement training.
- Approved Academic Calendars for 2003-2004 and 2004-2005.
- Grant permission for Out-of-State Travel for the following classes:
  1. Animal Science 227 – Snaffle Bit Futurity, Reno, Nevada
  2. Jazz Ensemble to Reno Jazz Festival, Reno, Nevada
  3. Animal Science 2a-d, Livestock Evaluation Judging Team, Medford, Oregon
  4. Animal Science 2a-d, Phoenix, Arizona
  5. Teacher Preparation Programs, New Orleans, Louisiana
  6. Community Services Geography Trip, Alaska
  7. Architecture 299 – Student Abroad in Italy.
- Approved proposed modification to Board Policy 4115 – Prohibition of Unlawful Discrimination and Harassment
- Approved the First Amendment to the Option Agreement for the Hanford Educational Center.
- Approved lease agreement between COS and TCOVE for the Perishable Skills Program and John Deere Training Program.
- Approved the Facility Lease Agreement with John Deere to cover costs associated with utilizing the TCOVE Facility.
- Approved the Joint Use Agreement with Visalia Unified School District for portable buildings at the COS Farm on Linwood Avenue in Visalia.
- Ratified agreements with the identified health agencies for clinical education for COS students.
- Approved the TTIP Certification for Expenditures and the Expenditure Plan for Submission to the California Community Colleges Chancellor's Office.
- Adopted new Board Policy 7041 – Student Athlete Code of Conduct.
- Approved the Cosmetology Training Agreement between the District and Estes Instituted of Cosmetology Arts and Sciences.
- Approved the 2002 Interim Accreditation Report

- Adopted Board Policy 3400 – Claims and Actions Against the District.
- Approved 2001-2002 Final Program Review Reports for Distance Learning, Human Resources, Math/Engineering Division, Superintendent/President's Office, and Social Science Division.
- Awarded bid for the Theater Roofing Project to the lowest bidder, B and R Roofing of Fresno, CA.
- Approved license agreement with the Kaweah Delta Water Conservation District.
- Awarded bid to replace the HVAC unit in Room 408 to American, Inc. of Visalia, CA.
- Approved increase in citation fees for parking violations from $15 to $55. Handicapped parking related violations will be set at $100. Fee increase will be in effect beginning Fall 2003.
- Approved Fall/Summer parking fee increase from $15 to $20 per semester. Summer parking fee will remain at $10. An increase in daily parking permits was also approved, from 50 cents to $1.00. Fee increase will be in effect beginning Fall 2003.
- Ratified the agreements with Prestige Assisted Living and Kimball Court Senior Apartments for clinical education for COS students.
- Approved new, modified, and deleted courses to the college's curriculum.
- Approved requests to charge material fees to cover the cost of student materials in identified courses.
- Approved District to file the Notice of Determination with the State Office of Planning and Research for a reconstruction project of the Old Library, to begin upon the completion of the New Multi-Media Learning Resource Center.
- Performed their annual review of student trustee privileges.
- Appointed Lori Cardoza to replace Devin Nunes as Board of Trustee Member for Ward 4 who resigned to assume new role as representative for the 21st Congressional District.

PARTICIPATORY GOVERNANCE MODEL

PHILOSOPHY:

Participatory governance is a decision-making process committed to the best interests of our students and our institution based upon active involvement of those affected by decisions while working in an environment of cooperation and trust.

One of the basic principles of governance in higher education is that effective decisions derive from the powers vested by law in governing boards, and the students, staff, faculty and administration. Because these constituencies are vital to the development and implementation of sound educational policy, College of the Sequoias wishes to encourage to the greatest extent possible the practice of participatory governance. Participatory governance is predicated on the sincere commitment on the part of all participants to our students, our professions, and our institution. It is a complex process of consultation that demands from students, staff, faculty and administration a respect for divergent opinions, a sense of mutual trust, and a willingness to work together for the good of the College. Participatory governance embraces the basic objective that all key parties of interest should be given the opportunity to participate in jointly developing recommendations and priorities for the well-being of the institution.

PURPOSE:

Participatory governance is a process to ensure students, staff, faculty and administration the right to participate effectively in district and college governance, and the opportunity to express their opinions at the campus level, and to ensure that these opinions are given every reasonable consideration (Ed Code 70901 (b) (1) (E) enacted as part of AB 1725). The purpose of the College Council is to serve as a forum for discussion of college-wide issues and to formulate and provide recommendations for the College President regarding institutional planning and budget development.

