

**IPEC Recommendation Regarding the
College of the Sequoias Master Plan 2025 - 2035**

The Institutional Planning and Effectiveness Committee has been charged with proposing a process for developing the *College of the Sequoias Master Plan 2025-2035*.

As outlined in the COS Integrated Planning Manual 2022, this proposed process includes the following specific components.

Component identified in the <i>COS Integrated Planning Manual 2022...</i>	Recommendation presented in the attached document...
Clear linkages between the educational and facilities portions	<ul style="list-style-type: none"> • Purposes of the Master Plan, page 2 of this packet, and • Table of Contents, pages 3-5 of this packet
Membership for a Master Plan Task Force	Proposed Master Plan Task Force Membership , page 2 of this packet
Strategies for including feedback from all district constituencies including district-wide workshops and open forums	Strategies for District-wide Participation , page 10 of this packet
An outline of the desired content for the master plan	Table of Contents , pages 3-5 of this packet
A timeline for the development of the master plan	<ul style="list-style-type: none"> • Timeline and Process, pages 6-8 of this packet, and • Summary of the Development of Chapters 1-4, page 9 of this packet

Purposes of the Master Plan

This Master Plan is a comprehensive data-informed plan that was developed with broad-based collaboration for the following purposes.

- Assess the District's success in meeting its Mission and based on that assessment identify its current strengths and weaknesses
- Analyze current state and national trends in higher education and ten-year forecasts of demographic change to project the District's future challenges and needs
- Develop District Goals that convey the District's response to these identified challenges
- Connect the District's educational needs to plans for District facilities
- Inform the public of the District's plans for the future

Master Plan Task Force - 32 members

Note: This consensus-based workgroup is formed to monitor and contribute to completion of the College of Sequoias Master Plan 2025-2035. This group is not a governance group and does not have the authority to approve documents.

With consideration for representation from the three District sites and from Academic, Administrative, and Student Services:

- 14 faculty to be appointed by the Academic Senate, preferably one from each Division
- 9 managers to be appointed by the Superintendent/President
- 7 staff to be appointed by CSEA
- 2 students to be appointed by Student Senate

TABLE OF CONTENTS

FRONT MATERIALS

- Superintendent/President's Message
- COS Mission Statement
- COS Model of Integrated Planning
- Purposes of the COS Master Plan 2025-2035
- Planning Process
- Executive Summary

EDUCATIONAL PLAN

Chapter 1: Background

Brief description of the national and state trends in higher education, the District's geographic surroundings and its three sites

Chapter 2: Data Chapter

Analysis of data that lead to a projection of the District's growth over the next decade and the identification of key factors to be considered in planning

- External Scans
- Internal Scans
- Implications for Planning

Chapter 3: District Goals

Articulation of the District's 10-year District Goals and the rationale for each drawing from data in previous chapter

Chapter 4: Programs and Services

Snapshot of the District's current instructional programs and student services and a projection of the future growth of each

Academic Programs and Services

- Agriculture
- Business
- Career Services
- Consumer Family Studies
- Dual Enrollment
- Education Support Services
- English
- Fine Arts
- Health Center
- Industry and Technology
- Language and Communication Studies
- Library/Learning Resources
- Mathematics/Engineering
- MESA
- Nursing and Allied Health
- Physical Education/Athletics
- Public Safety (Police and Fire)
- Science
- Social Sciences
- Work Experience

Student Services Programs

- Access & Ability Center
- Admissions and Records
- Articulation
- Counseling
- District Police
- EOP&S/CalWORKs/Next Up
- Financial Aid
- Foster Education
- Giant Marketplace
- Historically Black Colleges Pathway
- Human Development
- Mini-Corps
- Puente
- Resolution and Advocacy Department
- Student Activities and Affairs
- Student Success Program
- Transfer/Career Center/Outreach
- TRIO
- Veterans Resource Center
- Welcome Center/Early College Partnerships

FACILITIES PLAN

Chapter 5: Linking the Education Plan to the Facilities Plan

Summary of the District-wide space utilization analysis and the linkages between the District Goals and District's facilities plan

Chapter 6: Visalia Campus

Status of facilities plans and projects including bond-funded projects for the Visalia Campus

- Facilities Space Program
- Existing Campus
- Current Projects (planning, design or construction)
- Campus Master Plan

Chapter 7: Hanford Educational Center

Status of facilities plans and projects including bond-funded projects for the Hanford Educational Center

- Facilities Space Program
- Existing Campus
- Current Projects (planning, design or construction)
- Campus Master Plan

Chapter 8: Tulare College Center

Status of facilities plans and projects including bond-funded projects for the Tulare College Center

- Facilities Space Program
- Existing Campus
- Current Projects (planning, design or construction)
- Campus Master Plan

