

2018

2015



2015-2018
STRATEGIC PLAN
VISALIA • HANFORD • TULARE

Sequoias Community
College District



College of the Sequoias

**College of the Sequoias
Strategic Plan 2015–2018**

**Sequoias Community College District
College of the Sequoias**

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

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

Tulare College Center
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Tulare, CA 93274

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College of the Sequoias Vision and Mission Statement

Vision

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

1. COS students achieve their full educational potential. The College provides an educational pathway for every student without regard to background, disability, location, culture, learning modality, and preconceived time frames.
2. COS has an environment that creates a positive attitude among COS employees that carries over to the students and into the community.
3. COS is a community leader whose contributions positively impact the lives of the population it serves.
4. Educational programs at COS are aligned to meet the constantly emerging economic and workforce development needs of the community through partnerships with business, government, industry and labor.

Mission

College of the Sequoias is a comprehensive community college district focused on student learning that leads to productive work, lifelong learning and community involvement.

College of the Sequoias affirms that our mission is to help our diverse student population achieve its 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' mastery of basic skills and to providing access to programs and services that foster student success.

Letter from the Superintendent/President

The College of the Sequoias Community College District (COS) integrated planning model is a cycle of evaluation, development of goals and objectives, resource allocation, plan implementation, and re-evaluation. Through this annual cycle the district assesses institutional effectiveness and improves its services to our students.

The COS 2015-2018 Strategic Plan is the result of our district-wide collaboration to create a plan that is focused on progress toward Institutional Goals as outlined in the COS Educational Master Plan 2015 - 2025.

Our District has been heavily engaged in dialogue throughout the process. Following an extensive review of data provided in our Master Plan, an initial draft of Strategic Plan Objectives were introduced in January, 2015. The process began with a discussion of the draft Objectives at our annual Board of Trustees retreat. Our Institutional Planning and Effectiveness Committee further reviewed the draft Objectives and began presentations for input across the District. In January, 2015, a district-wide forum was held to review the Strategic Plan development process and timelines and invited and encourage broad-based participation for all district stakeholders. In February, 2015, a Strategic Plan workshop was held that included the members of the Institutional Planning & Effectiveness Committee, Academic Senate Executive Board, representatives of the Student Senate, Deans' Council and Senior Management Council. In February, the administration also made an informational presentation to the Board of Trustees explaining the Strategic Plan development process and timeline. In March, 2015, the Academic Senate held a Strategic Plan Summit as a voluntary event on a Saturday and seventy (70) participants attended including faculty, administrators, students, Board members, and community representatives. In April, 2015, the administration presented an overview of the draft Strategic Plan Objectives to the COS Community Advisory Committee for input and feedback. The Institutional Planning & Effectiveness Committee constantly updated Strategic Plan Objectives throughout this participatory process and presented a final draft to the District Governance Senate for multiple public readings and approval. The District Governance Senate then advanced the COS 2015-18 Strategic Plan to the COS Board of Trustees for multiple public readings and formal adoption.

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

Respectfully,



Stan A. Carrizosa
Superintendent/President
College of the Sequoias

This document was produced by:

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March 14, 2015 Academic Senate Summit Attendees

Administrators /Managers - 17
Faculty - 31
Confidential/Classified Staff - 5
Students - 15
Board members - 1
Community members - 1

Introduction

The Strategic Plan is the District's short-term plan.

The current strategic plan is *College of the Sequoias 2010 – 2015 Strategic Plan*. The district intends to prepare a new 10-year master plan in 2014 – 2015. This process will include the development of District Goals for the coming decade. The next strategic plan will be developed after the *College of the Sequoias Master Plan 2015 – 2025* is completed.

The District intends to revise both the term and the format of its strategic plan. Beginning in 2015, the term of the strategic plan will be three years and the new format will include the following components:

- **District Goals** that were developed as part of the *College of the Sequoias Master Plan 2015 – 2025* are broad statements that articulate how the District intends to address current and anticipated challenges.
- **District Objectives** describe more specifically the Actions that will be undertaken to achieve the District Goals.
- **Assessment of District Objectives** describes how effective the Actions were in moving the District toward achievement of the District Objectives. These results will be consolidated in the *College of the Sequoias Annual Report on the Master Plan*.
- **Actions** describe in step-by-step sequence how the District Objectives will be accomplished. Each Action includes these components:
 1. **Responsible party** identifies the group or office assigned with the responsibility to launch, oversee, and complete the Actions. The responsible group or office may complete the Actions or may collaborate with others to complete the Actions. The assignment of a responsible group or office is essential for accountability.
 2. **Target completion date** conveys the timeline for completion. As such, the target completion date also conveys the District's priority for effort to be dedicated to the District Objective.
 3. **Estimated budget** identifies approximately how much new funding will be needed, if any, to complete the Actions. Personnel costs for current employees are not included in this estimate.
- **Progress** is a brief statement describing the results of the Actions. The information in this column is used to prepare the *College of the Sequoias Annual Report on the Master Plan*.
- **Implications for Next Year's Action Plans** describe adjustments that may be needed if the progress described in the previous column requires changes to subsequent Actions. The information in this column is included in the *College of the Sequoias Annual Report on the Master Plan*.

Summary: Institutional Goals 2015-2025 and Institutional Objectives 2015-2018

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

District Objective 1.1: Increase overall enrollment by 1.75% annually.

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

District Objective 2.1: Increase the number of students who are transfer-prepared annually.

District Objective 2.2: Increase the number of students who earn an associate degree or certificate annually.

District Objective 2.3: Increase course success and completion rates in pre-transfer English, Math, and English as a Second Language courses annually.

District Objective 2.4: Increase Career Technical Education course success rates and program completion annually.

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

District Objective 3.1: Reduce the achievement gap of disproportionately impacted student groups annually, as identified in the Student Equity Plan.

District Objective 3.2: Increase training for academic and student services staff and faculty to respond to the unique needs of our student population.

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

District Objective 4.1: Improve operational systems based upon data driven decision-making as described in the COS 2.0 manuals.

District Objective 4.2: Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.

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

District Objective 1.1: Increase overall enrollment by 1.75% annually.

Rationale for District Objective 1.1: The College of the Sequoias 2015-2025 Master Plan revealed that between 2010 and 2030 there will be a significant increase in the number of residents living in the COS service area. Between 2010 and 2030 the number of residents living in Kings and Tulare County is projected to increase by 35% and 42% respectively. This increase is significantly more than the 19% growth rate projected for the state. The College of the Sequoias 2015-2025 Master Plan also revealed that the number of Full-Time Equivalent Students (FTES) for the district is projected to increase 19% between 2015 and 2025, with a much faster growth rate for Hanford (34%) and Tulare (31%) than for Visalia (13%). These projections, along with the fact that the number of students served by the District decreased 21% between fall 2009 and fall 2013 provided the basis for increasing overall enrollment by 1.75% annually. (2015-2025 Master Plan, P.29 &, 43)

Assessment of District Objective 1.1: Review and compare the following to the most current prior year data:

- Unduplicated student headcount and FTES to the prior year's data

<i>Action for District Objective #1</i>	<i>Responsible Party</i>	<i>Target Completion Date</i>	<i>Estimated Budget (If any)</i>	<i>Progress</i>	<i>Implications for Next Year's Actions</i>
1.1.1 Develop and implement a marketing plan designed to increase enrollment.	Superintendent / President and Marketing/ Public Info Coordinator	August 2015 (Plan) October 2015 (Implement)			
1.1.2 Develop and implement a plan to increase outreach to local schools and collaborate with school administrators to increase opportunities for local students.	Superintendent / President, Vice President, Student Services, and Marketing/ Public Info Coordinator	August 2015 (Plan) October 2015 (Implement)			
1.1.3 Assess the District's progress of all actions on the objective.	Institutional Planning and Effectiveness Committee	March 2016			

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

District Objective 2.1: Increase the number of students who are transfer-prepared annually.