The participatory governance process should be one that functions in accord with:

- The mandates of AB 1725, the Education Code and the intent of Title 5 Regulations.
- The policies of the Board of Governors and the College of the Sequoias Board of Trustees.

The participatory governance process allows for recommendations from the College Council to the College President. The College President will normally accept the recommendation of the College Council. If the College President does not accept the recommendation from the College Council, the College President will communicate the reasons. In all cases, a written record will reflect those reasons.

FUNCTION:

The functions of the College Council are:

- To convey to the President the views of the campus community on matters relevant to the College.
- To make recommendations regarding which college committees or task forces are needed, in addition to College Council Standing Committees.

Access to the College Council is available to all constituencies. All actions of the College Council will be communicated to its constituencies in the form of minutes.

STRUCTURE:

The permanent members of the College Council are:

- Superintendent/President, Chair
- Four Administrators (Student Services, Academic Services, Administrative Services and President's Office)
- Four Full-Time Faculty Members
- One Adjunct Faculty Members
- Four Classified Members
- Two Students
- Chair, or designee, from each of the Standing Committees

The College Council will have the following Standing Committees:
- Budget
- Institutional Planning

- Facilities
- Technology

These committees will have representation by all constituents. Each committee will designate a person to serve on College Council. Each committee is responsible fore submitting to College Council written minutes. The membership, internal composition and function statement is determined by each committee and approved by College Council.

Ad Hoc Committees are needed.

PROCESS:

Time and Place: The College Council will set a time and place to meet which is mutually agreeable to its members. The Council will meet at least once a month.

Agenda:
1. The agenda will be prepared by the President and distributed to the Council members by 4:00 PM on the Friday before the meeting.
2. Copies of the agenda will be posted outside of Room 1A and in the mailroom.
3. The President will generate the agenda from items submitted by the members of the College.
4. Those who have submitted items for the agenda should contact their College Council representative or, if necessary, the President.

Operation:
1. In order to take action, a quorum must be present. For this purpose a quorum is defined as a simple majority of the total membership.
2. Members unable to attend may designate in writing a proxy.
3. Before action is taken, the College Council will follow Robert's Rules of Order to conduct business. Records of dissenting and minority opinion will be included in the minutes.
4. The College Council shall elect in January/February the Vice-Chair of the College Council for a two-year term, commencing the following fall semester. The Vice-Chair shall be elected from staff or faculty represented

on the College Council. The role of the Vice Chair will be to: 1) Report at the regular monthly Board of Trustees meeting; 2) In the absence of the President, chair the Council.

5. Clerical Support: The Office of the President will provide clerical support.
6. Changes to the Model of the College Council:
   a. Any member of the Council may request a change in the model of the Council prior to the first Tuesday in March of each academic year.
   b. The initial presentation/ discussion of a proposed model change will constitute a first reading. Constituent groups will have at least 20 instructional days to review the proposed model change and make suggested changes. A second reading will occur at a following meeting of the Council and the proposed model change will appear on the agenda as a discussion item.
   c. Approval will be in accordance with Robert's Rules of Order.
   d. Changes of the model must be approved by two-thirds of the total voting membership of the Council.

Adopted: Academic Senate 4/25/01
College Council, 4/30/01

GOALS/OBJECTIVES:

Goal One: To maintain a global view of allocations of resources to meet institutional goals, with redirection of resources when necessary.

Goal Two: College Council will elicit a wide-based constituent focus on implementing the Educational Master Plan, including off-site centers, facilities and future growth of the current campus, resulting in improvement of institutional effectiveness and student learning.
1. Review/approve the Educational Master Plan
2. Facilitate the creation of a process to evaluate learning outcomes and how they are measured

Goal Three: College Council will oversee the development of a funding plan for inclusion in the base budget for routine upgrading/replacement of aging equipment/maintenance of facilities campus wide.

College Council

1. The Facilities department will identify and create a list of six Facilities related replacement plans that will be developed.
2. The Facilities department will identify and create two replacement plans for inclusion in 02-03 budget.
3. If the two plans are recommended for funding and are funded, the Facilities department will identify and create three additional replacement/ maintenance plans for inclusion in 03-04 budget.
4. The Facilities department will create additional replacement/maintenance plans after previously submitted plans are approved and funded.

Goal Four: The Council will focus on improving its productivity by using a follow through system so when action is taken, outcomes are tracked and goals are met.
1. Develop a tracking chart in President's office
2. Distribute tracking system to College Council in timely manner
3. Develop web site to find information

Goal Five: The members of College Council will communicate information from the College Council meetings to their respective constituents groups. Individuals doing reports can provide printed minutes so that information that should, will reach said constituents via their college council representatives.
1. Post on website or e-mail to everyone from 2002 - to current.

