

Next >>>>



MASTER PLAN
2025-2035



Sequoias Community
College District



College of the Sequoias

2025-2035 Master Plan Open Forum

September 22, 2023



COS 2.0

The Institutional Planning & Effectiveness Committee (IPEC)

12:30pm - 1:30pm

- ❑ Superintendent/President's Welcome
- ❑ Overview - Why we are doing this
- ❑ Review the timeline
- ❑ Review the process
- ❑ Q & A

2025-2035 Master Plan Open Forum

September 22, 2023



Institutional Planning & Effectiveness Committee

PURPOSE:

- Make recommendations to District Governance Senate on institutional planning
- Develop and monitor implementation of the long-term master plan and the strategic plan
- Prepare the Annual Report on the Master Plan
- Assess the District's model of integrated planning
- Annually review and update the College of the Sequoias Integrated Planning Manual as needed



IPEC 2023-2024 Initiatives

- Review the Annual Report Timeline and Planning Timeline
- Complete the 2023 Annual Report on the Master Plan
- Begin the 2024 Annual Report on the Master Plan
- Complete routine business
- Complete writing the 2025-2035 COS Master Plan
- Audit writing process for the 2025-2028 Strategic Plan
- Assemble and train a task force for writing the 2025-2028 Strategic Plan

IPEC

IPEC meets on the second and fourth Thursdays of each month during the academic year, with some exceptions for holidays.

Co-Chairs: Dr. Mehmet "Dali" Ozturk & David Hurst

COS 2.0



Who is IPEC?



2010-2015 Strategic Plan

In the Spirit of Student Success

College of the Sequoias
2010-2015 Strategic Plan

Executive Summary for Strategic Plan

Following is a list of our six areas of focus for the 2010-2015 Strategic Plan followed by their goals established through the planning process.

I. Student Access

Goals:

- Enhance institutional access through technology.
- Provide and expand excellent customer service to students, reflecting sensitivity and understanding of various cultures.
- Improve access to district facilities.

II. Students' Success in Completing Their Education

Goals:

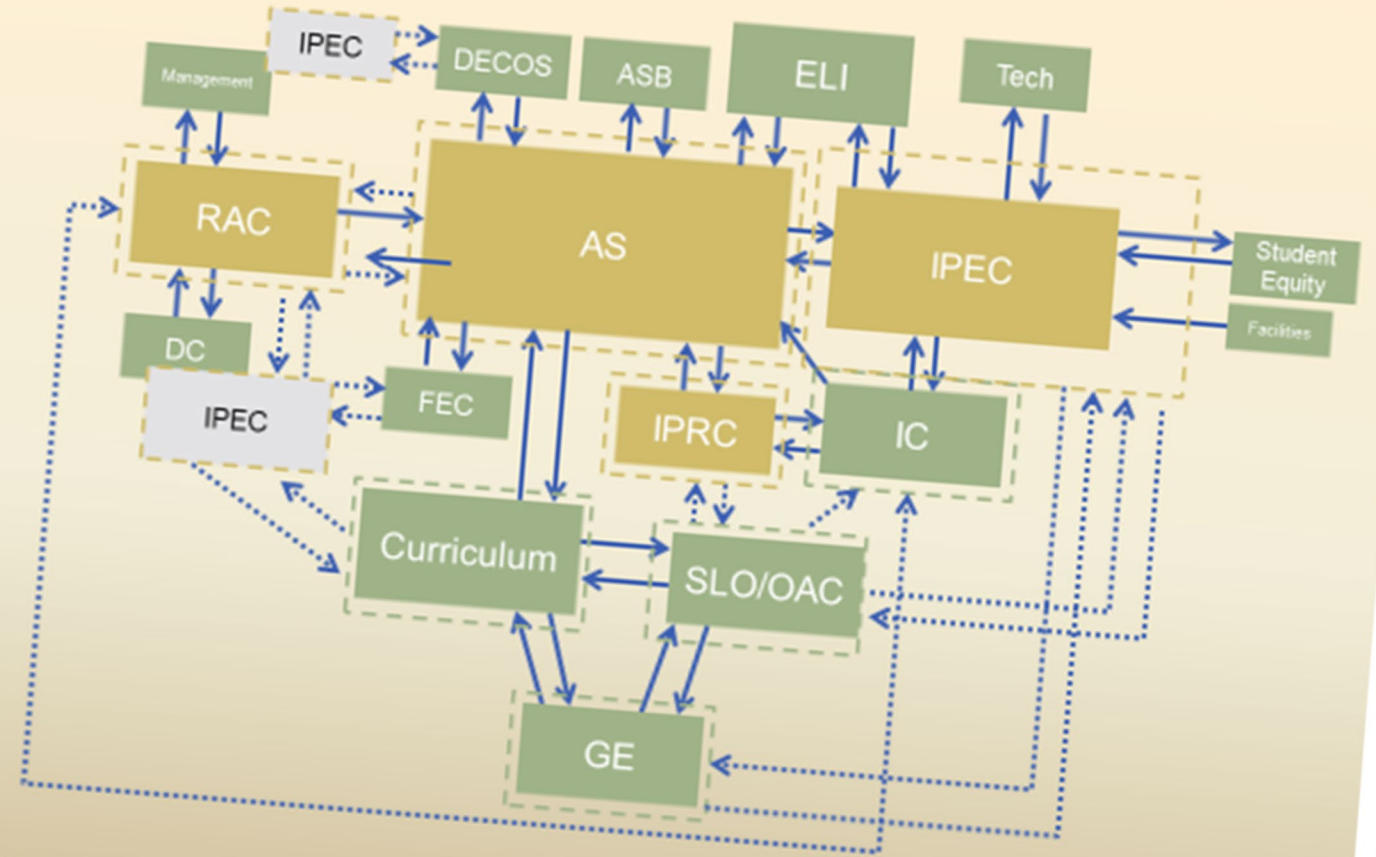
- Create a culture of achievement.
- Expand avenues and opportunities for students to achieve their educational goals.
- Improve alignment between certificate/degree requirements and job/transfer opportunities.

III. Students' Mastery of Basic Skills

Goals:

- Allocate resources (human, fiscal, and physical) to ensure that COS offers sufficient basic skills classes and labs to meet student demand.
- Increase accurate placement for incoming students into English, Math, and ESL by improving student preparation and assessment.
- Ensure that students who place into a Basic Skills level class successfully complete the highest level Math and English courses established by their SEP.