Rationale for District Objective 2.1: The District is expected to grow at a higher rate than the state, so it follows that the district should also increase the number of students who are transfer-prepared. More importantly, the percentage of students who are not prepared for college-level courses has been slightly but consistently above the statewide average. This is compounded by the fact that under-prepared students are significantly less likely to reach their educational goals. For example, among the cohort entering the district in 2007-2008, 64% had completed 30 units at the end of six years but only 36% had completed a degree, certificate or transfer related outcomes. (2015-2025 Master Plan, P.79)

Assessment of District Objective 2.1: Review and compare the following to the most current prior year data:

- Number of students transferring to the UC System, CSU System, In-State-Private, and Out-of-State 4-year institutions.
- Number of students who have achieved transfer-prepared status (completed transfer-level Math, English, and 60+ CSU Units)
- Transfer Rate (Transfer Velocity Cohort)

Action for District Objective #2	Responsible Party	Target Completion Date	Estimated Budget (If any)	Progress	Implications for Next Year's Actions
2.1.1 Develop and implement an informational campaign for students on CSU and UC pathways (Associate Degrees for Transfer (AA-T/AS-T) and Transfer Agreement Guarantees (TAG)).	Superintendent/ President, Vice President, Student Services, and Marketing/ Public Info Coordinator	October 2015			
2.1.2 Map required courses for CSU and UC pathways and publish flowcharts for all approved Associate Degrees for Transfer (AA-T/AS-T).	Vice President, Student Services and Vice President, Academic Services	February 2016			
2.1.3 Assess the District's progress of all actions on the objective.	Institutional Planning and Effectiveness Committee	March 2016			

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

District Objective 2.2: Increase the number of students who earn an associate degree or certificate annually.

Rationale for District Objective 2.2: As cited in the College of the Sequoias Master Plan 2015 – 2025, completion rates for COS students are consistently below the statewide average. Whereas COS completion rates range in the low 40%’s, the statewide average rates range in the high 40%’s. Furthermore, upon evaluation of the disaggregated data in the College of the Sequoias Student Equity Plan, successful completion of certificates and degrees for certain populations are even lower than the COS average.

Assessment of District Objective 2.2: Review and compare the following to the most current prior year data.

- Number of students earning an Associate Degree or certificate

Action for District Objective #2	Responsible Party	Target Completion Date	Estimated Budget (If any)	Progress	Implications for Next Year’s Actions
2.2.1 Implement the Degree Works web-based academic advising tool to help students and advisors navigate pathways to completion.	Vice President, Student Services, Dean, Technology Services, and Vice President, Academic Services	June 2016			
2.2.2 Develop an informational campaign and workshops informing students, faculty, and staff about Degree Works.	Vice President, Student Services	June 2016			
2.2.3 Assess the District’s progress of all actions on the objective.	Institutional Planning and Effectiveness Committee	March 2016			

[Link to Degree Works](#)

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

District Objective 2.3: Increase course success and completion rates in pre-transfer English, Math, and English as a Second Language courses annually.

Rationale for District Objective 2.3: California Community Colleges Student Success Scorecard data cited in the Sequoias Community College District Master Plan, 2015 - 2025 indicates that students who begin below transfer level in English or mathematics are much less likely than “prepared” students statewide to complete a college-level course in the same discipline within six years. They are also significantly less likely to complete their educational objectives. The district has been consistently slightly above the state average in underprepared students who place in basic skills. The district is also slightly higher than the state average in the number of residents (age five and older) who speak a language other than English at home, providing a need for a strong ESL program that prepares students to enter into basic skills English and other college courses.

Assessment of District Objective 2.3: Review and compare the following to the most current prior year data.

- Course success rates for ENG 360, ENGL 251, ENG 261, MATH 360, MATH 200, MATH 230, and all credit ESL courses with a C or above.
- Course completion (“retention”) rates for ENG 360, ENGL 251, ENG 261, MATH 360, MATH 200, MATH 230, and all credit ESL courses.

Action for District Objective #2	Responsible Party	Target Completion Date	Estimated Budget (If any)	Progress	Implications for Next Year’s Actions
<p>2.3.1 Ensure curriculum is aligned within basic skills/ESL disciplines and schedule courses to maximize students’ opportunities to complete the basic skills/ESL sequence in a timely manner.</p>	<p>Dean, Arts/Letters, Curriculum Committee, and Academic Senate</p>	<p>November 2015</p>			
<p>2.3.2 Design and implement proven best practices for increased basic skills/ESL success and completion (acceleration, prep courses, alternate assessment models).</p>	<p>Dean, Arts/Letter, Deans, Student Services, Academic Senate, Instructional Council, Faculty Enrichment Committee</p>	<p>March 2016</p>			

2.3.3 Assess the District's progress of all actions on the objective.	Institutional Planning and Effectiveness Committee	March 2016			
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District Goal #2. College of the Sequoias will improve the rate at which its students complete degrees, certificates, and transfer objectives.

District Objective 2.4: Increase Career Technical Education course success rates and program completion annually.

Rationale for District Objective 2.4: In survey results cited in the College of the Sequoias Master Plan 2015–2025, the rates of COS students completing a degree, certificate or transferring in a career technical education programs (63% to 77%) has been higher than the statewide rates (54%) in prior years, but decreased significantly for the cohort of students who began in 2007/08 (53% to 54%) and the rate is now comparable to the statewide rate (refer to Data Set 29. Student Success Scorecard: Career Technical Education Rates, page 70). Additionally, the Student Success and Support Program mandates have placed renewed focus on assuring student completion of a student education plan.(2015-2025 Master Plan, P.70)

Assessment of District Objective 2.4: Review and compare the following to the most current prior year data.

- Number of students earning a CTE associate degree
- Number of students earning a CTE certificate
- Overall success rates of CTE courses (C or above)

Action for District Objective #2	Responsible Party	Target Completion Date	Estimated Budget (If any)	Progress	Implications for Next Year's Actions
2.4.1 Ensure curriculum is aligned within Career Technical Education discipline and schedule courses to maximize students' opportunities to complete CTE program sequences in a timely manner.	Dean, Career Technical Education, Provosts, Curriculum Committee, Academic Senate	November 2015			
2.4.2 Design and implement proven best practices for increased CTE success and completion (linked learning pathways, embedded basic skills).	Dean, Career Technical Education, Provosts	March 2016			
2.4.3 Develop and implement Career Development/ College Prep Program (non-credit) Certificates.	Vice President, Academic Services	June 2016			

2.4.4	Implement the Sequoias consortium plan for alignment of adult education CTE programs within the region.	Superintendent / President, Vice President, Academic Services, and Dean, Career Technical Education	June 2016			
2.4.5	Map high school Linked Learning Pathways programs to COS courses/ programs.	Dean, Career Technical Education	June 2016			
2.4.6	Assess the District's progress of all actions on the objective.	Institutional Planning and Effectiveness Committee	March 2016			

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

District Objective 3.1. Reduce the achievement gap of disproportionately impacted student groups annually, as identified in the Student Equity Plan.

Rationale for District Objective 3.1: The achievement gaps identified in the College of the Sequoias Student Equity Plan cut across a variety of populations from certain ethnic groups to students of certain ages. In addition, with respect to equity, students in the District succeed at lower rates than their counterparts in other parts of the state.

Assessment of District Objective 3.1: Review and compare the following to the most current prior year data.

- *Progress on metrics/measures identified in the 2014 Student Equity Plan (Access, Course Completion, ESL and Basic Skills Completion, Degree and Certificate Completion, Transfer) to the most current prior year data.*

<i>Action for District Objective #3</i>	<i>Responsible Party</i>	<i>Target Completion Date</i>	<i>Estimated Budget (If any)</i>	<i>Progress</i>	<i>Implications for Next Year's Actions</i>
3.1.1 Implement strategies as described in the Student Equity Plan.	Vice President, Student Services	June 2016			
3.1.2 Assess progress and implement recommended changes following the timelines in the Student Equity Plan.	Vice President, Student Services	June 2016			

[Link to Student Equity Plan](#)

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

District Objective 3.2: Increase training for academic and student services staff and faculty to respond to the unique needs of our student population.