Adopted College Council 5/7/02

STATEMENT OF DISTRICT EDUCATION PLANS

College of the Sequoias was established in 1926 as Visalia Junior College. Over the years, several high school districts voted to join the Sequoias Community College District which now serves portions of Kings, Tulare and Fresno Counties, an area of over 3,000 square miles in the heart of the San Joaquin Valley.

Classes were originally housed in the Visalia Union High School until the fall of 1940 when the college moved to the present campus. At that time, the campus was in a rural area southwest of the town of Visalia. The current campus is located on approximately 62 acres of land and is guarded by one of the busiest streets in Visalia.

In 2002, the District created a new Strategic Plan, which includes the Educational Plan. In 2003, a new Facilities Master Plan was started and the plan is in rough draft form. Input is being solicited from every division within the District, Presidents Cabinet, the community at large and the Board of Trustees. It is estimated that the new Facilities Master Plan will be complete by May 2004.

The draft Master Plan estimates the Visalia campus enrollment to reach 13,000 students by 2015. With this new enrollment projection, the need continues for the District to obtain land at the main site for additional parking, playing fields, maintenance support facilities and administrative services. In anticipation of this need, the District is currently purchasing homes immediately south and adjacent to the campus for future expansion. Because of continued growth and the inability to serve all of our students on the main campus, the Board of Trustees determined that the District should also have two Centers that will serve the populations in both Tulare and Kings County.

A site for the Tulare Center has been identified and acquired. The moving of the 16 acre farm in Visalia to a larger facility will allow for the expansion of the Agricultural curriculum and provide general education courses and other comprehensive services to meet the complete academic needs of students. The state chancellors office has given official "Center Status" for the site in Tulare and a Final Project Proposal (FPP) will be submitted in 2003.

The COS District currently has a significant presence in a rented facility in Hanford. A comprehensive curriculum and a complete array of student services are offered at this site throughout the entire academic year. The COS Center in Hanford generates several hundred FTES annually. Efforts are being made to design a Hanford Educational Center that will serve a minimum of 1,000 FTES. The College of the Sequoias, the Hanford Joint Union High School District and the City of Hanford have jointly purchased a site in Hanford and an Environmental Impact Report (EIR) was completed in 2003.

Energy Plan

Philosophy

The Sequoias Community College District believes that energy conservation is of the utmost importance. The District is committed to continuously searching for alternatives to reduce its energy usage in existing facilities and implementing the latest technologies on new construction projects.

Recent History

All existing District owned facilities have endured energy audits to identify areas where potential energy savings can be obtained. Energy conservation measures have been taken to reduce energy usage when it is proven to be cost-effective and does not negatively affect student learning.

Future Plans

With any new construction, latest energy technologies will be evaluated and all cost effective energy technologies will be implemented.
Each new District building will be connected to the College of the Sequoias computerized energy management system (EMS).

In new buildings, utilizing items such as daylighting, cool roofs and HV AC economizers in the initial construction will gain energy efficiencies.

The potential for a central plant will be evaluated at the COS main campus, the Tulare Center and the Hanford Center. If any prove to be cost-effective, design processes will begin.

Beyond the energy conservation measures outlined above, additional energy savings will come in small increments from increased operational efficiencies.

STATEMENT OF COLLEGE OF THE SEQUOIAS EDUCATION PLANS

College of the Sequoias was established in 1926 as Visalia Junior College. Over the years, several high school districts voted to join the Sequoias Community College District which now serves portions of Kings, Tulare and Fresno Counties, an area of over 3,000 square miles in the heart of the San Joaquin Valley.

Classes were originally housed in the Visalia Union High School until the fall of 1940 when the college moved to the present campus. At that time, the campus was in a rural area southwest of the town of Visalia. The current campus is located on approximately 62 acres of land and is guarded by one of the busiest streets in Visalia.

In 2002, the District created a new Strategic Plan, which includes the Educational Plan. In 2003, a new Facilities Master Plan was started and the plan is in rough draft form. Input is being solicited from every division within the District, Presidents Cabinet, the community at large and the Board of Trustees. It is estimated that the new Facilities Master Plan will be complete by May 2004.

The draft Master Plan estimates the Visalia campus enrollment to reach 13,000 students by 2015. With this new enrollment projection, the need continues for the District to obtain land at the main site for additional parking, playing fields, maintenance support facilities and administrative services. In anticipation of this need, the District is currently purchasing homes immediately south and adjacent to the campus for future expansion.

