

# Institutional Master Plan 2001-2002



## College of the Sequoias

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College of the Sequoias is pleased to share with the college community its *Institutional Master Plan* for 2001 - 2002. This document recognizes College of the Sequoias' proud history of contributing significantly to the communities we serve, and acknowledges a responsibility to assess the College's responsiveness to changing needs.

The contributions of the College, its faculty, staff and administration, were recently recognized by the Western Association of Schools and Colleges (WASC). Their reaffirmation of the COS accreditation acknowledged the many strengths of this institution. In addition to commending us for the quality of our staff, WASC noted the "high degree of community connectedness" our institution enjoys.

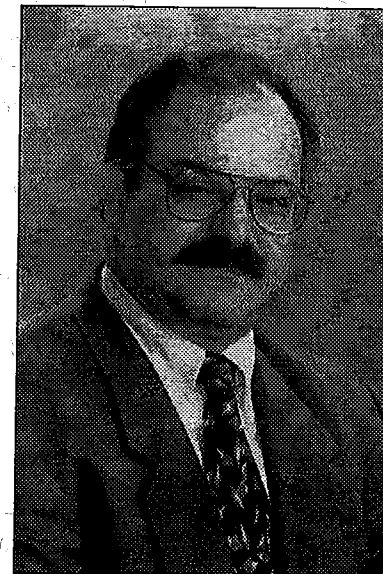
While College of the Sequoias is proud of its many commendations, it is also acutely aware of the challenges which lie before us. Crowded facilities, increased demand for classes, and coordinated planning and budgeting processes are just a few of the issues which demand solutions.

As the year progresses, College of the Sequoias will move toward resolution of these and other issues affecting student access and success, using this *Institutional Master Plan* as a blueprint for action. The department and division plans included in this document point the direction for achieving our institutional goals and objectives.

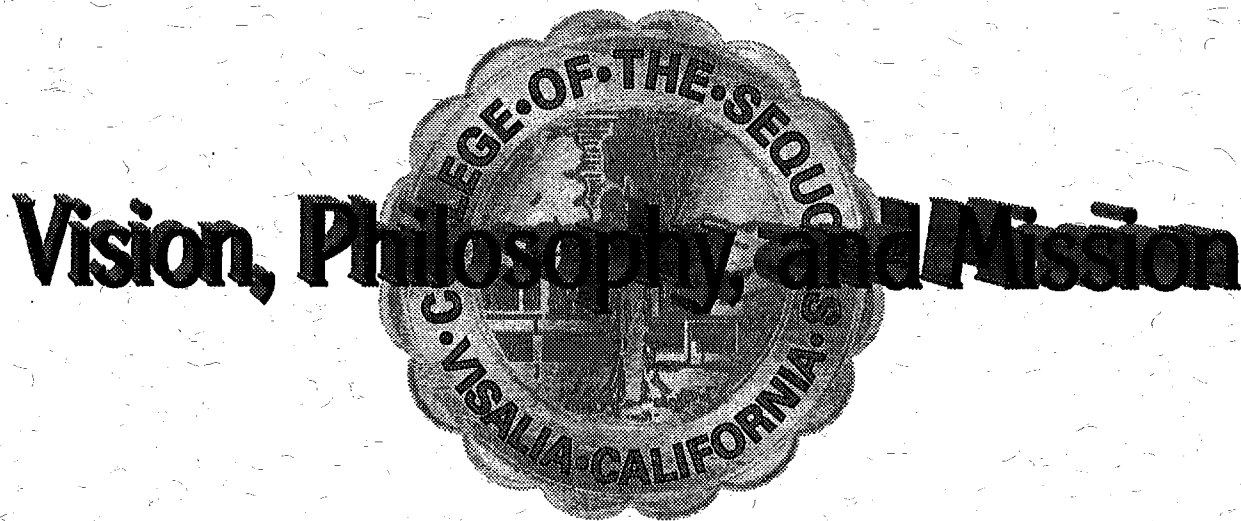
Through a continual planning, implementation and evaluation process, College of the Sequoias will remain responsive to the changing educational and economic development needs of its citizens. The cooperation of all constituent groups is crucial to breathing life into the words printed in this document.

Kamiran Badrkhan, Ph.D.  
Superintendent/President

# Introduction



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



## VISION STATEMENT

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

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

## PHILOSOPHY

The Philosophy of the College of the Sequoias is based upon a belief that all individuals are innately valuable and entitled to develop their full potential; that a healthy and vigorous society benefits from an informed appreciation of the cultural, racial and socio-economic variations among its members; that a democracy depends upon a critical, questioning and informed citizenry; and that through its programs the college serves the individual, the community and society.

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

## MISSION

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

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

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

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

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

# Vision, Philosophy, and Mission

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*"...Is committed to supporting students' development of basic skills and to providing self supporting community education classes, contract education and training, and related student services."*

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# Institutional Goals for 2001-2002

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

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

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

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

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

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

**I**NSTITUTIONAL GOALS for 1999-2001 were developed at goal-setting workshops in January and February 1999. **I**NSTITUTIONAL OBJECTIVES for each goal were developed at the Planning Task Force Meeting in January and February 2001. Representatives from each constituent group participated in the process.

The anticipated outcomes of these workshops were:

- Articulate environmental/legislative/education factors affecting COS
- Adopt a revised mission statement
- Assess mid-year progress on 2000-2001 objectives
- Define "reasonable" number of objectives for 2001-2002
- Develop list of 2001-2002 objectives
- Recommend process for reviewing institutional goals

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

2001-2002 Objectives:

1. Instructional Council will take the lead in developing guidelines and recommendations for alternative teaching, scheduling, and delivery methods. These guidelines and recommendations will be approved by all constituencies by the end of Fall, 2001.
2. The Instructional Council and all concerned constituencies will implement guidelines and recommendations for alternative teaching, scheduling, and delivery methods by developing policies and procedures by Spring 2002.

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

2001-2002 Objectives:

1. College Council and Standing Committees will revise and simplify the process for Above Base Budget funding.
2. Administrators and faculty will review the faculty evaluation process, as well as the tenure process, and plan for implementing changes which result from the review by June 2002.

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

2001-2002 Objectives:

1. Academic Services will head up an institutional effort to develop an "Early Alert" system by Spring 2002, and the Academic Senate will develop a list of recommendations for faculty to inform students of their grade standing in class.
2. The Superintendent/President and/or his designee will lead efforts to review issues of staff diversity related to hiring and training and will coordinate campus-wide efforts to address concerns identified during this review, including committing appropriate resources to affect change.
3. Student Services and Academic Services will identify strategies to improve student performance in basic skills utilizing PFE goals by Spring 2002.

## Institutional Goals for 2001-2002 (continued)



"...ensure positive atmosphere and maximum productivity."

# Institutional Goals for 2001-2002 (continued)

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*"...will develop and maintain partnerships with feeder schools and other community entities..."*

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

## 2001-2002 Objectives:

1. The Director of Facilities will work collaboratively with all concerned constituencies to identify how current facilities can be used more effectively to meet student needs.
2. The Superintendent/President in collaboration with the Board of Trustees will pursue alternative funding sources for expansion of facilities to accommodate needs.
3. College Council, the Technology Committee, and Computer Services will develop a plan for annually funding the replacement and/or upgrades of equipment and computers.

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

1. The District will develop college revenue sources beyond state apportionments by budgeting funds to hire a grant writer to assist and obtain outside grants and develop proposals with industry partners by Spring 2002.

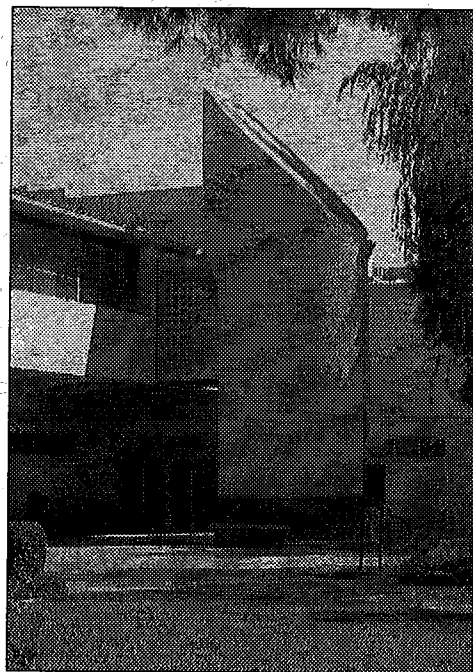
2. Administrative Services, using the collegial governance procedure, will establish line items for maintenance and technology and will revise the base budget process to address the changing needs of divisions/departments/programs.
3. The Cabinet, in consultation with various constituent groups, will develop strategies for achieving state identified growth goals.

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

## 2001-2002 Objectives:

1. Each division/department/program and ASB will develop and maintain partnerships with feeder schools and other community entities by the end of Spring 2002.





**Easier Access:** Through Partnership for Excellence Funds, an elevator was added to the Student Services Wing.



**T**he College of the Sequoias' Institutional Master Plan:

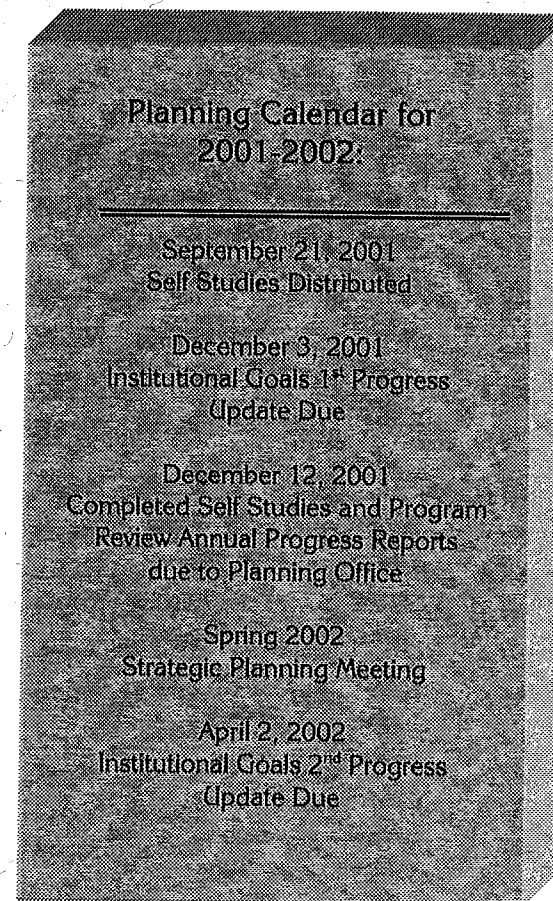
- Outlines the major directions for the college over short and long term;
- Extends the Mission, Vision, and Philosophy of the college into institutional goals and objectives;
- Creates or builds upon college goals which are relatively stable over time; and
- Functions, via Self Studies, to create specific objectives for college goals and to synthesize the objectives of the many subject plans (i.e., Matriculation Plan, Student Equity Plan, Technology Plan, Affirmative Action Plan, etc.) in a way which sets the direction for further development and refinement of those plans.

The *Institutional Master Plan* comprises both the Educational Master Plan and the Five-Year Facilities Master Plan. Development of this Facilities Master Plan is based on identification of needs spelled out in various parts of the Educational Master Plan.

*(Adopted by College Council on November 16, 1998.)*



## Master Plan Process



# Planning at College of the Sequoias

The report prepared for the Accrediting Commission for Community and Junior Colleges made several observations regarding planning at College of the Sequoias. Based on these observations, the report concludes that specific actions are needed to improve institutional effectiveness. Excerpts from the report are printed below. Planning efforts at College of the Sequoias during the 2001 - 2002 will focus on addressing these observations and conclusions.

## Observations:

The college has made significant progress since the last accreditation visit in developing, implementing, and refining its institutional planning process. The recommendation in the area of planning from the last accreditation visit served as the impetus for a concerted college effort focusing on institutional planning and program review. An academic dean was given specific responsibility for these areas, and comprehensive planning model was developed with the input of faculty, classified staff, administrators, and students.

At the core of the institutional planning process are program and area self-studies that are carried out annually by each unit. Every department, program, and area on campus participates in preparing a Self-Study Report. A major incentive is that departments and divisions are not allowed to request "above-base budget funding" if a Self-Study Report is not submitted.

Excerpts from the Self-Study Reports are compiled each year in a document referred to as the Institutional Master Plan that serves as a "road map" for the institution. The Institutional Master Plan describes the vision, philosophy, and mission of the college, as also describes institutional goals and objectives. Program and area Self-Study Reports appear to be uneven in the comprehensiveness of information and the

depth of planning, and objectives are not consistently tied to college goals. The Institutional Master Plan is considered to be the educational master plan for the college.

## Conclusions:

The accreditation team recognizes the significant progress made in the areas of institutional planning and program review at the college. A systematic, comprehensive planning process revolving around the annual Self-Study Reports has been developed, and implemented.

Significantly more planning is now occurring at the campus, with planning activities taking place in different arenas. The college refers to its Institutional Master Plan, Self Study Reports, Program Reviews, Facilities Master Plan, Technology Plan, Matriculation Plan, Student Equity Plan, Partnership for Excellence, and budget reports as examples of many planning efforts that have taken place. These plans are at various stages of development with varying levels of specificity. With this proliferation of planning efforts, however, there appears to be a lack of integration in the many planning processes taking place at the college. Although the college considers the Institutional Master Plan to be their educational master plan, there is need for a coordinated document integrating all planning efforts and outlining directions for the college. An educational master plan ensures that all functions of the institution are organized to support the learning and teaching missions of the college. This comprehensive plan outlines and justifies goals, integrates necessary elements (e.g., programs, facilities, technology, budget), and delineates the steps to attain those goals.

## Recommendation:

The team recommends that the college coordinate and integrate its various planning processes and develop a comprehensive educational master plan. (3.B.2, 3B.3, 4.D.1, 8.5, 9.A.1)



College of the Sequoias plans to expand sites in Hanford and Tulare.

The seal of the College of the Sequoias is a circular emblem with a scalloped border. It features a central illustration of a building with a steeple, flanked by two figures. The text "COLLEGE OF THE SEQUOIAS" is written in a circular path around the top, and "SEQUOIA, CALIFORNIA" is written around the bottom.

**2001-2002 Self Studies:  
Academic Services**

# Academic Services Office

## MISSION/FOCUS:

The mission of the Academic Services Office is to provide leadership, planning, and assistance to students and faculty. This leadership is designed to promote the highest standard of teaching and learning at College of the Sequoias.

The Academic Services Office includes the Vice President and Deans. They work with each of the academic divisions and programs on campus to assess student program needs to build schedules to meet those needs; to encourage and work with faculty on curriculum and program development; to evaluate programs and personnel; to facilitate acquisition of facilities, equipment and personnel to support the learning process; to promote staff development; and to cultivate an environment that promotes quality education.

## STRENGTHS/ACCOMPLISHMENTS:

1. Works closely with academic divisions, with the Academic Senate, and with individual faculty to deliver programs and services which meet the needs of all COS students. Representatives from the Academic Services Office serve on Instructional Council, College Council, Curriculum Committee, and various standing committees of the College Council. The Vice President and Deans work closely with community groups, advisory committees, and citizen committees to represent the College to the community and bring community concerns back to the college.
2. Facilitates the coordination and articulation of curriculum at the College with all district feeder high schools.
3. Under the Academic Services/Planning Dean, is responsible for bringing together planning activities to help the college identify ways to meet its institutional goals. By working with all constituent groups on campus, this Office

is able to provide a broader perspective of issues/concerns facing the College.

4. Administers a number of grants. These include the Title V Hispanic Serving Institution grant, VTEA (Vocational Education Act), and MESA (Mathematics, Engineering, Science Achievement) among others.
5. Coordinates the Study Abroad Program (through a consortium of Central California community colleges).

## SIGNIFICANT CHANGES:

1. The Vice President has eliminated many "extra" meetings and has assisted in streamlining the various processes and procedures. A workshop was provided by the Vice President for members of the Instructional Council at the beginning of the academic year to identify the role of the Council and to prioritize projects that needed to be accomplished.
2. The College completed the accreditation process. Overall, a positive report was received.
3. Academic Services will conduct a program review this academic year.
4. Working closely with the Curriculum Committee and Student Services, majors were defined and listed in the college catalog. TOP codes continue to be reviewed and brought up to date with the California Community Colleges Chancellor's Office.
5. The Curriculum Committee approved a policy to improve documentation of certificates awarded by the District. A Dean will now be responsible for issuance, approval and reporting of all certificates in any program area.
6. A partnership was established between COS, Tulare Joint High School District, and UC-Davis to operate and provide training for students in the technology of dairy service and operation.

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*"...designed to promote the highest standard of teaching and learning at College of the Sequoias."*

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# Academic Services Office

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*"...develop guidelines and recommend policies for alternative teaching, scheduling and delivery methods."*

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7. New grants were received in Vocational Education through the Economic Development component of the Chancellor's Office to improve the coordination between the College and business and industry.
8. The College also received another HACU (Hispanic Association of Schools and Colleges) grant to improve the retention of students hired by business and industry.

## **O**BJECTIVES:

**Goal 1:** COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Coordinate efforts to develop a needs assessment (student and potential employees) to determine what kinds of delivery methods and curricula are needed to serve the educational needs of the community.
2. Facilitate the process for the Instructional Council to review the student survey and other data to determine if any changes are needed to better serve our student population.
3. Create an alternative education committee to develop guidelines and recommend policies for alternative teaching, scheduling and delivery methods.
4. Propose considering hiring/assigning faculty to the Hanford Center as their permanent work site.
5. Work across the curriculum to facilitate courses that will articulate with the new CSUF Blended Studies Program.
6. Establish a sequence for required courses by semester in the catalog for each certificate available for students.
7. Facilitate the development and availability of new CISCO courses to help the employment needs in the electronic/computer industries.
8. Facilitate the reorganization of categorical programs into service areas to reduce duplication and improve services to students

- and conserve resources, in coordination with Student Services.
9. Examine existing curriculum; both individual courses and complete educational programs.
10. Maximize student enrollment at the main campus and at off campus centers.
11. Expand the course offerings at each of the off-campus sites.
12. Assist the academic deans to evaluate the needs of the Evening College and off campus sites with regard to personnel and facilities.
13. Evaluate the needs of the Evening College and off-campus sites and maintain contact with the Evening and off-campus coordinators.
14. Monitor the application of instructional technology in the classroom.
15. Supervise Institutional Planning activities, including the preparation, distribution, and collection of Self-Study Reports, and also including working with the Institutional Planning Committee.

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

1. Distribute the Accreditation 2000 Report from the Visiting Team and will monitor efforts to take action on identified reasons of concerns.
2. Work with each division/area to address their primary issues and problems.
3. Coordinate and streamline the various functions of the Academic Services area.
4. Develop processes, procedures, and forms to assure quality and efficiency.
5. Supervise the efforts to evaluate programs and services by acting as Accreditation Liaison Officer and Chair of the Program Review Steering Committee
6. Work with divisions to promote an environment that encourages



communication and collaborative decision making.

7. Continue to increase visibility and interaction by walking out on campus at least once a week and visiting each division chair in their office at least twice a month.

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

1. Review available data, develop a needs assessment survey for student success, and coordinate implementation with Student Services, and the Associated Student Body.
2. Facilitate the process for Instructional Council to develop a Student Early Alert System
3. Identify various ways of packaging the offering of courses in such a manner as to offer students a wide variety of options in order that they complete their AA/AS degrees.
4. Assist with the coordination and integration of new technology into the curriculums of all vocational programs.
5. Supervise staff development activities and monitor budgets, making certain also that all state required reporting deadlines are met.
6. Work closely with division to provide non-traditional methods of meeting student and community needs.

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

1. Assist in developing a plan for campus-wide use of the facilities and computer labs. This needs to be developed in conjunction with the Facilities Office.
2. Pursue funding alternatives to place a wet lab at the Hanford Center.

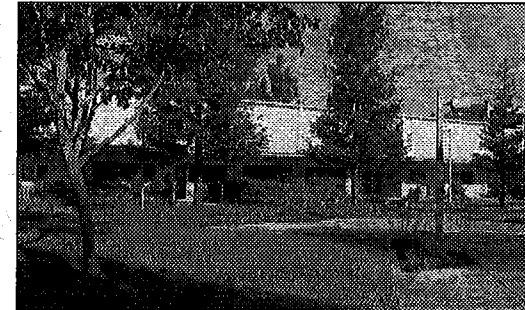
3. Work to make certain that technology standards in Visalia are applied equally in Hanford.
4. Assist with the remodeling and development of a new computer networking lab where Microsoft and CISCO certification training can be conducted.
5. Assist with the development of a new California Dairy Products Training Institute (CDPTI) located in a rented facility in Tulare.
6. Assist with the transition of the Agriculture Division to new facilities.
7. Manage the activities, staff, and equipment purchased with categorical funds to enhance, improve, and expand the goals of the college within the parameters of each funded project.
8. Expand the administrative presence at the Hanford Center, communicating issues/needs of Hanford students and staff to the district, and communicating issues/needs of the district to Hanford Center students and staff.

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

1. Assist in organizing the various constituents on campus to identify priorities and streamline process and procedures prior to final decisions being made.
2. Continue to track Hanford expenditures to get an accurate idea of costs involved in running this Center.
3. Organize and coordinate existing planning processes within the instructional area to assure that instructional goals and budget requests reflect the district (instructional) goals.

## Academic Services Office

(continued)



Office of the Vice President of Academic Services

# Academic Services Office

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*"Continue to strengthen connections in  
Kings and Tulare counties."*

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

1. Continue to strengthen connections in Kings and Tulare counties. Meet with various constituent groups in the communities of Visalia, Tulare, and Hanford.
2. Continue to encourage all COS constituents to increase linkages between the business community and local government agencies.
3. Hanford Center staff will work together with education, social, and government agencies in Kings County to ascertain community needs.
4. Work to increase community understanding of services provided at the Hanford Center.
5. Establish/strengthen connections in Kings and Tulare counties. Meet with various constituent groups in the communities of Visalia, Tulare, and Hanford.
6. Increase linkages between the business community and local government agencies.
7. Actively participate in individual advisory boards to the college's educational programs.
8. Monitor the membership and meetings of the numerous occupational advisory committees for the District.
9. Participate in membership of the Board of Directors for the Workforce Investment Act and the Tulare County Workforce Coalition to enhance the college's presence and participation in community activities.
10. Expand and strengthen connections with education, business, and governmental agencies in Kings County.
11. Set-up workshops for the MSET for teachers using emergency credentials, in conjunction with the Tulare County Department of Education.

# Agriculture

## MISSION/FOCUS:

The College of the Sequoias Agriculture Division seeks to serve as the center for agriculture education to the service area of the COS district and surrounding communities. Our primary mission is to serve the high school graduate, re-entry student and individuals in the agriculture industry who seek upgrading of skills or who seek life long learning in the agriculture industry.

## STRENGTHS/ACCOMPLISHMENTS:

1. The COS Agriculture Division reached an all-time high in student enrollment for the Fall 2000 semester. Over 550 unduplicated students were enrolled in agriculture classes totaling over 1,000 students in classes.
2. The division continues to improve curriculum, expand programs and use a variety of funding sources to enhance equipment and technology within the division.
3. The program continues to be a leader in California Community Colleges in agriculture education.

## SIGNIFICANT CHANGES:

1. Through the self-study and shared governance process hired a new Animal Science full-time instructor.
2. Established the California Dairy Products Training Institute through over \$1,000,000 in grants through the Community College Chancellors office.
3. Modified an existing storage building into an Outdoor Power Equipment shop.
4. Modified a hay storage barn into the COS Ag Center for enhancing several programs in horticulture and floral design.
5. Established over 15 new courses through the curriculum process.
6. Successfully completed the COS Program Review process.

7. Continued to update and expand the COS Welding program to have the best welding facility in the state.
8. Continued fund-raising campaign with the UC Davis and Tulare High School project of the California Dairy Technology Center. Over \$2,000,000 has been raised and construction should start in early 2001.
9. Expanded student leadership activities through the Agriculture Ambassador Program and the Agriculture/Natural Resources Organization of Student Leaders.
10. Worked through the shared self-study and shared governance model to secure over \$60,000 in above base budget funding for new equipment.
11. Worked very hard on the COS bond effort in promoting informational information to the community about Measure "O".

## OBJECTIVES:

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

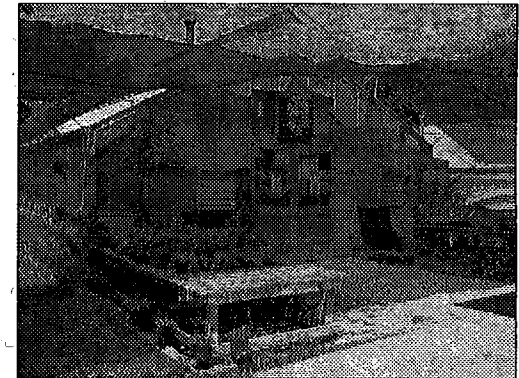
1. Re-do course outlines
2. Develop new courses

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

1. Provide students with the best educational programs in Agriculture
2. Provide students with the best extra-curricular and leadership programs in Agriculture

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

1. Seek qualified applicants for adjunct faculty positions in Agriculture



COS Ornamental Horticulture

# Agriculture

(continued)

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*"...reached an all-time high in student enrollment for the Fall 2000 semester."*

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2. Work with staff to ensure maximum productivity and educational resources for students.

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

1. Work with COS Board of Trustees and Administration to develop Tulare Center for Agriculture Technology
2. Work with CDPTI staff to complete milk processing facility in Tulare
3. Work with COS Board of Trustees and Administration to maintain current COS Farm Laboratory

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

1. Work within the shared governance model to secure funding through Partnership for Excellence, COS Foundation, VTEA, College Council and the Chancellors Office for additional equipment for the division.

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

1. Work with a variety of agriculture advisory committees to develop programs for agriculture.

# Business

## MISSION/FOCUS:

The mission of the Business Division is to educate and train students for employment in the business world, while also meeting the life-long learning and retraining needs of our local community. The courses, certificates and majors offer by the Division are designed to support the dual transfer and vocational mission of the College. Our mission includes:

- A broad-range of transfer level courses for students seeking a four-year degree,
- Seven different Associate of Science degrees,
- Fourteen vocational certificates, ranging from one semester of course-work to four semesters of course-work, are available to assist students who are updating business skills or preparing to enter the job market,
- Maintaining and updating course outlines to ensure that course content is appropriate for our transfer students and our business community,
- To meet regularly with the Division Advisory Board Committee in order to respond to the needs of the community employers, and
- To maintain strong relationships with high schools for recruiting and articulation.

## STRENGTHS/ACCOMPLISHMENTS:

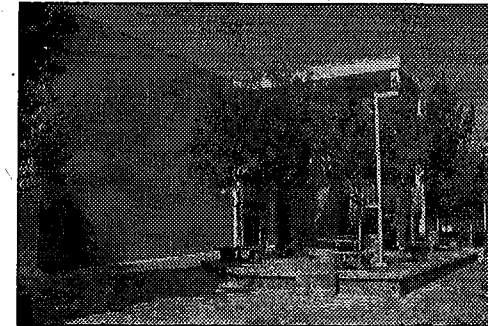
1. Faculty
  - a. Responsiveness to the needs of the students and the communities we serve.
  - b. Continue to upgrade their skills.
  - c. Willing to teach overloads, weekends, evening classes, on-line classes and off-campus classes.
  - d. Enrolled in distance learning classes to update their skills to enable them to teach on-line classes as soon as the course outlines are approved by the campus Curriculum Committee.
  - e. Work on individual projects, attend seminars and other training activities

and develop software expertise on their own time; all add to the professional growth of our Division.

- f. Continue to be active in various committees on and off campus.
2. Adjunct Faculty
  - a. Willing to fill in for full-time instructors.
  - b. Dedication to students.
  - c. Adjunct instructors teach day, evening and weekend classes in order to serve our students.
3. Classified Staff
  - a. Organizational skills, attention to detail, thoroughness, follow through with projects.
4. VTEA Funds

## SIGNIFICANT CHANGES:

1. The most significant changes have been in the way we deliver learning. With the technology timeline becoming shorter between major changes, we are constantly dealing with rewriting course offerings, adopting new textbooks, upgrading software and purchasing new hardware.
2. Instructors have embraced PowerPoint for classroom presentation and have incorporated computer-assisted subject matters into course offerings.
3. We make available to our students New Perspectives Course Labs, Discover and DissoMaster (Paralegal and Business Law students), Keyboarding Pro Multimedia and South Western Keyboarding (beginning and advanced keyboarding students), Microsoft Office--Excel, Word, Access, PowerPoint, WordPerfect 9, Visual Basic 6 and FrontPage 2000 (Computer Information Systems and Office Technology students).
4. Begin offering JAVA Script and COBOL programming classes in the Fall 2001. Division instructors will begin teaching on-line courses during the Fall 2001 semester.
5. Computer labs are being upgraded.



Business Building

# Business

(continued)

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*"...to educate and train students for employment in the business world, while also meeting the life-long learning and retraining needs of our local community."*

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## OBJECTIVES:

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

1. Update/modify courses outlines: Acct 282, 210, 202, Para 101, Para 102 and Bus 19.
2. Develop some short-term courses.
3. Upgrade to industry standards to meet the needs of the students and the community.
4. Incorporate MOUS certification into our curriculum.
5. Offer some courses online through Blackboard or an equivalent service.
6. Write outlines for new courses as needed.
7. Revise and resubmit courses for the Welfare Reform Program.
8. Develop a certificate to meet the needs of the Welfare Reform Program.
9. Hire an instructor to teach in this area so we can offer appropriate classes.
10. Develop a new student success class.
11. Develop a quantitative method for determining course demand prior to registration and course scheduling.
12. Add/update software at least every two years to meet the needs of the marketplace.
13. Plan strategies for meeting the new statutory requirements for paralegal compliance with Continuing Legal Education.
14. Incorporate Dept. of Real Estate Continuing Education courses in our curriculum.
15. Offer courses that are mandatory to obtain a real estate broker or salesperson license.

