

Comprehensive Program Review Report



Program Review - Foundation

Program Summary

2021-2022

Prepared by: Tim Foster

What are the strengths of your area?: The COS Foundation leverages several strengths to provide benefits to District.

1. Volunteers - The volunteer board and committee structure of the Foundation promotes connectivity between the community needs and resources and the District's capabilities and needs. Volunteers are engaged to help access the community, distribute District public information, and share the District's benefits.
2. Not-for-profit status - The COS Foundation serves as the not-for-profit organization for the District. It efficiently facilitates charitable gifts to benefit the District and allows the District to access resources (grants and others) that it would not otherwise be able to access without an active 501(c)(3) corporation to accept the funds.
3. Specialized Staff -The COS Foundation can employ professional staff to support and further the advancement needs of the District. These dedicated staff can provide technical expertise and support services for all financial development efforts within the District such as sports and art, while also directing its own development activities to solely benefit the District at large.
4. The Foundation assets - The assets of the Foundation are predominantly unrestricted. The investment income affords a steady stream of annual, six-figure disbursements to the District to support District objectives and advance its mission. In the event of a major strategic need for unrestricted capital

What improvements are needed?: While the COS Foundation has supported the District well, the opportunity to do more is significant. The primary sources of Foundation raised income each year are a result of net surpluses from special fundraising events and the investment income from Foundation-invested assets. A conscious effort has been invested by volunteers or staff to gain resources from other traditional financial development efforts such as:

1. Alumni Development -Through Alumni Re-connections and Cultivation
2. Planning giving program - Developing a Planned Giving Program and Marketing Plan
3. Annual giving campaigns - Through Campaign Creation
4. Major gift development - Through needs articulation and campaign creation
5. Capital gift development - Through needs articulation and campaign creation

Much more must be done to increase the alumni and planned giving audiences and then engage them as donors. The Foundation's current staff are limited to 2.5 FTEs. The rigorous event schedule consumes most of the resource development time available from the Foundation Director and Accounting Technician. The 24-hour-per-week scholarship assistant's time is almost 100% devoted to scholarship administration, with only a few hours during the day of and leading up to the foundation events. Added staff, at least one FTE, could be immediately engaging alumni and planned givers, increasing those audiences and participating in many tasks currently performed by the director at the expense of more frequent major gift and planned gift donor cultivation.

Describe any external opportunities or challenges.: Opportunities: The COS Foundation and the District have substantial opportunities for added community investment and philanthropic giving with the establishment and growing student attendance of the Hanford and Tulare college centers. There are many opportunities for naming gifts for the new buildings and to spur renovation and re-purposing of older ones. There also is an estimated 180,000 living COS Alumni that have not been materially engaged in any way by the District or the Foundation. This population of individuals that have directly benefited from their time at COS often have the greatest affinity for the college, yet remain disconnected and disengaged.

Challenges: The service area of the District contains a substantial number of charitable organizations that are capable of attracting donors that might otherwise support the COS Foundation. It will be up to the Foundation to find new philanthropists while also engaging the existing philanthropic community with a case compelling enough to attract giving. Nationally, education

is second only to religion in dollars donated to a philanthropic giving category. Locally, however, the high poverty levels tend to inspire greater giving to basic-need charities, providing shelter, food, and health services. Finally, while the population of alumni is large and predominantly disengaged, the challenge to make up for lost ground is immense. The COS Foundation now has all of the names of the alumni from 1987-2020 and now has current emails and mailing addresses for approximately 42,000 of them. The Foundation now has a professionally produced, data-driven alumni engagement plan to now use to reach those who have passed through COS and those walking the campuses right now. Implementing that plan in a sustainable way, with the limited capacity of the current COS Foundation staff level will be a challenge. The COS Foundation board has made a material investment in reconnecting with COS Alumni through developing an alumni engagement plan and utilizing contracting with a marketing firm to implement the plan. It will be up to COS Foundation staff to sustain those efforts after June 2023.

Overall SAO Achievement: SAO Develop Additional District Resources - SAO remains the primary focus for change. Most efforts can be categorized into two main categories: 1) Leveraging and perfecting existing methods of resource development (ie. fundraising events, campaigns, investment income, and directed gifts like scholarship donations) to improve overall income to the Foundation and, therefore, support to the District and our students. 2) Initiating or expanding new resource development channels like alumni gifts, capital gifts, planned gifts, etc.)