Rationale for District Objective 3.2: Data from the Master Plan shows that the District is significantly higher than the state average of residents without a Bachelor’s degree or higher. Since the majority of students place in pre-collegiate mathematics and English, the likelihood that these students transfer or meet other educational objectives is diminished. The completion rates for these underprepared students is significantly lower than those who are prepared, and the District’s course completion rates are consistently lower than the state average. Academic services and Student services are the areas that can best address these unique student needs.

Assessment of District Objective 3.2: For the 2014/15 year, review:

- *Number and type of training sessions/workshops provided to academic and student services staff and faculty.*

<i>Action for District Objective #3</i>	<i>Responsible Party</i>	<i>Target Completion Date</i>	<i>Estimated Budget (If any)</i>	<i>Progress</i>	<i>Implications for Next Year’s Actions</i>
<p>3.2.1 Conduct a needs assessment and develop a faculty training plan focused on teaching pedagogy and maximizing student learning.</p>	<p>Faculty Enrichment Committee, Director, Research, Planning and Institutional Effectiveness, and Vice President, Academic Services</p>	<p>August 2015 (Conduct) October 2015 (Develop)</p>			
<p>3.2.2 Conduct a needs assessment and develop a staff training plan focused on improved customer service to increase student retention and success.</p>	<p>Professional Association of Classified Employees and Senior Management</p>	<p>January 2016</p>			

3.2.3 Develop an evaluation instrument/form for training sessions provided.	Director, Research, Planning and Institutional Effectiveness	December 2015			
3.2.4 Assess the District's progress of all actions on the objective.	Institutional Planning and Effectiveness Committee	March 2016			

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

District Objective 4.1: Improve operational systems based upon data driven decision-making as described in the COS 2.0 manuals.

Rationale for District Objective 4.1: Since 2013, the District has undergone a major transformation in its governance, planning, decision-making, and resource allocation structures. In order to further increase institutional effectiveness, the District must assess and continually improve its operational structures and systems.

Assessment of District Objective 4.1:

- Review/assess how data was used to make decisions as prescribed in the COS 2.0 manuals.

<i>Action for District Objective #4</i>	<i>Responsible Party</i>	<i>Target Completion Date</i>	<i>Estimated Budget (If any)</i>	<i>Progress</i>	<i>Implications for Next Year's Actions</i>
4.1.1 Identify data-driven decisions made as described in the COS 2.0 manuals.	Institutional Planning and Effectiveness Committee	January 2016			
4.1.2 Design, develop and provide training on continuous improvement methods, tools, and techniques including the availability and use of data.	Senior Management, Faculty Enrichment Committee, Professional Association of Classified Employees, and Research Office	February 2016			
4.1.3 Assess the District's progress of all actions on the objective.	Institutional Planning and Effectiveness Committee	March 2016			

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

District Objective 4.2: Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.

Rationale for District Objective 4.2: Accreditation Standards require that the institution effectively uses its human, physical, technology, and financial resources to achieve its mission and improve academic quality and effectiveness.

Assessment of District Objective 4.2:

- Review and assess the Service Area Outcomes that are designed to advance the District’s mission.

<i>Action for District Objective #4</i>	<i>Responsible Party</i>	<i>Target Completion Date</i>	<i>Estimated Budget (If any)</i>	<i>Progress</i>	<i>Implications for Next Year’s Actions</i>
4.2.1 Conduct a needs assessment to identify operational areas for improvement.	Vice President, Administrative Services and Dean of Human Resources	October 2015			
4.2.2 Develop Service Area Outcomes based on the operational needs assessment.	Vice President, Administrative Services and Dean of Human Resources	December 2015			
4.2.3 Implement strategies as documented in service area outcomes.	Vice President, Administrative Services and Dean of Human Resources	March 2016			
4.2.4 Assess the District’s progress of all actions on the objective.	Institutional Planning and Effectiveness Committee	March 2016			

Appendix

Workshop Materials

College of the Sequoias Community College District

Joint Meeting: Institutional Planning and Effectiveness Committee, Institutional Program Review Committee, Deans Council, Academic Senate Executive Board

Purpose: Review of the Draft Objectives and Actions for the 2015-2018 Strategic Plan

1:05 – 1:15	<ol style="list-style-type: none"> Welcome Today our focus is the <i>COS Strategic Plan 2015-2018</i> 	Stan	PPT slide 1
1:15 – 1:25	<ol style="list-style-type: none"> Where does a Strategic Plan fit in our Model of Integrated Planning? What is the purpose of a Strategic Plan? The reason we're meeting today is give you the opportunity to hear an update about and provide feedback on the draft District Objectives and Actions. 	Greg	PPT slide 2 <i>Handout</i> <i>1- COS Model of Integrated Planning</i> <i>2- Purposes of the COS Master Plan 2015-2025</i>
1:25 – 1:35	<ol style="list-style-type: none"> Goals are the 30,000 foot view, broad statements. Objectives are short-term and describe how we will meet our goals. SMART Objectives 	Dali	PPT slide 3
1:35 – 1:45	Objectives 1	Kristin	PPT slides 6-12
1:45 – 1:55	Small group work: Discuss, critique and add anything missing from Objective 1	Small Group	
1:55 – 2:10	Actions for Objectives 1 Small Group: Critique, Revise, Add	Kristin	PPT slide 9
2:10 – 2:20	Objective 2.1 Objective 2.2 Objective 2.3 Objective 2.4 Objective 2.5	Jennifer	PPT slides 13-26
2:20 – 2:30	Small group work: Discuss, critique, and revise Objectives 2.1-2.4	Small Group	

2:30 – 2:45	Actions for Objective 2.x Small Group work – critique, revise and add	Jennifer	
2:45– 2:55	Break		
2:55 – 3:05	Objective 3.1 Objective 3.2	Jessica	PPT slide 27-35
3:05 – 3:15	Small Group discussion – Critique, revise, add		
3:15 – 3:25	Actions for Objectives 3.x Small Group discussion – critique, revise, add	Jessica	
3:25 – 3:35	Objective 4.1 Objective 4.2	Thea	PPT slides 36-41
3:35 – 3:45	Small group work: Discuss, critique, and add District Objective 4	Small Group	
3:45 – 4:00	Actions for Objective 4.x		
4:00 – 4:05	Thank you and next steps!	Stan and Thea	PPT slide 42

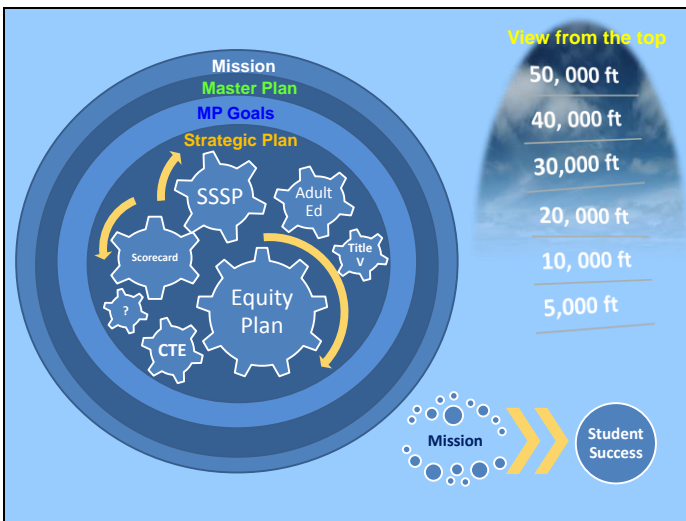
Strategic Plan Workshop

COLLEGE of the SEQUOIAS

Joint meeting of the Institutional Planning and Effectiveness Committee, Academic Senate Executive Board, Institutional Program Review Committee, and Deans' council
February 12, 2015

What is the purpose of the Strategic Plan?