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

1. Redesign computer classrooms 712A & 719 to accommodate more stations and to be a safe environment for faculty and students.
2. Replace computers in Rooms 718 and 719 to be able to run current software more efficiently and to be in compliance with COS's technology plan.

3. Install new instructor workstations in classrooms 714, 717, 718, and 719.
4. Wire for a computer station in the back of each computer classroom for optional instructor use to enhance presentations.
5. Purchase laptop computers and docking stations for instructor's offices and instructor stations in the classroom (main campus and Hanford).
6. Replace multimedia projector in Room 718.
7. Update the Business Division Web site to help the communication process among business faculty and with students.
8. Continue regularly scheduled division meetings.
9. Continue to have representatives on committees to ensure we are kept abreast of campus wide decisions and activities.
10. Maintain three site licenses for Westlaw computer assisted research.
11. Offer Legal Careers Orientation Sessions.
12. Maintain, improve and track the success of the Applied Math for Legal Careers Course by the successful completion of the COS Math Competency Exam.
13. Investigate the possibility of offering a Court Interpreter Certificate.

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

1. Identify students in each course to work as paid tutors for their fellow students.
2. Order new computer software that is essentially Study Guides for our texts for students to study and review via their computer systems.
3. Make MOUS Certification available through Contract Education.
4. Add online classes to increase student flexibility and success.
5. Continue to maximize computer lab availability for all business students.

## Business

(continued)

6. Continue to offer LISTO, HSI, and ESL classes or programs to increase retention and improve success.
7. Encourage faculty to attend seminars and keep up on current reading.
8. Provide student lab aides in classroom during instruction and lab time.
9. Offer evening classes ranging from 5:00 to 7:00 PM to provide more options.
10. Add faculty offices at CalWORKs to provide better student access to their instructors.
11. Survey the legal community for input on the use of legal office computer software and purchase an appropriate package.
12. Investigate the continued need for Nolo Press books in new subject matters.

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

1. Make computer access available to all enrolled Business students.
2. Redesign computer classrooms 719 and 712A to accommodate more computer stations and to be a safe environment.
3. Identify the safety hazards due to exposed cabling in Room 718.
4. Purchase/install CAT 5e cabling downstairs in the 700 Building.
5. Replace computers in Rooms 712A, 718, 719, and in Room 6 at the Hanford Center to be able to run current industry standard software more efficiently and to be in compliance with COS's technology plan.
6. Install new instructor workstations in classrooms 714, 717, 718, and 719.
7. Wire for a computer station in the back of each computer classroom for optional instructor use to enhance presentations.
8. Purchase laptops and docking stations for instructor's offices and teacher's stations in the classroom (main campus and Hanford).

9. Encourage more accessibility to computers and the World Wide Web for students.
10. Place all equipment on a schedule for review and replace as needed.
11. Carpet 712A/B, 715A/B, and 731 to lessen the noise.
12. Review software applicable to Real Estate Program and acquire if needed.

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

1. Request funding for computer hardware, software and resource needs.

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

1. Improve Advisory Committee – ie, membership, agenda, and meet more frequently
2. Continue to participate on Tech Prep Expo.
3. Continue our involvement in advisory committees; high schools, community activities, as well as campus committees.
4. Create a community-based advisory committee that will meet bi-annually
5. Work with the Assessment/Articulation Coordinator, Tech Prep Coordinator and high school instructors to keep the articulation program current.
6. Maintain and improve Family Support Officer Training certificate with the new state organization administering family support services in Kings and Tulare Counties.
7. Maintain close ties with local Bar and Paralegal Associations, Tulare County Law Library, and an active internship program.
8. Encourage volunteer Paralegal and Legal Career work experience for students.
9. Recruit an active Real Estate Broker to be on the Division Advisory Board.

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*"Survey the legal community for input..."*

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# Consumer Family Studies

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*"...mirrors the College mission in meeting the educational needs of a diverse population of students, who are seeking to improve the quality of their lives both personally and professionally."*

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**M**ISSION/FOCUS:  
The Consumer Family Studies division philosophy mirrors the College mission in meeting the educational needs of a diverse population of students, who are seeking to improve the quality of their lives both personally and professionally. Our programs are designed to promote optimum health and maximize one's physical, emotional and social growth. Our programs enable students to meet both vocational and transfer goals, and enter the job market in many fields, including but not limited to Child Development, Nutrition/Foods, Fashion & Interiors.

**S**TRENGTHS/ACCOMPLISHMENTS:

1. Community out reach. We had incredible success in providing Child Care education in outlying areas of Tulare County through a one year Tulare County Capacity Building grant.
2. Vocational education and training for CalWORKs students.
3. Through an alliance with United Cerebral Palsy of Kings County, our Child Development faculty/staff continued to serve special need children at our CDC lab site.
4. CEITAN grant focusing on training childcare workers and inclusion of special needs curriculum in existing courses.
5. Courses offered in Child Development Topic areas requested by TC Child Care Offices for Childcare workers in the profession.
6. Our new fulltime instructor in Child Development allowed us to train more lab students in their practicum both at mentor sites off campus and at the CDC.
7. As a result of Program Review we have
  - rewritten, updated and had approved courses taught in the CFS division,
  - brought the federally funded food program that provides meals to the children at the CDC to compliance,

- increased the security and efficiency of the CDC with a full time receptionist/secretary,
- made great strides in establishing a closer communication and consistency between the lab school, CDC and the child development classroom instruction.

**S**IGNIFICANT CHANGES:

1. Lead the campus in weekend, short term and off site course offerings.
2. Two instructors received an HSI grant that was used to update, expand and revise the CFS division website.
3. Expanded PowerPoint presentation format. Instructors have developed a 'teaching circle' and share presentations and teaching ideas.
4. Increased number of CFS '80, Life Span courses to meet the new CSU Fresno Liberal Studies requirements.
5. Shifting computer lab from CFS classroom with limited hours to the LA lab and sharing lab tech support between the divisions.
6. Through FLEX training, instructors created web pages that gave students Internet access to assignments, and syllabi.
7. Family Child Care Mentoring program was established to help train licensed family day care providers.
8. Addition of teacher mentor sites to increase the lab sites available for students to gain lab experience in infant, toddler and school age childcare.
9. Offered new format for textile course to serve interior and fashion students, added clothing construction class in summer, moved computer assisted apparel design into existing courses, and purchased new equipment for clothing construction classes.
10. Increased fry cook position at CDC to fulltime. This was part of the extensive training the CDC staff underwent to come into compliance with the federally funded Child Care Food Program, CCFP and as recommended by in Program Review.



11. Secretary/receptionist position at CDC was increased to fulltime as recommended in Program Review to increase safety of children/staff, and to better serve the public.

**OBJECTIVES:**

**O** Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Modify CD 239 to include orientation.
2. Change weekend 1 unit class format to 2 Saturdays or 4 Friday afternoons.
3. Offer Early Literacy 3 unit class at CDC.
4. Offer director-mentor training and in-service to CDC staff and COS students.
5. Research feasibility of offering Personal Finance course in distance format.
6. Develop an on-line Nutrition course.

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

1. Hire 10-month permanent part time foods/clothing lab assistant.
2. Replace the desks in Room 500 with tables and chairs to accommodate larger size, pregnant and disabled students.
3. Upgrade the division secretary computer to provide instructional secretarial support of new software.
4. Modify course outline to meet needs of community, students, and certificate modifications as needed.
5. Develop/design new parent handbook and informational flyer for potential CDC clients.
6. Continue staff training and supervision on conflict resolution and team building.
7. Develop curriculum guidelines for use of video observation, student assignments and participate in training for equipment & editing.

Goal 3: The College, through its committed and qualified staff, will provide programs and services

which will enhance student access, retention, and success.

1. Increase recruitment efforts for Early Intervention assistant to work with students, CDC parents, and staff.
2. Hire 2 full time tenure track CD instructors.

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

1. Replace division secretary and an instructor's computers.
2. Increase office space for new staff.
3. Request \$7000 budget for supplies.
4. Replace sewing machines every three years.
5. Research and purchase new pattern draft computer software.
6. Train adjunct nutrition instructors in the use of PowerPoint and other classroom technologies.

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

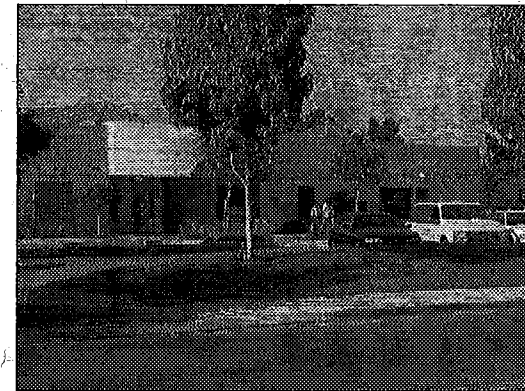
1. Apply for grant funding for special outreach and other CD projects.

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

1. Establish new and revise articulation agreements with feed high schools.
2. Serve on community advisory boards.
3. Collaborate with local restaurant association to establish food service scholarships.
4. Participate in local and regional professional organizations.
5. Collaborate with Family Focus and the support services to Early Intervention and increased inclusion at the CDC.

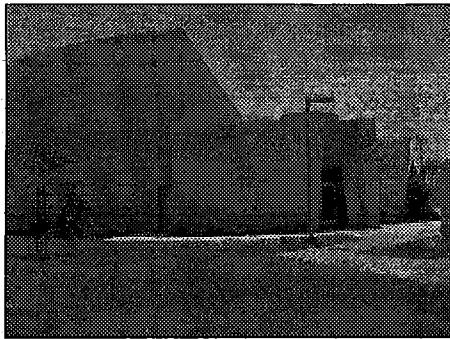
## Consumer Family Studies

(continued)



Child Development Center

# Fine Arts



New Music Building

## MISSION/FOCUS:

**M**Our philosophy and mission is rooted in the universal understanding that a community is enhanced in numerous ways from cognizance and an appreciation for the arts. Accordingly, the Fine Arts division attempts to provide our students and the surrounding areas, with a diverse curriculum allowing them to fully develop to their desired potential. We offer students the choices of either transferring to baccalaureate institutions or leaving College of the Sequoias prepared for the job market in their chosen field. Our mission is to continually place the supreme emphasis on student learning, while keeping our finger on the pulse of the Fine Arts community's needs.

## STRENGTHS/ACCOMPLISHMENTS:

1. The diversity and strength of our instructors. The Fine Arts division is comprised of teachers who are not only considered accomplished in their areas, but in many cases, eminent. We offer students a shared pool of experience and passion for the arts; whether it be performing or artistic.
2. A wide array of course offerings in every department. We are continually developing new courses and modifying the existing curriculum to offer the students the diversity needed to complete necessary job skills and/or personal educational goals.

## SIGNIFICANT CHANGES:

1. The construction and near completion of the long awaited Music building. In conjunction with the building, the department has diligently created a Commercial Music curriculum and is requesting a growth position for a full time instructor in this area. Meeting these needs will help facilitate growth.
2. Due to retirement, the Theater Art department is advertising to fill a full time, tenure track instructor position.

3. The Theater department is continuing to struggle with enrollments in the Sequoia Theater Conservatory. New marketing tools and advertising techniques are underway. We are hopeful they will assist us in increasing our numbers. If not, the STC will consider returning to Theater majors only.
4. The Art department continues to be extremely successful in operating the gallery. Major needs are instructional and non-instructional equipment to help continue the success and growth of this department.
5. The Speech department is anticipating creating new course curriculum for 2001-2002.

## OBJECTIVES:

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

1. Establish consistency of lab to lecture hour equivalency.
2. Establish consistency with regards to class cancellations, timing of cancellation and program impact.

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

1. Install multi-functional lab for Music, Theater and Art.
2. Remodel of the old music building.
3. Complete and occupy of the new building.
4. Purchase additional computers.
5. Repair kilns.
6. Black box Theater.
7. Remodel ceiling in Room 253A.

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

1. Increase all supply funds.

## Hanford Center

### MISSION/FOCUS:

The Hanford Center Philosophy/Mission supports the College of the Sequoias Mission. Staff at the Hanford Center believe that providing student access to education and training is their first priority. Transfer, job preparation, developmental, and community education courses are offered in Hanford. Faculty and staff work collaboratively to assist students both inside and outside the classroom. Staff must be familiar not only with the policies and procedures of Academic Services, but also with the policies and procedures of Student Services and Administrative Services. Hanford Center staff provide, on a limited basis, all of the services provided to students in Visalia. In addition, counseling, financial aid, health center, tutoring and library staff are available for students as they work toward goal attainment.

The COS Hanford Center Mission requires that staff stay current with changing requirements, regulations, and procedures implemented in Visalia. Our goal is to provide a wide variety of courses as well as current, timely advice to students, consistently high in quality.

### STRENGTHS/ACCOMPLISHMENTS:

1. The COS Hanford Center continues to meet the needs of residents of Kings County. Students enroll in a variety of classes design to help them meet their goals.
2. During the past year, the COS Hanford Center underwent Program Review. Validation Team members were extremely helpful reviewing the various programs and services and interviewing students. Comments from both students and staff were very positive with regard to the quality of services they receive at the Hanford Center.
3. The COS Hanford Center hosted a Fall Festival in October. The event was designed to showcase the facility and our services to residents in Kings County.

### SIGNIFICANT CHANGES:

1. Summary of the Program Review Report: The most important challenge facing COS in Kings County is finding a permanent location for a new facility. The ability of the District to accomplish its mission will soon be severely limited by space considerations on the Visalia campus. Therefore, expansion of off-campus sites, including the one in Hanford, must be the first priority.
  - a. The extent to which the Hanford Center is able to continue to carry out the COS Mission in Kings County is dependent, to a large extent, on our ability to find a permanent home for the Center. By working in cooperation with community and civic leaders, COS should be able to identify a site accessible to students and conducive to the needs of the community.
  - b. The expansion of services in Kings County depends upon finding a permanent site for the COS Hanford Center. Student growth in the District and the limitations of the Visalia campus to handle more than 12,000 students make it imperative that plans be developed now for expansion.
2. College of the Sequoias has worked cooperatively with civic and educational leaders in Hanford to explore the prospects of a joint use facility. This collaboration seems to present the best opportunity for leveraging dollars and meeting student and citizen needs.
  - a. The Kings County community must continue to be involved in finding a solution to this dilemma. The support of education, government, and civic leaders is critical to this expansion.
  - b. The District must continue to work collaboratively with representatives of the Hanford High School District and with the City of Hanford to identify a permanent location for a college center.

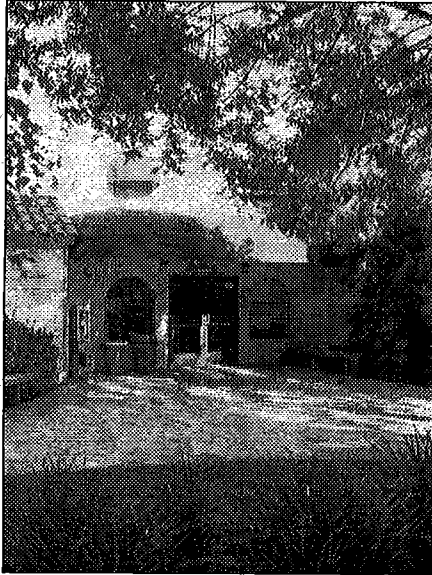
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*"...providing student access to education and training is their first priority."*

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# Hanford Center

(continued)



Entrance to the COS Hanford Center

3. Facility and curriculum issues at the current site need to be addressed. This includes not only correcting roofing problems, but also examining both the staffing of classes and the range of classes offered at the Center.
  - a. The District must continue to work with the current lessor to fix problems with the roof and with the heating/air conditioning system.
  - b. It would be ideal for faculty to be permanently assigned to the Hanford Center. By doing so, faculty will be more accessible to students and will be able to better meet their needs.
  - c. Survey results will be shared with Division Chairs so they may understand better student need/demand for additional courses.
4. Outreach efforts must be made to acquaint students and citizens with the opportunities available at the Hanford Center. We need to strengthen efforts to bring individuals such as high school counselors from the community to the Center. The District also needs to recognize that outreach efforts in Kings County need to extend to Corcoran.
  - a. A list of services available to students & staff will be developed and distributed.
  - b. Increase awareness of the Center by members of the community & students.
  - c. Work cooperatively with leaders in Corcoran to understand the needs of students in that area and to increase the numbers of students attending COS.

## OBJECTIVES:

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

1. Monitor course offerings and compare to student demand to ascertain that student needs are being met.
2. Propose hiring/assigning faculty to the Hanford Center as their permanent work site.

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

1. Survey students and staff to assess satisfaction of services provided.

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

1. Monitor requests for and delivery of student support services designed to enhance student access, retention, and success.

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

1. Provide access to networked computers and printers for preparing class materials.
2. Provide access to computer technology and projection systems in the classroom.
3. Upgrade computer lab so that resources meet same standards as exist in Visalia.

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

1. Continue to track Hanford expenditures to get an accurate idea of costs involved in running this Center.

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

1. Work together with education, social, and government agencies in Kings County to ascertain community needs.
2. Work to increase community understanding of services provided at the Center.

## Industry & Technology

### MISSION/FOCUS:

The Mission of the College of the Sequoias Industry and Technology is:

- To provide our students with quality, up to date education and training which will enable them to attain their goals for employment, upgrade and for vocational needs.
- To provide the industries we serve quality educated and trained personnel.
- To provide our community well-educated and trained people to service their Industrial and Technological needs.
- To provide society with contributing citizens.

### STRENGTHS/ACCOMPLISHMENTS:

1. Instructors who are dedicated to their students and curriculum, who are skilled teachers and who keep up to date with their rapidly changing fields.
2. Curricula which is pertinent to the industry of today and is constantly being upgraded.
3. Use of modern technology in virtually all of it's disciplines.

### SIGNIFICANT CHANGES:

1. Continued development of Construction Technology/Construction Management Program.
2. Expansion of the partnership of the COS Construction Technology Program and TCOVE's Building Trades Program.
3. The Electronics Technology Program's development of an Information Technology Program which has been made possible through a PFE grant.
4. The remodel, repainting and revamping of the Automotive Technology facility which is necessary in order to attain NATEF/ASE Certification.
5. The expansion of the Drafting/Graphic Arts curricula which continues to make this program's curricula cutting edge.

6. The hiring of Rolando Gonzalez in Architecture which will result in a revitalized and more up to date Architecture Program.
7. Increased work on articulation agreements with our feeder schools.
8. The institution of annual joint advisory committee dinner meetings and the annual dinner meeting with our feeder schools Industrial Educators and their students, counselors and administrators.

### OBJECTIVES:

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

1. Continue to develop new and upgrade current curricula to meet the needs of our students and the industries we serve.

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

1. Endeavor to get facilities and equipment brought up to par with other schools and colleges which provide the same program.

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*"...provide our students with quality, up to date education and training which will enable them to attain their goals for employment, upgrade and for vocational needs."*

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# Language Arts

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*"...committed to enriching the lives of students through enhancing their language and thinking skills."*

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

- S** TRENGTHS/ACCOMPLISHMENTS:
1. Faculty, which is made up of a diverse group of extremely hard-working, dedicated teachers. A rich variety of ideas, initiatives, perspectives, and methodologies anchors the work instructors do in the classroom and with colleagues. The Division respects this diversity & nurtures its growth.
  2. A division secretary, who continues to perform her duties with grace under enormous pressure.
  3. The annual Silent Christmas show continues to be a high point, providing a powerfully moving experience for deaf and hearing people in our community.
  4. A four semester interpreter-training series has been approved by the Curriculum Committee.
  5. The College has taken steps to have the Chancellor's Office rename Sign Language to American Sign Language (ASL).
  6. An active ASL Club which provides an opportunity for ASL students to socialize and practice their signing skills outside of class.
  7. The English Department adopted new voting and meeting procedures at the beginning of the Fall 2000 semester. Meetings have been conducted according to these procedures, which has helped to conduct business with a greater degree of professionalism.
  8. The Division Chair suspended the English Department Hiring Committee to ensure strict compliance with the new COS Faculty Hiring Policy.
  9. Portfolio assessment of English 251 students was removed from the course outline.

- Group portfolio assessment of 251 remains an option that instructors continue to use.
10. The Writing Center has begun operation as a Pilot Project.
  11. Participation in The Puente Project has doubled.
  12. Several instructors are teaching in the LISTO program, and several serve as mentors.
  13. The ESL Coordinator serves as Faculty Advocate to the LISTO program.
  14. ESL classes continue to be leaders in integrating online and other electronic strategies into the classroom.
  15. ESL continues to offer classes at Boswell Farms.
  16. 2+2 articulation agreements for Spanish 1, 2, & 3 have been reached with Tulare high schools (comparable agreements have already been reached with VUSD high schools). The Department will work towards articulating classes with Dinuba & Woodlake.
  17. The Campus garnered 19 awards, including one for general excellence, at the 2000 Journalism Association of Community Colleges conference. Students also received several photography, writing, and page design awards.
  18. The Campus serves as an important public relations tool for the college; it is distributed off-campus in Visalia, Tulare, and Hanford.
  19. Retention in the Journalism Program has steadily increased.
  20. The Journalism department has launched an online edition of The Campus.

- S** IGNIFICANT CHANGES:
1. Changes in Fresno State's Liberal Studies "blended" program have affected our course offerings. English 2 & 4 are no longer accepted as meeting requirements for this degree/credential program. Therefore, we anticipate some decline in student demand for these courses. Also, the blended program now lists Ling 10

## Language Arts (continued)

- as a requirement. An adjunct instructor who is qualified to teach both Linguistics and ESL classes was hired.
- The staffing of our division labs is now under the supervision of the Dean of Technology in Computer Services. We no longer have a Computer Technician at our service working out of the 569 lab five days a week. To keep the lab open, Computer Services, in conjunction with Language Arts and Consumer Family Studies, has staffed the lab with student workers.
  - Adjunct-Faculty lost the right to vote in our Division due to a campus-wide policy adopted by Instructional Council. Prior to this action, divisions were allowed to decide on voting procedures. This change overturned Language Arts' long-standing policy of allowing Adjunct Faculty to vote on issues that did not involve personnel decisions.
  - The Language Arts Technology Committee has become inactive. There remain very real needs and the hope is that faculty willing to serve can be found in the coming year.

### **O**BJECTIVES:

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

- Offer an Asian-American Literature and a Writing Consultant Training Course.
- Link with LISTO Program.
- Implement of short-term classes.
- Increase distance learning offerings and incorporate some into short term classes
- Integrate the use of World on Wheels mobile computer. I-books allow for student research in class.
- Increase staffing by two-full time instructors.
- Provide programs/activities via the curriculum that enhance skills needed to transfer to upper-division classes or go into the workplace.

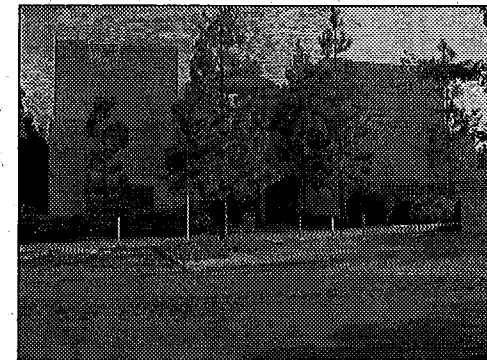
- Explore and expand nontraditional deliver systems (i.e., distance learning, weekend college, modular classes, etc.).
- Hire a part-time student lab aide specifically for Journalism to better maintain the 24 workstations and to keep the lab open more hours to better serve the institution.
- Update/expand the Journalism Department Web page and integrate it into classes.

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

- Continue to follow department's new voting and meeting procedures; conduct all business with professional decorum.
- Plan a Language Arts retreat.
- Increase student enrollment by continuing to work at improved ESL placement and improving articulation with Developmental English.
- Expand ESL-linked classes.
- Achieve full 6-level day program by working with administration to gain support for building student numbers.
- Develop better communication on campus.

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

- Plan for the integration of ASL and Interpreting into the foreign language lab.
- Hire a part-time language lab technician for ASL and foreign language lab.
- Continue to explore placement tests for greater accuracy and other strategies in student placement.
- Obtain a full-time division secretary as well as sufficient student help to assist our secretary and division chair.
- Adequately staff the 569 computer lab with student workers Monday through Thursday.



Language Arts and  
Consumer Family Studies Building

## Language Arts (continued)

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*"... garnered 19 awards, including one for general excellence, at the 2000 Journalism Association of Community Colleges conference."*

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6. Adequately staff the Writing Center with student writing consultants.
  7. Hire a Coordinator for the Writing Center.
  8. Work with Computer Services to expand technical support hours.
  9. Hire a replacement full-time tenure track instructor for English.
  10. Hire a full-time tenure track instructor as a growth position.
  11. Increase the student help budget to enable the department to hire student lab aides to assist in the 742 lab for 40 hours per week.
  12. Return Foreign Language classes to 25 students maximum enrollment to work on better retention and to ensure maximum productivity.
  13. Continue to promote Mass communication.
  14. Take journalism students to a national conference.
  15. Hire a photo journalism instructor to split with Fine Arts.
9. Provide oversize tables/chairs in each classroom for students with special needs.
  10. Replace 30 computers & a printer in 742 lab.
  11. Replace desks in 727A, 727B, and 729A.
  12. Increase non-instructional supplies budget for ESL Library.
  13. Provide a good physical learning environment.
  14. Update Journalism lab on a regular basis.
  15. Purchase two digital cameras for the Journalism students to use.
  16. Purchase 10 new iMac computers for the Journalism Lab to replace computers that did not pass Y2K testing.
  17. Increase printing budget due to rate increase.
  18. Increase budget for non-instructional supplies to cover cost of print cartridges.
  19. Purchase 5 Mac OS9 and 20 site licenses to support all the new hardware and software that is being introduced on the market.
  20. Remodel Journalism Lab 260 due to increased enrollment.

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

1. Plan for ASL/Interpreting lab.
2. Upgrade and expand audio visual equipment, video tapes and classroom computer capabilities for Hanford Center.
3. Evaluate /purchase a multimedia cart for use in classroom and a 13" VCI/TV for instructor's office to evaluate the students ASL skills.
4. Provide all full-time faculty with adequate individual offices.
5. Provide shared office space for adjunct faculty near the 500 building.
6. Provide a computer/printer for adjunct faculty.
7. Purchase printers for every faculty office.
8. Provide adequate desks, tables and chairs for every classroom.

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

1. Continue to participate in the Puente Project.
2. Supply instructors to teach and mentor in the LISTO Program.
3. Continue to support the Paralegal Program by providing an instructor to teach a linked English/Paralegal course.
4. Expand communications and complete video-visitations.
5. Recruit in local high schools to increase enrollment in French.
6. Continue to work on creating a mentoring program for journalism students where they would meet personally with industry leaders.
7. Continue to create a community service module for the Journalism program as part of the newspaper class.



**MISSION/FOCUS:**  
 The four components of the Learning Resources program at COS are the Library, the Learning Center, the Tutorial Center, and Media Services. The mission of each of these components is to serve students by offering materials and services which support the curriculum and contribute to student success in meeting their transfer and work preparation goals.

**STRENGTHS/ACCOMPLISHMENTS:**

1. Our primary strength lies in the knowledgeable, caring, skillful and committed people who staff the Library, the Learning Center, the Tutorial Center, and Media Services.
  - a. The Media Services Coordinator has shown admirable initiative and vision in keeping abreast of advances in technology and determining how these advances can better support the curriculum.
  - b. The librarians have demonstrated equal initiative and vision in developing not only the Library website but also course websites and web-based teaching modules

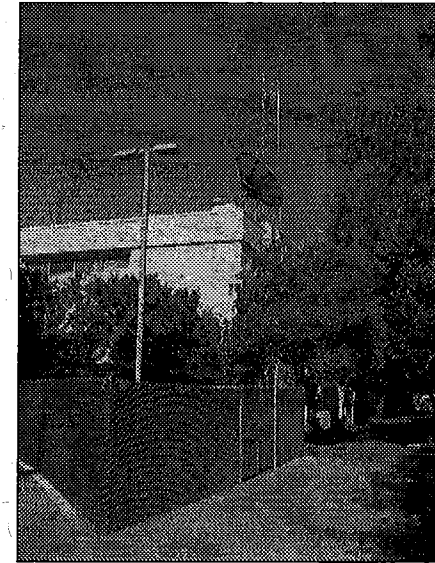
**SIGNIFICANT CHANGES:**

1. The primitive Learning Center electrical system was updated through instructional equipment emergency funding, allowing full use of all computers.
2. All remaining courses in the 17-unit Library Technician Certificate program plus the certificate program itself have been approved by Curriculum Committee.
3. After researching and trying two systems, the librarians chose Altiris software as an aid to instruction in the Library's computer classroom. This software allows Library classroom instructors to broadcast from their computer screen directly to student screens.