COS Planning - 2012 *

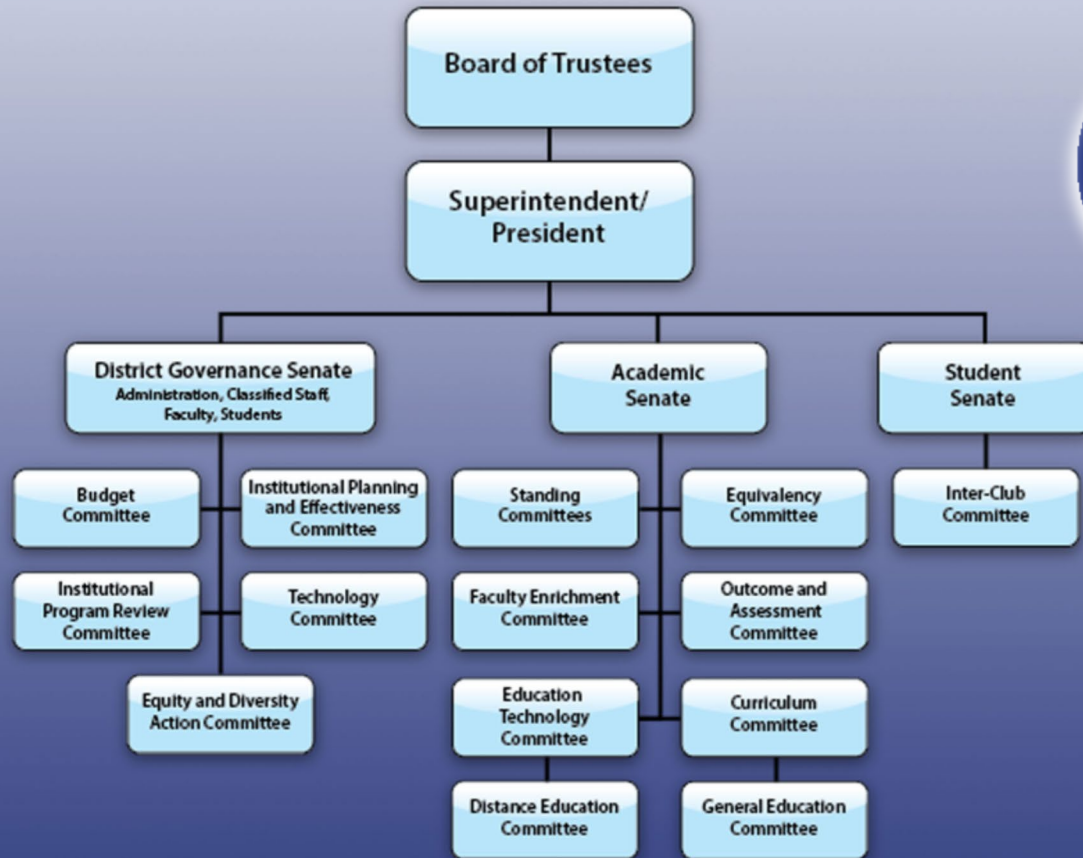


- Number of Goals: 20
- Number of Objectives: 134

COS 1.0

* COS Team Presentation--*Transforming an Institution: COS 2.0.*
The 2014 Annual Strengthening Student Success Conference,
Costa Mesa, California.