- Three year plan to include:
- District Objectives and corresponding Actions that will be undertaken to achieve the District Goals
- Assessment of how effective the Actions are in moving the District toward achieving the District Objectives



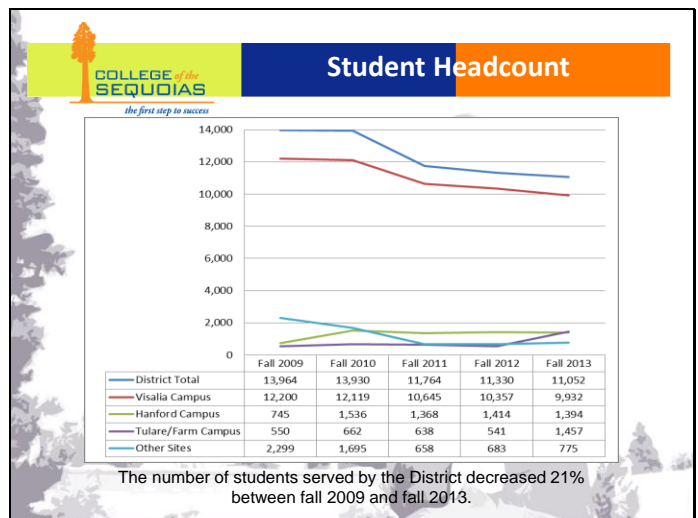
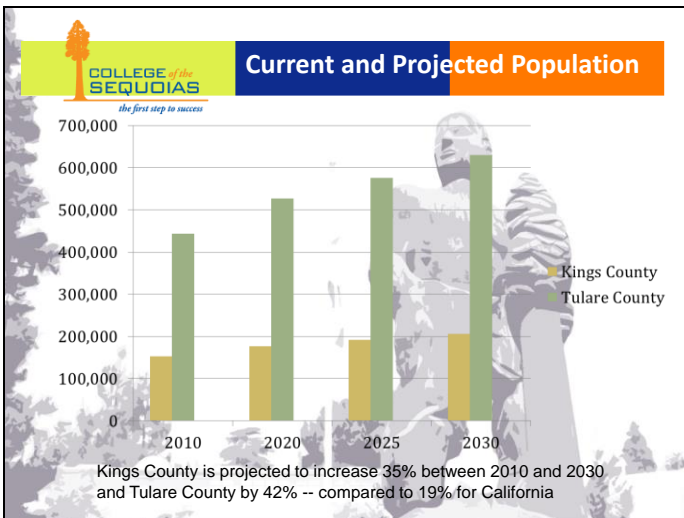
SMART Objectives

- Goals are broad statements
- Objectives are short-term and describe how the District will achieve the goals.

SMART Objectives

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Master Plan 2015-2025 Goals



District Goal #1

College of the Sequoias will increase student enrollment relative to population growth and educational and workforce development needs.

District Goal #1

College of the Sequoias will increase student enrollment relative to population growth and educational and workforce development needs.

- Objective 1.1:** Increase overall growth by 1.75% annually as identified in the College of the Sequoias 2015-2025 Master Plan

- Actions

Feedback on Objective 1.1

- Critique**
- Revise**
- Add**

District Objective 1.1: Increase overall growth by 1.75% annually as identified in the College of the Sequoias 2015-2025 Master Plan.

Actions

- 1.1.1** Develop and implement a marketing plan designed to increase enrollment in target areas.
- 1.1.2** Develop pathways to completion for Hanford and Tulare, which includes scheduling general education and major courses to maximize students' opportunities to complete the degree or pathway requirements in two years.
- 1.1.3** Develop and implement a plan to increase outreach to the local high schools, and collaborate with high school administrators to increase opportunities for local high school students.
- 1.1.4** Assess progress and implement recommended changes.

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Feedback on Actions for Objective 1.1

- Critique
- Revise
- Add

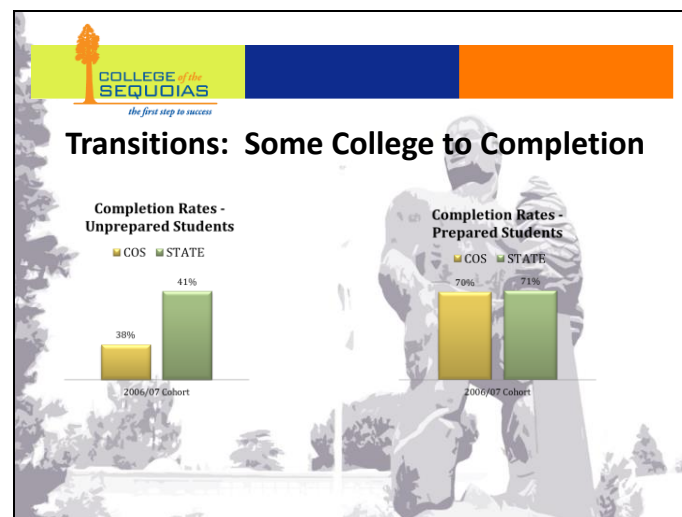
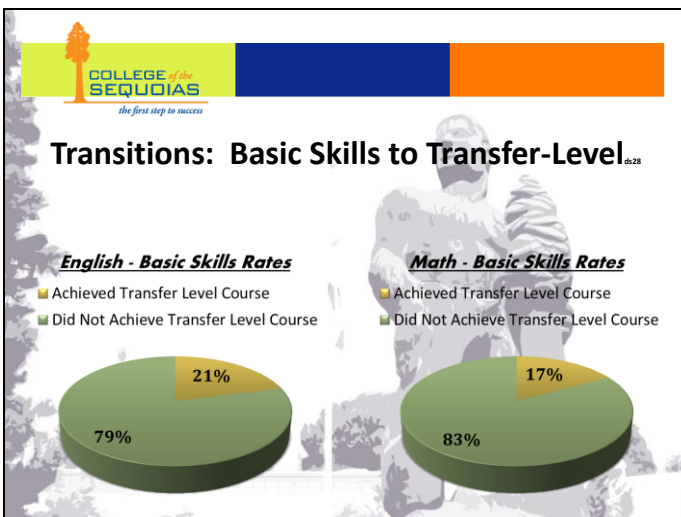
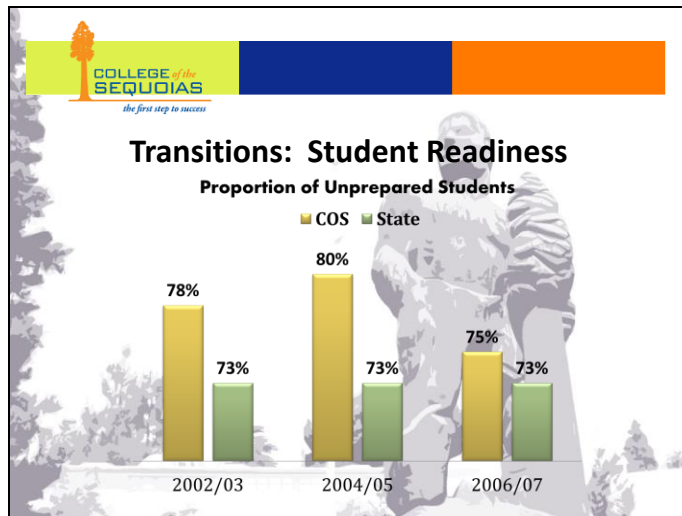
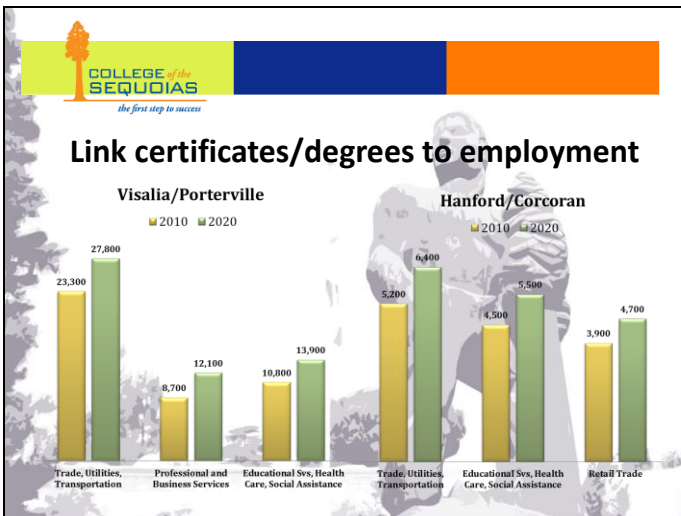
COLLEGE of the SEQUOIAS
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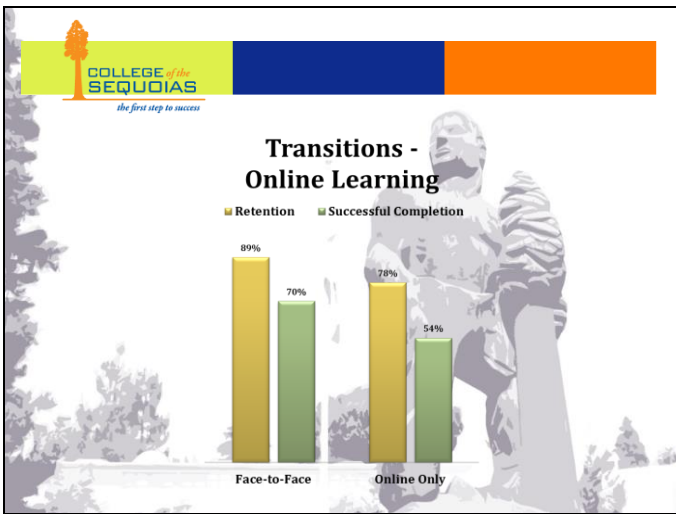
Low completion rates