Construction of the Multi-Media Learning Center started in May 2003. This 54,000 square foot building will house a central learning hub with computers that cover abroad range of disciplines. Construction is estimated to be complete in August 2004.

The new Science Center project has long been identified to require a location, which would meet safety issues and would house all disciplines in the Science Division. Currently, several disciplines are located throughout the campus with classes and labs being held in three separate buildings. Chemistry labs are housed in the 60-year old main Administration building. Physical and Biological Sciences are taught in two separate facilities and Nursing is taught in a modular building. Funding for working drawings and construction were part of the Proposition 47, which passed in November 2002.

Proposition 47 also contained planning dollars for PE and Disabled Program Center. This project will include a new Gymnasium and a renovation of the existing Gymnasium and the addition of a permanent PE facility for disabled students.

Preliminary plans to renovate the old Library after the new Multi-Media Learning Center is constructed were completed in June 2003. The space will be reconfigured and seven instructional classrooms will be added if approved. Construction funding will come from Proposition 53, which is scheduled for the March 2004 ballot. The front portion of the existing Library is slated to house the campus Bookstore and a new Student Union once the current occupants have relocated to the Multi-Media Learning Center. This project will be locally funded and plans are currently being completed.

The need continues for the college to obtain land at the current site for additional parking. The District is currently purchasing homes immediately south and adjacent to the campus for future expansion.

Energy Plan

Recent History

In recent years, several energy conservation projects have occurred. Most all buildings have had magnetic lighting

ballasts changed to electronic ballasts, mercury vapor exterior lights have been replaced with high-pressure sodium fixtures and several classrooms have had motion sensors added.

A new technologically advanced computerized energy management system (EMS) has been installed in two buildings. This Internet based system, which controls/monitors and analyzes HV AC systems, plays a critical role in energy cost containment. As part of this new EMS system, five electronic electricity usage meters have been installed to allow for close scrutiny of electricity usage on a daily/hourly basis. These meters can be viewed from the desktop of any computer that has Internet access.

In Fiscal year 2002-2003, COS was successful in reducing its electricity usage by 300,000 Kilowatt-hours compared to 2001-2002. This reduction, in effect absorbed the 13,700 square foot Music building that was brought on-line in 2001.

Future Plans

Install the new Automated Logic EMS system on all new construction projects and, as budget permits, retrofit current buildings with the system.

The Multi Media Learning Center started construction in May 2003. This 54,000 square foot building will be built 14% beyond title 24 energy requirements. This has qualified the district for over $20,000 in energy rebates.
Additional interior lighting motion sensors will be installed in the few remaining areas that can benefit from them.

Beyond the energy conservation outlined above, additional energy savings will come in small increments from increased operational efficiencies and the implementation of an awareness program.

The College of the Sequoias has set a goal of reducing its electricity usage to a level where the 54,000 square foot Multi Media Learning Center can be fully absorbed at no cost.

Five-Year Capital Construction

No.	Project / Occupancy	ASF	Total Cost	Source	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
1	Multi-Media Learning Center — College of the Sequoias	20,321	$14,971,000 (2004/2005)	State	(E) $2,145,000						
2	Renovation of Bldg.8 [Old Library] — College of the Sequoias	7,430	$2,629,000 (2005/2006)	NonState	(P)(W) $242,000	(C)(E) $2,387,000					
3	Reconstruction of Building 27 (Old Libr) — College of the Sequoias	-1,272	$2,432,000 / $255,000 (2005/2006)	State / NonState	(W) $125,000	(C)(E) $2,432,000					
4	Science Center — College of the Sequoias	6,895	$11,447,000 (2006/2007)	State	(C) $10,057,000	(E) $529,000					
5	P.E.& Disabled Prog. Facility — College of the Sequoias	27,692	$6,958,000 (2006/2007)	State	(P)(W) $505,000	(C)(E) $6,453,000					
6	Tulare Ctr. for Agriculture Science and — Tulare Center	42,803	$27,958,000 / $5,869,000 (2009/2010)	State / NonState			(P) $713,000 / $172,000	(W) $1,421,000	(C) $23,936,000 / $4,276,000	(E) $3,309,000	
7	Tulare Center Arena and Infrastructure — Tulare Center	52,851	$5,698,000 (2009/2010)	NonState			(P) $145,000	(W) $211,000	(C) $4,813,000	(E) $529,000	
8	Hanford Educational Center — College of the Sequoias	20,371	$14,988,000 (2010/2011)	NonState				(P) $609,000	(W) $475,000	(C) $11,931,000	(E) $1,973,000
9	Allied Health Center — College of the Sequoias	13,939	$5,011,000 / $1,681,000 (2010/2011)	State / NonState				(P) $98,000 / $98,000	(W) $167,000 / $167,000	(C) $4,253,000 / $1,416,000	(E) $493,000