4. Continuing librarian efforts to employ new technologies in teaching, instructors participated in a HSI grant project this past summer that enabled them to learn more about Front Page and Blackboard.
5. Book circulation continues to drop. We believe that part of the problem lies with our aging book collection. Additional factors contributing to the decline in book circulation:
  - a. Reduction in number of research projects assigned by instructors.
  - b. Student reliance on full text sources and Internet sites.
  - c. Instructor naivety about the quality of Internet sources
  - d. Absence of summer school research assignments, due to compressed summer schedule.
6. Four issues of the new quarterly library newsletter was published and distributed campus wide.
7. Computer Services moved their repair functions into the Audio Visual department. The move took much needed space away from Audio Visual. It impacted the daily activities of the AV Department.

- OBJECTIVES:**
- Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.
1. Develop and teach a section of Library 101 specifically for CSUF transfer students.
  2. Continue to teach sections of Library 101-103.
  3. Support TV production class. Students in this class need to work with professional studio equipment similar to what they will be

## Learning Resources



Microwave Transmitter above TV Studio

# Learning Resources

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*“...serve students by offering materials and services which support the curriculum and contribute to student success in meeting their transfer and work preparation goals.”*

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expected to use when they transfer to a four-year college or are hired to work in TV studios or related jobs.

4. Support and encourage distance learning classes. A major objective is to designate a dedicated high tech distance learning classroom fully equipped.

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

1. Develop and implement strategies for collaborating with faculty to return circulation to normal range.
2. Work with divisions to coordinate collection development with research assignments.
3. Continue to encourage instructors to schedule library instruction workshops for their classes.
4. Continue to purchase electronic resources which students can access from anywhere via any computer with Internet access.
5. Hire a full time TV Studio Tech who will also be involved with distance learning.

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

1. Evaluate, purchase and implement improved online catalog system.
2. Provide wheelchair access to Periodicals room and Library classroom.
3. Through TTIP, purchase another low vision computer for Library classroom.
4. Produce high quality instructional video programs that can be used in the classroom, viewed in the AV lab and broadcast into the community on cable TV and streamed on the Internet.
5. Permanently install a TV monitor and VCR in every classroom that requires one. In order to

meet state requirements we need a closed-caption TV monitor in all classrooms. Most TVs on campus are not closed-caption ready.

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

1. Come up with a plan for increasing, on a division/program by division/program basis, essential object code areas in every division and program base budget.

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

1. Continue partnerships with area high school and public libraries and with CSU Fresno.
2. Continue participation in Library of California.
3. Contact instructors teaching off campus in communities other than Hanford to offer library instruction sessions.
4. Produce broadcast quality educational, promotional and informational video programs about COS activities, events and class offerings for broadcast to the community on AT&T Broadband and ChoiceTV. This will require the purchase of broadcast quality equipment for the TV Studio/Broadcast facility. Hire our part-time TV Studio Tech full-time.

## MISSION/FOCUS:

The mission of the Math/Engineering Division is to provide a foundation for liberal arts education and a foundation for the study of the sciences, and to provide students with the lower division curriculum needed to transfer to four-year institutions and complete their engineering degrees. This is accomplished by providing students with a broad range of courses designed to develop basic skills, to meet transfer requirements to colleges and universities, and to meet the needs of occupational training programs. It is hoped that through these courses, students will appreciate the role that mathematics plays throughout the sciences, as well as its historical role in changing the way mankind views its universe. Our primary goal is to offer those courses, within our staffing limitations, which best meet the above mission. Our primary goal is to offer basic skills and non-transfer courses, as well as transfer-level courses to meet the needs of all majors on campus, whether they are vocational or academic majors.

## STRENGTHS/ACCOMPLISHMENTS:

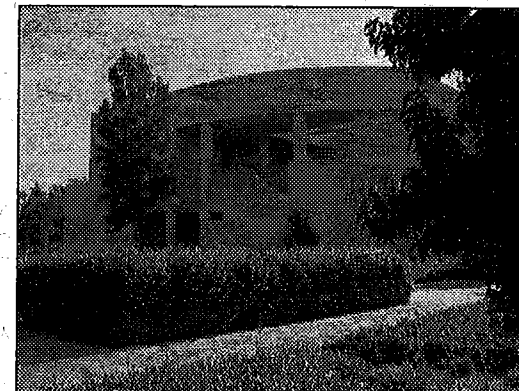
1. Energetic faculty committed to improving student success, as well as student access, without lowering standards.
2. The biggest source of optimism is the Math Tutorial Lab. Initial feedback from students is that we have provided a comfortable environment in which they can work on math and receive competent, friendly assistance.
3. The Math department continues to be a campus leader in incorporating technology into our classes. A committee worked to assemble materials and assignments to make it easier for instructors to incorporate the new computer lab into their courses.
4. The new computer lab is playing a significant role in our selection of a new textbook for Math 200/205 & Math 230. We will make use of the software that comes with the textbook to help our students.

5. Student access is very important to our department. We began offering Saturday classes and experimenting with short-term courses, giving students the opportunity to pass two consecutive Math classes in the same semester.
6. Although we still offer only one course in a distance learning format (Math 21) we plan to start looking at developing hybrid courses.
7. In Spring 2001, we will be offering three math classes designed for students in the LISTO program. These courses will have a mandatory Supplementary Instruction session immediately following the class. If successful, these classes may serve as a model for helping under-prepared students succeed in math.
8. The department's hard work & commitment to students. The two words "Students First!" are important to this division.
9. Students completing their math and engineering courses at COS have been able to complete their educational plans upon transfer. Students have indicated they are usually better prepared than other students attending their transfer university. That level of preparation is due to strong one-on-one student & teacher interaction.

## SIGNIFICANT CHANGES:

1. The Math/Engineering division lost a dear friend in Joy Bishop, our computer lab technician. She was an inspiration to us all. Her leadership is responsible for our state-of-the-art computer labs and web presence. She was instrumental in designing the Math Tutorial Center, which began in Fall 2000.
2. The Division elected a new Division Chair.
3. The Math Tutorial Center finally opened in October 2000. Staffed with faculty and student tutors, walk-in tutoring is available.
4. The new Math Computer Lab opened during Spring 2000. This lab is used for instruction

## Math and Engineering



Fine Arts and Math Building

# Math and Engineering

(continued)

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*“Students have indicated they are usually better prepared than other students attending their transfer university. That level of preparation is due to strong one-on-one student & teacher interaction.”*

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purposes in several of our math classes, and provides a place for students to practice and learn on their own.

5. A new instructor has been hired to replace the retired engineering instructor.
6. The sequence of engineering courses has been modified to better synchronize with the mathematics/physics prerequisite sequence.

## **O**BJECTIVES:

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

1. Develop “Introduction to Engineering” course and submit new course outline.
2. Develop 1-unit, short-term, special topics course, “Fabrication for Engineers”, in conjunction with the Welding Technology program.
3. Continue to integrate the use of computer-aided drafting and design into the Engineering Graphics curriculum.
4. Help students who are trying to become teachers learn how to teach math to students from kindergarten through middle school.
5. Examine developing hybrid distance learning courses in elementary & intermediate algebra.

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

1. Integrate appropriate Internet activities and resources into engineering course activities.

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

1. Encourage students to take advantage of the services provided in the Math Tutorial Center.
2. Facilitate the use of its new computer lab by faculty throughout the department, as well as

searching for new tutorial software packages to assist students in the computer lab.

3. Increase efforts to encourage more students to take part in the Summer Bridge program.
4. Investigate the effect of lowering class sizes on retention of students & student success rates.
5. Examine developing hybrid distance learning courses in elementary and intermediate algebra as a way to increase student access.

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

1. Upgrade the existing laptop computer and projection system for use in engineering courses and recruitment activities.
2. Add five new computers to Room 7 computer lab and get 10 site licenses for the most recent version of AutoCAD LT computer-aided drafting software.
3. Acquire Rockwell Hardness Tester for use in Engr 3 laboratory.
4. Request a new faculty position for which the primary teaching assignment would be to the Hanford Center.
5. Recruit new qualified adjunct faculty .

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

1. Create close working alliances with school districts within the COS district.
2. Make contact with local engineering companies and agencies to explore opportunities for field trips, student jobs, etc.

## MISSION/FOCUS:

The mission of the Division of Nursing and Health Science includes providing educationally sound programs that at completion, prepare the individual to provide safe and effective care within the specific health care discipline. In accordance with mission of the college, we are preparing students for job market entry and/or transfer to baccalaureate institutions for further education.

## STRENGTHS/ACCOMPLISHMENTS:

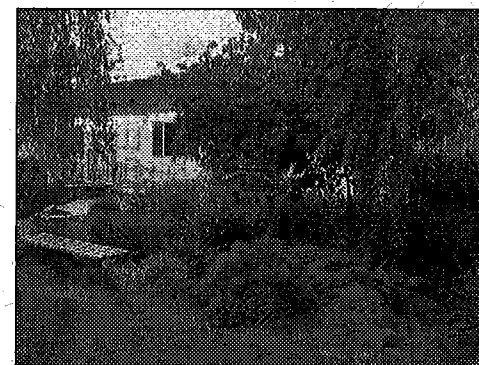
1. A reputation of excellence held by community consumers of health care, and by potential students seeking health care education.
2. Support of community health care facilities, which welcome our students at clinical laboratory sites, and seek out graduates as employees.
3. Quality of community health care facilities in the richness of experiences available for student learning.
4. Excellent working relationship between the nursing program and the clinical agencies.
5. Significant financial support from Kaweah Delta Health Care District.
6. High percentage of success on NCLEX, the qualifying exam for Registered Nurses.
7. An excellent and motivated faculty striving to provide challenging learning opportunities that will assist them in preparation for their health care career.
8. Positive evaluation of the program by graduates, employers and current students.
9. Excellent support from other faculty, administration, counseling, financial aid child development center, tutorial center and student health center.
10. Division faculty involvement on campus committees and community organizations, which strengthens campus/community relationships and enhances knowledge of community resources.

11. Consistent use of the identified organizing framework, emphasis on pathophysiology, communication skills, and clinical competency.
12. Consistent use of an advisory board for consultation concerning information on current and new clinical direction/innovation, and practice standards.
13. Grants that provide additional support services to at risk students (OSHPD) and financial assistance for Nursing students.

## SIGNIFICANT CHANGES:

1. A three-year process of total curriculum revision of the RN Program as recommended by the BRN. The anticipated date of implementation will be Fall 2002.
2. Due to difficulty in finding an instructor, we will plan to offer the Home Health Aide class in the summer session. The Nursing assistant classes are at maximum enrollment, therefore an additional lab section will be offered with the spring schedule.
3. Resignation of director. The time allotted to the director position was increased as was recommended by the BRN Accreditation process.
4. IV venipuncture skill certification process has been moved forward in the RN program to Nursing 103 as recommended by the BRN.
5. Implementation of a Helen Fuld grant for articulation of LVN to RN and RN to BSN has begun with receipt of applicants for these scholarship funds.
6. Ongoing discussions with CSUF and CSUB toward seamless articulation between these BSN programs and our ADN program.
7. Established a COS RN Alumni organization.
8. Extensive recruitment attempts & committee work due to the extensive shortage and decrease of nursing applicants in the US.

# Nursing and Health Science



Nursing and Health Science Building

# Nursing and Health Science

(continued)

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*"...preparing students for job market entry and/or transfer to baccalaureate institutions for further education."*

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9. Instructor on sabbatical used time to work on articulation/transition patterns for our graduates to BSN programs.
10. We acquired 3 new portable classrooms, as the result of being displaced from our previous classrooms by a PFE grant written for another program. This has posed opportunities and challenges.
11. We greatly need to expand our skills lab space and eliminate its concurrent use as a classroom to fulfill BRN recommendations and to better meet student needs.
12. Agreement with Porterville College District to allow recruitment of RN program potential students within their district.

## OBJECTIVES:

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

1. Continue the process of curriculum revision.
2. Investigate a program for Pharm. Tech.
3. Investigate the feasibility of increasing enrollment of basic nursing classes by 10 students per class, beginning with Nsg 101.
4. Increase the number of LVN to RN students.
5. Continue to assess and revise the EMT program to maintain relevancy and meet the changing needs of the community.

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

1. Maintain ratio of student to instructor.
2. Work closely to ensure students have necessary knowledge and skills.

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

1. Initiate an extensive student recruitment.
2. Provide additional assistance with hands on practice sessions.

3. Provide students support, encouragement, and advising.

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

1. Purchase table & chairs vs. desk seating.
2. Build a Science/Nursing Building.
3. Request an OB mannequin for demo/practice of emergency deliveries.
4. Install permanent concrete ramps at each entrance to PC5.
5. Purchase equipment to establish a state-of-the-art nursing skills lab & eliminate lab as classroom as recommended by the BRN.
6. Purchase wireless microphone systems.
7. Purchase lap top computer and TV/VCR combo for recruitment
8. Purchase podiums.

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

1. Submit to Instructional & College Councils the Division's prioritized financial needs.

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

1. Create a partnership that will encourage interest in nursing and health related careers.
2. Facilitate articulation between COS graduate RNs into BSN programs.
3. Participate in the Tulare County Emergency Medical Care Committee.
4. Continue association with American Ambulance of Visalia as they loan ambulance & equipment for demonstration and practice.
5. Invite CHP for CVC and Code 3 lecture presentations for EMT Classes.

## MISSION/FOCUS:

The Physical Education/Athletics/Sports Medicine/Adapted Physical Education Division recognizes its responsibility to provide a unique and enriching educational experience to residents of the community. This includes students of all ages, gender and ethnicity. It is essential that we prepare students, both physically and mentally, to live a productive and healthy life. We must do this by administering the most recent information to our students as well as leading by example. We can only accomplish this by obtaining and maintaining staff whose primary goal is the academic success and matriculation of all students within the program, and by acquiring and maintaining the most up-to-date equipment along with renovating our facilities.

## STRENGTHS/ACCOMPLISHMENTS:

1. The strengths of the Physical Education/Athletics/Sports Medicine/ and Adapted Physical Education Division lies in the continuity of its Instructors/Coaches. We have within our staff a nucleus of teachers/coaches who have been part of the institution for over twenty years. Within the past fifteen years we have hired instructors with expertise in a variety of areas.
2. In addition to this group are our numerous pools of adjunct coaches and teachers who work for almost nothing – just for the satisfaction of helping out a student and/or student athlete. We would not be the prestigious college we are today without the teaching and coaching of these unsung heroes. Our entire division has a strong bond as we have survived several adverse times. We can only hope to continue this strength by hiring additional Full-Time Instructors and an assistant Athletic Trainer for women's sports so as to further enhance the rapport and communication with students.

## SIGNIFICANT CHANGES:

1. The hiring of a full-time instructor strengthened our women's program whose primary responsibilities are women's softball & instructing some of our academic courses.
2. The gymnasium floor was resurfaced and painted along with renovation of an office in the area to accommodate students and staff.
3. Much needed new, modern and safe equipment was purchased so as to implement the effectiveness of instruction.
4. Unfortunately, we continued to lose more of our classroom space due to the addition of portable buildings within our greenbelt. This particular practice must stop if our division is to survive.
5. The division went through the program Review Process this last year and the findings were as we had expected: the need to renovate, modernize and maintain our locker rooms in particular as well as our entire facilities. Through this process, we have been able to get our message out to the administration and the community. We can only hope to see the necessary changes occur in the near future.

## OBJECTIVES:

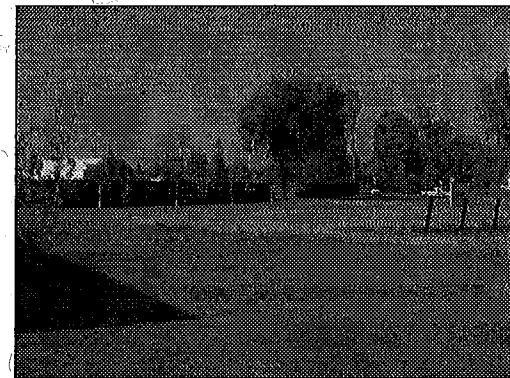
Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Encourage staff to develop and update course outlines.

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

1. Hold division meetings on a regular basis in which staff needs and concerns can be voiced. Hold bi-annual "attitude adjustment" sessions.

## Physical Education



Athletics Practice Field

# Physical Education (continued)

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*"...primary goal is the academic success and matriculation of all students within the program."*

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

1. Hire a full-time classified person whose duties would be a Women's Athletic trainer in order to comply with Title IX.
2. Hire a full-time, tenure track faculty member whose duties will be in instruction of activity courses and be able to coach.

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

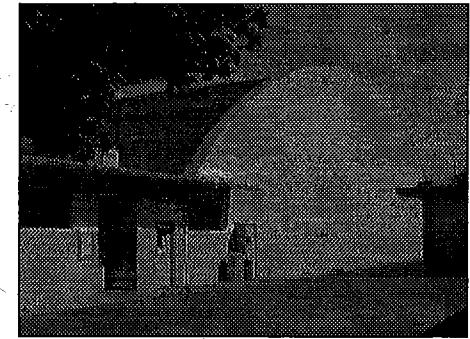
1. Totally renovate locker rooms as recommended in Program Review.
2. Renovate fencing around area and install bleachers in area adjacent to pool for instruction purposes.
3. Resurface track.
4. Purchase two Automated External Defibrillator units and two training units.

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

1. Members of Instructional Council.

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

1. Participation through athletics demands community interaction.



COS Gymnasium



## Science

### MISSION/FOCUS:

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

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

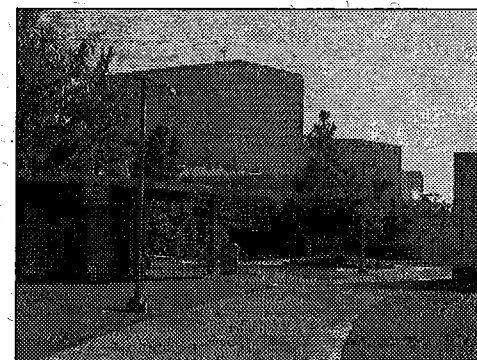
### STRENGTHS/ACCOMPLISHMENTS:

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

### SIGNIFICANT CHANGES:

1. The Biology Department received a PFE grant to install audio visual/multimedia projection systems and to install Internet connections for laboratory computers in all classrooms. This has allowed the department to continue increasing the utilization of resources from the Internet and to present difficult subject

- matter in visual formats designed to increase student learning and understanding.
2. A LISTO grant has also provided funding to increase computer and Internet usage in Biology 22.
  3. The Biology Department developed a course outline for an integrated science course that will be transferable for Liberal Studies majors who are going to CSU Fresno. The department collaborated with the geology and geography instructors in the development of this course.
  4. Funding from Above-Base Budget requests has allowed the department to purchase replacement microscopes, anatomical model replacements and a water distiller.
  5. The Chemistry Department continues to change texts, laboratory experiments and teaching techniques to improve retention. A new chemistry course was submitted and approved by the Curriculum Committee. This course will be one of the required courses in the new Laboratory Technician certificate being developed in the division.
  6. The Geography Department is offering the new Physical Geography Laboratory course for the first time this semester. They have collaborated with the Geology and Biology departments in writing the new Liberal Studies blended science course for our students who will be attending CSU Fresno.
  7. The Geology Department has offered Geology 4, a new course in Earth History, for the first time last year. The proposed Student Success Center is slated to occupy the current lecture room for geology. It is expected that the department will have to move sometime this year. It may also be necessary to move the laboratory.
  8. The Physical Science/Physics Department has hired a new faculty member to replace a retiree. A Title III grant was received to obtain and install a physics video program.



Northeast view of COS Campus

## Science (continued)

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*"...dedicated to providing students with a rigorous and relevant education."*

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- O**BJECTIVES:
- Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.
1. Review and update course outlines
  2. Continue participation in IMPAC
  3. Create a blended physical science (Chem & Physics) course for CSUF Liberal Studies program
  4. Ensure that geography courses are offered at diverse hours.
  5. Continue to offer travel programs to encourage life-long learning
  6. Enhance student learning of analytical thinking, communication and computer skills while at the same time increasing student retention and satisfaction.
  7. Monitor the curriculum of the transfer institutions to improve future success of our students.

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

1. Explore alternate scheduling of Nursing prerequisite courses
2. Coordinate with the San Joaquin Valley Center for Biotechnology and the Nursing Department in the development of Curriculum for a Laboratory Technician/ Biotechnology Certificate.
3. Make a previous chemistry course a mandatory prerequisite for Chem. 20.

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

1. Participate in the design of a new science building.
2. Improve and upgrade the computers in Room 7

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

1. Request a change in policy for carryover of unused supply and maintenance funds in consecutive years.
2. Request a base budget category of \$4,000.00 each year for replacement of equipment.

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

1. Sponsor a CLUES Workshop where High School Instructors of Biology & Chemistry can learn how to incorporate biotechnology laboratories into their curriculum.
2. Provide area high schools with the materials and equipment necessary to incorporate the CLUES modules into their curriculum with the support of the San Joaquin Valley Centre for Biotechnology.
3. Support involvement in science in the community via Science Olympiad and Pipeline Project.

## Social Science

**MISSION/FOCUS:**  
One of the largest divisions at the College of the Sequoias is the Social Science Division. It consists of ten (10) separate, yet associated, programs. When we link these programs, they provide a comprehensive, interdisciplinary core curriculum, emphasizing lower division general education transfer courses. Additionally, our many elective courses and classes, which meet graduation requirements, are offered each semester. Therefore, the overall curriculum provides each student an opportunity to study human cultures, persons (past and present), *and* social behavior within society.

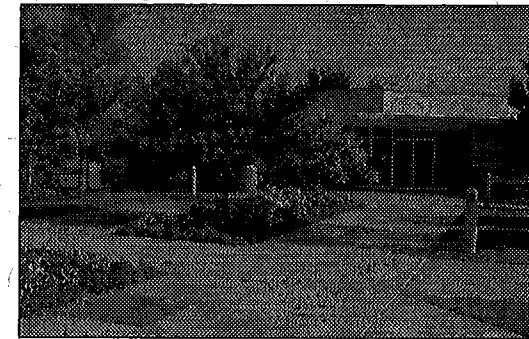
The Social Science Division is keenly aware of its place within the Information Revolution; the data is practically instantaneous and the scope is global. Therefore it is our wish to maintain and practice those instructional methods that will best prepare our students for the realities of the 21<sup>st</sup> Century. This not only means infusing critical thinking into the curriculum, but also becoming practitioners of the technologies, which will give them state-of-the-art status and the ability to compete well. We believe, then, that upon completion of one's course work with us, each student will be able to behave like informed Social Scientists: able to employ scientific methodologies to understand, describe, explain, and even predict, human behavior. Knowing how people and social institutions function in today's ever changing society, then, will motivate our students to become participants and positive contributors to a world moving inextricably into the future.

**STRENGTHS/ACCOMPLISHMENTS:**  
1. Broad, diverse class offerings is one of this division's strengths. Our subjects range from Administration of Justice classes, to Philosophy, Western Civilization, Sociology, Political Science, and most recently a series of Ethnic Studies courses:

Mexican American studies, Black American Studies, and American Indian Studies. Because of these (and much more), it is no wonder that over the years all of our programs within the division have grown. The Social Science Division is in high demand due to these wide choices of subjects, and our diverse and experienced instructors.

2. Outstanding faculty. We offer our student's instructors who are all mastered in their fields. In addition, some in our division hold PhD's, and are local lecturers, columnists, and published authors. Some do in-servicing and present "papers" at the state, local, and national level. The division is rich with women and men seasoned and devoted to the craft of education. This strength translates into high enrollment and long-term retention across the board.

**SIGNIFICANT CHANGES:**  
1. A major change that directly affected our division was COS successfully securing a Title V, Hispanic Serving Institution (HSI) grant. This grant brings several hundred thousand dollars to our campus each year and directly involves the Social Sciences. As noted above, we wrote curriculum and began teaching new Ethnic Studies courses, namely: Mexican American studies, Black American Studies, and American Indian Studies. We hired adjunct, as well as used some of our 'on-staff' experts to round out the pool of new teachers. Since the coordinator of the program is looking to us to provide instructors and more course work, the Chair is working closely with him. Most recently the HSI has need for the creation of a Women's Studies and an Asian Studies class. With our broad and diverse expertise there is no doubt but that the Social Sciences will adequately respond to, and meet that need.



Lecture Hall

## Social Science (continued)

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*"...rich with women and men seasoned and devoted to the craft of education. This strength translates into high enrollment and long-term retention across the board."*

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2. Further, we are successfully moving on the building up of a series of classes at the California Department of Corrections Facility at Corcoran. Although the Chair is deeply involved, Dr. Hart (A.J.) has been the main 'mover and shaker' in this effort. It has thus far yielded an Administration of Justice class, an Intro to Psych. class, and an Abnormal Psychology class. All of these new classes are being taught to, and enthusiastically welcomed by, the uniformed Security Officers at that facility. The adjunct hires are the Doctors and teaching staff that are already there. Thus, we feel that this move quite possibly carries with it the most positive, long-range, impact that our Administration of Justice department has had in years. By extension, however, all of the Social Sciences can benefit because of the future possibility of expanding G.E. course offerings that are currently in demand at that site.

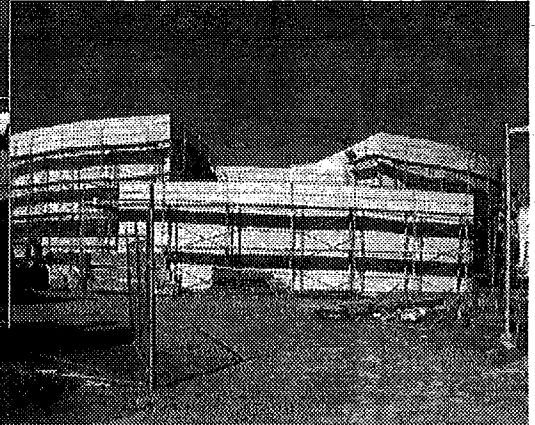
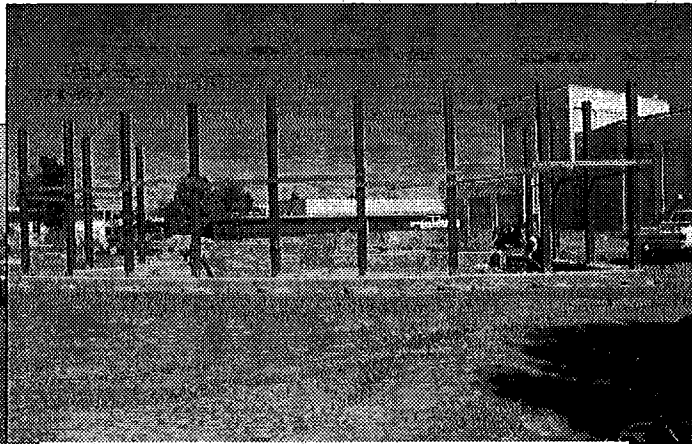
- O**BJECTIVES:
- Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.
1. Update, revise, modify the Administrative of Justice curriculum per demands made by the California Department of Corrections Facility at Corcoran.
  2. Continue working with the HSI coordinator for ongoing collaboration of course offerings.

- Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Deliberately plan to find the kinds of new instructors, to replace those expected to retire, who will help the division and our student's transition into the new millennium,

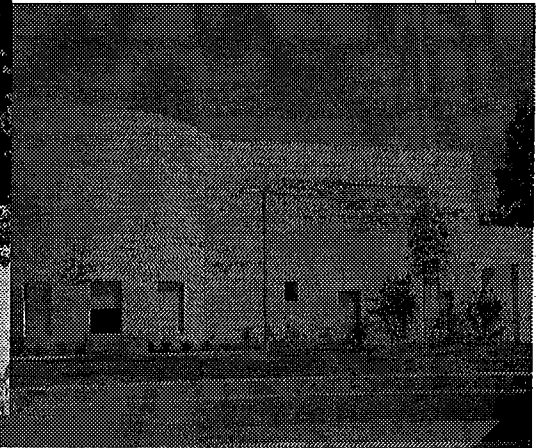
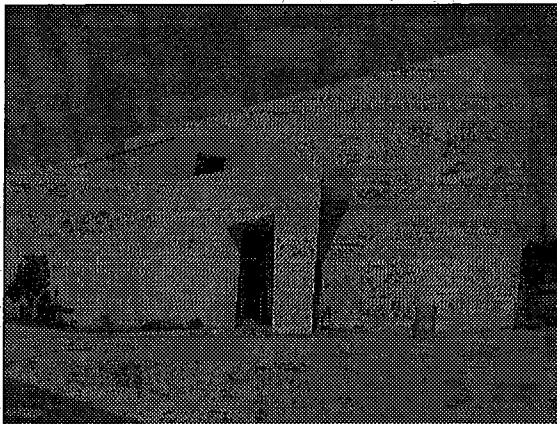
especially in the areas of: Human Services, Economics, and Administration of Justice.

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

1. Allow low-enrollment classes to remain open for students who choose to take those classes rather than closing them down at 20.
2. Explore the notion of the "University Model" of class offerings, and challenging Board Policy 8000.



Music Building Groundbreaking



The Music Building Today



# Business and Community Education Center at COS (BCEC)

## MISSION/FOCUS:

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

## STRENGTHS/ACCOMPLISHMENTS:

1. Fulfills a major commitment in the mission of the College of Sequoias.
2. We utilize the resources of Community College Network to supplement our efforts.
3. We have a positive reputation within the community.
4. We offer a wide variety of vocational and lifelong learning offerings.
5. We can provide training to public and private organizations of any size.
6. We can provide professional business consultation to organizations in the area.
7. We have highly qualified trainers and instructors who have practical experience.
8. We offer not-for-credit training in a fast-track time frame.
9. We offer college credit programs on site for contract clients.