Link certificates/degrees to employment.

Transition students through college

- Student readiness
- Basic skills to college level
- Some college to completion
- Online learning





District Goal #2

College of the Sequoias will improve the rate at which its students complete degrees, certificates, and transfer objectives.

District Goal #2

College of the Sequoias will improve the rate at which its students complete degrees, certificates, and transfer objectives.

- **Objective 2.1 :** Increase the percentage of transfer-directed students who become transfer prepared annually.
 - **Actions**
- **Objective 2.2 :** Increase the percentage of students who successfully complete certificates and degrees annually.
 - **Actions**
- **Objective 2.3 :** Increase the retention rates for first-time students from fall to spring.
 - **Actions**
- **Objective 2.4 :** Increase Basic Skills and English as a Second Language course success and completion rates.
 - **Actions**

Feedback on Objectives 2.1-2.4

- Critique
- Revise
- Add

District Objective 2.1: Increase the percentage of transfer-directed students who become transfer prepared annually.

Actions

- **2.1.1** Develop and implement an informational campaign and workshops for students on Associate Degrees for Transfer (ADT) and Transfer Agreement Guarantees (TAG).
- **2.1.2** Develop pathways for students to complete Associate Degrees for Transfer in two years (start with 1-2 high transfer areas)
- **2.1.3** Schedule general education and major courses to maximize students' opportunities to complete the ADT transfer pathways in two years.
- **2.1.4** Assess progress and implement recommended changes.

District Objective 2.2: Increase the percentage of students who successfully complete certificates and degrees annually.

Actions

- **2.2.1** Develop a work plan for implementation of Degree Works
- **2.2.2** Assign a Degree Works workgroup to collaborate with the Degree Works consultants and provide regular updates and feedback to deans' council.
- **2.2.3** Finalize implementation of Degree Works.
- **2.2.4** Develop an informational campaign and workshops informing students about Degree Works
- **2.2.5** Assess progress and implement recommended changes.

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District Objective 2.3: Increase the retention rates for first-time students from fall to spring.

Actions

- **2.3.1** Develop a retention study on students who are not retained.
- **2.3.2** Develop and implement a plan for increased student support based on the findings from the study.
- **2.3.3** Research and propose a faculty development plan targeted to improve teaching pedagogy to increase student success. Staff development will be incorporated as part of required FLEX activities.
- **2.3.4** Research and propose a staff development plan focused on increasing customer service to increase student success.
- **2.3.5** Assess progress and implement recommended changes.

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District Objective 2.4: Increase Basic Skills and English as a Second Language course success and completion rates.

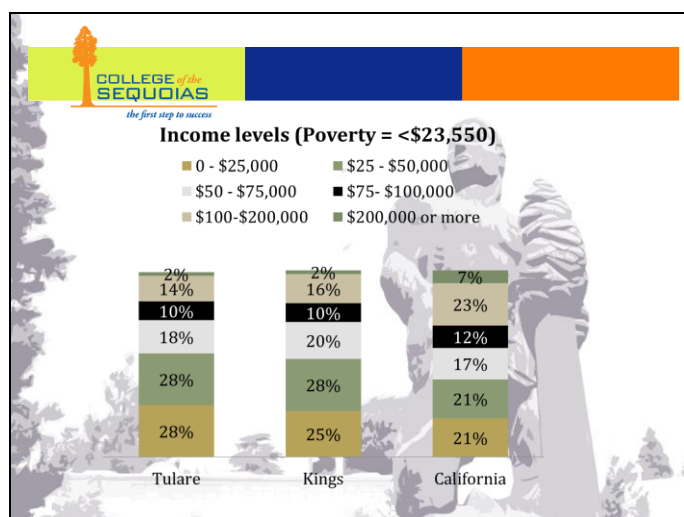
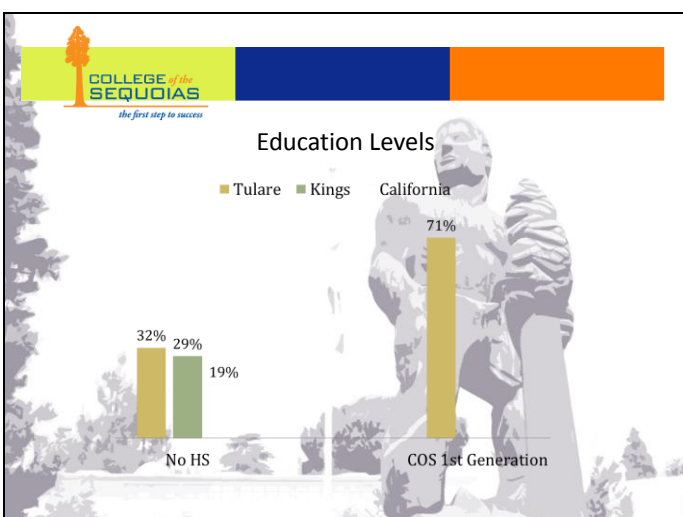
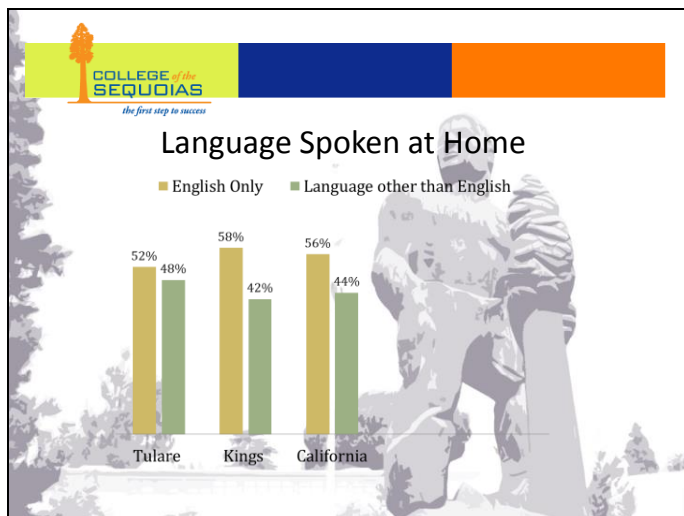
Actions

- **2.4.1** Design and implement a plan for basic skills and ESL students to complete a student education plan (SEP) in the first semester.
- **2.4.2** Ensure curriculum is aligned within basic skills/ESL disciplines and schedule courses to maximize students' opportunities to complete the basic skills/ESL sequence in a timely manner.
- **2.4.3** Design and implement proven best practices for increased basic skills/ESL success and completion (acceleration, prep courses, alternate assessment models).
- **2.4.4** Research and propose a faculty development plan that includes effective teaching strategies for basic skills/ESL students.
- **2.4.5** Assess progress and implement changes.