The COVID pandemic dramatically impacted the Foundation's event schedule and associated revenue sources. the 2020-2021 ticket sales, sponsorships, and auction sales were down \$193,282 from 2019-2020. But the Foundation was already working on improving campaigning for gifts, particularly through peer-to-peer campaigning. Several of the sports programs participated in new peer-to-peer campaigns through a specialized vendor contracted by the COS Foundation, eTeamSponsor. Those efforts coupled with the Foundation staff efforts to garner more campaign gifts resulted in increased general support, inside scholarship, and endowed scholarship donations resulted in increases in contributions in those categories in 2020-2021 over 2019-2020 by \$138,269. These increases did not fully make up for the losses but did mitigate them by 70%. The partnerships with Visalia Rotary Clubs and the Visalia Rotary Community Foundation Board around hosting an annual event remain strong and it will return in August 2022, if safe to do so. The partnership with the Tulare Chamber of Commerce to host the Crush Party at the Tulare College Center campus has proven strong as well. The event returned in October 2021 and was well attended.

Fewer outright gifts over \$500 from unduplicated donors occurred this year due, in part, to the absence of event sponsorship opportunities, but thanks to improved campaigning and donor development there was a substantially higher total value of the gifts exceeding \$500. While there were fourteen fewer gifts year-to-year (70 vs 84) the total value of the gifts was \$193,391 greater (\$385,356 for 2020-2021 vs \$191,965 for 2019-2020).

For more accurate comparison purposes, the above gift information is excluding one gift received in December 2020. It was a \$1,485,000 gift from the Winkler Family Trust. It is the largest single gift to the COS Foundation since 2010. It provides for an endowment of a scholarship fund that was previously funded annually by the donor, along with some one-time gifts to a few other areas of the District. Incidentally, this gift was proposed, negotiated, and completed all over email, phone, and Zoom contacts.

Investment income continues to be an important component of the Foundation's capacity to advance the district and invest in COS student success. A change in investment advisers to a local adviser has proven to be an effective decision. Through additional gifts and portfolio market value appreciation, the value of the Foundation investment portfolio on June 30th has grown from \$10,682,678 in 2020 to \$14,469,818 in 2021.

SAO Direct unrestricted Foundation resources to the District based on an accountable and systematic District-wide process that directly links to District objectives - Since 2014-2015, the COS Foundation has facilitated and funded a Foundation Project Funding application process that supports projects with demonstrated alignment to District Objectives and the needs of the District. From inception through the 2021-2022 awards process, the COS Foundation has committed \$1,297,502 in project funds. More resources are needed, however, as \$1,680,135 or 43% of the total value of applications submitted for this funding went unfunded. Certainly, not all were worthy of funding, but there remains more need than capacity each year. Each year, though, the COS Foundation has also been able to incorporate one or more projects requested through the District's above-base resource allocation process, further integrating and aligning the Foundation resources to the District needs.

SAO Develop and administer student scholarship funds and awards - The Foundation continues to make steady improvements in all areas it can within the scholarship system. During the 2021-2022 awarding process, the Foundation facilitated 711 awards worth \$675,100; substantially greater than the prior year of 489 awards totaling \$424,500 in 2020-2021. The Foundation secured a multi-year funding source for scholarships and emergency grants that funds at \$150,000 per year.

Last year 57% of the applicants were not awarded a scholarship of any kind. This year only 43% were not awarded.

Foundation staff focus has been on:

- increasing the number of applications submitted,
- the efficiency of the awarding process,
- the quality of the donor experience; particularly with COS Scholarship Night
- and the reduction of scholarship funds returned or carried over due to disqualifications.

Despite these improvements, there is a great amount of need left unmet. Only 57% of the applications were awarded a scholarship, leaving that many students, possibly, without the means necessary to attend college. The Foundation's efforts of refinements are needed, but the focus on resource development will surely infuse more resources into the COS Scholarship program. An estimated \$512,326 could have been used to provide similar scholarship awards to the number of applicants that did not get awarded as those that did. Recent developments in the California Promise program may re-calibrate the COS Scholarship Program significantly within the next two school years; shifting private funding to more continuing and transferring scholarships.

Changes Based on SAO Achievement: The COS Foundation is going to continue to refine its operations of scholarships and project funding. Most of the COS Foundation's changes will be to continue increasing resources. Foundation staff will attempt to further increase outright gifts through Foundation campaign efforts and eTeamSponsor peer-to-peer campaigning through increased COS teams and programs. They will do so while also reopening some of the events and regaining some of those gifts lost due to canceled events.