## SIGNIFICANT CHANGES:

1. After one year of being under the direction of the Vice President of Academic Services, BCEC has once again been placed under the Dean of Voc. Ed.
2. Hired new part-time Program Coordinator.
3. Due to the turnover in Coordinators, and the restructuring of the office, relationships with economic development entities and clients were overshadowed. BCEC hopes to rebuild or establish new relationships with local economic development organizations and clients.
4. At the request of Administration, no marketing was done under the Interim Coordinator, BCEC hopes to establish a marketing plan that will bring the program back to a fiscally solvent state.

## OBJECTIVES:

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

1. Survey business community to determine work force training needs.
2. Continue to survey offerings throughout state to ensure current interests are being met.
3. Provide more opportunities for fast tracking not-for-credit classes while they are undergoing curriculum review.
4. Explore possibility of offering non-credit courses, providing additional FTE to the College at great benefit to the student.

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

1. Increase Coordinator to full-time position.
2. Increase Clerical Assist. to full-time position.

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

1. Recruit additional qualified trainers.

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

1. Update or replace computers & printer in lab.
2. Update or replace staff computers & printers.

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

1. Develop partnerships with businesses and economic development sectors.
2. Offer MOUS Certification Testing
3. Offer DANTES Testing
4. Establish Business Advisory Board

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*"...positive reputation within the community."*

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# CalWORKs

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*"Career Connections newsletter and CalWORKs/Student Development Center" website, <http://zeus.sequoias.cc.ca.us/calworks/> established for updates and information on Student Development Center programs."*

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**M** ISSION/FOCUS:  
College of the Sequoias believes that all individuals are innately valuable and entitled to develop their full potential; that a healthy and vigorous society benefits from an informed appreciation of the cultural, racial and socioeconomic variations among its members; that a democracy depends upon a critical, questioning and informed citizenry; and that through its programs the College serves the individual, the community and society.

**MISSION:** College of the Sequoias CalWORKs program's primary mission is to provide services in a wide range of opportunities that will improve the self-sufficiency skills of low-income students and enhance their ability for long-term employment.

**S** TRENGTHS/ACCOMPLISHMENTS:

1. Personalized database developed and ready for implementation. This will provide staff with a more efficient means to track student and placement activities.
2. Vocational Counseling services are now available in the Student Development Center providing intervention on behalf of students advocating for their continued participation at COS.
3. Increased work study placements
4. Increased job placements.
5. Finalized Careers Academy curriculum into a for credit college course.
6. Career Connections newsletter and "CalWORKs/Student Development Center" website established.
7. 64,657 paid hours of child care for CalWORKs students
8. Acquired and implemented 2 grants totaling over \$641,000.
  - a. Hispanic Association of Colleges and Universities (HACU) - Career Power provides post employment training and supportive services.

- b. Tulare County Workforce Investment Division (TCWID) - Child Development Program at the Center for Career Choices (TCWID Grant) provides short term vocational training coupled with paid work experience.
9. Increased Program Support by hiring nine new staff members.
10. The CalWORKs Computer Lab is a 25 station computer training facility.

**S** IGNIFICANT CHANGES:

1. Division participation to develop and deliver programs accessible to CalWORKs students that can be completed within the 12-18 month time limits.
2. Foster relationships with existing on-campus programs and services.
3. Attempt to get staff involved in committees or associations that can influence policy issues related to workforce development & welfare reform.
4. The implementation of a student satisfaction survey so that we can measure program areas requiring revision and improvement.
5. Create an ad hoc committee to identify labor market trends and emerging occupations and their implications on the need for new or redesigned curriculum.
6. Increase county referrals through outreach and marketing of vocational programs and post employment services.
7. Review current referral process with the County Welfare offices and implement strategies for improvement.
8. Continue to update the CalWORKs lab.
9. Attempt to have the district assume ownership for the Live Scan device.



# CaIWORKs

(continued)

## OBJECTIVES:

**Goal 1:** COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Offer a Careers Academy "Career Management" 3 unit course.
2. Increase child development units in WID WtW program from 6 to 12 units.
3. Develop an Ad Hoc Labor Market Information Committee to review emerging occupations and recommend curriculum development and redesign.
4. Develop a certificate program for Workforce Development Professionals.

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

1. Refine CaIWORKs customized database.
2. Review and recommend purchasing specialized software for job enhancement and retention.
3. Prepare SMART computers for eventual connectivity to the Employment Connection
4. Refine and update WIA customized student tracking system.
5. Review the efficient use and hiring of student workers.

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

1. Provide a continuum of access to employment and retention services for students as they transition to the workforce.
2. Provide access/services for current and future students entering vocational training at COS.
3. Ensure student retention and success through utilization of the SMART tracking system, EUREKA system, and by coordinating job and retention and success workshops.
4. Increase course offerings and workshops.

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

1. Move SDC staff closer to Student Services or build a larger facility to make services more accessible for students and to offer a more centralized location on campus – partner with other campus programs and services to create a student one-stop service center.
2. Maintain and upgrade CaIWORKs Computer Lab and the Lab at the Center for Career Choices.
3. Attempt to have the district assume ownership for the LiveScan device.
4. Partner with the Workforce Investment Dept. on the development of a mobile outreach unit to inform remote and rural communities about the services available at the Employment Connection.
5. Purchase Document Imaging System to store student records and files.

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

1. Continue partnerships with various associations in both Tulare and Kings Counties.

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*"The implementation of a student satisfaction survey so that we can measure program areas requiring revision and improvement."*

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# Curriculum Committee

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*"...assist the community and thus society by providing individual students a wide range of high quality and relevant curriculum opportunities to develop their full potential..."*

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**M** ISSION/FOCUS:  
 The Curriculum Committee believes that the college can assist the community and thus society by providing individual students a wide range of high quality and relevant curriculum opportunities to develop their full potential, whether that potential is to transfer to a four-year baccalaureate institution, begin a career, upgrade skills, change career fields, or improve their understanding of themselves and the world.

Our mission is to review existing and proposed courses and programs to ensure their quality and their compliance with state guidelines and local policies, and to promote policies that ensure students and the community high quality educational and training opportunities.

**S** TRENGTHS/ACCOMPLISHMENTS:

Curriculum Action	Spring 2000	Fall 2000
New Courses Approved	40	23
Course modifications approved	65	47
Course deletions approved	17	7
Special topics courses approved		4
Courses not returned after Technical Review		12
Courses not returned after curriculum committee review		1
Certificates approved	1	
Majors approved	3	

**S** IGNIFICANT CHANGES:

1. Begun work on revision of the COS GE pattern, review of COS GE Area E, and the curriculum approval process, and completion of the COS grading policy.
2. Revision of BP #8030, Repeatable Courses.
3. Development of a Curriculum Board Policy.
4. Curriculum policy states courses submitted for GE must be updated within the last 5 years.
5. Matriculation Site Review.
6. Recognition of the career certificates & skills certificates available to COS students.
7. Approval of a resolution concerning lab hours and lecture hours.

8. Course outlines for each discipline must be submitted when new cross-listed courses are proposed or modified.
9. Courses reviewed must have current prerequisite, co-requisite and/or advisory forms.
10. All certificates awarded by COS must be reported to the Dean of Voc. Ed.
11. Development of a Curriculum website.
12. Procedure for approval of stand alone courses by the Chancellor's office.

**O** BJECTIVES:  
 Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Review and approve courses and programs
2. Monitor curriculum approval process
3. Review of COS GE pattern, COS GE area E, and the curriculum approval process
4. Adoption of changes in the revised Course and Program Approval Handbook

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

1. Develop a Certificate approval process.
2. Offer FLEX workshops on creating and modifying course outlines.
3. Create electronic files for all curriculum forms and make available on disk.
4. Provide orientation to new faculty members about the curriculum process.

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

1. Utilize campus research findings concerning students' preferences for courses.

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

1. Development of a COS Curriculum Web Site.

# Distance Learning

## MISSION/FOCUS:

According to the COS mission statement, "Our primary mission...is to provide education and training which will afford our students the choices of either transferring to baccalaureate institutions or leaving COS prepared for the job market." The distance ed teachers and supporters on campus hold as a philosophy that distance learning provides greater access to that education and training referred to in the COS mission statement by providing courses which meet the needs of students whose work and family responsibilities, geographical location, health, or personal factors prevent them from taking classes on campus. Because of new communication technologies, distance learning expands opportunities for teaching and learning beyond the traditional classroom setting and the 17.5 week semester. If distance ed were to have a slogan, it would be **EXPAND ACCESS! EXPLORE THE POSSIBILITIES!**

## STRENGTHS/ACCOMPLISHMENTS:

1. Distance Learning's primary strength lies in the growing number of faculty committed to the principle that distance education offers students a viable educational alternative to traditional classroom instruction.

## SIGNIFICANT CHANGES:

1. Staff, we were able to increase hours for the Television Studio technician.
2. Corcoran Prison agreed to offer telecourses to prisoners through the prison's closed circuit TV system.
3. Linda Record was selected to be the Chancellor's Office-funded Faculty Mentor at COS.
4. A significant diminishing of faculty angst regarding distance education and a growing enthusiasm for developing new online courses.

## OBJECTIVES:

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

1. Expand number of distance courses.
2. Create handbook of COS distance education policies and guidelines and distribute to faculty.

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

1. Explore/implement addition of online faculty mentor to Distance Learning program staff.
2. Explore, create and deliver live interactive courses via videostreaming, especially to Hanford Center.

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

1. Review and purchase equipment allowing videostreaming of courses from COS to computer labs at off campus sites.
2. Train student assistants to manage equipment needed for interactive and videostreamed courses.

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

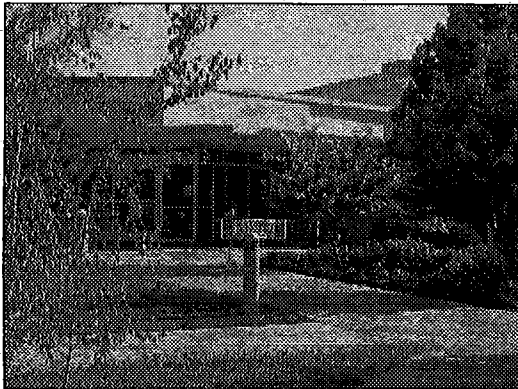
1. Explore possible partnerships with Tulare & Kings County Office of Education regarding telecourse offerings.
2. Support CSU Bakersfield live interactive courses needed for BS Nursing.

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*"...EXPAND ACCESS! EXPLORE THE  
POSSIBILITIES!"*

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# H.S.I Title V Grant



*"...prepare the student to meet these new demands."*

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

**S**TRENGTHS/ACCOMPLISHMENTS:  
Starting in October 1999, the College of the Sequoias (COS) began implementing the goals and objectives outlined in the application for the Developing Hispanic Serving Institutions (H.S.I.) grant. During this first year several experiments were started that will forever change the way students are taught at COS. These experiments include:

1. 9-week courses in English and Speech;
2. A new ethnic studies curricula;
3. Open tutorials in English and mathematics;
4. Establishing two important committees dealing with issues of technology and curriculum;
5. Planning and implementing Learning Communities for the Fall 2000 semester;
6. Establishing open relationships with local school districts to better prepare their students for transfer to a college or university;
7. Purchasing a mobile computer lab;
8. Initiated technology support projects;
9. Purchase of a new server to support faculty Blackboard.com projects;
10. Organizing a faculty-student mentoring program; and,
11. Creating a Hispanic Endowment to continue the programs initiated during the grant period.
12. In addition to these changes, personnel involved with the grant have been hired following COS policy. A summer teacher

institute took place in June 2000 that will help better prepare faculty for the demographic shifts currently being experienced by the college. Our academic program has been very successful, far exceeding comparable courses in terms of retention and success.

**S**IGNIFICANT CHANGES:

1. Recruitment and Hiring of a Program Director.
2. Establishing a budget and working relations with the College's Office of Fiscal Services.
3. Nine-week courses in English 1 and Speech 1 were organized during Spring 2000 to create a model for student fast-tracking.
4. Three Ethnic Studies courses were written and passed by the curriculum committee.
5. Walk-In Tutorial Services for Mathematics.
6. Organize and implement a student success workshop for faculty.
7. Assistance to ESL students to increase success and retention.
8. Sub-Committee on Developmental Instruction has been established.
9. The LISTO Faculty Advocate.
10. Eligibility criteria for LISTO students.
11. Learning Communities for the LISTO Program.
12. Relationships between the College of the Sequoias and its feeder high school.
13. Professional Development during Summer 2000.
14. Technology Integrated Instruction
15. Two HSI staff members have been hired to assist with implementing the technology component of the grant.
16. The Technology sub-committee has made recommendations on the purchase of equipment.
17. Improvement of the College's web page to accommodate the new materials being posted.



**OBJECTIVES:**

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

1. Create new Ethnic Studies Curriculum to engage more students in
2. Create new, non-LISTO Learning Communities

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

1. Involve faculty and administration in the operation of the grant through an advisory committee.
2. Streamline the book keeping process to meet the demands of Distance Education accounting standards
3. Attend various conferences to improve productivity

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

1. Increase the number of web-linked courses required for degree completion.
2. Establish Supplemental Instruction program for LISTO math students
3. Create a new Math Anxiety course for January 2001
4. Provide Faculty Enrichment opportunities to enhance student success and create a better campus climate through faculty involvement.
5. Increase by a minimum of 7% the number of students who complete remedial instruction and enroll at the next level
6. Increase by 10% the student satisfaction with the COS curriculum
7. Increase by 7% the number of students who complete required courses with a C or better.

8. Increase student access to the world of knowledge: online Academic & career planning, job bank; student satisfaction survey, usage logs.

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

1. Create a state-of-the-art mobile, wireless computer lab to increase student access to information and reduce the need for computer labs
2. Move the H.S.I. Office to Room 3 from the temporary facilities in room 416.
3. Purchase of video editing equipment to assist faculty in creating web movies

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

1. Sponsor the "I'm Going to College Day" with CSET students.
2. Organize summer enrichment programs for the Goshen Planning Committee.

# H.S.I Title V Grant

(continued)

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*"...strive to increase student success at the community college, promote transfer to the university and create a gateway to a successful career."*

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# Mathematics, Engineering, Science Achievement (MESA)

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*"...to increase the number of disadvantaged students graduating with four-year college degree in the area of Mathematics, Engineering and Science."*

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**M** ISSION/FOCUS:  
Established over 30 years ago, the Mathematics, Engineering, Science Achievement (MESA) is one of the country's oldest and best-known programs that produces highly trained technological professionals to enter the workforce and assume leading positions in industry. MESA has been profiled in Science magazine as one of the top programs in the nation that is successfully producing science professionals of color.

MESA provides a learning environment that includes MESA classes, academic advising, peer group learning, career exploration, parent involvement and other services for students from elementary through college level.

An intersegmental program of the University of California, MESA works with students throughout California from elementary through university levels. The program is funded by the state legislature and the private sector.

The College of the Sequoias is committed to math/science/engineering education and to the academic achievement of underrepresented and low-income students. MESA plays an integral role in the college's success in achieving this goal.

Our goal is to increase the number of disadvantaged students graduating with four-year college degree in the area of Mathematics, Engineering and Science.

**S** TRENGTHS/ACCOMPLISHMENTS:  
1. MESA Study Center serves an average of 450 students a year on a walk-in basis.  
2. The Academic Excellence Workshops (AEW) serve about 120 students a year.

3. The Study Center and the AEW are open to all COS students.
4. An advanced database program is in place to track and predict students' academic progress.
5. Students visit four-year college campus.
6. Motivational speakers are brought in.
7. A new addition is a MESA Orientation Class for student success, which is mandatory for all MESA students during their first semester.
8. Pre-MESA programs have been developed in middle and high schools. The Pre-college MESA provides tutoring and hands on activities to increase awareness in math, engineering, and science, and also serves as part of the college outreach efforts.
9. MESA holds family/student/staff/faculty events, such as luncheons, potlucks, picnics, award ceremonies.
10. The MESA Club has 35 active members their primary goal is to raise money for scholarships.
11. MESA transfers large numbers of students to four-year colleges.
12. Many scholarships, books, and other assistance are available.

**S** IGNIFICANT CHANGES:  
1. A fulltime, 10 months, Program Outreach Assistant was hired.  
2. Hired a MESA Faculty Sponsor.  
3. Challenges to maintain the same number of FTES which has been impacted by the new Math Tutorial Center; to maintain the same number of math faculty office hours in the MESA Study Center; continue increasing the number of transfer students to the best universities in the state. We also need to expand outreach to more schools in the county.



**OBJECTIVES:**

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

1. Offer computer and Internet skills development workshops.
2. Increase open tutoring hours, and increase studying hours for evenings and weekends.

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

1. Recruit tutors locally with teachers referral and from CSU Fresno MESA Engineering Program.
2. Recruit facilitators locally with teacher's referral and from CSU Fresno MESA Engineering Program.
3. Mentor students to achieve better success.

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

1. Use the Internet as another alternative to report student progress. Increase student progress report by 25%.
2. Offer Academic Advising to increase students success by 25%.
3. Cluster students into AEW and MESA orientation course to increase success and retention by 20%.

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

1. Work with PFE to develop new larger MESA Study Center.
2. Publish AEW schedules in the COS course schedule.

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

1. Host High and Middle Schools visits to the college campus.
2. Coordinate visits to Middle and High schools.
3. Pipeline Saturday Academy.
4. C-Set – College Day (Goshen).
5. Start Pre-MESA at Lindsay High School and Mt. Whitney.
6. Recruit volunteers and find sponsors for the MESA Thanksgiving Day.

# Mathematics, Engineering, Science Achievement (MESA) (continued)

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*"The Study Center and the AEW are open to all COS students."*

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# Public Safety Training

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*"...devoted to providing each student with the highest possible quality of instruction."*

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**M** ISSION/FOCUS:  
The total allocation of personnel and other resources in the Law Enforcement Training Program shall be devoted to providing each student with the highest possible quality of instruction. We believe it is crucial to continually adapt curriculum and teaching methods to meet the training needs of law enforcement and correctional agencies and their personnel in the College of the Sequoias District. We view this instructional department as having a major role in the development of effective officers who will provide this community with the service and protection it expects and deserves. We have high expectations of our own as well as our students' performance in terms of ethical principles, technical proficiency, and respect for the individual. We are dedicated to serving a diverse and ever-changing student population.

The Basic Police Academy's mission is to develop basic competency in critical knowledge, skills, and abilities necessary to perform the tasks of an entry-level officer; and to foster the development of professional values, principles, and ethics within the officer candidates.

The In-Service Training's mission is to assist law enforcement departments with the continuing professional development of the police and fire practitioners in this region and state by providing relevant update training.

The Academy Preparatory Course's mission is to provide students with an opportunity to enhance their reading, writing and study skills to a level consistent with successfully entering & completing an academy course.

The Fire Technology Program aspires to develop, enhance, and perfect the capabilities of its students, and provide leadership through the mutual sharing of knowledge, skills, and abilities with cooperating agencies. We advocate and

promote students completing associates and baccalaureate degrees for the purpose of not only improving their skills and knowledge, but also for enhancing their employment and promotional opportunities.

- S**TRENGTHS/ACCOMPLISHMENTS:
1. A high caliber staff.
  2. Tremendous support from administration, faculty and staff; the law enforcement and general communities; & the Tulare-Kings Counties Law Enforcement Advisory Board.
  3. Public Safety
  4. Comprehensive Resource Protection
  5. Major Incident Management.
  6. Integrity
  7. Partnerships
  8. Innovation
  9. Decisive Leadership and Accountability
  10. Pride in Service

- S**IGNIFICANT CHANGES:
1. Adoption of the Basic Academy 's New Four Module Format designed by the California Commission on Peace Officer Standards and Training.
  2. As budgets get tighter, the support of local fire service agencies continues to be reduced causing the need for additional funding and support to be provided by the College to sustain our program.
  3. Purchase of a Live Fire Simulator obtained with a Partnership for Excellence grant.
  4. Three new Fire Technology topics were written and submitted to the campus-wide Curriculum Committee:
  5. Acquisition of a fire engine, which is being donated to the College by the Tulare Fire Department.



**O**BJECTIVES:  
Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Offer additional short courses for law enforcement and corrections.
2. Continue to refine curriculum of all courses.
3. Develop a daytime Fire Technology Program.

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

1. Bring the document imaging program for student records to a maintenance level with all completed courses stored on CD-ROM.

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

1. Increase clerical position to full-time.
2. Hire a part-time coordinator for the Fire Technology Program in order to expand the program.

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

1. Open a center for Public Safety Training.
2. Procure a "Skidcar" traction platform for vehicle operations training.
3. Acquire a "Use of Force" situation simulator and a driving simulator for training.
4. Identify building space for "Use of Force" & driving simulation equipment with a classroom.
5. Develop an overall master plan for fire training.

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

1. Install & bring on-line the "Fireflash" structural fire simulator for the Fire Tech. Program.

## Public Safety Training

(continued)

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*"...promote students completing associates and baccalaureate degrees for the purpose of not only improving their skills and knowledge, but also for enhancing their employment and promotional opportunities."*

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# Research and Grants

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*"Development of the Chancellor's Office Reading Success for Vocational Students grant."*

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**M** ISSION/FOCUS:  
The Research component of Research and Grants responds directly to the mission of the College in that it provides data to:

1. Assist in the planning and decision-making processes;
2. Guide policy in a direction favorable for student success; and
3. Address the various accountability issues that help determine the College's effectiveness.

The Grants component addresses the mission by:

1. Identifying sources that allow interested programs to compete for funds to address activities, services, new practices not provided for in current budgets; and
2. Assisting with requests for data to enhance proposals and determine outcomes and for budget development/implementation.

**S** TRENGTHS/ACCOMPLISHMENTS:  
Accomplishments for Research include the following:

1. Completion of the *2000-2001 Annual Planning Compendium*;
2. Development and analysis of Program Review surveys for the current year;
3. Preparation of Research & Grants Newsletters;
4. Analysis of and reports on various accountability measures and basic skills courses --English 360 and Math 360;
5. Participation on Accreditation Steering Committee and preparation of Standard 3 – Institutional Accountability; and,
6. Preparation of student performance reports for feeder high schools.

Accomplishments for Grants include the following:

1. Assistance to divisions/departments with grant application development;
2. Preparation of the US Department of Education TRIO grant application; and

3. Development of the Chancellor's Office Reading Success for Vocational Students grant.

**S** IGNIFICANT CHANGES:  
1. The Office of Research and Grants is now responsible for preparing an item for the Consent portion of the Board of Trustee's agenda. This item includes information on all proposed and funded grant applications. Additionally, this new process assures that the Grants Office has knowledge of all grants and that the Board of Trustees has an opportunity to approve all phases of grant activity.

**O** BJECTIVES:  
Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Assist in identifying needs of our diverse population via surveys and in monitoring of student demographics and local, state, and national trends.

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

1. Provide survey and technical assistance to departments/programs during their Program Review cycles.

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

1. Keep campus apprised of College's progress toward meeting Partnership for Excellence goals via reports and newsletters.
2. Provide data required for planning and policy development and for monitoring all aspects of student performance

## Research and Grants (continued)

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

1. Assist and support faculty and staff in identifying potential sources of external support (grants) and in applying for such support

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

1. Respond to requests for data and information from community entities (education, business, government, and organizations)

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*“Identifying sources that allow interested programs to compete for funds to address activities, services, new practices not provided for in current budgets...”*

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The seal of the College of the Sequoias is a circular emblem with a scalloped border. It features a central illustration of a building with a clock tower. The text "COLLEGE OF THE SEQUOIAS" is written along the top inner edge, and "SEQUOIA CALIFORNIA" is written along the bottom inner edge.

**2001-2002 Self Studies:  
Administrative Services**

# Accounts Payable

## MISSION/FOCUS:

The mission of the Accounts Payable office is to process all of the District's purchase order requests, pay all of the District's bills, monitor budgets and provide various monthly and quarterly reports as needed to provide the equipment, supplies, and services necessary for the District to carry out its mission as an educational institution.

## STRENGTHS/ACCOMPLISHMENTS:

1. The work load continues to increase in this office as the FTE of the District grows each year. We now have 3 full-time staff, due to the change from a half-time to a full-time position as of July 1999. The District has hired a Purchasing Agent, but that position has not yet changed any of the functions in the Accounts Payable office. Those changes most likely will not take effect until the new accounting software is in use in July 2001.

## SIGNIFICANT CHANGES:

1. The greatest increase in volume of paperwork continues to be in the form of direct pay vouchers, as shown in the preceding table. This is due largely to the continued growth of grants which allow for reimbursement to enrolled students for their child-care costs, enrollments fees, supplies and even salary subsidies for off-campus employment through the CalWORKs program.

## OBJECTIVES:

- Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Work with the entire College staff to instruct them in the new procedures resulting from the installation of the new accounting software!

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

# Accounts Receivable

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*"...to present fairly with full disclosure the financial position and results of financial operations of the funds..."*

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**M** ISSION/FOCUS:  
Our focus is to present an accounting system that makes it possible both: (a) to present fairly with full disclosure the financial position and results of financial operations of the funds and account groups of the governmental unit in conformity with generally accepted accounting principles; and (b) to determine and demonstrate compliance with finance related legal and contractual provisions:

- S** TRENGTHS/ACCOMPLISHMENTS:
1. Ensures efficient and consistent services to students, staff and community.
  2. Disbursement of various checks including, Financial Aid, Scholarship, ASB, Business Community Education Center, student refund checks.
  3. Preparation of financial statements on various ancillary funds: ASB, BCEC, etc.
  4. Reconciliation of telephone registration.
  5. Counting cash for Bookstore, Food Service and other ancillary funds.

**S** IGNIFICANT CHANGE:

1. The biggest challenge we are taking on is the implementation of the integrated campus-wide software system. (SCT Banner).

- O** BJECTIVES:
- Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Implement SCT Banner software
  2. Implement Fiscal Accountability

# Office of Administrative Services

## MISSION/FOCUS:

To support and serve the District philosophy of students possessing innate value; that they may develop their full potential assisted by Administrative Services providing the frame work to control budgets, payroll, finance for human resources, supplies, contracted services, facilities, computing, equipment, and administer the financial accountability and development of the District.

## STRENGTHS/ACCOMPLISHMENTS:

1. Sale and purchase of farm parcels in accord with Master Plan.
2. Institutional Hardware/Software purchase September 2000.
3. Fiscal Accountability process continues with Tulare County Office of Education.
4. Production of annual Budget document and Workshop for all staff.
5. Continuing purchase of residential parcels for expansion of campus to complete Campus Master Plan.

## SIGNIFICANT CHANGES:

1. The hiring of Diane Wagner as Director of Purchasing/Auxiliary Services has been a significant change to move our District from decentralized purchasing to selective centralized purchasing. Additionally, our District is working toward audit compliance with computer asset inventory controls.
2. The hiring of Tim Hollabaugh as Dean for Technology has enhanced the District computing capabilities by enabling the purchase of hardware/software toward fully integrated technology.
3. New food services operation added to Student Union.

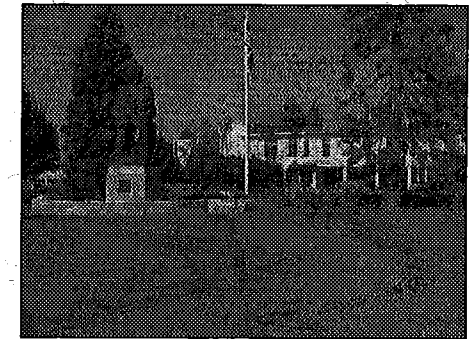
## OBJECTIVES:

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

1. State-wide Purchasing Card Program.
2. Bookstore e-commerce in full operation.

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

1. Passage of local bond issue to facilitate growth and provide access for students district-wide.
2. Continue plans for a new Bookstore/Student Commons in the old Library.
3. Successfully implement institutional software for finances, payroll and human resources.
4. Hire a new "Director of Maintenance and Operations" position to direct ongoing maintenance projects.
5. Emphasis on increasing sale of used books.
6. Improve safety and security of students and staff through scheduling and increased hours of coverage.
7. Continue Safety Committee communications through bulletins and email. Provide ongoing procedures during emergencies on campus.
8. Install additional fiber to all buildings and retrofit Science and Administration for highspeed access
9. Purchase and install software program for custodial program to support cleanliness.
10. Replace institutional production copier equipment with more reliable, efficient and cost effective equipment.
11. Increase staffing positions required in Purchasing, Payroll, Accounts Receivable, Computer Services, Print Shop and Fiscal Disbursing Officer.



College of the Sequoias

# Office of Administrative Services

(continued)

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*"...support and serve the District  
philosophy of students possessing  
innate value..."*

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

1. Construct and maintain Web sites for all divisions in Administrative Services including the District Safety program by a new "Webmaster" position.
2. Replace existing ceiling in Student Union.
3. Replace worn lawn mower and turf vacuum.
4. Create more leisure/learning areas for students, faculty, staff and community.
5. Continue upgrades to existing facilities through "Major/Minor" remodels.
6. Continue emphasis on procuring funding for Scheduled Maintenance, Seismic Upgrades, Hazardous Removal Projects and New Construction.

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

1. The District will have a new external audit firm as per Board policy.
2. Implement the 2000-2001 actuarial study regarding retiree benefits.
3. Implement the 2000-2001 scanning program that integrates inventory fixed assets into institutional computing records.
4. Implement Fiscal Accountability.
5. Purchase and install computer and software for District vehicle maintenance record accountability.



# Bookstore

## MISSION/FOCUS:

**PHILOSOPHY:** College of the Sequoias believes that all individuals are innately valuable and entitled to develop their full potential; that a healthy and vigorous society benefits from an informed appreciation of the cultural, racial and socioeconomic variations among its members; that a democracy depends upon a critical, questioning and informed citizenry; and that through its programs the College services the individual, the community and society. The COS Bookstore shares this philosophy and demonstrates it by the staff's daily contributions to student services.