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Feedback on Actions for Objectives 2.1-2.4

- **Critique**
- **Revise**
- **Add**



District Goal #3

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

District Goal #3

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

- **Objectives 3.1 :** Reduce the achievement gap of disproportionately impacted student groups, as identified in the 2014 Student Equity Plan.
 - **Actions**
- **Objectives 3.2 :** Increase Career Technical Education successful course and program completion rates and implement programs to support student success in CTE.
 - **Actions**

Feedback on Objectives 3.1 and 3.2

- Critique
- Revise
- Add

District Objective 3.1: Reduce the achievement gap of disproportionately impacted student groups, as identified in the 2014 Student Equity Plan.

Actions

- **3.1.1** Establish a Student Success Center that houses the FYE program, Student Success counselors, and staff.
- **3.1.2** Provide Student Success personnel dedicated to these disproportionately impacted groups.
- **3.1.3** Provide additional English and Math instructors to increase available classes for disproportionately impacted groups.
- **3.1.4** Expand the Student Athlete Mentor Program.
- **3.1.5** Provide an accelerated English sequence (English 261).
- **3.1.6** Start a Summer Math Jam program
- **3.1.7** Provide and increase support services for disproportionately impacted groups (Writing Center, Math Lab, ESL, and Tutorial).
- **3.1.8** Provide linked-learning pathways for CTE areas.
- **3.1.9** Provide additional counselors to support categorical programs that serve disproportionately impacted groups.
- **3.1.10** Assess progress and implement recommended changes in accordance with the timelines for the Student Equity Plan.

District Objective 3.2: Increase Career Technical Education successful course and program completion rates and implement programs to support student success in CTE.

Actions

- **3.2.1** Design and implement a plan for Career Technical Education students to complete a student education plan (SEP) in the first semester.
- **3.2.2** Ensure curriculum is aligned within Career Technical Education disciplines and schedule courses to maximize students' opportunities to complete CTE program sequences in a timely manner.
- **3.2.3** Design and implement proven best practices for increased CTE success and completion (linked learning pathways, embedded basic skills)
- **3.2.4** Develop and implement Career Development/ College Prep Program (non-credit) Certificates
- **3.2.5** Implement the SEQUOIAS consortium plan for alignment of adult education CTE programs within the region.
- **3.2.6** Collaborate with the local K-12 districts on the Linked Learning Pathways programs.
- **3.2.7** Research and propose a faculty development plan including best practices for CTE student success. Staff development will be incorporated as part of required FLEX activities.
- **3.2.8** Assess progress and implement recommended changes.

Feedback on Actions for Objectives 3.1 and 3.2

- Critique
- Revise
- Add

District Goal #4

College of the Sequoias District 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 Goal #4

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

- **Objectives 4.1 :** Ensure that data drives decision-making to improve operational systems as described in the COS 2.0 Manuals.
-Actions
- **Objectives 4.2 :** Identify and implement best practices to manage human, physical, technology and financial resources and advance the District Mission.
- Actions

Feedback on Objectives 4.1 and 4.2

- Critique
- Revise
- Add

District Objective 4.1: Ensure that data drives decision-making to improve operational systems as described in the COS 2.0 Manuals.

Actions

- **4.1.1** Complete the timeline and processes for reviewing the District Mission in 2017.
- **4.1.2** Implement and assess the actions from the 2015-2018 Strategic Plan.
- **4.1.3** Complete the timeline and process for Institutional Program Review on an annual basis; including outcomes assessments; an assess the process annually.
- **4.1.4** Complete the Annual College Report on the Master plan including progress reports on District Objectives and Actions.
- **4.1.5** Assess planning and decision-making processes on a three year cycle.

District Objective 4.2: Identify and implement best practices to manage human, physical, technology and financial resources and advance the District Mission.

Actions

- **4.2.1** Achieve a balanced budget that supports student success and learning.
- **4.2.2** Support student learning and success through fiscal support of materials and equipment and by providing clean, safe, comfortable and well-equipped classrooms and facilities.
- **4.2.3** Provide wireless internet access to all students in all classrooms and common areas.
- **4.2.4** Provide ongoing staff development to support the implementation of best practices for continuous improvement.
- **4.2.5** Assess the resource allocation process on an annual basis and implement recommendations.

Feedback on Actions for Objectives 4.1 and 4.2

- Critique
- Revise
- Add

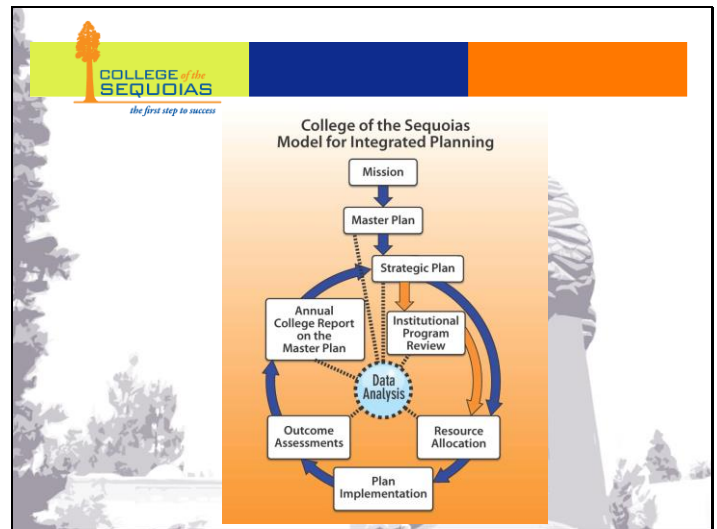
Thank you!

- **Next Steps**
- **Final thoughts?**

Forum Materials

Detailed Agenda for Strategic Plan Forum

Topic	Person	Slides
Welcome Explanation of process (What has happened so far)	Jennifer/Greg	PPT 1 PPT 2 PPT 3
District Goal 1 – Objectives	Kristin	PPT 4
Actions for Objectives 1.x	Kristin	PPT 5
District Goal 2 – Objectives Objective 2.1 Objective 2.2 Objective 2.3 Objective 2.4 Objective 2.5	Juan/Jesse	PPT 6
Actions for Objective 2.x	Cindy	PPT 7 PPT 8 PPT 9 PPT 10 PPT 11
District Goal 3 - Objectives Objective 3.1 Objective 3.2	Jennifer	PPT 12
Actions for Objectives 3.x	Jonna	PPT 13 PPT 14
District Goal 4 – Objectives Objective 4.1 Objective 4.2	Thea	PPT 15
Actions for Objective 4.x	Thea	PPT 16 PPT 17
Next Steps & Thank you	Jennifer/Greg	PPT 18



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What is a Strategic Plan?

- Three year plan
- Contains *District Objectives* and corresponding *Actions* that will help to achieve the *District Goals*
- Includes *Assessment* of how effective the *Actions* are in moving the *District* toward achieving the *District Objectives*
- Guides the allocation of resources

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the first step to success

District Goal #1

College of the Sequoias will increase student enrollment relative to population growth and educational and workforce development needs.

Objective 1.1 : Increase overall growth by 1.75% annually.

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the first step to success

District Objective 1.1: Increase overall growth by 1.75% annually.

Actions

- **1.1.1** Develop and implement a marketing plan designed to increase enrollment.
- **1.1.3** Develop and implement a plan to increase outreach to local schools; and collaborate with school administrators to increase opportunities for local students.
- **1.1.4** Assess progress and implement recommended changes.

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the first step to success

District Goal #2

College of the Sequoias will improve the rate at which its students complete degrees, certificates, and transfer objectives.