College of the Sequoias Participatory Governance Structure



College of the Sequoias Model for Integrated Planning



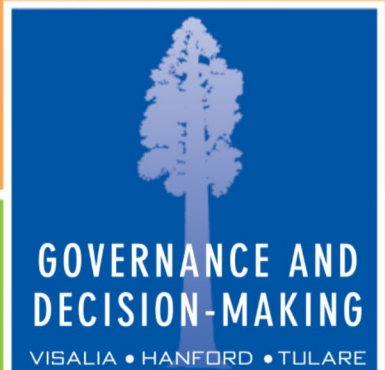
COS 2.0



GOVERNANCE AND
DECISION-MAKING

2022

Sequoias Community
College District
COS
College of the Sequoias



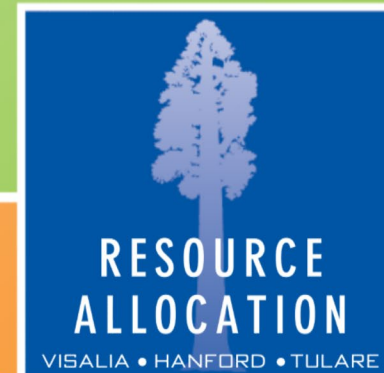
INTEGRATED
PLANNING
2022



Sequoias Community
College District
COS
College of the Sequoias



RESOURCE
ALLOCATION
2022



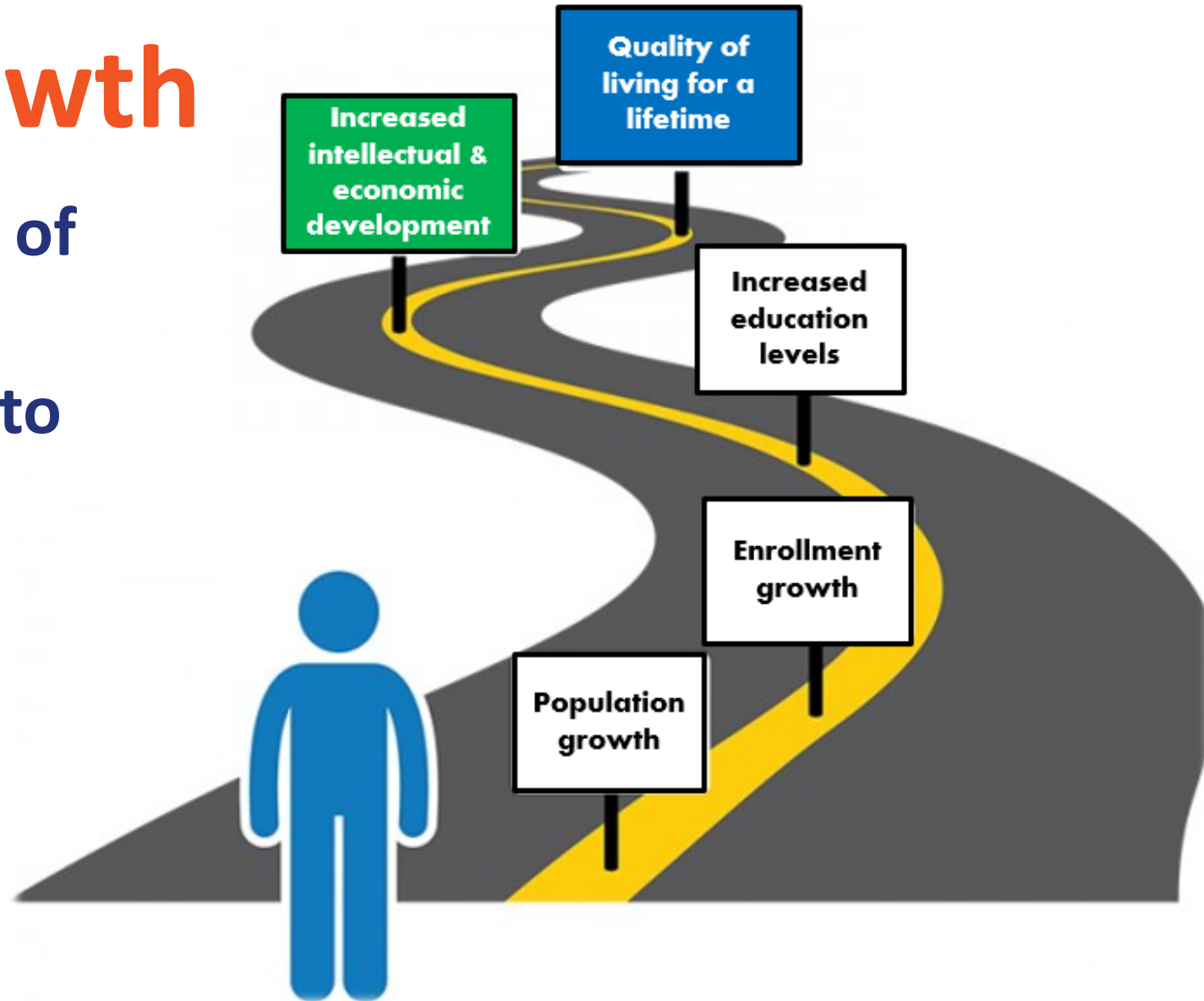
Sequoias Community
College District
COS
College of the Sequoias



COS 2.0

Goal Area 1: Growth

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



Goal Area 2: Success

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



Goal Area 3: Equity

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



EQUITY

Goal Area 4: Sustainability

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





COS 2.0

Approved by DGS!

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

COS 2.0



Our Role

During a visit to the NASA space center in 1962, President John F. Kennedy noticed a janitor carrying a broom...

JFK: What are you doing?

Janitor: Well, Mr. President, I'm helping put a man on the moon.

We ALL have a contributing role!



VISION

Vision

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

COS students will achieve their full educational potential regardless of race, ethnicity, age, gender, sexual orientation, immigration status, ability, culture, religion, and learning modality.

The COS environment will create a positive attitude among COS employees that carries over to the students and into the community.