Program Review is the process of gathering and interpreting information to provide recommendations that assist in improving the quality and health of COS programs and services. It is one of the elements of evaluation at COS. Others include the self-study, the college wide accreditation report, and institutional accountability. All are methods of assessment used in the master planning process of the college.

The Self-Study is a yearly planning document that is prepared by each academic department, student service entity, and administrative service. Because all classified and certificated employees are part in this process, Self-Studies are valuable sources of information about the college's immediate needs and goals.

Program Review is intended to evaluate once, every five years, every instructional program and student or administrative service at COS. Program Review encompasses four years of Self Studies and its main purpose is to give each program or service area a critical view point from which to judge its long-term effectiveness in relation to the colleges' vision and mission.

Information obtained during Program Review can be used in the accreditation report, but principally its function is to support programs and services in their efforts to achieve excellence.

Successful Program Reviews are dynamic and are locally developed, implemented and evaluated so that future reviews can be modified in accord with changes in the college's needs, policies, and long-term planning. This Program Review model is designed as a pilot.

COS completed its first five year-cycle of the Program Review process. Programs reviewed in 2002-2003 included:

Administrative Support Services:
- ☐ Accounting, Accounts Payable, Accounts Receivable, Payroll, and Purchasing
- ☑ Computer Services
- ☑ Custodial Services, Grounds, Maintenance and Operations, and Transportation
- ☐ Foundation and Scholarship Programs
- ☑ Office of the Deans and Associate Dean

Instructional Program
- ☑ Language Arts Division
- ☑ Science Division/MESA Program
- ☑ Fire Technology and Police Academy

Interdisciplinary Programs
- ☑ Business and Community Education Center
- ☑ Puente Program

Student Support Services:
- ☑ Admissions and Records

Programs to be reviewed in 2003-2004 include:

Administrative Support Services:
- ☐ Accounting, Accounts Payable, Accounts Receivable, Payroll, and Purchasing
- ☐ Campus Police
- ☐ Foundation and Scholarship Programs
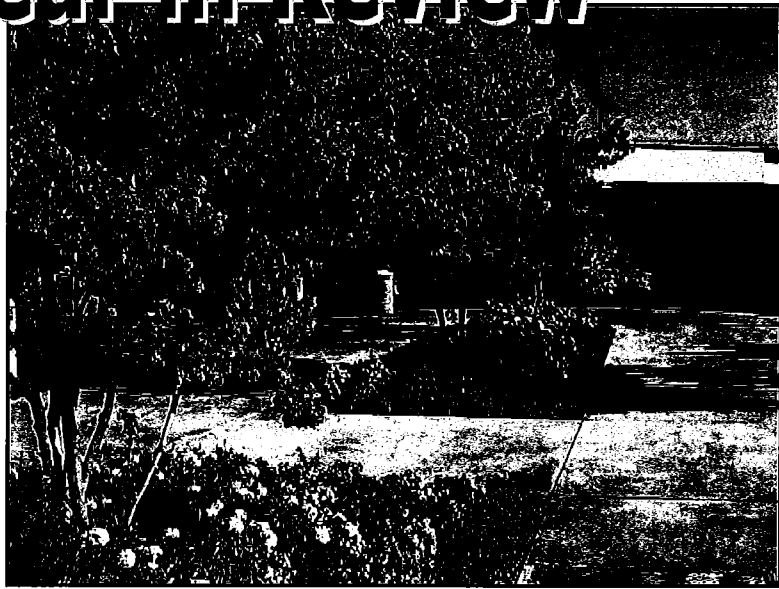
Academic Programs:
- ☐ Agriculture Division
- ☐ Fine Arts Division

Student Services
- ☐ Transfer/Career Placement Center
- ☐ Articulation, Assessment/Placement Programs

Year in Review

2003-2004

Year in Review

Significant events of the 2002-2003 academic year include the following:

New Tenure-Track Faculty:
Susanne Boyles, Marla Copple, Gailerd Swisegood, and Richard Wagner (Social Science)

New Management:
Brent Calvin (Director, Athletics) and James Tucker (Learning Resources)