**MISSION:** To serve the student, instructional and administrative population of the College of the Sequoias campus and surrounding community with a quality product and quality customer service.

Our additional commitment is to provide the following:

- Supplying all required textbooks and or supplies to every enrolled student.
- Aggressively purchase used textbooks to offer the most affordable prices to our students.
- Dedicated to offering as many purchasing options as possible.

## STRENGTHS/ACCOMPLISHMENTS:

1. Continued commitment to provide a large inventory of used books.
2. Open and continuous communication with faculty and students on all policies and procedures of the COS Bookstore.
3. Continued effort to offer students multiple, convenient purchasing options.
4. The staff's continual commitment to excellent customer service.

## SIGNIFICANT CHANGES:

1. Continued challenge on space limitations: The COS Bookstore sacrificed the original bookstore for the Fine Arts/Math Building in 1994 and was placed in a temporary portable. The store is now in desperate need of a new facility to meet the needs of our growing student population, the CSU Fresno Center, and the community's request for the bookstore to carry textbooks for other local campuses.

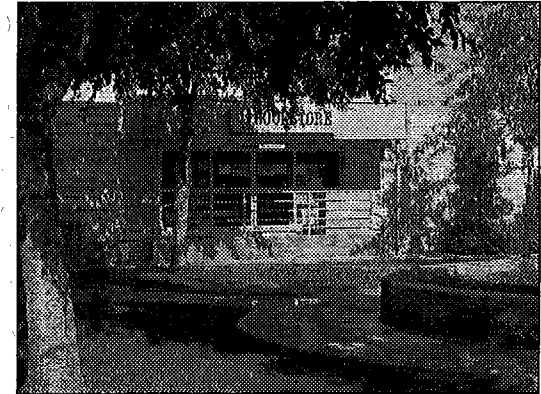
## OBJECTIVES:

**Goal 1:** COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Efficient management, implementation, and performance of all operations of the bookstore including: inventory control; cost effectiveness; cash management; customer service; and human resource management have a direct impact on the accumulation of resources and planning efforts for a new facility.

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

1. Friendly, well trained staff.
2. Promote one stop shop on campus.
3. Work with available space to creatively display products, services & events.
4. Keep store clean & well stocked.
5. Schedule enough employees to greet customers & assist on sales floor.
6. Extend entrance wall to include a display window.
7. Purchase signage to define product location & accessibility; Install lighting that is complementing.
8. Install new carpet.
9. Change slat wall & pegboard color scheme.



COS Bookstore

# Bookstore

(continued)

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*"...services the individual, the community and society."*

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

1. Upgrade 3 computer workstations.
2. Purchase a new copy machine or implement a cost per copy program.
3. Relocate Merchandise Buyer workstation adjacent to the Textbook Buyer and Shipping & Receiving.
4. Remodel front office area including Bookstore Operations Coordinator office.
5. Open west wall of sales floor to increase square footage.
6. Extend entrance wall to include a secure area for students backpacks.

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

1. Implement a pack & ship service: upgrade scale; shelving; and supplies required.

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

1. Complete video camera security system: install three additional cameras; install three additional monitors. Research the purchase of an inventory security system.

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

1. Implement a program partnering with Office Depot to increase products and services including on-line shopping.

# Campus Police

## MISSION/FOCUS:

By reference the College of the Sequoias Campus Police Department adopts the guiding philosophy of the District. Superimposed upon the departmental philosophy of serving and protecting the college community while rendering the highest level of service consistent with the available resources and staffing. Regulatory procedures are carried out with the aim of working with all other elements within the college to preserve a quality of life within the college environment and contribute to the educational process.

## STRENGTHS/ACCOMPLISHMENTS:

1. The staff of the Campus Police Department is constantly striving to maintain a safe environment at the College of the Sequoias main Campus, Agricultural Farm and the Hanford Center. The officers and staff are dedicated to the idea of providing effective law enforcement services for the protection of the entire college community. The department is constantly evaluating new programs in an effort to improve services to students and staff.
2. Although enrollment continues to increase on a yearly basis, the Campus Police Department, through its dedicated staff, has implemented changes required in an effort to meet demands.

## SIGNIFICANT CHANGES:

1. The Campus Police Department continues to undergo changes began during the 1999-2000 fiscal year and as a result of the Program Review Process. The current changes are as follows.
  - a. October 1999, COS Board approves the Campus Police Department to research and develop a Policy Procedure Manual for the department.
  - b. Campus Police Department Policy Procedure Manual completed and

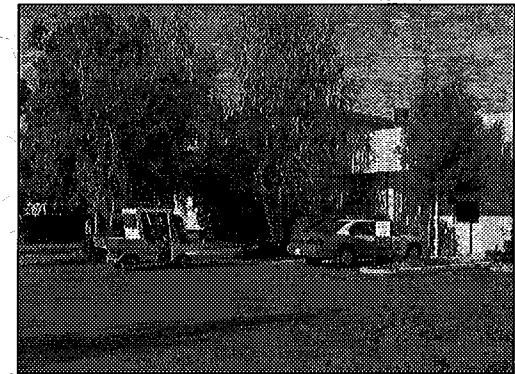
approved by Board on September 18, 2000.

- c. September 18, 2000 Board of Trustees approves for the COS Campus Police Officers to be armed.
- d. The COS Campus Police Department purchases safety equipment for officers as per Board approval.
- e. The Campus Police Department receives approval for the purchase of a replacement police vehicle.
- f. The Campus Police Department receives approval for the purchase of a replacement electric cart.
- g. Funds allocated for the continuing training of the Campus Police Officers.

## OBJECTIVES:

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

1. Continue the training of the Campus Police Officers to enhance the safe environment of the campus.



Campus Police

# Computer Services

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*"...Request for Proposals for a Campus Comprehensive Software System was completed and a contract awarded."*

---

**M** ISSION/FOCUS:  
Computer Services is a client oriented department which provides support in computer and data processing-related activities to all campus departments and divisions. This department facilitates other departments in the collecting, storage, retrieval, and reporting of data and information, all of which is critical in the decision-making process. Computer Services provides timely support for computer related needs throughout the campus.

**S** TRENGTHS/ACCOMPLISHMENTS:

1. The Computer Services Department provides services to all campus segments. During the last year it has facilitated the completion of projects in the Office of Instruction, Student Services, Administrative Services, the President's Office, and many other administrative and instructional departments. It has also worked closely with outside agencies to coordinate services.
2. This last year has seen some significant accomplishments for the Computer Service Department. The Request for Proposals for a Campus Comprehensive Software System was completed and a contract awarded. Significant effort was expended in evaluating all vendors by staff both in Computer Services and other departments on Campus. One of the Strengths of this department, that of team work and willingness to help others, was paramount in finalizing the decision. The SCT Corporation was awarded a contract in September to install their Banner Product.
3. Organization is another Strength of this department. This last year three of the computer technicians that support student labs were transferred from their individual departments and placed under the direction of the Dean, Technology Services. This simple change has made it possible to better

support all Student labs on campus by having trained individuals available at all times.

**S** IGNIFICANT CHANGES:

1. Web based instruction and information access has significantly affected the Computer Services Department. The number of web based requests from both faculty and staff have saturated this departments ability to respond in a timely manner. The departments skill set has not been upgraded to fully satisfy these requests. Preparation for a new district wide administrative software system has also added to the workload of the department. Preparation for conversion, training and additional staff has consumed much of the Deans Position.
2. Addition of the Application Manager position will assist the district in getting the new campus software installed. The centralized management of student computer labs will benefit all labs in that each lab will be standardized with support from computer services trained personnel.
3. Training will continue to be a struggle. Scheduling time for training and identifying budget resources to support the technical training of the staff will be a challenge. The addition of the TCO model in the TTIP model will address some of the training challenges this year.

**O** BJECTIVES:

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

1. Remodel Rooms 721A & 721B to accommodate new staff and new equipment to include:
  - a. New carpet for both rooms
  - b. New modular furniture to better utilize space

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

1. Hire 3 programmer analysts to support the new campus wide software system
2. Create a technical training schedule for computer services staff

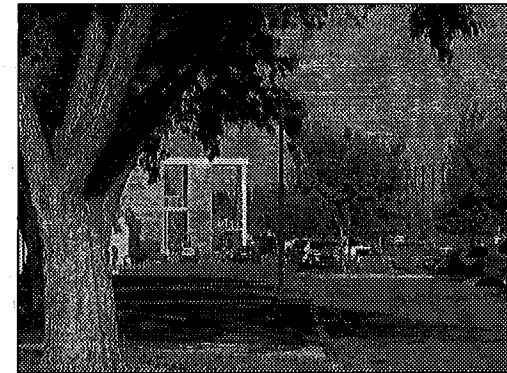
Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.

1. Establish a procedure, in conjunction with the Technology Committee, for web oversight which will:
  - a. Develop web-publishing guidelines for students, faculty, and staff;
  - b. Develop an RFP for a new COS website;
  - c. Evaluate the COS website with respect to emerging technologies that would allow for dynamic creation of a wide range of information of value to students and personnel;
  - d. Develop techniques that enhance the productiveness of faculty and staff through increased web interaction, including the automation of routine tasks as appropriate.
2. Hire a qualified Webmaster Consultant to develop, manage, and expand the COS website and facilitate faculty and staff websites.
3. Recommend standard level of technical support access for each of the computer labs on campus. This could lead to equalization of the ability of the various labs to meet student needs.
4. Estimate the cost of Accreditation Standard 6.5 planning agenda that during the fall 2001, College Council will recommend the establishment of a base budget line item for computer replacement, which will be

implemented in phases to facilitate the eventual replacement of equipment of a three-year cycle.

5. Continue to Install Campus Comprehensive Software System
6. Install additional fiber to all buildings
7. Retrofit Science Buildings for high speed access
8. Retrofit Administration building for high speed access
9. Install three new High Speed Switches
10. Install redundant Email Server
11. Purchase four additional workstations for added positions
12. Replace five aging workstations for existing Computer Services Staff
13. Increase Data Communications capacity to District Farm & Hanford Center

## Computer Services (continued)



Parking Lot 4

# Custodial Services

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*"...provide a clean, healthy and safe environment..."*

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**M** ISSION/FOCUS:  
The Custodial services' mission is to provide a clean, healthy and safe environment of the campus buildings for faculty, staff and students in which to work and/or pursue their education.

**S** TRENGTHS/ACCOMPLISHMENTS:  
1. Custodial services, has and continues to play a vital role in the day to day operations of the college campus. The custodial staff provides, in addition to the regular cleaning duties, assistance in facilities projects, work orders, campus set ups, and ensures that requests are completed efficiently and in a timely manner.

**S** IGNIFICANT CHANGES:  
1. Custodians have been able to complete additional cleaning projects with the assistance of student help. This has left a more positive, attractive campus which in turn creates a healthy learning environment.

**O** BJECTIVES:  
None

## Duplications

### MISSION/FOCUS:

The Duplications & Mail Center provides duplicating and mail processing services for the staff and faculty of COS, with an emphasis on providing outstanding customer service and cost effective creation of publications and documents.

### STRENGTHS/ACCOMPLISHMENTS:

We use the strength of our one full-time staff member, one part-time evening employee, and student aides to provide the College with the best, and the most prompt service possible. Making over 8 million copies per year in the Duplications Department, we have increased our "walk-up" copying to ALL DAY, providing all instructors the option of having their copies completed as they wait.

The Duplications & Mail Center also provides shipping services via United States Post Office, or any of the several parcel companies. In addition to our Campus Duplicating responsibilities, we receive the incoming USPS mail daily. The mail is sorted and disbursed to all faculty and departmental mailboxes daily by 11:00 a.m.

### SIGNIFICANT CHANGES:

The Duplications & Mail Center along with Print Shop/Graphics underwent Program Review in 1999-2000. We have accepted the recommendations of the Validation Team, and have made several changes to enhance our services to our customers.

1. Provide better customer service
  - a. Installed a service window, with direct access to the duplicating room.
  - b. Erected a service counter for faculty, and staff organization, and use.
  - c. Assumed responsibility of many "Campus Forms" and located them on shelves of the service counter.
  - d. Provided "Flex Folders" for submitting work orders to the Duplications

Department to all Full-time, and requesting Part-time faculty.

- e. Added a waiting area across from the Duplications Service window for customers to wait as their jobs are being completed.
2. Increase Services
  - a. Increased our "walk-up" copy service to All Day.
  - b. Purchased a Spiral Binding system in addition to the Online Tape binding already available.
  - c. Resumed printing of the supplemental books previously taken off-campus by the Campus Bookstore.
  - d. Added additional color paper choices.
3. Expand the Mailroom
  - a. Re-painted mailroom walls to increase light.
  - b. Changed the typeface of the nametags.
  - c. Changed the paper nametags to a more visible foil.

### OBJECTIVES:

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

1. Provide positive customer service and increase communication with faculty and staff.

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

1. Increase current Part-time employee to Full-time status.

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

1. Replace all campus copy machines with digital technology.
2. Replace copiers with digital copiers.

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*"...providing outstanding customer service and cost effective creation of publications and documents."*

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# Fiscal Services

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*"...assure that the books and records of the District are kept in accordance with generally accepted accounting principles and the CCC Budget and Accounting Manual."*

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

- S** TRENGTHS/ACCOMPLISHMENTS:
1. Oversee all of the District's financial records.
  2. Provide a resource by communicating individually or to groups financial information and answering questions about procedures, laws, requirements, etc.
  3. Train and assist budget managers in budget construction, budget management and training for on-line lookup.
  4. Continue to improve internal controls to safeguard the Districts' assets.
  5. Continue to find ways to improve the District's financial position, such as expansion of the mandated cost reimbursement claims and an exclusive pouring contract.
  6. Completion of the RFP process for the new integrated software system and beginning work on the implementation of the Finance and Human Resource/Payroll modules.

- S** IGNIFICANT CHANGES:
1. The largest challenge this year will be to spend 65% of my time in training and implementation of the new integrated software system and still provide the reporting and services that are expected.
  2. A significant change is that a Grants/Accounts Receivable Accounting Technician has been hired and work will begin to centralize the billing that has previously taken place in many different areas of the campus. The billing will

be more efficient and accurately tracked, but it will take time and effort to implement these changes.

- O** BJECTIVES:
- Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Assist all of our staff in operating as efficiently and productively as possible, we will present workshops on administrative procedures. These workshops will cover appropriate accounting for fundraising activities, expenditure guidelines, budget transfers, equip. inventory, travel/mileage reimbursements, time records, absence tracking, TSA's, purchasing procedures, independent contractor reporting and other important topics.
  2. Research and develop a process whereby shared governance entities (College Council, Administration, Academic Senate) can be consulted during the summer to allow input so that important decisions can be made in a timely manner regardless of the time of the year.

- Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.
1. Review with new auditors the accounting procedures for large fundraising activities to see if further simplification is possible.

- Goal 4: COS will plan, maintain, improve and expand the district's facilities, infrastructure and equipment, thereby providing a state-of-the-art learning and working environment for students and staff.
1. Provide direction and make decisions about implementation that are global in nature or cannot be resolved at the implementation team level. Keep the project on track.



## Fiscal Services (continued)

2. Create charts, tables, receive training, implement, test, train end users and document requested changes for the new SCT integrated software system. This will be the main focus for this office for the next year on these modules and the following year for the student module.

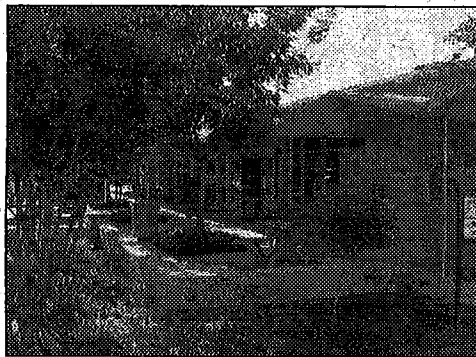
**Goal 5:** The District will manage the finances through shared governance in such a way that it will support the goals of the College.

1. Review the role of the College Council's Standing Budget Committee to determine how it might best contribute to the linkage of financial planning, institutional goals and other institutional planning efforts
2. Design a process for constituents to submit input regarding the financial management system. Admin. Services would evaluate and incorporate valid suggestions when possible. A website is a possible mechanism.
3. Communicate financial information to staff and public by publishing budget books and having an annual Budget Workshop to answer questions.
4. Provide in the annual final adopted budget book a list of contracts and future obligations and plans for repayment.
5. Keep the Standing Budget Committee apprized of budget issues.
6. Send out an RFP to select a new external auditing firm for the District, per Board policy
7. Retain an actuarial firm and assist in getting the actuarial study completed and implement the results
8. Work with various Tulare Co. departments to set up procedures that will be required to become fiscally accountable
9. Work with external auditors chosen by TCOE, to ensure that adequate internal controls are in place to become fiscally accountable



Home of the Giant

# Food Services



Food Services site of Carl's Jr. and TaCOS

**M**ISSION/FOCUS:  
 The Food Services Department consists of four food outlets on the main campus (Carl's Jr., TaCOS, the Coffee House and the Food Court) and one outlet at the Hanford Center. The newest addition to the Food Services Department, TaCOS, opened in February 2000. Each operation is unique and specialty foods, from Mexican food to lattes, are served daily. The department has maintained an excellent vision, always open to new trends and the needs of the students, staff and faculty. Providing comfortable space in which to meet and study, healthy foods and snacks at appropriate prices, new menu items and keeping the food service areas clean for the enjoyment of students and staff are all a priority for Food Service personnel.

**S**TRENGTHS/ACCOMPLISHMENTS:  
 1. The Food Services Department is customer service oriented and works hard to provide value-priced meals to the COS community.

**S**IGNIFICANT CHANGES:  
 1. The addition of TaCOS. TaCOS was opened in an effort to provide additional food choices. TaCOS also present a significant challenge to us in the area of menu refinement and pricing. We are attempting to increase business at TaCOS by offering weekly or daily specials and the TaCOS Thursday special appears to be successful.  
 2. We remain challenged in the area of labor. Working on campus in a fast food setting is often not very appealing to students. Because of the nature of the work, we find ourselves continually losing, hiring and retraining student employees. The increase in the minimum wage rate will impact our budget. In an effort to maintain an adequate bottom line, we use work-study students to the extent possible.

3. The Food Service Department will need to consider price increase on selective items to maintain a bottom line adequate to plan for the future.
4. In an effort to improve the atmosphere and aesthetics in the Student Union, the table tops were replaced which also had the extra benefit of increased seating.
5. The Food Service Department received a used electric cart from Facilities to transport product to food outlets across campus.

**O**BJECTIVES:  
 Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Improve the atmosphere in the student union, creating a more relaxed space by dropping the ceiling.

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

1. Add live plants to create quiet space and improve aesthetics. Will partner with the farm to purchase plants.
2. Add stage area to allow for live music in the student union.
3. Repaint selected areas of the student union

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

1. Build a bakery within the Student Union from which to sell fresh baked cookies, muffins, cinnamon rolls, etc.
2. Install second window at Coffee House to improve customer service.
3. Install new evaporative cooler at Food Court

# Grounds

**M** ISSION/FOCUS:  
The Philosophy of the Grounds Department is to assure that the highly visible campus grounds are manicured and maintained properly to provide a clean, relaxed and pleasant environment for students, staff and the community. The Campus provides a horticultural learning environment for the college community.

The grounds staff strives to provide the athletic programs with efficiently maintained playing fields to enhance the athletes ability and also to provide safely maintained fields minimizing injuries.

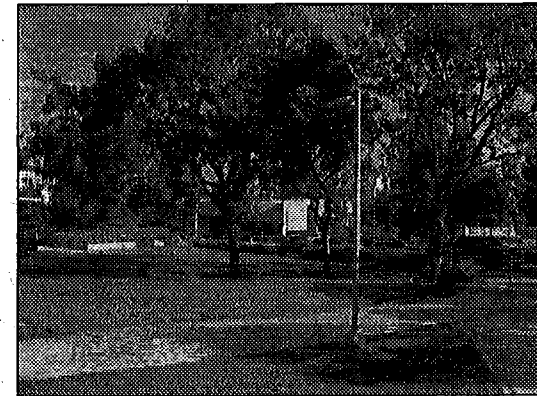
**S** TRENGTHS/ACCOMPLISHMENTS:

1. The program is versatile in that the grounds personnel are all on call to assist with any problems which may arise in the maintenance of the campus when assistance is needed. All staff help to set up and take down equipment and furniture for events that are scheduled for the outside area.
2. The grounds are well maintained and help to establish a feeling of well-being on campus. As the campus has grown with additional space and students, the grounds staff has been able to effectively maintain the grounds and parking lot areas. The campus has 62 acres of land and 1,800 parking spaces, it is effectively maintained by 3.5 grounds persons.

**S** IGNIFICANT CHANGES:  
N/A

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

1. Continue to add areas for seating throughout the campus.



“...highly visible campus grounds are manicured and maintained properly to provide a clean, relaxed and pleasant environment for students, staff and the community.”

# Maintenance

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*"...endeavors to maintain the College of the Sequoias facilities to a safe and comfortable setting..."*

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**M**ISSION/FOCUS:  
College of the Sequoias Facilities Department endeavors to maintain the College of the Sequoias facilities to a safe and comfortable setting for staff, students and the community.

**MISSION:** Realizing that the Facilities Department is service oriented, our staff members are encouraged to be systematic and professional in times of campus crisis. Service interruptions and similar distractions may and can affect the quality of instructional delivery. The Facilities staff recognizes these concerns and is pro-active to mitigate such problems prior to their occurrence. The Facilities Department is dedicated to the goal of effectively communicating with staff regarding campus needs.

**S**TRENGTHS/ACCOMPLISHMENTS:  
1. The ability to effectively maintain a campus that comprises approximately 62 acres of space, 20 buildings and approximately 400,000 assigned square feet with minimal staff is a testimony unto itself. Many of the staff members in the Maintenance Department are long-time employees of the District. Their knowledge and pride of the Campus is expressed by positive work habits, lack of absenteeism and abilities to positively interact with peers and staff.

**S**IGNIFICANT CHANGES:  
N/A

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

1. Participate with the Superintendent/President, the Board of Trustees, and the College Council to evaluate the linkage between planning for physical resources and the institution's goals by fall 2001.

## Payroll/Benefits

### MISSION/FOCUS:

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

Our goal is to provide the various services of our Department in a most accurate and timely manner. In order to accomplish this goal, we must operate as efficiently as possible.

In addition to the above, our office will encompass two additional aspects to our goal this upcoming year. The Payroll Department will be switching over to the new SCT Banner database on July 1, 2000 with fiscal accountability to follow in 2001. This will require our office to take over additional duties that are currently performed at the Tulare County Department of Education. It is essential that the department is well trained in the new database as well as in the new tasks that will be acquired.

### STRENGTHS/ACCOMPLISHMENTS:

1. The Payroll Department is responsible for approximately 1300 employees plus about 135 retirees and 80% of the total college budget. In addition to the regular payroll, our department handles all voluntary deductions, health insurance (for both regular employees and retirees), employment verifications, adjunct contracts, vacation and sick leave, unemployment claims, disability claims, Federal and State tax levies, workers compensation, budget development for all payroll and benefits, plus three different retirement systems.

2. We are fortunate our staff has many years of experience from which to extract expert advice and information with first hand knowledge of past practice from which to draw.

### SIGNIFICANT CHANGES:

1. The installation of the SCT Banner software will require training of everyone in the Payroll Department. The time spent in training will take away from the regular workload creating time constraints.
2. This year a law has gone into effect requiring employees who are represented by a labor union to pay union dues. An exceptional amount of time will be spent deducting the dues for each employee. It will require calculation, tracking, and inputting each month.
3. Preparation for fiscal accountability will be necessary. Creating of reports currently completed by Tulare County employees and training in handling of levies, retirement reports, etc. will be a primary concentration for the department.

### OBJECTIVES:

- Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Train all payroll staff on Access software.

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*"...provide the various services of our Department in a most accurate and timely manner."*

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# Print Shop/Graphics

**M**ISSION/FOCUS:  
The Print Shop and Graphics Divisions offer a broad-range of offset printing, layout and design services for the creation and production of newsletters, annual reports, brochures, business cards, posters and other promotional materials.

Our mission is to provide faculty and staff the means to present a positive, professional image of the College of the Sequoias and promote the College as a valuable asset to the community and a catalyst to student success.

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*"...provide faculty and staff the means to present a positive, professional image of the College of the Sequoias..."*

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**S**TRENGTHS/ACCOMPLISHMENTS:

1. The Print Shop and Graphics Divisions endeavor to provide a high level of quality work and customer service.
2. We continue to provide short turn around times on most jobs.
3. We have expanded our services to include laminating and spiral binding.
4. For those jobs requiring an off-campus printer, we continue to search for the lowest cost available and serve as an interface between the off-campus printer and faculty/staff.

**S**IGNIFICANT CHANGES:

1. The Print Shop and Graphics Divisions underwent Program Review in 1999/2000. Program Review afforded us the opportunity to analyze our business practices and seek out ways to improve our customer service and communication skills. Recommendations include:
  - Define role within the organization as related to responsibilities, relationships and areas of contribution.
  - Examine equipment and staffing needs in order to provide full-service printing and graphics services

- Provide written guidelines to assist faculty and staff in their printing and graphics work.
- Provide workshops and training opportunities to communicate process and procedures required for the production of printed materials.
- Institute a project status report.
- Purchase additional technology such as color copiers and upgrade the Graphic Artist's workstation.
- Hire additional staff to support Print Shop operations.

**O**BJECTIVES:

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

1. Set up a quick reference schedule for current and incoming jobs. Customers will be prioritized on a first come first served basis, or according of importance to the district. This is the Project Status Report recommended by Program Review.
2. Provide written guidelines required for the production of printed materials. Departments currently utilize personal computers to design their own publications. Difficulty arises in that the set-up is not compatible with the existing Print Shop equipment. Written guidelines would reduce the number of jobs having to be redone due to job quality problems or improper set up.
3. Hire additional staff to supplement Print Shop staff.

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

1. Purchase additional technology such as an upgraded workstation for the Graphic Artist.

# Transportation

**M** ISSION/FOCUS:  
The philosophy of the Transportation Department is to provide safe, clean and functional District vehicles for the use by faculty, staff and students. The department is not only to maintain the servicing of District vehicles but also the repair of maintenance, grounds and custodial equipment.

**S** TRENGTHS/ACCOMPLISHMENTS:  
1. Within the past twelve months the District vehicles have been inspected by the California Highway Patrol and the California Department of Consumer affairs. All vehicles were found to be in compliance with safety and operating regulations.

**S** IGNIFICANT CHANGES:  
1. The transportation Department has been able to acquire one new 15 passenger van this last month.

**O** BJECTIVES:  
None

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*"...maintain the servicing of District vehicles..."*

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The seal of the College of the Sequoias is a circular emblem with a scalloped border. It features a central illustration of a building, likely a library or administrative building, with a clock tower. The text "COLLEGE OF THE SEQUOIAS" is written in a circular path around the top and sides of the seal, and "SEQUOIA CALIFORNIA" is written along the bottom edge.

**2001-2002 Self Studies:  
President's Office**



## MISSION/FOCUS:

The College of the Sequoias Foundation, a non-profit, tax-exempt entity, exists in partnership with the College to assist the institution in achieving its mission and goals. The Foundation provides a link to community resources to achieve financial and in-kind support for the College of the Sequoias. This support helps COS provide quality education and training to its students and to meet the needs of the broader college community.

The goals of the Foundation include:

- To provide support for equipment, facilities, programs, and services at the College of the Sequoias not available from traditional funding sources;
- To establish and maintain a Board of Directors which advises and implements Foundation functions;
- To increase awareness and visibility of the College;
- To establish operational procedures for the Foundation;
- To maintain records of the Foundation's activities, including receipt and disbursement of funds and assets; and
- To establish a base of financial support for the College and its staff.

## STRENGTHS/ACCOMPLISHMENTS:

1. The COS Foundation/Institutional Advancement Department is the fundraising and marketing department of the College. This department is responsible for many of the marketing, public information, and fundraising activities for the College.
2. The Foundation Board of Directors is comprised of local business and community leaders. The Board and its subcommittees are the backbone of the Foundation and the leadership, vision, and commitment provided by this group are critical.

- For the 2000 Calendar Year the Foundation received \$258,742 in contributions, which represents a 30% increase in contributions to the Foundation when compared to 1999. The following is a three-year comparison:

1998: \$168,972

1999: \$198,989

2000: \$258,742

- The above does not include the gifts given for annual scholarships which attribute for another approximately \$250,000.
- Successful completion of the third year of the Project House Program.
- Continued increased coordination among the fundraising "entities" of the College. The COS Foundation assisted the Nursing Program and the Agriculture Program in establishing Alumni Associations.
- Support of programs such as the California Dairy Products Training Institute.
- Increased visibility on campus both in terms of soliciting donations and making funding available through the greatest need program.
- Increased visibility of the college in terms of marketing and advertising; and
- Continued implementation of a donor/prospect database system.