COS will remain a community leader whose high standards positively impact the lives of the population it serves.

COS will align educational programs for higher education transfer, as well as to meet the constantly emerging economic and workforce development needs of the community through partnerships with business, government, industry and labor.



COS 2.0

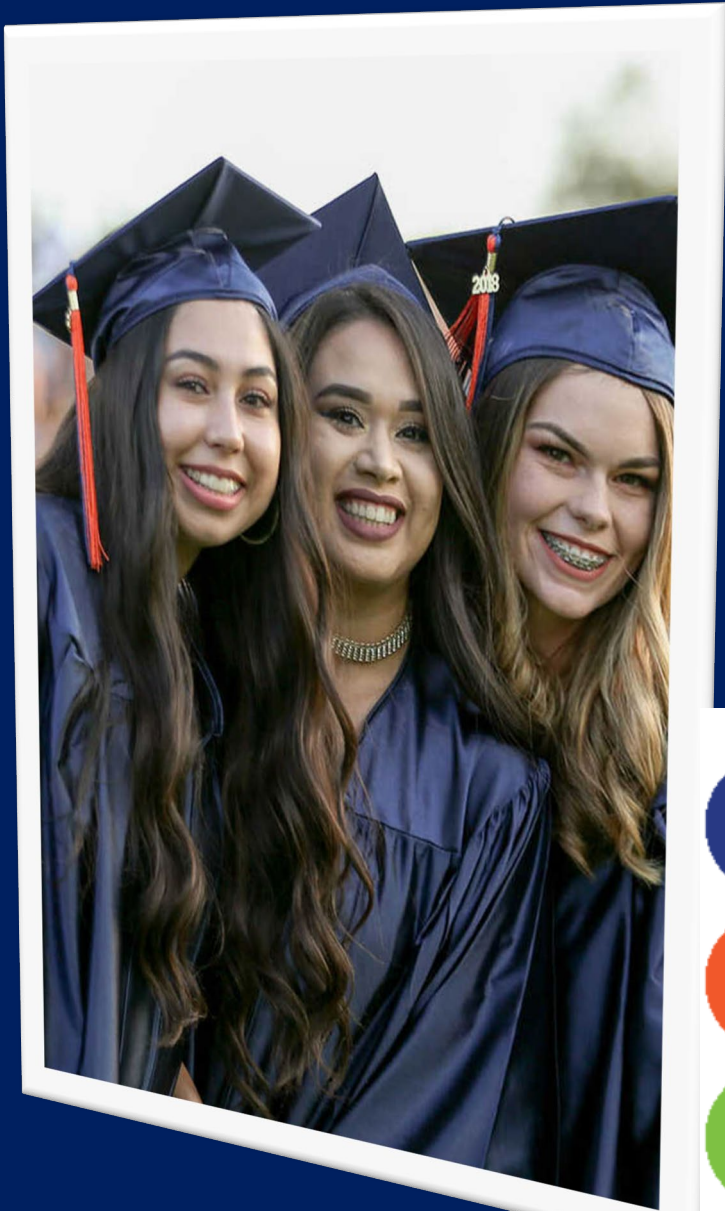


Mission Statement

Sequoias Community College District provides excellent higher education in a spirit of equity for our diverse student population. We believe in students achieving their full educational potential and support student success in attaining a variety of degrees and certificates, from basic skills to transfer education and workforce development.