The Foundation staff has reached its limitation on implementing new operations and then continuing them. There will be a need to add classified staff or start discontinuing some activities for the sake of beginning and sustaining new ones. For example, the COS Foundation may need to decrease the events it hosts to increase its capacity to develop the COS Alumni Network and the planned giving program. Both have their merits. But if total resources available to support the District is the expectation, some less effective fundraising methods need to be discontinued on the expectation that others will soon surpass them with larger and more frequent gifts.

Outcome cycle evaluation: Overall the Foundation is progressing steadily in its usual operations while also becoming better aligned with and supportive of District Objectives. For the income potential of the Foundation to be realized more channels of giving must be developed and a greater audience must be created. The Foundation is experiencing increased large donor engagement as indicated by the growth in the total value of donor gifts exceeding \$500. Programs for annual campaigning and capital gifts have been initiated with modest success, but are providing added income streams. The Foundation now does have an alumni engagement plan and marketing firm assisting in its initial launch. It has an engagement plan for planned givers that has shown promise. Finally, the COS Foundation has a very positive reputation in the community and within the District as an active and positive force supporting COS and Student Success. COS really is the only higher education provider in the district seeking donations. The COS Foundation volunteers and staff will continue to seek out and match those with an affinity for higher education and those with an affinity for the college with the needs of the College of the Sequoias.

Action: Planned Giving Program Plan (2020-2021)

Expand the Planned Giving Program Plan to reach more donor prospects, estate planners, and investment advisers to promote COS as a cause to be supported to increase the frequency and size of planned gifts donated to the District.

Leave Blank:

Implementation Timeline: 2020 - 2021

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Identify related course/program outcomes: District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

SAO Develop Additional District Resources - SAO remains the primary of focus for change. Most efforts can be categorized into two main categories: 1) Leveraging and perfecting existing methods of resource development (ie. fundraising events, investment income and scholarship donations) to improve overall income to the Foundation and, therefor, support to the District and our students. 2) Initiating or expanding new resource development channels (ie. Alumni gifts, capital gifts, planned gifts, etc.)

Person(s) Responsible (Name and Position): Tim Foster

Rationale (With supporting data): Planned giving is a key component in resource development efforts in higher education. Studies through CASE.org indicate that planned gifts offer the greatest effort/dollar outcome ratio of all resource development efforts. However these efforts can take a long time to pay off, so it is important to continue other resource development efforts for immediate needs while continuing to cultivate planned gifts. The most frequent large gifts to the COS Foundation are in the form of planned gifts. More can be done to put COS in the minds of those preparing their own estate plans or plans for others.

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Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Action: COS Alumni Engagement Initial Year (2020-2021)

Initiate and perpetuate a COS alumni engagement plan, including branding, recruitment, engagement, and campaigning systems that may be properly sustained over time.

Leave Blank:

Implementation Timeline: 2020 - 2021

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tim Foster, Foundation Director

Rationale (With supporting data): Effective higher education resource development benefits from a functioning alumni engagement program. The COS Foundation lacks such a program now, but is in the initial development phase with a contracted marketing firm, Interact Communications. There are approximately 140,000 alumni of the College of the Sequoias. The College of the Sequoias supplied the COS Foundation with a digital database of directory information available from all students that attended COS Between the years of 1986-2018. From these records, the COS Foundation has been able to acquire 37,000 emails and 47,000 current mailing addresses of alumni. This new source of contact information will be enhanced annually with additional student directory information.

The value of interacting with this large group of alumni prompted the COS Foundation board to invest in a three-year capital budget to develop and implement a COS Alumni Association brand, alumni engagement strategy with a marketing firm experienced in two-year college campaigns.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Action: Develop strategies to support enrollment growth in the Fresno State Visalia Campus (2020-2021)

In cooperation with Fresno State, develop and implement strategies to support the increased transfer rate of COS students into the Fresno State Visalia Campus. This may include the development of new financial resources and reallocation of existing Foundation resources.

Leave Blank:

Implementation Timeline: 2020 - 2021

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Identify related course/program outcomes: District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years

SAO Develop Additional District Resources - SAO remains the primary of focus for change. Most efforts can be categorized into two main categories: 1) Leveraging and perfecting existing methods of resource development (ie. fundraising events, investment income and scholarship donations) to improve overall income to the Foundation and, therefor, support to the District and our students. 2) Initiating or expanding new resource development channels (ie. Alumni gifts, capital gifts, planned gifts, etc.)