## SIGNIFICANT CHANGES:

1. Once again, there has been turnover in the Scholarship Specialist position. This position seems to be difficult to fill with the "right" person, perhaps because of its technical needs (Access Database and significant computer skills) coupled with its needs for a personable and detail-oriented person. During the summer of 2000, the

## Foundation/ Institutional Advancement

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*"...provide support for equipment, facilities, programs, and services at the College of the Sequoias not available from traditional funding sources."*

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# Foundation/ Institutional Advancement (continued)

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*“Increase the visibility of the College and the Foundation through advertisements, events, and other media opportunities...”*

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- position was revamped to include assistance with Special Events. This change in job description along with modifying procedures within the office have facilitated a more efficient office and increased productivity.
2. Over the last three years, the office has taken on a significant increase in workload without the addition of any personnel. The Foundation/Institutional Advancement office has taken over all the Scholarship disbursements which used to be handled through Accounts Receivable. In addition, with the Foundation administering the Project House Program, there has been an increased workload with budgeting, securing a loan, administering the program, selling the house, etc. Again, no staff has been added.
  3. The office is also responsible for the general marketing of the College. While the office places numerous ads for registration, community events, and special events, there is a great need at the College to have coordinated efforts for all District marketing activities. At present, there is a policy that all of these marketing activities must be cleared through the office of the Foundation/Institutional Advancement. With the addition of the Public Information Specialist in July 2000, this task, along with many others, can more easily be carried out.

## **O**BJECTIVES:

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

1. Increase the funding of the Foundation both for the various departmental/program funds and the undesignated giving to increase opportunities for our diverse population.

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

1. Handle the distribution of information, press releases, etc. for all departments on campus more efficiently, with the addition of a Public Information Specialist.
2. Continue to disseminate information to the various departments regarding funding allocation procedures, so as to make sure that every division/program understands that monies are available for projects.

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

1. Assist students by obtaining more scholarships for disbursement.
2. Continue to refine the scholarship process and make it more student-focused.

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

1. Work to increase the funding of the Foundation both for the various departmental/program funds and the undesignated giving which is given through the Funding Allocation Process.

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

1. Increase the visibility of the College and the Foundation through advertisements, events, and other media opportunities more efficiently with the addition of a Public Information Specialist.

## MISSION/FOCUS:

Human Resource Services believes all employees, employee organizations, job applicants, and members of the public should be treated respectfully, efficiently, fairly, and in a timely manner. Human Resource Services is committed to the following:

- Acting as good-will ambassadors for the College.
- Facilitating the selection and retention of competent administrators, faculty, and classified employees who in turn support the COS instructional program.
- Negotiating, implementing, and managing collective bargaining agreements which recognize the valued contributions of employees while considering the budgetary and administrative responsibilities of the District.
- Insuring compliance with affirmative action, equal opportunity, and applicable legal mandates of state and federal laws and regulations while being responsive to individual employees & potential employees.

## STRENGTHS/ACCOMPLISHMENTS:

1. In its endeavor to be known as good-will ambassadors for COS, the staff strives to serve the needs of COS employees & prospective employees so COS is known as a caring, friendly, fair place to work.
2. Accessible to employees, candidates and individuals who have contact with this dept.
3. Meet with state-wide organizations dealing with affirmative action, sexual harassment, and personnel issues.
4. Proven to be willing to accept change, devise new methods of doing business, and employ new strategies for work efficiency.
5. Staff is encouraged to enroll in courses to update skills that will enhance job performance.
6. Staff has membership in on-campus committees.

7. Staff responds quickly to the need to hire when positions have been approved.

## SIGNIFICANT CHANGES:

1. The District Classification Committee began its work and to date has reviewed 5 different positions for reclassification. Completing this task will be a challenge as the committee will need to remain focused on the over-all good of the College, not just an individual.
2. A Catastrophic Sick Leave procedure was bargained into the CSEA Contract and a district committee will need to be established to decide related issues.
3. HR/Payroll is on the fast track for implementation of the new Banner software.
4. In March 2000, a document imager was hired who implemented the procedure.

## OBJECTIVES:

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

1. Work whatever hours it takes to implement Banner software by July 1, 2001.

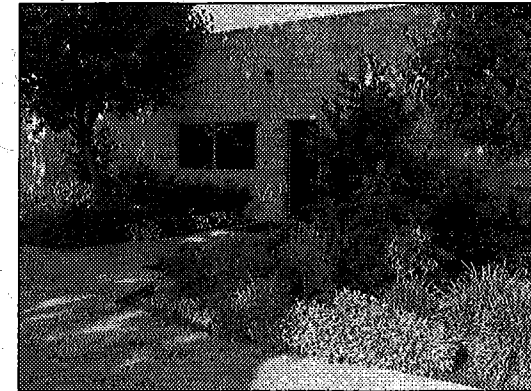
Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.

1. Review and revise recruitment efforts for faculty as COS needs to more closely match the ethnicity of the students it serves.


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

1. Work with other groups on campus who desire to "grow our own," meaning encourage our students to become CC faculty.

# Human Resource Services



The Office of Human Resource Services

The seal of the College of the Sequoias is a circular emblem with a scalloped border. It features a central illustration of a building with a steeple, surrounded by a landscape with trees. The text "COLLEGE OF THE SEQUOIAS" is written along the top inner edge, and "SEQUOIA, CALIFORNIA" is written along the bottom inner edge.

**2001-2002 Self Studies**  
**Student Services**

## Admissions & Records

### MISSION/FOCUS:

The Admissions and Records office is committed to providing equal access and opportunities for success to all members of the College of the Sequoias District. The principle functions of Admissions and Records:

- To ensure that all communities within the COS District are informed of the available educational opportunities at COS.
- To provide for efficient and orderly processes of application, admissions, registration, program changes, grade reporting, attendance verification, residency issues and management of student academic needs.
- To develop, implement and support services that respond to needs of the students, the community at large, and all applicable laws, regulations and policies.

### STRENGTHS/ACCOMPLISHMENTS:

1. Improved technological currency.
2. Stable and dependable staff.
3. The remodeled A&R office has improved the work/traffic flow.

### SIGNIFICANT CHANGES:

1. The current staffing level is .75 FTE less than in 1991, while the student body has increased by 10:8 percent over the same period. In addition, numerous tasks have been added to staff responsibilities.
2. The need to continually upgrade the technology for A&R staff to meet the needs of A&R is crucial to improve the efficiency and effectiveness of the A&R operations.
3. Multiple summer sessions have extended all components of A&R.
4. Continued archiving of records in the bunker is inappropriate due to the damage to the records caused by dampness and the inconvenience resulting from the location. A location with closer proximity to A&R that is climate controlled is necessary.

5. The eventuality of a south county center will require evaluation of how A&R does business. An increasing student population & services at satellite centers will pose a challenge.
6. The implementation of the SCT Banner software will impact time on staff during the implementation phase. It has been estimated to average 50 percent of the workday. This will require overtime and staffing backfill to complete normal workload tasks.

### OBJECTIVES:

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

1. Streamline processes and procedures.
2. Prepare for the implementation of the SCT Banner software.
3. Review and improve processes as they relate to multiple summer sessions.
4. Prepare for a south county center.

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

1. To employ one A&R Technician in the A&R office and one technician in Registration.

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

1. Identify the next level of technology to enhance processes & pursue implementation.
2. Purchase equipment & technology to maintain/increase the efficiency & effectiveness of A&R staff.
3. Achieve a new location for archiving permanent records.

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*"...providing equal access and opportunities for success to all members of the College of the Sequoias District."*

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## Articulation/ Assessment

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*"The computerized assessment  
placement testing lab has  
received funding..."*

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**M** ISSION/FOCUS:  
Assessment/Placement Program: Accurate initial placement in basic skills courses has a positive impact on student retention and success. The program's primary purpose is to provide students and counselors with basic skills assessment data to be utilized for accurate placement in English, ESL, and mathematics curricula.

Articulation Program: COS places high value and importance on students successfully transferring to the college of their choice. Accurate and current articulation with four-year institutions is the foundation of our transfer program; it provides counselors and students confidence in their program planning and course selection. The program's primary purpose is the development, maintenance and dissemination of general education/breadth, major preparation, course-to-course and system-wide transferable articulation agreements with the California State University, University of California, and California Independent Colleges and Universities.

**S** TRENGTHS/ACCOMPLISHMENTS:

1. Administered the COS placement test at 14 feeder high schools.
2. Participated in the Chancellor's Matriculation Site Review process during spring 2000.
3. Completed the six-year review of all assessment/placement instruments, procedures & methods, including validation research and disproportionate impact studies.
4. Updated/maintained comprehensive advising sheets for all majors at CSU Fresno and Cal Poly San Luis Obispo.
5. Secured the first complete course-to-course articulation agreement with UC Santa Barbara.

6. COS has probationary approval to use the current pencil/paper version of the English assessment/placement test for fall 2001; if the computerized testing program is not implemented by spring 2002, an alternative English test will have to be selected or the research to achieve full approval for the current test will have to be conducted.
7. Probationary approval was granted for the COS-developed Algebra Readiness Test and research. Documentation has been completed/submitted to obtain full approval.

**S** IGNIFICANT CHANGES:

1. The Assessment/Articulation Coordinator now chairs the English and Math Matriculation Subcommittees.
2. The computerized assessment & placement testing lab has received funding from PFE, but due to the seismic upgrade of the Student Services wing, these plans have been delayed.

**O** BJECTIVES:

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

1. Secure a .50 FTE Articulation Technician.

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

1. Complete Room 157A & B remodel and implement computerized adaptive testing program.

## Career Center

### MISSION/FOCUS:

The Career and Placement Center at College of the Sequoias exists to provide students with support services which will assist them in successfully attaining their academic and occupational goals. In keeping with the mission of the college, the Center is dedicated to helping students develop to their fullest potential through self-evaluation, decision-making and commitment to an educational/career path. The Center's services fall into two areas:

### STRENGTHS/ACCOMPLISHMENTS:

1. The Center continues to provide a multitude of services to a broad cross-section of our students and the community. Services offered include:
  - a. Individual career assessment & advising
  - b. An annual career fair
  - c. Computerized self-testing and internet access
  - d. A career reference library
  - e. A career and college videotape collection and viewing station
  - f. A computerized college search program
  - g. A national college catalog collection
  - h. Job placement assistance for enrolled students
  - i. In-class presentations and test interpretations
  - j. Career and job search workshops
  - k. Work study placement and job development
  - l. Work study job search skills advising
2. The Center served students in all the above areas in increased numbers. Classes which use the career services of the Center have steadily increased each year. Students using the job placement system continue to increase in number and our career counseling "clients" also have grown in number. However, the largest growth area in our services has occurred in the Work Study program. The addition of

state work study funds/students and an increase in federal monies and CalWORKs monies have contributed to a general increase in students served equal to approximately 25% of the normal program workload. The Specialist has instituted measures to be able to continue service to her students, such as group intake sessions. However, the job is becoming overwhelming due to a lack of clerical support.

### SIGNIFICANT CHANGES:

1. The Center continues to provide efficient and effective services to students and community members despite increased demands. However, increased use of all our services makes even more important our perennial request for an increase in our clerical support position to a full-time status. Because of the increased workload of the Work Study Specialist mentioned above, she now joins us in this request as the need for clerical support for her program has grown beyond what a student worker can provide. This position was approved by College Council last year but, like all other approved positions, was not funded by the President/Superintendent.

### OBJECTIVES:

- Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.
1. Provide increased clerical support for programs and supervision of student aides. Fourth request for this change.
  2. Reinstate the Career Center Advisory Committee.

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*"...provide students with support services which will assist them in successfully attaining their academic and occupational goals."*

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## Cooperative Agencies Resources for Education (CARE)

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*"...provided counseling and advising to develop a plan for reaching their educational and career goals."*

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**M** ISSION/FOCUS:  
The Cooperative Agencies Resources for Education (CARE) Program was established in California in 1982 to provide educational support services to Extended Opportunity Programs and Services (EOPS) students who are welfare dependent single parents with preschool aged children. Because of the changes in the welfare system, the ages of the children has been increased to 14 years.

CARE students must meet all of the same eligibility criteria as the EOPS students and also receive educational support and special classes to enhance their personal development. Grants and supplemental allowances are awarded to students for child care, transportation, and textbooks and supplies. All of these services and activities are provided to improve the retention and persistence rates of the welfare dependent single parent who desires to obtain more education to become more employable.

CARE is a sub-component of the EOPS Program which is part of the student services division at COS. The primary goals of the program serve to enhance the overall mission of the college. As stated in the institutional master plan the philosophy of the College of the Sequoias is based upon a belief that all individuals are innately valuable and entitled to develop their full potential; that a healthy and vigorous society benefits from an informed appreciation of the cultural, racial, and socioeconomic variations among its members; that a democracy depends upon a critical, questioning and informed citizenry; and that through its programs the college serves the individual, the community and society.

**S** TRENGTHS/ACCOMPLISHMENTS:  
1. The primary strength of the CARE program is the personal attention given to the student who is a TANF recipient with young

children. Students are provided counseling and advising to develop a plan for reaching their educational and career goals. A \$700 grant is given to students to assist with childcare expenses. The Director works closely with the CalWORKs program to insure that students who qualify are referred for services.

**S** IGNIFICANT CHANGES:  
1. The program served 207 students in 1999-2000 which was a slight reduction from the previous year of 224. With the changes caused by the Welfare Reform Act, TANF recipients are required to seek work first. If they are not successful in finding employment, then they may be referred to the college for additional training. This had made it more difficult to recruit TANF students into the program. Nevertheless, the program works closely with the Financial Aid office, Counseling Center, MESA Center, the Tulare County Teenage Parenting Programs, and the Child Development Center to encourage students to apply.

**O** BJECTIVES:  
Goal 3: The College, through its committed and qualified staff, will provide programs and services which will enhance student access, retention, and success.  
1. Identify new ways to recruit potential CARE students.  
2. Use the results of Program Review to improve services to students.



## MISSION/FOCUS:

In keeping with the mission of the college, Cooperative Work Experience Education is dedicated to providing education and training which afford students the opportunity to prepare for entry to the job market. The primary goal of CWEE is to offer students the opportunity to develop skills and knowledge and to improve self-understanding by integrating classroom study with planned, supervised work experience. It is dependent upon employers and educators cooperating to form a complete educational process for students.

## STRENGTHS/ACCOMPLISHMENTS:

1. Cooperative Education provides a line between college and the job market. It is one of the most community-oriented programs a college can develop.
2. Employers and instructors are vital partners in the educational process. Not only students with specific vocational goals, but also those students who are making a career decision can benefit from the opportunity to get hands-on learning. Many of the certificates developed by vocational divisions have the work experience element built into the requirement for the certificate.
3. Enrollment in the CWEE program continues to increase. During the Spring 2000 semester, 360 students participated.

## SIGNIFICANT CHANGES:

1. The Program Review process, for CWEE, was completed during Spring 2000. Based on surveys results, a majority of students agreed that participation in CWEE helped them develop skills or knowledge related to their career or major. 94% of students felt their instructor was interested/concerned about student progress in the course. Results indicated that enrollment has maintained a steady increase during the past several years. The ability to meet enrollment demands is

limited due to lack of full-time instructional staff. The need to hire an additional instructor to coordinate students in the area of general studies is of importance in order to meet the growing demand. Currently, only 16% of students participating are enrolled in the "general" classification. The CWEE coordinator (.6 FTE) is responsible for program coordination and is required to maintain class enrollment.

2. The need for instructor availability during summer is also of concern. Requests for summer CWEE have continued to increase. Currently, only the Agriculture Division offers CWEE during the Summer Session on a permanent basis. Students in other divisions and those wishing to participate in the area of general studies do not have access to the program in the summer.
3. Support staff availability continues to be a major concern. The services of support staff are currently provided ten months per year. Record keeping and assistance to students are not provided during periods of summer participation. The need to increase the current Clerical Assistant position to twelve months continues to be a primary challenge.

## OBJECTIVES:

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

1. Obtain a computer system compatible with Banner System operating requirements.

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

1. Increase enrollment opportunity.
2. Provide clerical support on a 12- month basis.

# Cooperative Work Experience Education (CWEE)

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*"...to offer students the opportunity to develop skills and knowledge and to improve self-understanding by integrating classroom study with planned, supervised work experience."*

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# Counseling Services

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*"...to help the students succeed in their studies through self-evaluation, decision-making, careful planning, and commitment."*

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## MISSION/FOCUS:

The primary goal of counseling is to help the students succeed in their studies through self-evaluation, decision-making, careful planning, and commitment. Student Success: to increase the extent to which students attain their educational and/or training objectives (access, retention, and success). Orientation to the College of the Sequoias is required for every matriculated student with the idea of optimal student success. Because accurate information is essential, our counselors are dedicated to insuring that students receive current and correct information. This information is documented in a Student Educational Plan which reflects the current goal of the student. This plan is updated from time to time depending on students changing majors, goals, and other factors.

## STRENGTHS/ACCOMPLISHMENTS:

1. The support staff is exceptionally dedicated to serving students.
2. The following proposals were approved and implemented in 2001.
  - Transfer Center Counselor
  - CalWORKs/Puente Counselor
  - School Relations Liaison
  - LISTO Retention Counselor
3. The Human Development courses offering have increase by 30%. Human Development courses were offered in the LISTO Program and the general student population.
4. The Interdisciplinary Studies 220 course, Orientation/College Success showed an increase of 26% during the past three years.
5. The remodel of the Student Services Counseling and Reception areas.
6. A substantial upgrade of equipment.
7. Continued services provided are:
  - a. Outreach to 23 high schools.
  - b. Two countywide College Nights.
  - c. Numerous Career Days/Nights.

- d. CSU and UC counselor training.
  - e. State wide CSU training.
  - f. Advanced Placement Advisory Tri-County State Conference and Leading UC/CSU Evaluators as presenters.
8. Liaison with California State University Fresno, Liberal Studies Department.
  9. Coordination of LISTO & MESA Counseling Services and Program Implementation.
  10. Counseling staff has served on many hiring committees, Academic Senate and various subcommittees.

## SIGNIFICANT CHANGES:

1. The Puente Program, through Partnership for Excellence, has experienced a 100% growth.
2. The Transfer Center Counselor has been hired through Partnership for Excellence funds. The temporary Transfer Center Office was funded through above base budget funding of \$2,500. This workstation will be used for the new Puente counselor in January 2001.
3. The new LISTO Retention counselor of sixty percent has been hired and works to provide support to LISTO students and faculty.

## OBJECTIVES:

- Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.
1. Explore ways to create/implement extended orientations.
  2. Hire a full time HD Instructor.
  3. Establish a pilot project allowing students to select from a group of IS 220 Orientation dates/times to fit their personal schedule.
  4. Increase the Interdisciplinary Study 220, Orientation for College Success, to 1 unit of transfer level course work with 8-10 extended orientation modules.

5. Develop a math pilot program that would enable students to learn their multiplication tables before entering Math 360.
6. Increase the Counseling Technician position by a full-time position allowing for coverage of orientations as numbers increase.

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

1. Secure funds for electrical support for LCD Projector, lab top computer & VCR so that students can become aware of the vast educational opportunities/services available.
2. Secure funds for Student Communication Computer Stations for Student Services.
3. Provide space for the LISTO and Puente/ CalWORKs counselors.
4. Obtain 2 Senior Computer Science Students from CSU system or another university to assist with implementation of Banner software through PFE funds.
5. Provide adequate clerical support for the Division of Student Services by increasing the division secretary position to 12-months.
6. Provide Banner training for all personnel within the division of student services.

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

1. Consider making the 60% Retention Counselor hired to provide services & support for LISTO students full time.
2. Improve video counseling to enhance student access, retention, success, and transfer.
3. Increase email communication by installation of web site that is easy to read and access.
4. Hire a full time MESA Counselor that would also teach HD courses.
5. Increase secretary position to full-time with the expansion of registrations, orientations, and

counselors, it is imperative to have a full time secretary as support for students & staff.

6. Make the CalWORKs/Puente counseling position a Puente general counselor.
7. Hire a full time CalWORKs Counselor.

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

1. Provide support staff to successfully implement the new Banner software.
2. Provide Banner training to the division of Student Services and support staff.
3. Provide adequate temporary facilities for the seismic upgrade.

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

1. Increase Supply Budget to \$1,500 - no increase has been made in current budget.
2. Provide a budget sheet that is current and easy to read.
3. Provide a process that would allow for appropriate budget requests from appropriate sources and correct time lines.
4. Provide an adequate Student Assistant budget to cover the 26% increase in student orientation contacts and to secure a strong service model.

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

1. Provide information on desired partnerships regarding appropriate programs at COS.
2. Participate in a joint project of low income youth through the age of 21 and adults whose goals are to earn certificates or degrees.

## Counseling Services (continued)

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*"...documented in a Student Educational Plan which reflects the current goal of the student."*

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## Disability Resource Center (DRC)

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*"...received the Advisory Committee Award from the Mayor's Committee for Persons with Disabilities. The program was honored for 'assisting the disabled community in providing education, recreation, and socialization services with full commitment to excellence.'"*

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**M** ISSION/FOCUS:  
The Disabled Student Program's mission is four fold: to provide support services to place students with disabilities on equal footing with their non-disabled peers; to seek accommodations to eliminate or minimize barriers to educational access; to serve as an advocate for the disabled population; and to inform and educate the college community and the community at large regarding the abilities and needs of students with disabilities.

**S** TRENGTHS/ACCOMPLISHMENTS:

1. The Disability Resource Center continued to stabilize in terms of students served. In the past year the student count decreased by 6.9%. Staffing has increased with the addition of a full time Learning Disability Specialist and by increasing the Senior Instructional Assistant in the Learning Skills Lab to a full time position. Cost cutting strategies continue to be employed without reducing services. There continues to be an increase in students seeking assessment for learning disabilities.
2. Adapted PE remains a strong component of the program, providing optimal fitness for the students served.
3. The Learning Skills Lab continues to provide remedial instruction, assistance directly related to course work, competency and placement assessment and test accommodation.
4. The High Tech Center continues to upgrade both hardware and software to better meet the needs of disabled students.
5. Outreach remains an important component. Staff is available to educate the campus about the needs of disabled students, specific disabilities and reasonable accommodations.
6. Computer hardware and software utilized by program staff are upgraded as funding and equipment availability allow which continues to improve the service delivery of the program.

7. Work continues on the evaluation and training program for sign language interpreters.
8. The Disability Resource Center received the Advisory Committee Award from the Mayor's Committee for Persons with Disabilities. The program was honored for "assisting the disabled community in providing education, recreation, and socialization services with full commitment to excellence."
9. A more comprehensive effort was made to ensure that adaptive furniture was placed in classroom for students with such needs.
10. Progress reports continue to be requested on all at-risk and first-semester students enrolled in the program. Students of concern are then called in to review these reports with a counselor, recommendations and referrals are made, and services are provided to address deficiencies quickly and effectively.

**S** IGNIFICANT CHANGES:

1. The addition of a full time Learning Disability Specialist has improved services to students. The Learning Skills Lab has also benefited. Increasing the Senior Instructional Aide position in the Learning Skills Lab to full-time has resulted in improved services to the learning disabled population. The implementation of training on a specific software program for learning disabled students has had a positive impact on student success.
2. Office space was enlarged & reconfigured so that the new Learning Disabilities Specialist and the Lead Interpreter have enclosed, private, office space that is adequate in size.
3. The completion of a policy and procedure manual remains a pressing need. This would serve to decrease confusion experienced by students who enroll in the program and would improve consistency among staff in enrolling students, documenting disabilities, and providing services.

4. Although students have shown limited need for services off-campus, expansion of services at the Hanford Center and the COS Farm has been suggested by the Program Review.
5. The addition of a full-time Director has been determined as a need. With increased administrative requirements, it is not feasible for the Dean and Counselor to continue sharing these duties.
6. Student recruitment efforts need to increase as well. A faculty survey would serve to identify needs and would facilitate a closer relationship with faculty. Efforts are underway to teach faculty how to recognize students with potential learning disabilities and to refer them to DRC for assessment.
7. Interpreting services continue to be a focus, due to the lack of a qualified pool of interpreters. The program may join forces with the Language Arts Division to develop an interpreter-training program.
8. Space for the High Tech Center is very small and is located in a corner of the Learning Skills Lab. With the addition of a Director and a High Tech Center/Access Specialist, space will be an even greater challenge.
9. The Chancellor's Office has provided specific funds to the program to recruit and hire a High Tech Center/Access Specialist.
10. Efforts are under way to coordinate closed-captioning of all videos utilized on campus as mandated.
11. Changed name to the Disability Resource Center in an effort to more accurately reflect our role and mission of serving as a resource to disable students and staff on the campus.

#### OBJECTIVES:

- Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.
1. Develop curriculums to provide learning disability assessment as a for-credit class, for an

"instructional support" class, for student success for disabled students, for independent living skills class, and for lecture/lab class in computation.

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

1. Complete a rough draft of Policy & Procedure Manual.
2. Seek approval for Policy & Procedure Manual.

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

1. Hire a Director.
2. Hire a High Tech Center/Access Specialist.

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

1. Ensure all televisions and videos utilized on campus are closed-captioned for the Deaf/hearing impaired.
2. Ensure space exists for new classes & staff.
3. Ensure equal access to college activities by ensuring van with wheelchair access is part of campus fleet of vehicles.

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

1. Contract for services to ensure CSUF disabled students on COS campus are accommodated.

## Disability Resource Center (DRC) (continued)

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*"Staff is available to educate the campus about the needs of disabled students, specific disabilities and reasonable accommodations."*

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## Extended Opportunity Programs and Services (EOP&S)

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*"...to motivate them to continue striving for success..."*

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**M**ISSION/FOCUS:  
The purpose of the EOP&S Program is to provide educational opportunity for those students who might not otherwise be able to attend an institution of higher education. The students selected for the program must come from a historically disadvantaged background. The program is also required to target for recruitment those students who are under-represented in the college when compared to the population in the area served by the college. At the College of the Sequoias, the group most under represented has been, and continues to be, the Latino student.

The philosophy of the EOPS Program is that by bringing these disadvantaged students to the campus and providing them with financial and other support services they will be successful students, they will graduate, they will transfer or move on to full employment, their lives will be enriched, and they will become productive citizens in our community. They will benefit and the college and the community will benefit as well.

The primary purpose of the program, to enhance student success, relates well to the philosophy of the college. As stated in the catalog; the Philosophy of the college of the Sequoias is based upon a belief that all individuals are innately valuable and entitled to develop their full potential, that a healthy and vigorous society benefits from an informed appreciation of the cultural, racial, and socioeconomic variations among its members, that a democracy depends upon a critical, questioning and informed citizenry, and that through its programs the college serves the individual, the community and society.

**S**TRENGTHS/ACCOMPLISHMENTS:  
1. The program continues to grow every year, probably due to the low educational attainment of the population in our service area and the high rates of poverty.

2. EOPS hosted a Kick-Off event in August for continuing EOPS students to motivate them to continue striving for success and to remind them of their responsibilities to the program.
3. The program continues to host the annual Academic Achievement Ceremony to honor those students on the President's and Dean's List. This is the only academic award ceremony sponsored by COS. 161 of the 204 students invited were EOPS students. 30 EOPS students achieved a 4.0 GPA and were recognized with a special 4.0 pin.
4. The program again hosted the 15<sup>th</sup> Annual Multi Cultural Fair. The purpose of the Fair is to focus & celebrate the rich cultural diversity of the student body. It is the biggest and most well attended event at COS.
5. 1999-2000 was the fifth year the EOPS program was involved in coordinating an event called College: Making It Happen. This is an inter-segmental effort including the community colleges, the UC and the CSU systems in an effort to reach parents of middle school students to impress upon them the importance of their role in helping prepare their children for college.
6. A Graduation Breakfast is held at the end of the Spring Semester to honor those students who graduated at the end of the Fall or Spring Semester. Sixty-five students graduated in the 1999-2000 academic year.
7. The program continues to provide outreach services to the high schools and community agencies in our service area. The EOPS program specialist is bilingual and is able to assist many of the migrant education students with the financial aid and admission applications.

**S**IGNIFICANT CHANGES:  
1. The EOPS funding allocation for 2000-2001 increased significantly, by \$180,178. With this increase in funds

the program is required to provide book services to students in the amount of \$54,538 above what was provided last year, and to increase the number of students served to 1039.

2. The EOPS Director working jointly with the Director of Research and Grants, school district personnel, and university staff was successful in obtaining funding for two teacher preparation programs.
3. Office for the Teacher Academy and the other is funded by the U.S. Department of Education for a Paraprofessional Bilingual Career Ladder Program. These have the potential of being funded for five years to help 75 - 100 COS students prepare for a career as teachers.
4. These new programs required hiring a new Director and a clerical assistant. The new staff has been accommodated in the back room of the EOPS office in close proximity to the Mini Corps program. This has resulted in the EOPS facility being utilized to maximum capacity.

## **O**BJECTIVES:

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

1. Continue to teach HD 120 student success course.

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

1. Continue to follow-up with students who receive D's & F's on progress reports.
2. Continue walk in counseling time
3. Continue workshops for probationary students to improve retention
4. Continue to follow up on students who withdraw from classes
5. Continue with Fall Kick-Off event to provide encouragement to students

6. Continue with program enhancement activities, i.e., Multi-cultural Fair, Academic Achievement Ceremony, and Graduation Breakfast to promote student success and retention.

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

1. Request remodel for reception area for improved Service to students and greater efficiency.

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

1. Continue to participate in the Association of Mexican American Educators to plan activities to improve Access to higher education for Latino students.
2. Continue to participate with Hispanic Roundtable to stay informed of issues affecting Latino community.
3. Continue to serve as mentors for the Puente Program and LISTO Program.

## Extended Opportunity Programs and Services (EOP&S)

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*"The program continues to provide outreach services to the high schools and community agencies in our service area..."*

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# Financial Aid

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*"Central to the mission of the College of the Sequoias is the principle of open access to any student who can benefit from instruction."*

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**M** ISSION/FOCUS:  
Student Financial Aid Programs exist, as a matter of Federal and State Public Policy, to assist needy students in meeting the costs of attending college. Central to the mission of the College of the Sequoias is the principle of open access to any student who can benefit from instruction. Due to the extremely low median family incomes in the COS service area, the provision of financial aid to students is often the key factor which makes attendance possible. The primary purpose of these programs is to make it possible for students of low-income families to attend College of the Sequoias. Many minority, historically under-represented, and first-generation college students have access to postsecondary education only with the financial assistance that Federal and State Financial Aid Programs provide.