**COLLEGE OF THE SEQUOIAS MASTER PLAN 2025- 2035
Timeline & Process**

Semester	Date	RP	Task
Spring 2023		IPEC	Draft a road map for developing the COS Master Plan 2025-2035 that includes all elements outlined in the COS Integrated Planning Manual 2022 and that explicitly defines each task.
Summer 2023		RPIE	Gather data for the data chapter including: <ul style="list-style-type: none"> • Current state and national trends in higher education; • Current internal and external conditions; • Ten-year projections of demographics changes; and • Relevant surveys.
Fall 2023	9/12	DGS	Review and consider approval for IPEC's recommendations regarding the development of the COS Master Plan 2025 - 2035.
	9/1	VPs, Academic & Student Services	<ul style="list-style-type: none"> • Distribute the template and relevant data to Deans, faculty, and staff who will draft an analysis of the current status of each academic discipline and student service • Assign the appropriate Deans, faculty, and staff to review the draft with all others in the academic discipline and student service
	9/1-10/15	Deans, faculty and staff	Following the template provided by the VPs, draft an analysis of the current status of each academic discipline and student service
	9/14	IPEC	<ul style="list-style-type: none"> • Appoint two members to brainstorm implications for planning
	9/15	MPTF	Training for Task Force members: <ul style="list-style-type: none"> • Review the charge • Review the timeline • Cover obligations of members • Establish meeting dates/times • Appoint member or two to prepare background chapter - Due to IPEC & MPTF for review 10/15 • Appoint two members to brainstorm implications for planning
	9/22	IPEC	Lead an Open Forum to inform the District-wide internal community about purposes of the COS Master Plan 2025 - 2035 and the processes that will be used to develop this document.
	10/15-10/31	RPIE	<ul style="list-style-type: none"> • Prepare draft #1 of the data chapter, submit to MPTF & IPEC for their review and edits by Nov 1st • Brainstorm the implications for planning with representatives of Master Plan Task Force and IPEC

10/15-11/15	VPs, Academic & Student Services	<ul style="list-style-type: none"> Review the draft analysis of each academic discipline and student service with appropriate managers, faculty and staff Reach consensus on the projected growth for each academic discipline and student service
10/15-10/31	IPEC & MPTF	Review draft #1 of the background chapter and return comments to author for incorporation
10/20	AS, IPEC & MPTF	Lead a Summit for the District to review data and provide feedback regarding current and anticipated challenges and District Goals 2025-2035
11/1-11/15	IPEC & MPTF	<ul style="list-style-type: none"> Review draft #1 of the data chapter and return comments to Office of Research, Planning, and Institutional Effectiveness - Due 11/15 Each group appoints 2 members to a brainstorming group
11/1-11/15	Brainstorm Group	<ul style="list-style-type: none"> Project the District's overall growth for the coming decade; Articulate current and anticipated challenges; Draft and reach consensus on District Goals that convey the District's response to these identified challenges; Draft a data-based rationale for each District Goal to create draft #1 of the chapter on District Goals
11/1-11/15	MPTF Appointee(s)	Prepare draft #2 of the background chapter based on feedback from IPEC and the Master Plan Task Force - Due 11/15
11/15-11/30	RPIE	Prepare draft #2 of the data chapter based on feedback from IPEC and the Master Plan Task Force - Due to IPEC 12/1
11/15-11/30	VPs, Academic & Student Services	Consolidate the descriptions of academic disciplines and student services to prepare draft #1 of the programs and services chapter - Due to IPEC & MPTF for review & edits 12/1
11/15-11/30	IPEC & MPTF	Critique draft #1 of the District Goals chapter
11/28	DGS	First opportunity for District-wide feedback - Draft #2 of Background Chapter, feedback due 11/30
12/12	DGS	Second opportunity for District-wide feedback - Draft #2 of Data Chapter, feedback due 12/15
12/1-12/15	IPEC & MPTF	Review draft #1 of the programs and services chapter and return the draft with edits to the Offices of VP of Academic Services and VP of Student Services - Due 12/15
12/1-12/15	MPTF	Prepare draft #2 of the District Goals chapter based on feedback from IPEC and the Master Plan Task Force - Due 12/15
12/1-12/15	MPTF Appointee(s)	Prepare draft #3 of the background chapter based on feedback the District-wide review - Due 12/15
12/15-1/15	VPs, Academic & Student Services	Prepare draft #2 of the programs and services chapter based on feedback from IPEC and the Master Plan Task Force - Due to IPEC 1/15
12/15-1/15	RPIE	Prepare draft #3 of the data chapter based on feedback from the District- wide review - Due 1/15