Person(s) Responsible (Name and Position): Tim Foster, Foundation Director and the volunteer members of the Fresno State

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Visalia Campus Task Force

Rationale (With supporting data): To carry on with the efforts to bring a Fresno State campus to Visalia, the COS Foundation may be able to influence course enrollment through incentive strategies directed at COS students contemplating transferring to a four-year college to further studies in fields being offered at the Fresno State Visalia Campus. By working with the Fresno State staff to learn of ways incentives could be structured, the Foundation task force can create and implement effective incentives, the Fresno State Visalia Center enrollment demand will continue to grow. Higher enrollment demand will, hopefully, result in the continued increase in the Fresno State Visalia Campuses capacity to serve students locally and solidify the Fresno State presence in Visalia. As Fresno State continues its presence in the community, the COS Foundation should devise ways that local donations to the COS Foundation can also be construed as supporting Fresno State. Doing so improves the COS Foundation's ability to expand relationships with current donors into supporting four-year college students locally and could increase the overall giving to the COS Foundation that might have gone directly to Fresno State or other four-year institutions further out of the area.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years
District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Action: Local Heroes Fund (2021-2022)

Expand the financial investment in breaking down barriers to enrollment, course completion, certifications, and employment for COS students as police officers, firefighters, healthcare workers, and teachers.

Leave Blank: Active

Implementation Timeline: 2021 - 2022

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tim Foster - Foundation Director

Rationale (With supporting data): The COS Foundation board members seek to positively impact an area of service the college provides all the communities in the District; locally educating police officers, firefighters, healthcare workers, and teachers. This desire grew out of the recent efforts to support COS students transferring to the Fresno State Visalia Campus and enrolling in the Integrated Teacher Education Program to become local teachers. The foundation had a small part in increasing the cohort size from 35 in its initial two years to 50 in 2020. The task force charged with developing the scholarship and resources to fund it found that there is great support for "building our own" local professionals, particularly in the four categories noted. Some of the most recent scholarship gifts have been for teachers and healthcare workers and firefighters; George Allen Living Trust (ITEP), Winkler Family Trust (healthcare and ITEP), Damon Nelson Memorial (firefighter). The efforts of the COS Foundation volunteers and staff are to develop more planned giving donors. Part of that effort is to provide an assortment of funds for the potential donors to identify in their planned gifts. The Local Heroes Fund would provide resources for a foundation board committee to direct to various scholarships and other investments identified by college faculty, managers, advisory committees, and local employers that will increase the supply of qualified workers in these fields.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5

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percentage points over three years
District Objective 2.4 - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points
District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents
District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.
District Objectives: 2021-2025
District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.
District Objective 2.4 - Increase the percentage of CTE students who achieve their employment objectives by five percentage points (job closely related to field of study and attainment of a livable wage) and the number of CTE students who successfully complete 9+ CTE units in a single year by 10% from 2021-2025.
District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.
District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

Action: Planned Giving Program Plan (2021-2022)

Expand the Planned Giving Program Plan to reach more donor prospects, estate planners, and investment advisers to promote COS as a cause to be supported to increase the frequency and size of planned gifts donated to the District.

Leave Blank:

Implementation Timeline: 2020 - 2021, 2021 - 2022

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Identify related course/program outcomes: District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

SAO Develop Additional District Resources - SAO remains the primary of focus for change. Most efforts can be categorized into two main categories: 1) Leveraging and perfecting existing methods of resource development (ie. fundraising events, investment income and scholarship donations) to improve overall income to the Foundation and, therefor, support to the District and our students. 2) Initiating or expanding new resource development channels (ie. Alumni gifts, capital gifts, planned gifts, etc.)

Person(s) Responsible (Name and Position): Tim Foster

Rationale (With supporting data): Planned giving is a key component in resource development efforts in higher education. Studies through CASE.org indicate that planned gifts offer the greatest effort/dollar outcome ratio of all resource development efforts. However these efforts can take a long time to pay off, so it is important to continue other resource development efforts for immediate needs while continuing to cultivate planned gifts. The most frequent large gifts to the COS Foundation are in the form of planned gifts. More can be done to put COS in the minds of those preparing their own estate plans or plans for others.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5

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percentage points over three years

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2021-2025

District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

Action: COS Alumni Engagement Launch Year (2021-2022)

Initiate and perpetuate a COS alumni engagement plan, including branding, recruitment, engagement, and campaigning systems that may be properly sustained over time.