Retirements:
Retiring faculty and staff include:
- Dianne Sharples (Dean, Academic Services)
- Rosalie Gilcrest (PE)
- Nancy Kay Rayley (Admissions and Records)
- William Downes (Agriculture)
- Dennis Badvaganian (Business)
- Linda Kennedy (Business)
- Roy Kennedy (Business)
- Georgellen Parker (Counseling)
- Sharon Black (Counseling)
- Barbara Strong (Fine Arts)
- Jack Barranger (Language Arts)
- Connie Kent (Language Arts)
- Gary Howland (Math)
- Cheryl Black (Nursing)
- Ellsworth Black (Nursing)
- Kirby Mannon (PE)
- Elaine Smith (Science)
- Aranga (Randy) Firstman (Science)

Sabbaticals were not funded for 2002-2003 due to budget difficulties.

Faculty/Staff/Students Honored:
Animal Science instructor, *Bob Britton* received the "Teacher of Excellence" award by the California Ag Teachers.

Architectural instructor, *Rolando Gonzales* and his students won first place in an international design competition conducted by the Southern California Edison Company. The students also won 2nd place at this year's Design Competition at Cal Poly.

COS Architectural Students won BEST CONCEPT at 2003 Cal Poly Design Village Competition. The Architectural Program has also been recognized by the California Community Colleges Association - CCCAOE as the recipient of the Outstanding Program Award, 2003.

COS Engineering students placed first and second at the Sixth Annual Engineering Competition held at Fresno City College.

Lori Chan Luna was named Community Education Person of the Year by the Association of Community and Continuing Education (an organization of California Community Colleges).

Giant Award Recipients for Fall 2002:
Don Goodyear - Administration, *Shirley Rankin* - Classified, *Kevin Picciuto* - Full Time Faculty, and Community Member - *Phil Hornburg*. Recipients were honored at the Christmas Gala on December 11, 2002, an annual event put on by PACE, a Classified staff development committee.

Giant Award Recipients for Spring 2003 include:
Robert Urtecho - Administrator, *Carolyn Duncan* - Classified, *Paul Gorley* - Full Time Faculty, *Karen Taber* - Adjunct Faculty, and the Valley Hospital CEO's - Community Member(s) includes *Lindsay Mann* - Kaweah Delta, *Robert Montion* - Tulare District, *Kelly Morgan* - Sierra View District, *Evan Rayner* - Corcoran District, *Roger Rieger* - Central Valley General, and *Darwin Remboldt* - Hanford Medical. All the recipients were honored at the Staff Appreciation Ceremony on May 13, 2003, an annual event put on by Administration, Faculty, and Classified Staff Development Committees.

272 EOPS Students were awarded with certificates for outstanding academic performance and achievement at the 19th Annual EOPS Academic Achievement Ceremony.

218 COS Scholarships totaling $114,675.00 was awarded during 2002-2003. COS Foundation processes disbursements of scholarship awards in excess of $440,000.00 for an academic year.

Nominated by their peers for the Tulare County Office of Education Awards were *Kristin Risner* for Administration, *Hortense Ruiz* for Classified, and *Barbara Strong* for Faculty. Nominees were honored at a breakfast in the Fall of 2003.

COS expanded the **"Bridge" program** in Kings County. Total of eight programs currently underway.

Nursing Program received a Nursing Capacity Grant to work with pre-nursing students. This grant will provide students with the support to succeed in the prerequisite classes.

MESA Program received a $100,000 grant to secure a lab for COS. 144 Community Colleges applied for the grant. 11 were awarded, 9 in California and 7 of the 9 were MESA Programs.

Journalism students at College of the Sequoias took home 16 awards including two first place photo awards at the 47th Annual Journalism Association of Community Colleges conference held April 3-5 in Sacramento. COS students won nine mail-in awards for their achievements during the spring and fall 2002 semesters. In addition, students won seven on-the-spot awards including first place feature photo. Scholarships were also awarded to two COS journalism students.

Due to **state budget cuts**, COS was forced to lay-off or not replace 50 staff and faculty members.

COS Board Member **Devin Nunes** wins election as one of the newest U.S. House of Representatives from California's 21st District. Lori Cardoza is appointed as Devin's replacement.

Due to budget cuts, COS Administration made the decision to close the **Office of Community Education**.

COS **Softball team** claimed the Northern California championship and finished third in the state, both firsts in the history of Giant softball.

COS **Track team** claimed the 2003 Northern California championship and took third place in the state. Something that hadn't been done in over 40 years! The men ran away with their side of the competition while the women, all 13 of them, took home the silver.

