



## Substantive Change Proposal

Approval of the Del Valle Regional Training Facility - New Location

**Submitted to:**

Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges

**Submitted by:**

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Accreditation Liaison Officer

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College of the Canyons  
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# Substantive Change Application Form

## New Location

**Directions:** This application should be submitted *at least* 45 days prior to the anticipated start date of the change. Applications must be complete, and the required fees received in order to be scheduled for review.

Email completed application to [substantivechange@accjc.org](mailto:substantivechange@accjc.org). Fees must be submitted to ACCJC, 10 Commercial Blvd, Suite 204, Novato, CA 94949

**Date of Inquiry:** 5/15/21

**Anticipated Start Date:** 7/1/21

**Institution Name:** College of the Canyons

**Address:** 26455 Rockwell Canyon Road, Santa Clarita, California, 91355

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**Title of Application and description of Proposal:**

College of the Canyons Approval of the Del Valle Regional Training Facility

This proposal details the development of the Del Valle Regional Training Facility, which recently received final approval from the Division of the State Architect – California, so that the College can better serve its public safety agency partners as a permanent training site for fire as well as sheriff and police officers and cadets.

**Standard I: Mission, Academic Quality and Institutional Effectiveness, and Integrity**

**Briefly describe the change, including the planning process.**

The Santa Clarita Community College District (SCCCD) has enjoyed a long-standing partnership with the Los Angeles County Fire Department (LACoFD). Beginning in Summer 2000, the District offered the first Instructional Services Agreement (ISA) course for Fire Technology -- FIRETC-198. The District now offers more than 100 Fire Technology courses in both credit and noncredit serving more than 3000 students annually. In 1997, the District hired a full-time Fire Science faculty member to help lead the development of a Fire Technology program which now offers 17 courses and Associate in Science Degrees in Fire Management In-Service and Fire Technology Pre-Service and a Certificate of Achievement in Fire Technology – Pre-Service awarding students more than 70 certificates and degrees annually.<sup>1</sup>

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<sup>1</sup> [College Catalog 2020-2021](#)

As the SCCC and LACoFD partnership has grown and the Fire Technology courses and programs expanded, discussions began between District administration and faculty and the LACoFD partners about possible facilities expansion. In 2006, the LA County Firefighters and the Association of Los Angeles Deputy Sheriffs endorsed Measure M, a ballot initiative to provide funding for critically needed College facilities, including the proposal of an off-site training facility that would benefit both SCCC and LACoFD. Measure M passed and the District continued planning that would result in the construction of the Del Valle Regional Training Center in Castaic, California.

In April 2007, the LA County Fire Department and the SCCC provided a presentation of the proposed Del Valle facilities to the SCCC Board of Trustees (BOT).<sup>2</sup> This presentation outlined the proposed facilities and partnership opportunities planned that would benefit both, including expanded ISAs and learning opportunities for the College's Fire Technology and Administration of Justice programs. In November 2008, the District developed, and the BOT approved, a Joint-Use Agreement for the Use of Shared Facilities.<sup>3</sup> This 2008 Joint-Use Agreement (JUA) outlined the District's agreement and commitment to providing up to \$15 million at the discretion of the College District for improvements to and equipment for the creation of the Del Valle facility. The *2007-2012 Educational and Facilities Master Plan* noted the intent to move ISA trainings to the Del Valle site when the site was completed.<sup>4</sup>

The planning for building and opening the Del Valle site included internal discussions between College faculty and administration reflected in the Fire Technology academic department and the Instructional Services Agreements sections of the *2007-2012 Educational & Facilities Master Plan* and continued in the *2012-2018 Educational and Facilities Master Plan*.<sup>5</sup> This planning includes working with the California Office of the State Fire Marshal for potential development of a fire academy and the transition and expansion of programming to the Del Valle site once opened.

This Joint-Use Agreement between LACoFD and the District has been renewed, updated regularly, and incorporated into the most current *Instructional Services Agreement Regarding Educational Courses* which extends to June 30, 2023.<sup>6</sup> The Instructional Services Agreement provides instructional services and courses for the LACoFD, delivered by LACoFD employees hired and Board-approved by the District. The College, the entity responsible for the educational program, developed the curriculum for the courses, which includes a Course Outline of Record for every course, and is approved by the Curriculum Committee and the SCCC Board of Trustees.

The Joint-Use Agreement and updated Instructional Services Agreements have provided increased opportunities for contextualized instruction in support of both LA County Fire Department and LA Country Sheriff and further expansion of the Fire Science Technology program through joint use of the Del Valle facility. District-wide discussions and planning involving faculty and administration have been underway and documented as Goals and Needs in numerous planning documents: the *2007-2012 Educational & Facilities Master Plan*, the *2012-2018 Educational & Facilities Master Plan*, and the current *2016-2022 Educational & Facilities Master*

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<sup>2</sup> [BOT Business Meeting Minutes 4.11.2007](#)

<sup>3</sup> [Joint-Use Agreement for Use of Shared Facilities 11.12.2008](#)

<sup>4</sup> [Educational & Facilities Master Plan 2007-2012](#)

<sup>5</sup> [Educational & Facilities Master Plan 2012-2018](#)

<sup>6</sup> [ISA Agreement Between LACoFD and SCCC 2018-2023](#)

*Plan.*<sup>7</sup> With the construction and recent completion of the Del Valle Facility and subsequent approval by the Division of the State Architect (DSA) on October 15, 2020, the District is now prepared to offer classes at this site and fully realize the vision established in 2000 by both the SCCC and the LACoFD.<sup>8</sup>

As identified in the February 18, 2021 Instructional Services Agreement meeting between the SCCC and the LACoFD, discussions are now underway to develop ISAs and fire academies to be held at Del Valle to improve educational and career preparation pathways for students and ensure that the local community has a return on its investment in Del Valle.<sup>9</sup> These Fire Academies would operate on the weekends to avoid competing for facility space with the Fire Academies held on the weekdays. In addition, conversations are also underway to determine if the College will take over some of the current training conducted by LACoFD. The goal is to have the Academy course ready and in the College Catalog by Fall 2022. In fact, the College recently successfully sought approval by its Program Viability committee, a steering committee of the Academic Senate, of a Fire Academy proposal to be held at Del Valle, so plans are already underway for additional curriculum development (pending approval of this substantive change proposal).<sup>10</sup>

Now that the District has secured DSA approval of the Del Valle Regional Training Center, this report submission to the Accrediting Commission for Community and Junior Colleges (ACCJC) seeks approval to offer instructional programming at this new location.