Spring 2024	1/12	IPEC	Lead an Open Forum on Convocation Day to update the District-wide internal community on the COS Master Plan 2025 - 2035 and to gather feedback on the District Goals
	1/23	DGS	Third opportunity for District-wide feedback - Draft #2 of Programs & Services Chapter, feedback due 1/31
	1/15- 1/31	MPTF	<ul style="list-style-type: none"> • Consolidate Draft #3 of the background and data chapters into the COS Master Plan 2025- 2035 final draft • Prepare the front materials section of the COS Master Plan 2025- 2035 final draft - Due • Prepare Draft #3 of the District Goals chapter based on feedback from the Convocation Day Open Forum - Due to IPEC 2/7
	2/1- 2/15	VPs, Academic & Student Services	Prepare draft #3 of the programs and services chapter based on feedback from the District-wide review - Due 2/15
	2/13	DGS	Fourth opportunity for District-wide feedback - Draft #3 of District Goals Chapter, feedback due 2/15
	2/15- 2/28	MPTF	<ul style="list-style-type: none"> • Prepare draft #4 of the District Goals chapter based on feedback from the District-wide review • Consolidate draft #3 of the programs and services chapter and draft #4 of the District Goals chapter into the COS Master Plan 2025- 2035 final draft
		VP Administrative Services and Dean, Facilities	<ul style="list-style-type: none"> • Draft the facilities portion of the COS Master Plan 2025- 2035 • Distribute the draft facilities plan District-wide • Prepare the final draft based on feedback from the District-wide review
	5/1- 5/22	MPTF	<ul style="list-style-type: none"> • Consolidate the facilities portion into the COS Master Plan 2025 - 2035 final draft • Submit the COS Master Plan 2025 - 2035 final draft to IPEC for submission to senates
Fall 2024	8/28 or 9/11	Academic Senate	Consider the COS Master Plan 2025 - 2035 final draft for approval
	8/27	Student Senate	Consider the COS Master Plan 2025 - 2035 final draft for approval
	8/27 or 9/10	DGS	Consider the COS Master Plan 2025 - 2035 final draft for approval
	9/12	IPEC	<ul style="list-style-type: none"> • Incorporate feedback from the senates as warranted • Submit the COS Master Plan 2025 - 2035 final draft to the Superintendent/President
	9/13- 10/10	Superintendent/ President	Consider the COS Master Plan 2025 - 2035 final draft for approval
	10/14	Board of Trustees	Consider the COS Master Plan 2025 - 2035 final draft for approval

SUMMARY OF THE DEVELOPMENT OF CHAPTERS 1-4

Background Chapter								
Task	Prepare Draft # 1	Critique Draft #1	Use feedback to prepare Draft #2	Distribute Draft #2 for District-wide Review	Use Feedback to prepare Draft #3	Consolidate Draft #3 into Master Plan final draft		
Responsible Parties	MPTF	IPEC & MPTF	MPTF	IPEC	MPTF	MPTF		
Timeline	9/15-10/15	10/15-10/31	11/1-11/15	28-Nov	12/1-12/15	1/15-1/31		
Data Chapter								
Task	Prepare Draft # 1	Critique Draft #1	Use feedback to prepare Draft #2	Distribute Draft #2 for District-wide Review	Use Feedback to prepare Draft #3	Consolidate Draft #3 into Master Plan final draft		
Responsible Parties	RPIE	IPEC & MPTF	RPIE	IPEC	RPIE	MPTF		
Timeline	10/15-10/31	11/1-11/15	11/15-11/30	12-Dec	12/15-1/15	1/15-1/31		
Programs & Services Chapter								
Task	Prepare draft pages describing programs & services	Critique draft pages	Consolidate pages into Draft #1	Critique Draft #1	Use feedback to prepare Draft #2	Distribute Draft #2 for District-wide Review	Use Feedback to prepare Draft #3	Consolidate Draft #3 into Master Plan final draft
Responsible Parties	Deans, faculty and staff	VPs, Academic & Student Services	VPs, Academic & Student Services	IPEC & MPTF	VPs, Academic & Student Services	IPEC	VPs, Academic & Student Services	MPTF
Timeline	9/1-10/15	10/15-11/15	11/15-11/30	12/1-12/15	12/15-1/15	23-Jan	2/1-2/15	2/15-2/28
District Goals Chapter								
Task	Prepare Draft # 1	Critique Draft #1	Use feedback to prepare Draft #2	Gather feedback on District Goals	Use Feedback to prepare Draft #3	Distribute Draft #3 for District-wide Review	Use Feedback to prepare Draft #4	Consolidate Draft #4 into Master Plan final draft
Responsible Parties	RPIE/IPEC/MPTF Brainstormers	IPEC & MPTF	MPTF	IPEC	MPTF	IPEC	MPTF	MPTF
Timeline	11/1-11/15	11/15-11/30	12/1-12/15	12-Jan	1/15-1/30	13-Feb	2/15-2/28	2/15-2/28

STRATEGIES FOR DISTRICT-WIDE PARTICIPATION

1. A COS Master Plan 2025-2035 web page will be established. Examples of the information to be posted on this site are the Master Plan Task Force membership and meeting dates, the timeline and process chart, and drafts of the chapters.
2. At least two open forums focused on the Master Plan will be held, one in September to announce this project and the second on the day of Spring Convocation Day to gather feedback on the District Goals.
3. Institutional Planning and Effectiveness Committee members will update their constituent groups about progress on the Master Plan.
4. The Master Plan will be a standing agenda item for District Governance Senate and Academic Senate meetings for the 2023-2024 school year.
5. All chapters will be distributed District-wide for review and comment. This District-wide distribution will include the Board of Trustees.