COS **Golf team** accomplished the same feat in state competition after winning its second straight CVC crown and finishing 4th in NorCal. They also boasted the best and third best individual golfers in the state (*Jon Rosa* and *Cody Slover*, respectively).

COS **Dive team** also captured the NorCal crown with *Michelle Stone* and *Justin Pollock* being named NorCal divers of the year. Pollock was also the state's diver of the year while COS' dive coach, *Diedre Alves* was the state's diving coach of the year.

COS **Men's Cross Country team** won their sixth straight CVC championship while the women finished second in league. The men went on to finish second in NorCal and 7th in the state.

The **Men's Basketball team** won over 20 games for the sixth straight year and advanced to the second round of the state playoffs.

In all, COS captured four league titles and had 35 student athletes recognized as being all-conference. From the coaches' side, *Michelle Bolt* was named the Coach of the Year in Northern California by the National Fast Pitch Association. The same organization named pitcher *Cori Janelli* as an All-American. In addition, *Curtis Allen* was named the CVC's Track Coach of the Year while the league also recognized *Alex Jones* and *AJ Roby* as its Man and Woman Field Athletes of the Year and *Anthony Slaughter* and *Crystal Roethlisberger* as its Man and Woman Track Athletes of the Year.

District Data: Student Demographics

Changes in the age, enrollment status, and gender of students for Fall semesters from 1960, 1970, 1980, 1990, 2000, and 2002 are reflected below. As you analyze this data, consider the historical and social context of each timeframe. Ethnic distributions of students are also shown below for Fall semesters 1970, 1980, 1990, 2000, and 2002.

Student Demographics	Fall 1960	Fall 1970	Fall 1980	Fall 1990	Fall 2000	Fall 2002
Total Enrollment	1,569	5,447	7,556	9,086	9,993	10,693
Under 21 years of age	82%	47.1%	37.8%	36.5%	44.5%	41.9%
Male Students	NA	57.5%	43.8%	40.6%	40.8%	39.6%
12 or more units	89.2%	58.4%	38.4%	41.5%	41.3%	37.7%

Ethnicity*	1970	1980	1990	2000	2002
American Indian	0.1%	2.4%	2.1%	1.5%	1.2%
Asian	2.8%	1.2%	2.7%	3.5%	3.7%
African American	2.9%	2.9%	2.6%	3.0%	3.2%
Caucasian	76.7%	63.3%	59.7%	44.2%	42.3%
Hispanic	17.0%	17.8%	23.8%	40.4%	42.1%

* Data for 1960 is not available. Students who chose not to respond or who chose "other" are not included above.

Grade distributions for all students for each class is which they are enrolled are shown for Fall 1990, Fall 1995, Fall 2000, and Fall 2001. The most noticeable changes have been in the percentage of "F" and "W" grades issued. Consider this data in light of the large number of COS students who receive financial assistance.
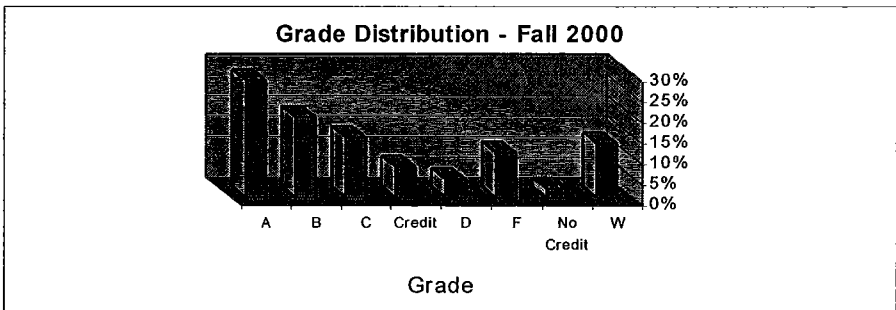
Grade	Fall 1990
A	28.90%
B	20.90%
C	15.90%
Credit	0.00%
D	4.60%
F	5.80%
No Credit	0.00%
W	22.40%