Reaffirmed by the Board of Trustees on March 8,
2021 Mission Statement





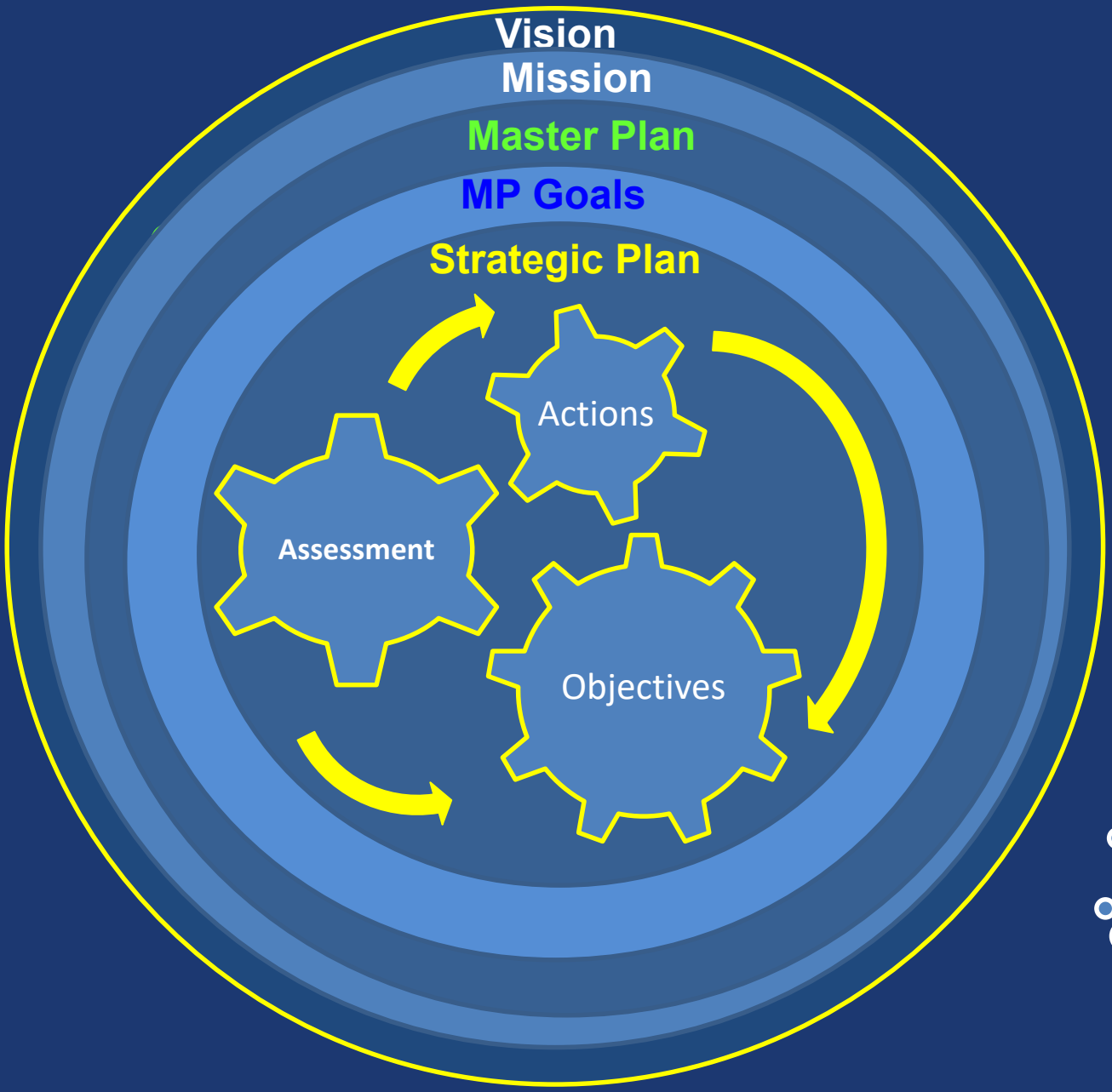
Equity Statement

Sequoias Community College District commits to addressing inequity, particularly achievement and opportunity gaps, including racial, ethnic, and other equity gaps, experienced by student groups and the District Community. The District further commits to increasing the representation of diverse identities across the institution. The District will use an intentional, equity-minded approach informed by the centering of educational justice, diversity, and inclusion. The District will develop systems, policies, and practices that abolish unfair institutional barriers, produce equitable outcomes, and ensure access to rigorous, culturally responsive education and success for all its students and District members.