In support of the open access principle and equal opportunity for students, the College offers a coordinated program of Federal and State grants and scholarships, subsidized work opportunities, and loans to students who qualify according to the national needs analysis standard.

Currently, the programs emphasize opportunities for enrollment fee waivers, Pell Grants and other grants, with a secondary emphasis on work opportunities and student loans.

**S** TRENGTHS/ACCOMPLISHMENTS:  
1. During the five years ending June 30, 2000, the College's Student Financial Aid Programs grew from \$6,000,000 to nearly \$10,000,000.  
2. During the same period, the number of students served grew from 4,820 to 6,307. The Federal, State, and local Student Financial Aid Programs have served the growing number of needy students while providing the required compliance with complex regulatory and audit

requirements of the State and the U.S. Department of Education.

**S** IGNIFICANT CHANGES:  
1. The Financial Aid Department continues its development of subsidized job opportunities for students. In 2000-2001, the College had nearly 300 students working in twenty-seven (27) public and non-profit agencies who partner with the College to provide work sites. In 2000-2001, 300 students will earn \$600,000 as a result of their participation in Work Study Programs managed by the College. During 2000-2001, the Department submitted a successful grant application to participate in the California State Work Study Program. COS was one of nineteen (19) new colleges in the State of California funded for this new program.  
2. A major challenge for staff continues to be interpreting and providing compliance with increasing complex Federal and State Regulations while at the same time providing quality and timely financial aid services to students. The Financial Aid Department continues to endeavor to manage the demand-driven growth in Student Financial Aid Programs. While one Financial Aid Specialist position was added in 1997-98, the department continues to be substantially below the staffing standards published by the U.S. Department of Education. Each Financial Aid Specialist has a processing caseload of 2,250 students. Staff strives to maintain the high level of accuracy necessary for program and audit requirements, while at the same time, respond to the time-sensitive nature of the process. If students are not processed, awarded, and paid in a timely manner, negative impacts are seen in enrollment, retention, and success.



## Financial Aid (continued)

### **O**BJECTIVES:

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

1. Implement Banner - Financial Aid System
2. Manage the Federal, State and local SFA Programs in an effective and efficient manner for students while satisfying all regulatory and audit requirements.
3. Schedule a minimum of two training activities per semester for all full-time and part-time staff.
4. Update/redesign the COS Financial Aid Web-site. Post all current information, procedures, and applications to the site along with appropriate links to other major Financial Aid Information Web-sites.

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

1. Provide access to higher education by the needy residents of the COS District through the provision of effective programs of student financial assistance.
2. Improve financial aid application and awarding processes by the addition of one FTE Financial Aid Specialist and one FTE Programmer Analyst to staff.

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

1. Remodel and update the Financial Aid Office area - Rooms 103A/103B.

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

1. Continue to expand the Federal Work Study Program and the CalWORKs Work Study Program by contracting with public aid and private nonprofit agencies. Five new contracts will be signed in 2001-2002.

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*"...the Department submitted a successful grant application to participate in the California State Work Study Program. COS was one of nineteen (19) new colleges in the State of California funded for this new program."*

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# Matriculation

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*"...ensure that all students complete their college courses, persist to the next academic term, and achieve their educational objectives."*

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**M** ISSION/FOCUS:  
Matriculation is a process that enhances access to College of the Sequoias and promotes and sustains the efforts of credit students to be successful in their educational endeavors. The goals of matriculation are to ensure that all students complete their college courses, persist to the next academic term, and achieve their educational objectives.

Matriculation focuses on admissions, orientation, assessment, counseling/advisement, student follow-up, research/evaluation, and coordination/training. Monitoring of prerequisites, corequisites, advisories and other limitations on enrollment is also performed to ensure open access.

**S** TRENGTHS/ACCOMPLISHMENTS:

1. The Chancellor's Office Matriculation Site Review team stated they "found a positive atmosphere and overall support of matriculation, students are satisfied with the process, and staff and faculty work together to insure compliance with matriculation components."
2. The team commended the Executive Vice President for his leadership, strong support, and overall program coordination.
3. The team also commended the Dean of Student Services, Admissions & Records staff, the Counseling Division, DSPS, Counseling Technician, and the Matriculation/International Student Coordinator.

**S** IGNIFICANT CHANGES:  
The Chancellor's Office completed a Matriculation Site Review during March 2000 and we are completing the following to satisfy their recommendations:

1. Working with Information Services to develop a procedure to ensure all non-exempt students receive matriculation services and providing exemption training to all student service staff.

2. Exploring the possibility of increasing the number of EOPS students who receive priority registration.
3. As COS publications are reprinted, a consistent and uniform statement regarding students' rights and responsibilities will be included.
4. Exploring models of assisting ESL students to make appropriate placement test decisions.
5. Determining effective interventions for student success.

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

1. Improve orientation by adding a video and PowerPoint slide program.
2. Develop Student Services Handbook into a calendar for students.
3. Hire part-time staff member to input students' educational study plans.

# Puente Project

## MISSION/FOCUS:

The mission of the Puente Project is to increase the number of educationally underserved students who enroll in four-year universities and colleges, earn degrees and return to the community as leaders and mentors to succeeding generations. The Puente Project has been an integral part of the Latino Community throughout California during its 20-year existence.

Students enrolled in the Puente Program at COS are team taught in Human Development and English. These courses help students to overcome hurdles typically faced by underrepresented populations of students. They develop academic writing and reading skills, and work on leadership training. Additionally, the program recruits professionals from the community to mentor students. These mentors demonstrate that a deep sense of pride in culture can be integrated with economic and professional success. The Puente Project is recognized nationally as a pioneer in its innovative teaching, counseling and mentoring program.

## STRENGTHS/ACCOMPLISHMENTS:

1. Maintained the number of transfer students to four-year institutions.
2. Continued success of Puente "veteranos": one student was awarded a HACU internship in Washington D.C., seven students earned over nineteen thousand dollars in scholarships, and seven students earned AA/AS degrees.
3. Trained and strengthened an increased mentor pool of community business and professional leaders from the community.
4. Continued strong accomplishments by students as measured by instructors in and outside of the program.
5. Continued monthly student-mentor dinners.

6. Conducted transfer workshops, the 3<sup>rd</sup> Puente Family Conference, and the 3<sup>rd</sup> Puente Project Conocimiento for students and parents.
7. Organized a trip to Berkeley for the statewide Puente Transfer Conference and to CSU, Fresno, and UC Santa Barbara.
8. Organized a Puente Project Graduation/ Reunion picnic and the first "Puente Bowl"—a team-building activity for mentors and students.
9. Helped the Puente Club in fund raising and community service endeavors.

## SIGNIFICANT CHANGES:

1. The program is now able to affect twice as many students as it was able to previously.
2. Instructors and counselors have been given a beneficial opportunity to share in the building of courses, in planning and in implementing new curriculum. The new team has helped ease the burden of administering the program and has also brought new and innovative ideas for Puente.
3. The community has given tremendous support to the program. The project actually ended up with more mentors than it could use this year. This will help the project maintain a strong and viable mentor pool in the years to come.

## OBJECTIVES:

- Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.
1. Continue to employ a literacy tutor to help students with reading and writing fluency.
  2. Employ Blackboard Course Management in its classes to open technological avenues for continued learning.

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*"...one student was awarded a HACU internship in Washington D.C., seven students earned over nineteen thousand dollars in scholarships, and seven students earned AA/AS degrees."*

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# Puente Project

(continued)

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*"The program is now able to affect twice as many students as it was able to previously."*

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

1. Acquire office space suitable for meeting the demands of the program.
2. Acquire personal office space and the proper equipment for all co-directors.
3. Explore ways in which Puente counselors' loads will be 50% Puente/50% general.

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

1. Support the rigor of the coursework to help students continue to meet the challenges of transferring to the UC.
2. Explore cultural and educational enrichment programs for Puente students.
3. Continue to support student success by recruiting and training mentors for each student.
4. Explore ways in which they can share secretarial support with Student Services.

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

1. Secure adequate office space and equipment co-directors, secretarial and tutorial support and for storage.

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

1. Maintain budget to accommodate student needs.

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

1. Continue to build the Mentor program with training and other activities.
2. Provide opportunities for mentors and students to meet at motivational speaking events and team-building activities.

**M** ISSION/FOCUS:  
The Student Activities/Governance Program is an essential and fundamental part of the college's educational mission.

As the center of college community life, it serves as a laboratory of citizenship, training students in social responsibility and for leadership in our democracy. Through its various committees, and staff, it provides a cultural, social and recreational program aiming to make free-time activity a cooperative factor with study in education.

In all its processes it encourages self-directed activity, giving maximum opportunity for self-realization and for growth in individual social competency and group effectiveness. Its goal is the development of persons as well as intellects. Student Activities/ Governance Program serves as a unifying force in the life of the college, cultivating enduring regard for and loyalty of the college.

**S** TRENGTHS/ACCOMPLISHMENTS:

1. The Student Activities/Governance Program has been more responsive to the total student population needs on campus than it has been in many years. The institution continues to support opportunities in institutional government. The Associated Student Body and the Student Executive Board are very active and highly involved in many leadership activities, institutional governance, and committee representation. The Program has put more emphasis on student representation and student issues both locally and statewide.
2. The Student Activities/Governance Program continues to strive to meet the needs and desires of the diverse college population we serve. Events and activities reflect these specific areas: Culture/Arts, Social/Services, Recreational/Intramural, political/Legislation and Educational/Personal Development. The Associated Student Body and faculty advisors

support thirty-one active clubs which all have individual activities for students and the community.

**S** IGNIFICANT CHANGES:

1. The Student Activities/Governance Program needs to conduct additional recruitment efforts in order to attract quality members to the Leadership Class and the Student Executive Board.
2. The enrollment within the Student Leadership Class has decreased in the past few years. Therefore, with less students enrolled in the class, it is difficult to have student representation on all campus-wide committees.

**O** BJECTIVES:

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

1. Promote a positive atmosphere for all students through various promotions/activities. For example, host a "Welcome Week" each semester.

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

1. Enhance leadership skills through the ASB Leadership Class by offering additional training to students.

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

1. Encourage more community involvement through various clubs, organizations and special programs.

## Student Activities/ Governance Program (ASB)

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*"...serves as a laboratory of citizenship, training students in social responsibility and for leadership in our democracy."*

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## Student Health Center



*"... new portable facility designed as a student health center which will facilitate serving students and staff and expanding services."*

**M** ISSION/FOCUS:  
The physical and mental health of the student is of paramount importance to the goals of the Student Health Center. To promote healthy behaviors and lifestyles as a support for the teaching-learning environment and to facilitate student success is foremost in the design and delivery of services. Attention to the whole person is the underlying principle of the treatment and prevention services of the Student Health Center. This link with the academic community is more evident each year as increasingly complex health issues and health risk co-factors confront our students. Through the provision of health education and promotion activities, personal health services, emergency first aid, health counseling/advising, referral services and general student support programs, the student's retention and access to the program and activities of the college are supported.

The Student Health Center's primary mission is to assist students in achieving/maintaining optimal physical and emotional/mental health, to promote healthy behaviors and lifestyles to enhance the achievement of educational goals, and to empower students to take responsibility and control of personal health management for a lifetime. "To prevent when possible, to heal when needed, and to empower always."

**S** TRENGTHS/ACCOMPLISHMENTS:

1. Dedicated and dependable staff who know their jobs and whose focus is serving students' needs.
2. A stable staff for the past few years.
3. A new portable facility designed as a student health center which will facilitate serving students and staff and expanding services.
4. Numerous community contacts and collaborations that translate into support for the Student Health Center.
5. Strong campus and administrative support.

**S** IGNIFICANT CHANGES:

1. Expansion of psychological counseling services by CSUF Marriage and Family Therapist (MFT) Program/MA Counseling students with provision for on-campus supervision has provided continuity and inter-departmental support for this much needed service.
2. A successful Partnership for Excellence Proposal was approved for funding of a new Health Center facility which is utilizing portable buildings to improve access, health and safety issues and enable expansion of programs and services to our increasing campus population. The new facility opened in November.
3. Collaboration with the Nursing Department continues to provide creative opportunities for students to develop teaching and leadership skills and improve clinical skills in the ambulatory/community setting while assisting and enhancing Health Center Programs and Services.
4. Collaboration with Kaweah Health Care District, Tulare County Department of Health and Human Services and Kings County Health Department for inclusion of Family Planning and limited acute care services is on-going. This includes Kaweah Delta's mobile health clinic which was finally licensed this semester.
5. Pursuit of a collaborative venture with CSUF to serve their students on the COS campus is on-going and will be feasible with the expansion and relocation of the Health Center. An agreement of \$15.00 per student has been established for individuals attending CSUF classes on the COS campus and will be implemented for spring semester 2001. Seeking grant opportunities appropriate to the needs of the Health Center and the students served will become a priority now that the new Health Center has become a reality.

6. Issues and challenges relate primarily to the reduction of community resources for indigent/low income students, an increase in demand for services, budgetary constraints related to health fee waivers, and a growing population of students with significant physical and emotional health needs.
7. Opportunities relate to the utilization of previous and current successes as a springboard for future plans, including: completion of new Health Center which will enable the growth of programs and services; anticipated implementation of AB 549 to provide alternate revenue; potential legislative changes at state level to address funding of Health Services; development of peer education program and collaboration with community agencies and programs to further expand and enhance Health Center services to our students and staff.

**O**BJECTIVES:  
 Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Expand health promotion and wellness education to the campus community.

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

1. Expand health services addressing physical, emotional and mental health issues of at-risk students.
2. Increase utilization of health services at satellite (Hanford) campus.

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

1. Provide enhanced, state of the art learning, teaching, working and clinical environment for students, faculty and staff in the new Health Center.

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

1. Expand community collaborations and partnerships to enhance health services and programs.

## Student Health Center (continued)

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*"Through the provision of health education and promotion activities, personal health services, emergency first aid, health counseling/advising, referral services and general student support programs, the student's retention and access to the program and activities of the college are supported."*

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# Student Services Office

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*"...provide the leadership and planning that assures students have access to the various support services that allow for an effective learning environment."*

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**M**ISSION/FOCUS:  
The mission of the Office of the Executive Vice President, Student Services is to provide the leadership and planning that assures students have access to the various support services that allow for an effective learning environment. This Office endeavors to create, via Matriculation, a collegial atmosphere where student access and success will be encouraged and supported.

This Office supports the COS mission by working in collaboration with the Office of Academic Services and Administrative Services to coordinate student programs and services that allow students the opportunity to transition from the secondary education system, experience success at the community college level, and accomplish their educational and/or career goal.

**S**TRENGTHS/ACCOMPLISHMENTS:

1. Highly qualified and dedicated staff who provide services directly to students, to staff, and to the community.
2. Dedication to assuring that students have access to services and programs that will help facilitate success.
3. Leadership abilities of the Executive Vice President, Student Services are highlighted by the 1999-2000 Administrator of the Year Award from the Tulare County Department of Education.
4. This Office has been instrumental in improving the College's interactions within the community, supporting the annual March of Dimes funding raising activities for the past four years and hosting WalkAmerica on campus for the past two years.
5. Each semester the Office has organized and coordinated a day of service at Sister Ursula's Kitchen for students, faculty, and administrators.

6. The resolution of student grievances and disciplinary actions has been successful as evidenced by a decline in formal student grievances.
7. Efforts to improve the service delivery models and procedures and to improve overall communication between areas are addressed weekly by the Vice President, the Deans, Department Heads, and Program Managers. Also routine meetings – each Spring and Fall at a minimum – with all areas are held together with an annual retreat of key staff. Specific outcomes of these meetings that have helped improve overall services are:
  - a. Improving outreach to area high schools and the community.
  - b. Establishing an Outreach Office with a full-time staff member.
  - c. Enhancing orientation and registration process.
  - d. Reinstating a Transfer Center Office.
  - e. Hiring a full-time Transfer Center Counselor.
  - f. Developing an Orientation video and PowerPoint presentation for incoming students.

**S**IGNIFICANT CHANGES:

1. Due to the restrictive nature of much of the funding for Student Services (and the fact that over half of the funding is derived from categorical funds) many of the new monies that we had for innovation are instructive in nature due to the categorical funding base. Without a greater commitment of District dollars it prohibits many of the innovations for our general student population.
2. An elevator has been installed to provide access to the second story of the Student Services wing.



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

1. Assure ease of institutional software training efforts with appropriate backfill of staff with temporary staff as needed.
2. Encourage a formal review of Student Services' organizational structure by an ad hoc task force.
3. Facilitate the recruitment and hiring of a Dean of Counseling/Matriculation to replace the position eliminated in 1997.
4. Meet with the President to define the role for the Executive Vice President and ways to backfill times away from Student Services duties.
5. Continue to meet jointly with the administrative staff of Academic Services and Student Services developing strategies to address common issues.

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

1. Investigate additional intervention strategies to increase student success.
2. Develop an early alert system with Academic Services and Student Services as recommended by Matriculation site visit.

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

1. Provide access to the second story of the Student Services wing upon completion of the installation of the elevator.
2. Allow for changes due to seismic retrofit of the Student Services wing.

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

1. Present to the President's Cabinet the need for strategic, long-range planning activities that involve constituents of the District.

## Student Services Office (continued)

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*"...allow students the opportunity to transition from the secondary education system, experience success at the community college level, and accomplish their educational and/or career goal."*

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# Transfer Center

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*"...dedicated to preparing and increasing the number of students for transfer to four-year institutions..."*

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## MISSION/FOCUS:

The Transfer Center at College of the Sequoias exists to provide students with support services which will assist them in successfully attaining their academic and occupational goals. In keeping with the mission of the college, the Center is dedicated to preparing and increasing the number of students for transfer to four-year institutions through the coordination of programs and services to all students. Transfer is the responsibility of the entire COS institution, and an important function of the Center is coordinating all transfer efforts among all divisions, departments, and programs of the College.

## STRENGTHS/ACCOMPLISHMENTS:

1. Overseeing collaborative efforts with university partners such as the TAA Program, visitation & appointment schedules of 4-year college & university representatives.
2. Informing and motivating students to transfer by establishing a monthly calendar of activities, providing a library of transfer materials, and coordinating transfer workshops and university campus tours.
3. Assisting students with their transfer/ transition plans, including timely completion and submission of admission applications, financial aid & housing materials, the identification of available university services, programs & personnel to contact for further assistance in the transition process.
4. A system of tracking has been implemented to determine the number of students served.

## SIGNIFICANT CHANGES:

1. Hired a full-time transfer counselor to oversee the transfer program.
2. Development of tracking system whereby effectiveness of services rendered as be measured as well as students served in achieving the institutional transfer goals.

3. As a result of Program Review, several goals were presented: 1) hire a full-time, permanent Transfer Counselor, 2) establish office; and 3) provide clerical support for the position.

## OBJECTIVES:

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

1. Continue to collaborate with other campus departments, university representatives, private institutions, to sponsor campus events and visits to 4-year baccalaureate institutions.

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

1. Establish a centralized location to assure students confidentiality, resources and staffing needed to seamlessly transition to a 4-year university.

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

1. Serve as the contact person for all inquiries concerning the college's transfer functions.
2. Work with campus faculty and administration to ensure that the transfer function is clearly identified as a primary mission of the college.
3. Establish an advisory committee to assist in expanding & strengthening transfer activities.

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

1. Meet with 4-year college & university representatives regularly; encourage 4-year baccalaureate participation in transfer activities such as the Central San Joaquin Valley Transfer Alliance Action Committee.

## Veterans Services

### MISSION/FOCUS:

The purpose of the Veterans Services Program is to provide Educational Program Certification Services and advising to active duty military personnel, veterans of the Armed Services, and certain dependents of veterans, who wish to attend College of the Sequoias and receive educational benefits from the Department of Veterans Affairs.

The College's responsibility is to properly advise and matriculate these students, and to assist them in obtaining their military educational benefits.

### STRENGTHS/ACCOMPLISHMENTS:

1. The COS Veterans Program has provided effective educational advising, counseling, and certification services for veterans and veterans' dependents of Kings and Tulare Counties. Research data indicate that Veteran students at College of the Sequoias have higher than average rates of persistence and program completion.

### SIGNIFICANT CHANGES:

1. The College has recently responded to a compliance review conducted by the U.S. Department of Veterans Affairs. Deficiencies were noted in several areas including evaluation and reporting of prior credit of veterans, and certification of unrequired courses in the student's program.
2. A .40 FTE Counseling Technician was employed in August of 1999 to assist in managing the Education Study Plan process and procedures were reviewed and modified.
3. The most recent Program Compliance Review by the U.S. Department of Veterans Affairs noted the corrective actions and no audit exceptions were issued.

### OBJECTIVES:

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

1. Evaluate and improve processes and procedures.
2. Implement SCT/Banner Financial Aid Software for use by Veterans Department.

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

1. Conduct Veteran's Program and Orientations for Student.
2. Provide educational advisement, benefits certification and tuition assistance for veteran students and/or their dependents in an accurate and timely manner.
3. Maintain current educational program certifications with the California State Bureau for postsecondary and vocational education commissions. Seek new approvals as new curriculum is approved for the College.

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

1. Seismically update and remodel Room 103.

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*"... advise and matriculate these students, and to assist them in obtaining their military educational benefits."*

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## Board of Trustees

### 2000-2001 Board of Trustees

Ward 1 -- Robert N. Line, Vice President -- 2002  
 Ward 2 -- Sue Shannon, Member -- 2002  
 Ward 3 -- Ken Crandall, Clerk -- 2000  
 Earl Mann, Clerk -- 2004  
 Ward 4 -- Devin G. Nunes, Member -- 2004  
 Ward 5 -- John Zurnwalt, President -- 2002

The Board of Trustees remains committed to the goals they established for the 2000-2001 academic year. They are:


1. Build Hanford Educational Center and Tulare Farm Science and Technology Center.
2. Improve the outcomes from Basic Skills Program:
  - Explore the possibility of a developmental skills department.
3. Strengthen Transfer and Technology Education Programs, including:
  - Student recruitment
  - Premier Agriculture program
  - Premier Technology program
  - Meet the technological education needs of local business and industry
  - Improve weekend class offerings
4. Extend and improve the college's visibility in local, state and national arenas:
  - Showcase CO S' educational programs
  - Highlight student achievement
  - Highlight faculty and staff achievement
  - Advance COS as a technological leader

Significant Board actions during 2000-2001:

- Approved COS' joining the San Joaquin Valley Community College Consortium.
- Authorized the purchase of a modular building for Computer Services' expansion.
- Awarded bids to repair runways for the pole vault and long jump and replace the lockers in the gymnasium.
- Approved the 2003-2007 5-Year Construction Plan.
- Adopted the revised COS Mission Statement as developed/approved by the Planning Task Force.
- Approved the increase in student health fees from \$11 to \$12 per semester.
- Approved the Memorandum of Understanding with the Hanford Joint Union High School District for adult non-credit education courses.
- Authorized the following with regard to Purchasing: Use of CA Uniform Public

- Construction Cost Accounting Procedures; Adoption of the Purchasing Policy; Participation in the State of California Cal-Card Program; replacement of photocopiers across campus; and disposal of surplus and obsolete equipment.
- Granted sabbatical leaves to Pamela Faller, Kenneth Anderson, Millicent Owens, and Valerie Ehrlich
- Set the 2001-2002 Nonresident Tuition Fee at \$134 per semester and approved the collection of the \$100 application fee.
- Approved the donation of surplus computers to Woodlake High School.
- Ratified an MOU with Family Fundamental Opportunities...Children's Unlimited Success. COS will collaborate with this organization in the development of early intervention training and support program for childcare providers.
- Accepted the final Program Review Reports for the 1999-2000 academic year.
- Approved the Telecommunications Technology Infrastructure Program's Certification for Expenditures and the Expenditure Plan.
- Supported the Tulare County Local Agency Formation Commission's case to amend the City of Tulare's Sphere of Influence to include the COS Tulare Center.
- Approved the repairs and fencing of the baseball diamond.
- Ratified the CA State Work Study Program Participation Agreement.
- Awarded bid for the removal of five homes on Laurel Lane and Tulare Avenue.
- Adopted the following publications: Student Equity Plan, Student Employment Handbook, 2000-2001 College Catalog and the COS Campus Police Department Policy Manual.
- Awarded the contract for a Student/ Administrative Software/Hardware System to SCT Corp.
- Approved setting aside \$75,000 from the General Fund Reserve for the Hispanic Serving Institution Endowment.

# Academic Senate



2001-2002 Officers

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Larry Dutto-President  
 Debra Hansen-Vice President  
 Chaumonde Pyatt-Secretary Treasurer  
 Michele Hester-Reyes-State Delegate  
 Ron McGriff, Hunter Church Gonzales &  
 Steve Natoli-Committee Chairs

**M**ISSION/FOCUS:  
 The College of the Sequoias Academic Senate has the primary responsibility for all academic and professional matters for the college. Since the primary mission of the college is instruction, the Senate plays a major role in the college organization.

The senate is responsible for all academic issues of the college. Faculty representation on school committees are appointed and approved by the senate. The senate also recruits and appoints or elects faculty to several school wide committees such as the College Council, Institutional Planning and Program Review. Academic Senate sub-committees work on a variety of academic issues. These issues have included hiring procedures, distance learning, academic freedom and evaluation of the College Council.

- S**TRENGTHS/ACCOMPLISHMENTS:
1. The COS Academic Senate continues to provide leadership and in-service activities for faculty.
  2. FLEX workshops and individual FLEX activities have been greatly improved and attended by staff.
  3. The curriculum process has been improved by setting due dates for curriculum changes well in advanced of class schedule timelines to avoid conflicts. The curriculum chair has been working with the committee to streamline the curriculum process, discuss changes in the graduation, general education and transfer requirements for students.
  4. A revised Equivalency Policy was forwarded to the senate for approval.
  5. A new hiring policy was approved by the Senate and the Board of Trustees.
  6. The Senate continues to try to improve communication with the COS Board of Trustees & the State Academic Senate President. The Senate has hosted the State

Academic Senate President to update senators on statewide issues.

- S**IGNIFICANT CHANGES:
1. New Hiring Policy
  2. New Equivalency Policy
  3. Sharing of clerical with College Council
  4. Hosting of Institutional Matrix Workshop
  5. Hosting of Board Forum for Faculty and Updating of Senate Website.

**O**BJECTIVES:  
 Goal 1: COS will provide a curriculum which meets the lifelong, educational needs of our diverse population.

1. Continue to work on curriculum process.
- Goal 2: COS will operate efficiently and equitably to ensure positive atmosphere and maximum productivity.
1. Serve on College Council.
  2. Host Institutional Matrix Meeting.

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

1. Provide FLEX Workshops.

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

1. Continue to work within the shared governance model on above base budget equipment rankings and PFE projects.

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

1. Assign faculty to campus committees.

**M**embership in the Associated Student Body (ASB) is secured by paying the appropriate fees which are then used to fund ASB and other co-curricular (musical performing groups, athletics, honor society) activities.

The ASB Executive Board is comprised of eight officers. Students serve on various campus committees, hiring selection committees and as liaisons between divisions and students. They participate in campuswide planning workshops for developing the College's vision, goals, and objectives and serve on Program Review committees that review progress toward implementation of these goals.

In addition, ASB is represented on the Board by a non-voting Student Trustee. The College Council and the Partnership for Excellence Committee each have two ASB representatives with voting rights. Students also serve on College Council Standing Committees.

Melissa Keller, 2001-2002 ASB President, shared her agenda for the coming year:

- Maintain balance and communication within ASB.
- Promote student involvement through activities and campus committees.
- Encourage networking between students, faculty, and administration.
- Increase diverse and cultural activities on campus.
- Keep student body informed on state issues that affect them.

Accomplishments during 2000-2001:

- Initiated several policies dealing with the care of assets and safety/security in the Student Body Office.
- Will be participating in recruiting students during 2001-2002.
- Hosted or participated in the following:
  - Faculty/Staff Appreciation Luncheon,
  - Giant Expo/Tech Prep,
  - Mardi Gras Parade,
  - Club Rush,
  - Club Olympics,
  - March of Dimes fund raiser,
  - Homecoming,
  - Sister Ursula's Kitchen food preparation and service,
  - Visalia Emergency Aid food distribution,
  - Canned food drives,
  - Visalia's Christmas Parade,
  - Toy collection for needy children,
- Promoting recycling on campus via a Recycling Committee.

ASB Officers for 2001-2002 include:

- Melissa Keller, President
- Rhoda Runyon, Vice President
- Ester Reyes, Commissioner of Activities
- T.C.Cano, Commissioner of Finance
- Elizabeth Muniz, Commissioner of Publicity
- Daniel Harris, Commissioner of Records
- Lester M. Paredes, Student Trustee
- Lee Schneider, CalSACC Representative
- Anthony Wallace, Policy Board Representative

## Associated Student Body



Melissa Keller, ASB President 2001-2002

## Featuring... Deborah Maxwell



Deborah Maxwell, May 2001 COS Graduate

**D**eborah Maxwell began attending College of the Sequoias in Spring 2000 and graduated in Spring 2001 with over 65 units and a 4.0 GPA. Obviously, she is a focused and determined individual. Combining these traits with her academic accomplishments earned her one of the Giant Spirit Awards at the May 2001 Commencement. The following is a portion of "her story" as written and read by Don Mast at the ceremony:

"Deborah identifies her biggest obstacle as herself—and recently completed 30 units of course work in one semester with all A's. And if that hasn't gotten your attention—the Ethiopian military tried to kill her.