- **Objective 2.1 :** Increase the percentage of transfer-directed students who become transfer prepared annually.
- **Objective 2.2 :** Increase the percentage of students who successfully complete certificates and degrees annually.
- **Objective 2.3 :** Increase the retention rates for first-time students from fall to spring.
- **Objective 2.4 :** Increase Basic Skills and English as a Second Language course success and completion rates.
- **Objective 2.5 :** Increase Career Technical Education successful course completion rates and implement programs to support student success in CTE.

District Objective 2.1: Increase the percentage of transfer-directed students who become transfer prepared annually.

Actions

- **2.1.1** Develop and implement an informational campaign and workshops for students on Associate Degrees for Transfer (ADT) and Transfer Agreement Guarantees (TAG).
- **2.1.2** Map required courses for ADT completion and publish flow charts for all approved Associate Degrees for Transfer.
- **2.1.3** Schedule course sequences so that students can complete degree requirements in two years (ADT, General Education, Basic Skills, ESL).
- **2.1.4** Assess progress and implement recommended changes.

District Objective 2.2: Increase the percentage of students who successfully complete certificates and degrees annually.

Actions

- **2.2.1** Develop a work plan for implementation of Degree Works
- **2.2.2** Assign a Degree Works workgroup to collaborate with the Degree Works consultants and provide regular updates and feedback to deans' council.
- **2.2.3** Finalize implementation of Degree Works.
- **2.2.4** Develop an informational campaign and workshops informing students about Degree Works
- **2.2.5** Assess progress and implement recommended changes.

District Objective 2.3: Increase the retention rates for first-time students from fall to spring.

Actions

- **2.3.1** Develop a retention study.
- **2.3.2** Develop and implement a plan for increased student support based on the findings from the retention study.
- **2.3.3** Assess progress and implement recommended changes.

District Objective 2.4: Increase Basic Skills and English as a Second Language course success and completion rates.

Actions

- **2.4.1** Design and implement a plan for all students to complete a student education plan (SEP) in the first semester that includes students enrolled under 6 units, specifically in ESL, basic skills, and CTE.
- **2.4.2** Ensure curriculum is aligned within basic skills/ESL disciplines and schedule courses to maximize students' opportunities to complete the basic skills/ESL sequence in a timely manner.
- **2.4.3** Design and implement proven best practices for increased basic skills/ESL success and completion (acceleration, prep courses, alternate assessment models)
- **2.4.4** Assess progress and implement changes.

District Objective 2.5: Increase Career Technical Education successful course and program completion rates and implement programs to support student success in CTE.

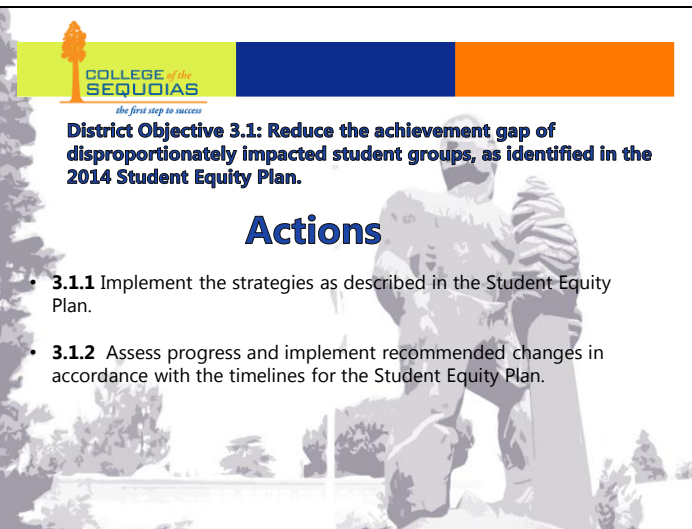
Actions

- **2.5.1** Ensure curriculum is aligned within Career Technical Education disciplines and schedule courses to maximize students' opportunities to complete CTE program sequences in a timely manner.
- **2.5.2** Design and implement proven best practices for increased CTE success and completion (linked learning pathways, embedded basic skills)
- **2.5.3** Develop and implement Career Development/ College Prep Program (non-credit) Certificates
- **2.5.4** Implement the SEQUOIAS consortium plan for alignment of adult education CTE programs within the region.
- **2.5.5** Establish Linked Learning Pathways programs.
- **2.5.6** Assess progress and implement recommended changes.

District Goal #3

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

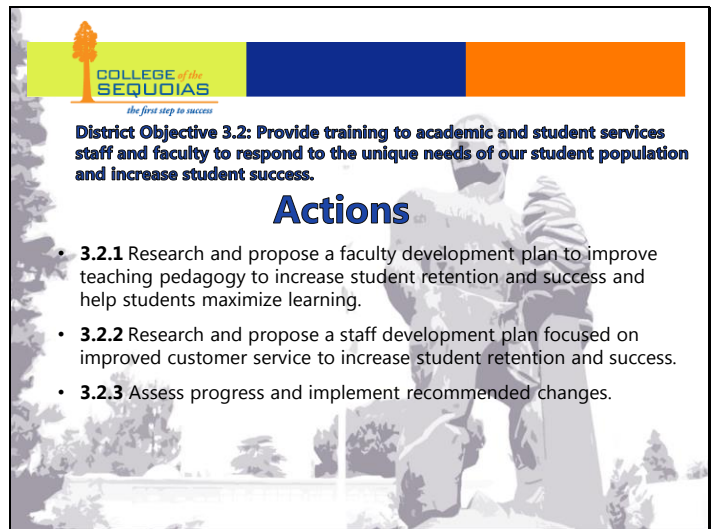
- **Objective 3.1** : Reduce the achievement gap of disproportionately impacted student groups, as identified in the 2014 Student Equity Plan.
- **Objective 3.2** : Provide training to academic and student services staff and faculty to respond to the unique needs of our student population and increase student success.



District Objective 3.1: Reduce the achievement gap of disproportionately impacted student groups, as identified in the 2014 Student Equity Plan.

Actions

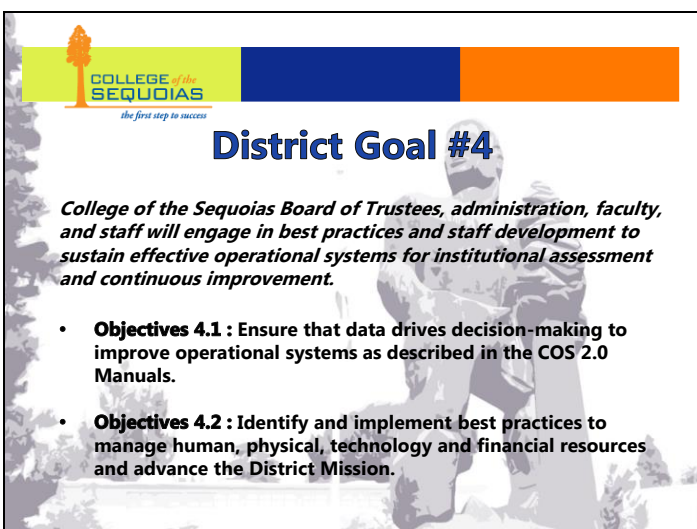
- **3.1.1** Implement the strategies as described in the Student Equity Plan.
- **3.1.2** Assess progress and implement recommended changes in accordance with the timelines for the Student Equity Plan.



District Objective 3.2: Provide training to academic and student services staff and faculty to respond to the unique needs of our student population and increase student success.