Equity Statement approved by District Governance Senate on October 25, 2022.





View from the top



Aligning and Setting Standards, Goals and Objectives



COS 2.0

Chancellor's Office Vision for Success

Increase by 2022

- **Awards:** associates degrees, credentials, certificates (20%)
- **Transfers** to UC/CSU (35%)
- **CTE Employment** for exiting students (from 60% to 69%)

Reduce/Decrease

- **Equity Gaps** for all groups (40% within 5 years; eliminate within 10 years)
- **Regional Achievement Gaps** (closing regional achievement gaps in places with the lowest educational attainment within 10 years)
- **Average Number of Units-to-Degree** (from 87 units to 79 units)



California Community Colleges Call to Action

1. Systemwide review of police and first responder training and curriculum. (ASCCC, CTE Deans and Faculty)
2. Campus leaders host open dialogue and address campus climate. (CEO's, District Leaders, Campus Police, CSSO's and their Student leaders)
3. Campuses audit classroom climate and create an action plan to create inclusive classrooms and anti-racism curriculum. (Faculty, CIO's, CSSO's, ASCCC)
4. District Boards review and update your Equity plans with urgency. (Chancellor's Office, All Campus Leaders, and District Trustees)
5. Shorten the time for the full implementation of the DEI Integration Plan (DEI Implementation Workgroup, Consultation Council and Chancellor's Office)
6. Engage in the Vision Resource Center "Community Colleges for Change." (Everyone)

Vision 2030: A Roadmap for California Community Colleges 7-year. 2023-2030



Three Strategic Directions

Equitable Baccalaureate Attainment
*Transfer, CCC Baccalaureate,
High School students, Adult Learners*

Equitable Workforce & Economic Development
*High Road Training Partnerships in
Healthcare, Climate, STEM, Education*

Implications for the Future of Learning
*Innovation & Sustainability
Advanced Data Analytics and Generative AI*



Three Goals and Six Outcomes

Equity in Success:

1. Increase **completion** of a degree or certificate at a community college with equity.
2. Baccalaureate attainment: Increase in **baccalaureate** attainment with equity.
 - a) Increase transfer preparation
 - b) Increase community college baccalaureate
3. **Workforce:** Earning a living wage metric.

Equity in Access:

4. Increase with equity, **participation/enrollments** for dual enrollment, justice involved individuals, veterans, working adults, low-income adults.

Equity in Support:

5. Increase the number of **Pell grant** recipients and **CCPG** recipients.
6. **Reduce units** to Associate Degree for Transfer completion.