Deborah found life in an upper middle class family in San Francisco boring. Her great curiosity about people and places fueled her sense of adventure. So, as a 20 something Licensed Vocational Nurse, she took an essentially volunteer job at a field hospital in Ethiopia—she received room, board, a small stipend and as she said, "all the dust I could eat."

You see, Deborah always had a problem doing what was normal. She described herself as very independent, stubborn, and always doing things differently. She realizes her strong opinions, values and attitudes about how people should be treated drove her ambition. She knows she put herself in dangerous positions, but it was these beliefs that she says she would have given her life to defend.

Her position was with World Visions in Ethiopia in the 1970's. Upon arriving at the field hospital, a lonely tent surrounded by sand and heat, she witnessed over 5000 men, women and children: too many to feed and treat. She recalls observing the planes arriving with food and medicine, watching as the pallets were unloaded into a Quonset hut. When the supplies were brought to the hospital, she realized much of what she had seen come off the

plane was missing—taken by government officials to be used by their families or sold on the black market.

She and a friend stole an army truck and met the plane at another location to get the food and supplies first. This worked the first time, and then a second time. However, in the middle of the night she and her colleagues were awakened by the military—a bayonet aimed at her throat that missed and lacerated her arm instead. The soldiers took her a couple of hours out into the desert and left her to die. Her friend was killed that night by the soldiers while he was trying to save Deborah's life, but she managed to wander out of the desert after two long, hot days.

She enrolled in a few beginning paralegal classes in January 2000, enjoying the course work because it challenged her analytical mind. She decided to accelerate her pace, thus the 30 units in one semester. She says it became a game and a challenge to see how well she could do. She never missed a class the entire semester and never asked for any special considerations."

Deborah has a full-time paralegal job, and in the fall will enter the evening law school program at San Joaquin College of Law. Her goal is to work in constitutional law—possibly a non-profit, human rights endeavor.

Congratulations, Deborah, on a job well done and thank you for your concern for those who share this planet with us.



# College Council

## MISSION/FOCUS:

Shared governance is a process to ensure faculty, staff and students the right to participate effectively in district and college governance, and the opportunity to express their opinions at the campus level, and to ensure that these opinions are given every reasonable consideration. (Ed. Code 70901 (b) (1) (E) enacted as part of AB 1725) The purpose of the College Council is to formulate and provide recommendations in the areas of budget, facilities, institutional planning (including program and services review), technology and other campus-wide issues to the college president.

The shared governance process should be one that functions in accord with:

- The mandates of AB 1725, the Education Code, and the intent of Title 5 Regulations
- The policies of the Board of Governors and the College of the Sequoias board of Trustees.

The shared governance process allows for recommendations from the College Council to the College President. The College President will normally accept the recommendation of the College Council. If the College President does not accept the recommendation of the College Council, the College President will communicate the reasons. In all cases, a written record will reflect these reasons.

The functions of the College Council are:

1. To convey to the President the views of the campus community on matters relevant to the orderly functioning of the College.
2. To share in decision making by determining which college committees or task forces are needed.
3. To accept a recommendation from a standing committee or to reject a recommendation from the standing committee and send it back to that committee.

4. To disseminate and interpret policy, regulations and procedures to the various segments of the college community.
5. Access to the College Council is available to all constituencies. All actions of the college Council will be communicated to its constituencies in the form of minutes. When the College Council sends a recommendation forward, the intent will be reflected in the minutes.

## STRENGTHS/ACCOMPLISHMENTS:

1. The primary strength of the Shared Governance model is the opportunity for any constituent to express opinions at the campus level, and to expect that those opinions be given reasonable consideration when decisions are made. The College Council and subcommittees represent a large cross section of the College community.
2. A related strength is the willingness of constituents to work with the model in order to develop effective processes to ensure college wide sharing in communication and decision-making.

## SIGNIFICANT CHANGES:

1. Developing processes to enable the governance model function effectively and efficiently in meeting the needs of the College for communication, decision-making, and dissemination of information.
2. Establishing a sense of trust between constituencies so that most members feel that their opinions have been heard and considered in arriving at a final decision.
3. Maintaining effective communication among all constituencies, so that most members of the community feel they are informed about policies and decisions which affect their work or school environment.



# College Council

(continued)

**TOP 5 (OF EACH CATEGORY)  
ABOVE BASE BUDGET RECOMMENDATIONS  
FOR 2001-2002:**

**Personnel:**

1. Business Division Secretary (11 month to full-time)	\$11,000
2. Financial Aid Specialist	\$39,360
3. Move (2) Computer Services Tech. From 11 to 12 month	\$16,194
3. Custodian	\$32,158
5. Research/Grants Senior Secretary	\$39,744

**Facilities:**

1. Replace faucets & aspirators in chemistry labs and stockroom. Replace or repair plumbing to make functional.	\$7,500
2. Retrofit Science Building	\$6,000
3. Ceiling for Room 253A	\$9,000
4. Install water heater, 2 sinks, privacy curtain tracks, ceiling hardware for LCD projector, remove existing cabinets, install new cabinets, Skill Lab PC-5	\$2,750
5. Wheelchair-accessible doors for entries to Periodicals Room and Library classroom.	\$4,000

**OBJECTIVES:**

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

1. Develop and implement a process for improved communications among all campus communities, i.e. forums, informational meetings.
2. Establish a calendar of projects that prioritizes needs on campus.
3. Complete the review of the self-governance model and revision of the by-laws.
4. Review the funding priorities to verify that the College's goals are reflected in expenditures.
5. Conduct a review of expenditures to ensure that funds were distributed equitably.

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

1. Consider the results of Program Review when making recommendations.

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

1. Review the funding plan already in place for implementing the SCTP to verify the effectiveness of the plan.
2. Meet to develop means of sharing technological resources for mutual benefit.
3. Review and submit recommendations for facility additions and major remodels.

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

1. Produce a funding plan to guide the base budget in routine upgrading/replacement of aging equipment/maintenance of facilities campus wide.
2. Coordinate funding sources and expenditures to maximize use of all funding sources.

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

1. Identify necessary resources to establish advisory boards for all divisions and departments.
2. Implement campus wide recycling program.

**D**uring the 2000-2001 academic year, the Council also reviewed and made recommendations on the following:

- Agreed to handle emergency requests on an on-going basis rather than once a semester and augmented Emergency Fund by \$50K in Fall 2000 and \$50K in Spring 2001.
- Recommended that the College discontinue participation in the electricity conservation plan and have Facilities identify alternative methods to address problem
- Conducted a workshop on How to Read the Budget and How to Fill Out a Budget Request.
- Recommended that the Director of Purchasing conduct a comprehensive comparative analysis of equipment lease versus purchase option in order to maintain technological currency.
- Facilitated development of new E-mail Policy and Web Policy (Technology Standing Committee)
- Accepted recommendation of Instructional Council to eliminate need for verification of costs on Self Study Facility and/or Equipment (computer hardware or audio visual) requests.

Recognized dedication and achievements of Past Presidents: Jenny Glass, Thea Trimble, Tim Hollabaugh, Norma Freeborn and Pamela Faller

- Approved new computers for labs in Rooms 401, 714, 405, 569, 717, 742, 264, 738, the Library Classroom, and AV/TV Studio. Upgraded computer labs include: Rooms 718, 408, 2000, 317, 2008, 304, Journalism and the Hanford Library.
- Requested clarification regarding Partnership for Excellence's funding of project requests for 2000 and the PFE budget.
- Piloted a streamlined ranking process in Spring 2001. Sub-Committee will prioritize only those requests that are pertinent to their areas of expertise.
- Recommended creation of a new budget line item of \$100,000 for the funding of projects which do not qualify for state maintenance resources and which require "life cycle" maintenance.
- Recommended the consolidation of the Safety Committee into the Facilities Standing Committee.
- Adopted College of the Sequoias: Participatory Governance Model

Approved the following Emergency Requests:

DIVISION	ITEM	COST
I&T	Office workgroup printer	\$4,300
PE	Replace pole vault/runway repair	\$21,506
Fine Arts	Hook up for kilns	\$2,500
PE	Lighting of football/soccer field	\$13,500
Fine Arts	Elmo film projectors	\$11,588
BCEC	Pentium III computer	\$2,256
Ag	4 burner NG forge & propane tank	\$900
Ag	Ag Division overage	\$300
Ag	Laptop computer	\$2,000

**H**ighlights of the new PARTICIPATORY GOVERNANCE MODEL that was adopted by the Academic Senate and the College Council in April, 2001 and that will become effective in Fall 2001 are:

- The purpose of the Council is to serve as a forum for discussion of college-wide issues and to formulate and provide recommendations to the President regarding institutional planning and budget development.
- If the President does not accept the recommendation(s), he will communicate the reasons. In all cases, a written record will reflect those reasons.
- The Council will continue to have the following Standing Committees: Budget, Institutional Planning, Facilities, and Technology.
- The membership, internal composition and function statement is determined by each committee and approved by College Council.
- The President generates the agenda from items submitted by members of the College.
- The President will serve as Chair; the Vice President shall be elected for a two-year term.
- Any member of the Council may request a change in the model at a specifically designated time in the Spring semester. Changes must be approved by two-thirds of total voting memberships of the Council.

## College Council (continued)

### TOP 5 (OF EACH CATEGORY) ABOVE BASE BUDGET RECOMMENDATIONS FOR 2001-2002:

#### Instructional Equipment:

- |   |          |
|---|----------|
| 1. Purchase & install CAT5e cabling downstairs in 700 building.     | \$90,000 |
| 2. Replacement microscopes.   | \$18,000 |
| 3. New online catalog system.                                       | \$57,490 |
| 4. Editing System: AVIO, S-VCR, Monitors, Microphone, Mixer and CD. | \$3,861  |
| 5. 40 stations of ArchiCAD version 6.0.                             | \$5,100  |

#### Non-Instructional Equipment:

- |   |          |
|---|----------|
| 1. 2 Industrial size fans for gym.              | \$1,000  |
| 2. 2 computers for Dr. Sharples' office..       | \$4,716  |
| 3. Mega Fun Center Outdoor Climbing Structure.. | \$7,595  |
| 4. 3 Demo Parts & Equipment Storage Containers. | \$10,000 |
| 5. Computer for CFS Division Secretary.         | \$1,672  |

# Five-Year Capital Construction

The following are the CAPITAL PROJECTS.

Projects	Status	Budget-Source of Funds
1. Secondary Effects Music Building	State does not require an IPP due to current funding guidelines	Local - 100% \$250,000
2. Seismic Retrofit Upgrade	Currently funded & scheduled for Construction 6/1/02.	State - 100% \$1,781,000
3. Multi-Media Learning Center	Preliminary Plans completed. Awaiting funding for working drawings.	State - 100% \$14,249,000
4. Science Center	Final Project Proposal (FPP) Submitted on 2/15/00	State - 100% \$11,070,000
5. P.E. & Disabled Program Facility	Final Project Proposal (FPP) Submitted on 2/15/00.	State - 100% \$6,939,000
6. Architectural Barrier Removal, Phase I	District projects identified. Funding approved thru May 2001.	State - 50%, Local - 50% \$489,374
7. Renovation of old Library Facility	State does not require an (IPP) due to current funding guidelines.	Local - 100% \$1,000,000
8. Secondary Effects Science Building	State does not require an (IPP) due to current funding guidelines.	Local - 100% \$100,000
9. Center for Agri- culture Science & Technology	Land acquired. Center status has been granted from CPEC and the Board of Governors.	Local - 100% \$16,000,000
10. Advanced Technology Center	Under review. Currently listed in Five Year Master Plan.	State - 100% \$6,649,000
11. Hanford Educational Facility	Under review.	Local - 100% \$16,000,000

(IPP) Initial Project Proposals (IPP) due at CCC July 1, of each year.

(FPP) Final Project Proposals due at CCC May 1, of each year.

(P) Planning dollars

(W) Working drawing dollars

(C) Construction

(E) Equipment

# Accreditation

From October 31 to November 2, 2000, a twelve member accreditation team visited COS for the purpose of validating the college's application for reaffirmation of accreditation. In preparation for the visit, team members studied the Commission Handbook for Evaluators and attended orientation/training workshops conducted by the Accrediting Commission. Team members also carefully read the college's self-study and related documents provided by the college.

Overall, the visitation team was impressed with the high level of quality inherent in programs and services throughout the college, and the long and continuing tradition of excellence in meeting educational needs within the community. The team observed the strengths noted below:

1. A highly dedicated faculty and staff.
2. High quality instructional programs and student services programs with which students are very satisfied.
3. Acquisition of the federally funded Hispanic Serving Institution and Developing Institution grants that will help the college respond to, and promote, learning success of low income, first generation, and Hispanic students.
4. The college's use of technology to improve services to students, and the heroic efforts of computer support staff in installing and maintaining technology.
5. Maintenance of the campus grounds.
6. The college's aggressive efforts in seeking funding to meet capital outlay needs.
7. Excellent financial management.
8. Strong connections with, and support of the region's major industry, agriculture, particularly the dairy industry.
9. High degree of community connectedness, as evidenced by the large number of alumni who return to teach, work, or serve as advisors and advocates for the college.

The team recommends that the college:

1. Coordinate and integrate the various college planning processes and develop a comprehensive educational master plan.
2. Place greater focus on institutional outcomes assessment, in particular student-learning outcomes, as they relate to institutional effectiveness and accountability. Campus leaders from all constituency groups need to take proactive efforts in this area.
3. Review the faculty evaluation process, including tenure review of faculty, and implement appropriate changes with all due speed.
4. Demonstrate that issues of staff diversity in hiring and training are major priorities, and commit appropriate attention and resources to affect change.
5. Further develop and refine the budget development process to ensure that the college community understands the process, particularly pathways for funding requests and approvals, and that appropriate levels of user-friendly financial information are communicated to members of the college community. It is also recommended that the budget development process be streamlined by reducing the number of procedural junctions where submittals, reviews, revisions, and recommendations begin and end. In addition, it is recommended that the college further develop linkages between planning and budgeting processes.
6. Communicate more proactively and publicly Governing Board actions in relationship to revision of policies, and the processes and outcomes of their self-evaluation and the evaluation of the superintendent/president.
7. Review the participatory governance structure comprised of the College Council and the extensive number of committees. The focus of this review should be on streamlining and simplifying the process to facilitate more direct access and communication between constituent groups and the superintendent/president.

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*"...impressed with the high level of quality inherent in programs and services throughout the college..."*

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# Partnership for Excellence

The Partnership for Excellence Committee recommended to the President/Superintendent that the following projects be funded:

- ASL Learning Environment Enhancement/Room 734
- Student Textbook Loan Project - Purchase Textbooks
- CISCO Academy 1, 2, 3, 4 Training - Equipment and Software License
- NSL/C Nationwide Transfer Data - Supply Costs
- Chemistry Multi-Media Project - Rooms 6, 9, and 11 - Audio Visual upgrades and facilities upgrade, electrical and computer lines
- Biotechnology Lab for High School Students - Supplies, Equipment and one-time personnel cost
- Physical Education - Internet and Multi-Media Project
- COS Athletic Department - Drug Screen and Education Program and Testing
- Increase Participation of Students and Advisors in Associated Student Body
- Contract for Services - COS Web Site Redesign, Contract Services
- Piano Lab

The Partnership for Excellence is a mutual commitment by the State of California and the CA Community Colleges system to significantly expand the contribution of the community Colleges to the social and economic success of California. It is structure in phases, with substantial financial investment by the State in exchange for a credible commitment from the System to specific student and performance outcomes.

The State shall commit first to fully funding enrollment expansion to both to meet population growth and to expand the College participation rate, and to protecting the Colleges against inflationary erosion through annual cost-of-living adjustments. The State shall then commit to annually investing \$100 million as an infusion into base apportionment funding."

A COS Partnership for Excellence Committee for 2000-2001 was formally identified. Request for proposals was solicited campuswide. Proposals were submitted and reviewed by the committee. Projects were rated according to the Annual System Performance Goals.

Goal	Average of All CCCs 98-99	COS for 98-99	Average of All CCCs 99-00	COS for 99-01
<b>Goal 1 - Transfer</b>				
UC	--	36	--	46
CSU	--	475	--	519
Transfer Prepared* Rate	38.62%	44.23%	35.95%	32.08%
<b>Goal 2 - Awards</b>				
Total Awards	--	1015	--	1027
Degrees	--	729	--	726
Certificates	--	286	--	301

<b>Goal 3: Successful**Course Completions</b>				
Success in All Courses	68.40%	68.12%	67.87%	69.19%
Transfer Courses	69.08%	70.00%	68.69%	70.54%
Basic Skills Courses	58.65%	50.75%	58.20%	50.92%
Vocational Education Courses	78.82%	77.15%	78.65%	79.86%

<b>Goal 4: Workforce Development - Successful** Course Completions:</b>				
Total Vocational Courses successfully completed	75.0%	72.1%	74.3%	72.5%
Apprenticeship Courses	83.9%	62.5%	84.8%	0.0%
Advanced Vocational Courses	79.8%	78.0%	78.7%	78.7%
Introductory Vocational Courses	73.3%	70.5%	72.6%	70.7%

<b>Goal 5: Basic Skills Improvement***</b>				
Total Basic Skills Improvement	24.80%	23.62%	24.75%	24.04%
Improved English Course	25.75%	26.71%	25.47%	28.36%
Improved Math Course	23.37%	21.70%	23.68%	21.50%

\*Students who earned 56+ transferable units with a minimum 2.00 GPA/students who earned a grade of A B C or CR in a transferable Math and English course.

\*\*Students who earned a grade of A B C or CR.

\*\*\*Students completing a basic skills course and, in a subsequent term, completed a course in the same group which is at a higher level.

# Program Review

**P**rogram Review is the process of gathering and interpreting information to provide recommendations that assist in improving the quality and health of COS programs and services. It is one of the elements of evaluation at COS. Others include the self-study, the college-wide accreditation report, and institutional accountability. All are methods of assessment used in the master planning process of the college.

The Self-Study is a yearly planning document that is prepared by each academic department, student service entity, and administrative service. Because all classified and certificated employees are part in this process, Self-Studies are valuable sources of information about the college's immediate needs and goals.

Program Review is intended to evaluate once, every five years, every instructional program and student or administrative service at COS. Program Review encompasses four years of Self-Studies and its main purpose is to give each program or service area a critical view point from which to judge its long-term effectiveness in relation to the college's vision and mission.

Information obtained during Program Review can be used in the accreditation report, but principally its function is to support programs and services in their efforts to achieve excellence.

Successful Program Reviews are dynamic, and are locally developed, implemented and evaluated so that future reviews can be modified in accord with changes in the college's needs, policies, and long-term planning. This Program Review model is designed as a pilot

Programs reviewed in 2000-2001 included:

Instructional Programs -

- Academic Senate
- Learning Resources (Library, Learning Center, Tutorial Center, and Media Services)
- Industry and Technology Division

Student Support Services -

- Financial Aid Programs, Veterans Services, EOP&S, and CARE
- ASB, Counseling Services, and Student Health Center

Administrative Support Services:

- Office of the Vice Presidents, and Research and Planning
- Bookstore and Food Services

Programs to be reviewed in 2001-2002 include:

Instructional Programs:

- Math/Engineering Division
- Social Science Division

Interdisciplinary Programs:

- Distance Learning/Telecommunications

Administrative Support Services:

- Office of the Superintendent/ President
- Human Resources Services
- Computer Services

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*"...process of gathering and interpreting information to provide recommendations that assist in improving the quality and health of COS programs and services."*

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## 2000-2001 Academic Year in Review

**S**ignificant events of the 2000-2001 academic year include the following:

**New Tenure-Track Faculty:** New tenure-track faculty include: Monica Maudet in English, James McDonnell in Theatre Arts, Carolyn Rocha in Nursing, and Jeanette Rollinger in Biology

**Temporary Full-Time Instructors:** Instructors who accepted a temporary full-time position include: Brian Bettencourt (Business), Cyndra Fees (Child Development), Susan Jensen (English), Jan Loveless (English), Janelle Spencer (Paralegal), and Scott Sutherland (English).

**Awards:** Robin McGehee, Speech instructor, was a 2001 recipient of the local Martin Luther King, Jr. award for her outstanding work in the community.

Dennis Gobel was named California Community College Trainer of the Year. COS Sports Medicine Program is the only community college which has received the Chancellor's approval for Top Code in curriculum in California. Congratulations!

College of Sequoias' Carl's Jr. franchise was named one of six (6) nation-wide 2001 Franchises of the Year. The COS franchise has consistently received superior ratings from the Carl's Jr. regional office. In addition, it is one of 44 restaurants, out of approximately 450, that has a YTD rating of 100%.

Marcy Parks of the College of the Sequoias Bookstore was awarded the "Business Excellence" award by BUDGETexT Corporation of Fayetteville, Arkansas for her outstanding service to College of the Sequoias by cutting costs for students through the provision of used textbooks.

**Retirements:** Retiring faculty and staff include: Woodrow Childs (English), Gene Hofer (PE), Al Branco (Athletic Director), Dave Adams (Administrative Services), Dave Erickson (Administrative Services), Marla Decker (Library), Bill Schell (AV), Kathy Erickson (Tutorial), and Ted Hamilton (Custodial).

**Student/Administrative Hardware/Software:** The Board of Trustees awarded the contract for the new hardware/software system to SCT Corporation (Banner).

**COS Measure O:** The second attempt to pass a general obligation bond is unsuccessful.

**New Policies Approved:** The Board approved the Faculty Hiring Policy and the revisions to Board Policy 5001 - Equivalency.

**Sabbaticals Granted for 2001-2002:** The Board of Trustees granted 2001-2002 sabbatical leaves to Pamela Faller, Kenneth Anderson, Millicent Owens, and Valerie Ehrlich.

**New Board of Trustees' Member:** Earl Mann replaced Ken Crandall as Board Member representing Ward 3.

## District Data: Student Demographics

Changes in the age, enrollment status, and gender of students for Fall Semesters from 1960, 1970, 1980, 1990 and 2000 are reflected below. As you analyze this data, consider the historical and social context of each timeframe.

Ethnic distributions of students are also shown below for Fall Semesters 1970, 1980, 1990, and 2000.

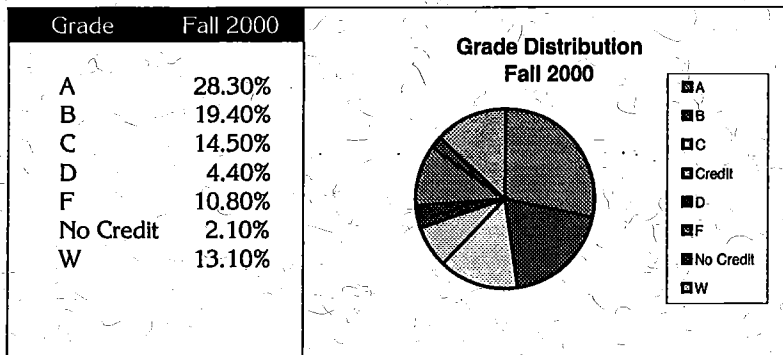
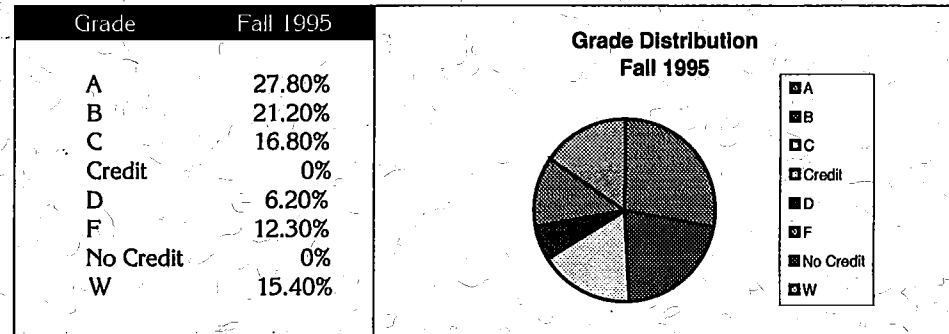
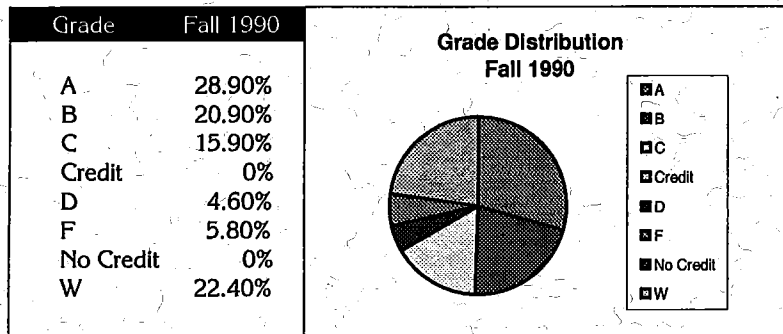
Student Demographics	Fall 1960	Fall 1970	Fall 1980	Fall 1990	Fall 2000
Total Enrollment	1,569	5,447	7,556	9,086	9,993
Under 21 years of age	82%	47.1%	37.8%	36.5%	44.5%
Male Students	N/A	57.5%	43.8%	40.6%	40.8%
12 or more units	89.2%	58.4%	38.4%	41.5%	41.3%

Ethnicity*	1970	1980	1990	2000
Amer. Indian	0.1%	2.4%	2.1%	1.5%
Asian	2.8%	1.2%	2.7%	3.5%
African American	2.9%	2.9%	2.6%	3.0%
Caucasian	76.7%	63.3%	59.7%	44.2%
Hispanic	17.0%	17.8%	23.8%	40.4%

\*Data for 1960 is not available. Students who chose not to respond or who chose "other" are not included above.

## District Data: Student Performance

**G**rade distributions for all students for each class in which they are enrolled are shown for Fall 1990, Fall 1995, and Fall 2000. The most noticeable changes have been in the percentage of "F" and "W" grades issued. Consider this data in light of the large number of COS students who receive financial assistance.



Levels of Success	Fall 1990	Fall 1995	Fall 2000
Successful (A, B, C, Credit Grades)	65.7%	65.8%	69.6%
Unsuccessful (D, F, No Credit, W Grades)	34.3%	34.2%	30.4%

# District Data: WSCH, FTE, Load & FTES

The FTES and Fall enrollment (for comparison purposes) for 1995-96 through 2000-2001 are listed below. Also included is the FTES Goal for 2001-2002. Fall 2001 enrollment is a projection.

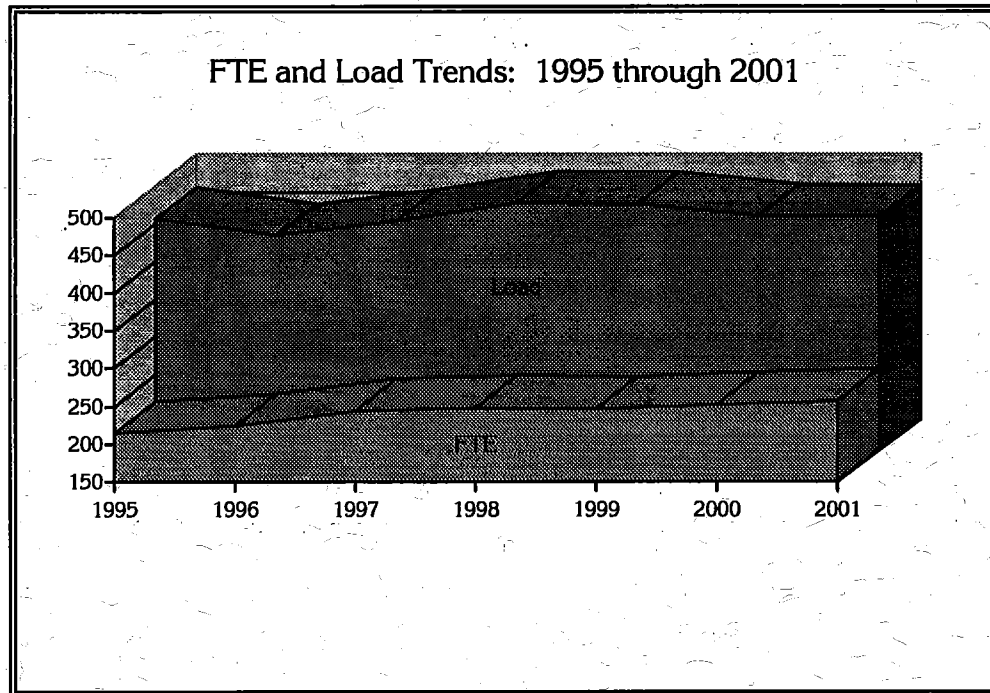
Year	Annual FTES	Fall Enrollment
1995-96	6,748	8,721
1996-97	7,386	8,729
1997-98	7,630	9,552
1998-99	7,983	9,811
1999-00	8,203	9,954
2000-01	8,150	9,993
2001-02	8,300*	10,780

\*Per Tentative Budget Report, May 2001

The WSCH, FTE, and load factor trends for Fall 1995 through Fall 2001 (goal for semester).

Fall	WSCH	FTE	Load
1995	98,481.9	215.3	457
1996	98,008.5	225.1	435
1997	111,230.4	244.8	454
1998	118,925.6	248.7	478
1999	117,830.71	247.3	477
2000	116,535.12	253.0	461
2001	118,503.00*	257.6*	460**

\*Goal    \*\*Calculated (WSCH/FTE)



# Notes