Leave Blank:

Implementation Timeline: 2021 - 2022

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tim Foster, Foundation Director

Rationale (With supporting data): Effective higher education resource development benefits from a functioning alumni engagement program. The COS Foundation lacks such a program now, but is in the initial development phase with a contracted marketing firm, Interact Communications. There are approximately 140,000 alumni of the College of the Sequoias. The College of the Sequoias supplied the COS Foundation with a digital database of directory information available from all students that attended COS Between the years of 1986-2018. From these records, the COS Foundation has been able to acquire 37,000 emails and 47,000 current mailing addresses of alumni. This new source of contact information will be enhanced annually with additional student directory information.

The value of interacting with this large group of alumni prompted the COS Foundation board to invest in a three-year capital budget to develop and implement a COS Alumni Association brand, alumni engagement strategy with a marketing firm experienced in two-year college campaigns.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Classified/Confidential - An additional full-time classified staff member to serve as a Financial Development Specialist. (Active)

Why is this resource required for this action?: A skilled in correspondence, event organization, and overall membership engagement will dramatically accelerate the level of alumni engagement and the overall number of alumni being reached by engagement activities. The associated tasks to do this are not enough to justify a full-time position. By adding tasks currently performed by the COS Foundation Director and the Accounting Technician, the director may engage in more highly skilled activities associated with major, planned, and capital gift cultivation, and the accounting technician can improve the data capture and management of our expanded donor database and gift volume. The delegated duties would include event planning and execution, website development and content maintenance, and alumni database maintenance for a database that has grown 37 times larger with the addition of alumni directory information. (See attached task breakdown) It is expected that the added staff resource will quickly (within one to two years) generate greater revenue from resulting gifts to the District to far surpass the annual operating outlay requested of the District. The Return On Investment (ROI) for this position will be greater than the investment. These gifts may manifest in the form of greater project funding allocations, more scholarships, and any other resources need the District may call upon the Foundation to help secure to benefit the District and the students directly. But overall support of the Foundation could also be channeled

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to certain general fund expenses of the District to more directly offset the additional general fund outlay, if necessary. It is important to the structure of the COS Foundation that its personnel costs and the majority of its other operating expenses continue to be underwritten by the District as opposed to such expenses being underwritten by the Foundation. Fundraising for operating costs creates a whole new dynamic in how a case for support is portrayed to the community and it shifts the priorities of staff. Staff would need to first raise their operating budget before any District priority. Foundations of California community colleges that must raise operating dollars institute schemes such as donation fees, funds held in trust fees, investment income assessments, and unique fundraising efforts specifically to underwrite operations. Doing so dilutes energy spent raising resources to donate to the college and students as operating dollars must be the first dollars raised to sustain operations. Such factors can also diminish gifts to the college as donors learn that a portion of their donation will not go to their intended cause within the District. Avoiding these dynamics is why 4-year universities avoid such structures and generally underwrite the operations of the Foundation with the understanding that far more resources will be donated to the university than spend on these operating costs. Currently, less than \$50,000 of operating expenses are being underwritten directly by the Foundation. The revenue source to cover those expenses is investment income, so that staff may avoid raising money for operations. The rest of the investment income is used for annual gifts to the District and continued growth of the unrestricted capital balance being invested.

Notes (optional): The cost estimate is strictly for personnel costs of a full-time classified position with a base salary of approximately \$60,000. Office space and other infrastructure that is already in place in the Foundation office to accept one more staff member. Other incidental operating expenses associated with this new staff position can be covered by Foundation investment income.

Cost of Request (Nothing will be funded over the amount listed.): 90000

Related Documents:

[Foundation Staffing Levels.PNG](#)

[Additional Staff Task Assignment and Reassignment list.docx](#)

[COSF Alumni Engagement Plan_Final-Email Vers.pdf](#)

[1 Foundation Org Chart Current-Future.pdf](#)

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 1.1 - The District will increase FTES by 1.75% over the three years
District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years
District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years
District Objective 2.4 - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points
District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents
District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.
District Objectives: 2021-2025
District Objective 1.1 - The District will increase FTES 2% from 2021 to 2025.
District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.
District Objective 2.4 - Increase the percentage of CTE students who achieve their employment objectives by five percentage points (job closely related to field of study and attainment of a livable wage) and the number of CTE students who successfully complete 9+ CTE units in a single year by 10% from 2021-2025.