Grade Distribution - Fall 1990
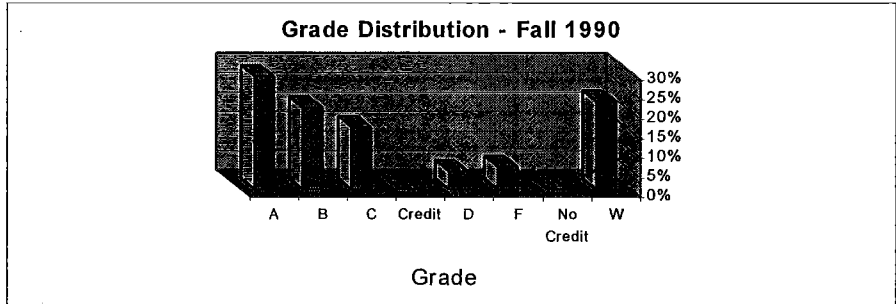
Grade	Fall 1995
A	27.80%
B	21.20%
C	16.80%
Credit	0.00%
D	6.20%
F	12.30%
No Credit	0.00%
W	15.40%

Grade Distribution - Fall 1995
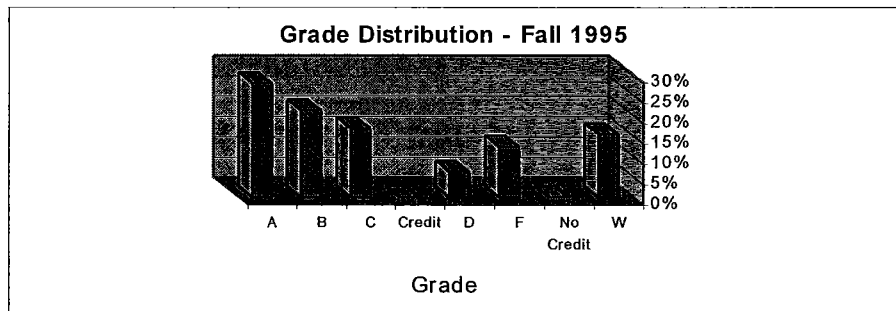
Grade	Fall 2000
A	28.30%
B	19.40%
C	14.50%
Credit	7.40%
D	4.40%
F	10.80%
No Credit	2.10%
W	13.10%

Grade Distribution - Fall 2000

Grade	Fall 2002
A	31.50%
B	19.70%
C	15.20%
Credit	2.70%
D	4.40%
F	12.40%
No Credit	1.90%
W	12.10%

Grade Distribution - Fall 2002
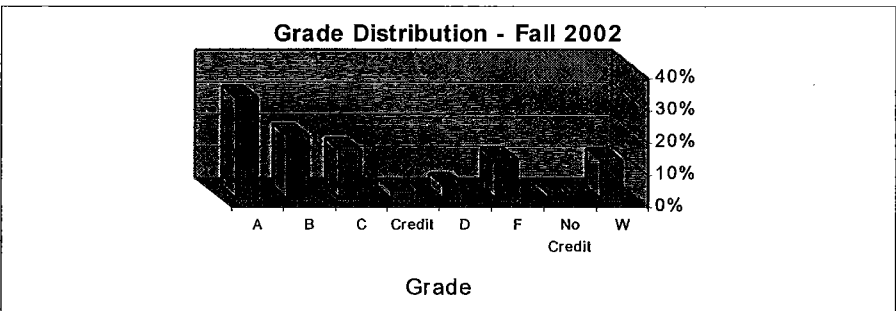
Levels of Success	Fall 1990	Fall 1995	Fall 2000	Fall 2002
Successful (A, B, C, Credit Grades)	65.70%	65.80%	69.60%	69.10%
Unsuccessful (D, F, No Credit, W Grades)	34.30%	34.20%	30.40%	30.90%

District Data: WSCH, FTE, Load & FTES

The FTES and Fall enrollment (for comparison purposes) for 1995-1996 through 2002-2003 are listed below. Also included is the FTES Goal for 2002-2003.

Fall 2002 enrollment is a projection. The WSCH, FTE, and Load factor trends for Fall 1985 through Fall 2002 (goal for semester

Year	Annual FTES	Fall Enrollment
1995-1996	6,748	8,721
1996-1997	7,386	8,729
1997-1998	7,630	9,552
1998-1999	7,983	9,811
1999-2000	8,203	9,954
2000-2001	8,150	9,993
2001-2002	8,419	10,780
2002-2003	8,505	10,693
2003-2004	8,505	

*Goal Per Tentative Budget Report, June 2003

Fall	WSCH	FTE	Load
1995	98481.90	215.3	457
1996	98008.50	225.1	435
1997	111230.40	244.8	454
1998	118925.60	248.7	478
1999	117830.71	247.3	477
2000	116535.12	253.0	461
2001	15632.60	307.6	508
2002	118498.58	284.1	417**

**Calculated (WSCH/FTE)

FTE & Load Trends: 1995 through 2002