Actions

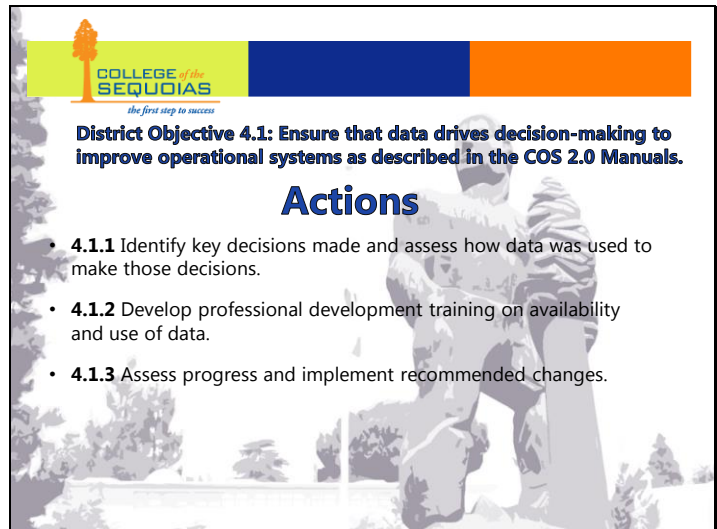
- **3.2.1** Research and propose a faculty development plan to improve teaching pedagogy to increase student retention and success and help students maximize learning.
- **3.2.2** Research and propose a staff development plan focused on improved customer service to increase student retention and success.
- **3.2.3** Assess progress and implement recommended changes.



District Goal #4

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

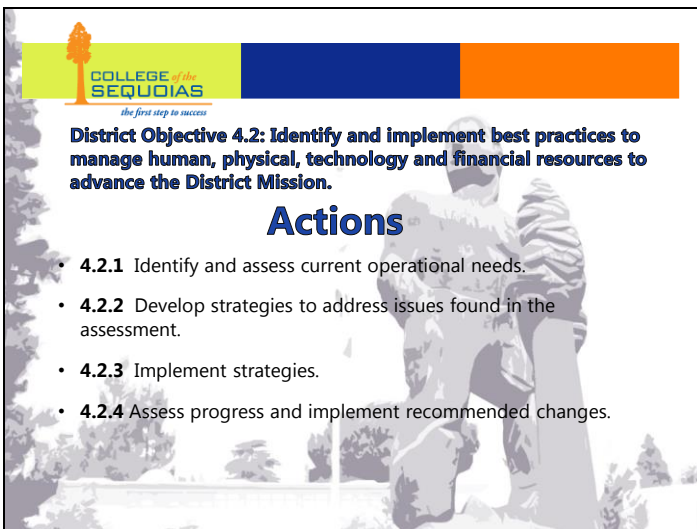
- **Objectives 4.1** : Ensure that data drives decision-making to improve operational systems as described in the COS 2.0 Manuals.
- **Objectives 4.2** : Identify and implement best practices to manage human, physical, technology and financial resources and advance the District Mission.



District Objective 4.1: Ensure that data drives decision-making to improve operational systems as described in the COS 2.0 Manuals.

Actions

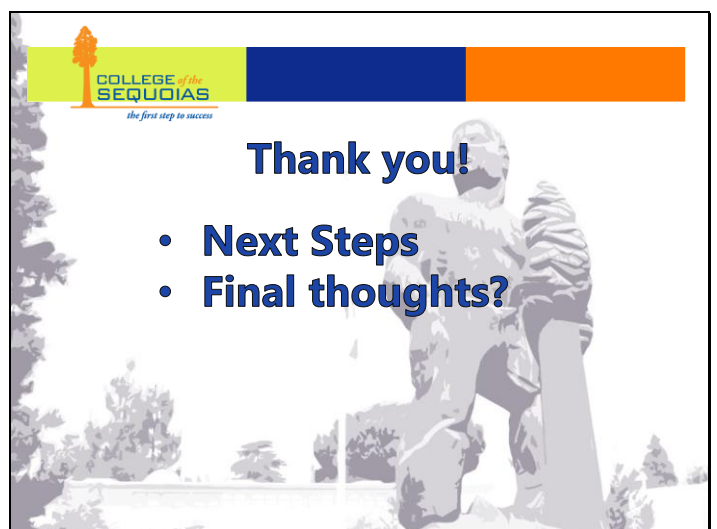
- **4.1.1** Identify key decisions made and assess how data was used to make those decisions.
- **4.1.2** Develop professional development training on availability and use of data.
- **4.1.3** Assess progress and implement recommended changes.



District Objective 4.2: Identify and implement best practices to manage human, physical, technology and financial resources to advance the District Mission.

Actions

- **4.2.1** Identify and assess current operational needs.
- **4.2.2** Develop strategies to address issues found in the assessment.
- **4.2.3** Implement strategies.
- **4.2.4** Assess progress and implement recommended changes.



Thank you!

- **Next Steps**
- **Final thoughts?**

College of the Sequoias Strategic Plan 2015-2018

Timeline and Process

Timeline	Responsible Parties	Tasks
November 1 – December 11	Institutional Planning & Effectiveness Committee	Develop definition of Objectives and review sample Strategic Plans
December 9	District Governance Senate	The Co-chairs of the District Governance Senate charge the Institutional Planning and Effectiveness Committee with developing the next College of the Sequoias Strategic Plan
January 13 –27	Institutional Planning & Effectiveness Committee	Prepare process for developing the Strategic Plan
January 27	District Governance Senate	Reviews proposed process and timeline for developing the Strategic Plan
January 27 – March 15	Institutional Planning & Effectiveness Committee	<p>Review feedback from May 2014 Master Plan Summit</p> <p>Review the District Goals in the College of the Sequoias Master Plan 2015 – 2025;</p> <p>Review progress on achieving the objectives described in the College of the Sequoias 2010 – 2015 Strategic Plan as documented in the 2013 and 2014 College of the Sequoias Annual Report on the Master Plan; and</p> <p>Based on these reviews, develop District Objectives, assessments for those objectives, and Actions for the next three years. The Actions identify specific tasks, target completion dates, and the group or office responsible for completing each task</p>
February 2015	Institutional Planning & Effectiveness Committee, Institutional Program Review Committee, Academic Senate Executive Board, Deans Council	<p>Planning Workshop with Institutional Planning and Effectiveness Committee, Institutional Program Review Committee, Academic Senate Executive Board, Deans Council to review draft objectives and actions.</p> <p>Tentative date: Thursday, February 12, 2015.</p>
	Institutional Planning & Effectiveness Committee	Institutional Planning and Effectiveness Committee meets with responsible parties to discuss implications based on objectives and proposed actions

March 2015	Institutional Planning & Effectiveness Committee	Leads open forum to inform the District-wide internal community about purposes and content of the COS Strategic Plan 2015-2018 and the processes that will be used to develop this document. Tentative date: Wednesday, March 11, 2015.
	Institutional Planning & Effectiveness Committee, Academic Senate	Lead Academic Senate Summit on the COS Strategic Plan 2015-2018 draft Objectives and Actions. Tentative date: Saturday, March 14, 2015.
March 15 – 30	Institutional Planning & Effectiveness Committee	<p>Institutional Planning and Effectiveness Committee distributes the draft <i>College of the Sequoias Strategic Plan 2015 – 2018</i> District-wide for review and comment</p> <p>Institutional Planning and Effectiveness Committee incorporates feedback from the District-wide review to prepare the final draft of the <i>College of the Sequoias Strategic Plan 2015 – 2018</i></p> <p>Institutional Planning and Effectiveness Committee forwards the final draft the <i>College of the Sequoias Strategic Plan 2015 – 2018</i> to the District Governance Senate for final review and approval.</p>
April 1 – 30	District Governance Senate	<p>District Governance Senate members distribute the final draft of the <i>College of the Sequoias Strategic Plan 2015 – 2018</i> to their constituents for final review and comment.</p> <p>District Governance Senate considers the feedback from that review; makes final changes as warranted; and recommends the document to the Superintendent/President.</p>
May 1 – 31	Superintendent/President	<p>If the Superintendent/President approves, the final draft of the <i>College of the Sequoias Strategic Plan 2015 – 2018</i> is presented to the Board of Trustees for information.</p> <p>If the Superintendent/President does not approve, collaboration and compromise between the Superintendent/President and the District Governance Senate continues until the Superintendent/President approves.</p> <p>The final draft of the <i>College of the Sequoias Strategic Plan 2015 – 2018</i> is implemented beginning in fall 2015.</p>