Purposes of the Master Plan

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

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



Master Plan Task Force - 32 Members

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

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

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



COS 2.0

The 2025-2035 Master Plan Task Force

- Students*
- Faculty*
- Staff*
- Administrators*

Master Plan Task Force Training

September 15, 2023

Table of Contents

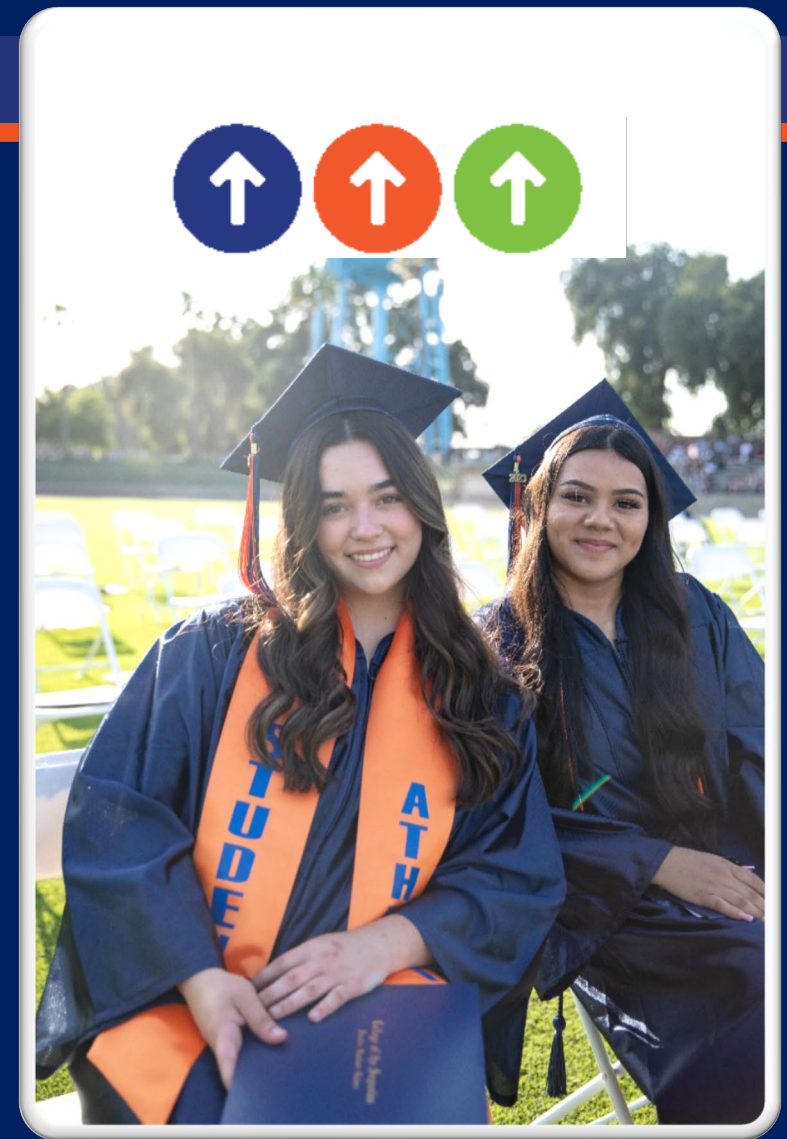


- Front Materials
- Educational Plan
- Facilities Plan



Front Materials

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



COS 2.0

Educational Plan

- **Chapter 1: Background**

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

- **Chapter 2: Data Chapter**

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

- External Scan
- Internal Scans
- Implications for Planning

- **Chapter 3: District Goals**

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

- **Chapter 4: Programs and Services**

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



Academic Programs and Services

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

Student Services Programs

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



COS 2.0





Facilities Plan

COS 2.0

Chapter 5: Linking the Education Plan to the Facilities Plan

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

Chapter 6: Visalia Campus

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

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

Chapter 7: Hanford Educational Center

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

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

Chapter 8: Tulare College Center

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

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



STRATEGIES FOR DISTRICT-WIDE PARTICIPATION

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



You Are Invited!

2025-2035 COS Master Plan

Open Forums & Summit



Open Forum I (Timeline & Process)

September 22, 2023



Master Plan Summit

October 27, 2023

Open Forum II (Updates)

January 12, 2024

2025-2035 COS MASTER PLAN

FORUM

FRIDAY | 12:30PM - 1:30PM

09

22

23



VISALIA: SEQUOIA 1
HANFORD: EDU 63
TULARE: B223

What is the COS Master Plan?

As part of the COS Integrated Planning Model, the College of the Sequoias Master Plan 2025-2035 is a long-term plan that will identify and analyze the programs and services that the District provides to its students and communities. The plan is grounded in an analysis of both internal realities, such as the District's current programs and services, and external influences, such as demographic trends and the local educational interests and workforce needs.

Please Note:
Should you require a Zoom option, please email either IPEC Co-Chair: davidh@cos.edu or mehmeto@cos.edu

or more information or for questions, please contact any Institutional Planning and Effectiveness Committee members: ali Ozturk (Co-Chair), David Hurst (Co-Chair), Octavio Barajas, Katie Cain, Belen Kersten, Greg Meinert, Jessica Morrison, ristin Robinson, Deysi Sanchez-Arreola, Milena Seyed, and Tyler Virden

www.cos.edu



Thank You!

COS.EDU/MasterPlan



www.cos.edu