**Describe how the change is consistent with the mission and goals of the institution.**

The College of the Canyons Mission, recently revised as part of its cyclical update, clearly identifies the values of the institution and provides a framework for all institutional goals and activities.<sup>11</sup> The primary purpose of the institution is to foster student learning and student achievement, ensuring academic quality and institutional effectiveness and integrity:

*College of the Canyons delivers an accessible, holistic education for students to earn associate degrees, certificates, and credentials, to prepare for transfer, and to attain workforce skills. The College champions diversity, equity, inclusion, and global responsibility, while providing clear pathways in an engaging, supportive environment where all students can successfully achieve their educational goals.*

The addition of the new Del Valle Regional Training Facility and the opportunities available through the existing partnership with the LACoFD, align with the Mission of the College to offer an accessible education to all students to help them earn certificates, degrees, and credentials and to attain workforce skills. The fields of study served by this new location include Fire Technology and our Administration of Justice programs as well as specific courses for our Instructional Services Agreement partners including Los Angeles County Fire Department (LACoFD), the Los Angeles County Sheriff's Department (LASD), and the Los Angeles Police Department (LAPD). The fields of study are consistent with the institutional mission as they help further the College's commitment to promoting learning for all students and providing a clear,

<sup>7</sup> [Educational & Facilities Master Plan 2016-2022](#)

<sup>8</sup> [DSA Approval Letter for Del Valle 10.15.20](#)

<sup>9</sup> [LACoFD and COC ISA Meeting Minutes 2.18.21](#)

<sup>10</sup> [Program Viability Initiation for Del Valle Fire Academy 5.6.21](#)

<sup>11</sup> [District Mission Spring 2021 Revision](#)

accessible path to transfer and workforce preparation. Additionally, the College's open enrollment policy ensures all potential students have access to these courses.

The goal of the Instructional Services Agreements program is to offer credit and noncredit courses that fulfill training and educational needs for public safety employees through collaborative partnerships with Los Angeles (LA) County agencies providing public safety. Current affiliate partners include: LA County Fire, LA County Sheriff, and LA County Lifeguards. The mission of the ISA program is to mutually benefit members of the public who receive services provided by the public safety responders who have advanced their knowledge and skills through ISA offerings, public safety employees who gain knowledge, skills, and college credit through this program, and College of the Canyons and its partner agencies who are able through this program to garner resources needed to develop new and maintain existing instructional programs.

As noted in the *2016-2022 Educational and Facilities Master Plan*, the District has been working on three goals related to the mission of the College and the ISA program:

1. Expand online offerings through Canvas
2. Refine processes for curriculum approval and coordination with the partner agencies
3. Examine the potential for offering additional credit courses at the Del Valle Regional Training Center.<sup>12</sup>

Additionally, within this same planning document, the Fire Technology program noted the goal of exploring development of a regional fire academy hosted at the College while increasing the use of the Del Valle Training facility. The completion of the Del Valle facility now provides an opportunity for the District to further its educational mission and to better achieve its strategic goals of access, engagement, and success for all students.<sup>13</sup> The ISA partnerships are an important part of the College's comprehensive curricular offerings and allow the institution to serve a more diverse student population.

#### **What is the expected impact of this change? What benefits will result from this change?**

Projections contained in the District's 2002 Master Plan called for the student population to reach 20,000 by the year 2010. This number was surpassed nearly three years earlier than predicted when the Fall 2007 enrollment reached 21,300 students. Because current projections show continued double-digit growth, the District has sought innovative ways to obtain the resources to meet these demands, including construction of the Del Valle Regional Training Facility.<sup>14</sup> As noted in the College's *2019-2022 Strategic Plan*, the District currently delivers training to more than 3,000 law enforcement officers and firefighters (approximately 15 percent of the college's total enrollment) at locations throughout Los Angeles County.<sup>15</sup> These students are engaged in training partnerships between the college and Los Angeles Police Department, Los Angeles County Fire Department and Los Angeles County Sheriff's Department.

With the recent DSA approval of the Del Valle Regional Training Facility, the College is now ready

<sup>12</sup> [Educational & Facilities Master Plan 2016-2022](#)

<sup>13</sup> [Strategic Plan 2019-2022](#)

<sup>14</sup> [Educational & Facilities Master Plan 2012-2018](#)

<sup>15</sup> [Strategic Plan 2019-2022](#)

to implement permanent programming at this site for the students served by both the College's ISAs and the Fire Technology program. This includes the potential development of regional fire academies and other instructional activities (e.g., Candidate Physical Ability Testing) that would be hosted at the site. This goal was stated in the 2016-2022 Education and Facilities Master Plan by the Fire Technology department (page 110). District personnel including the Vice President of Instruction, the Fire Technology Department Chair, the Associate Vice President of Instruction, the Dean of Career Education and Integrative Learning, the Dean of Health Professions and Public Safety, and the ISA Coordinator recently met with a consultant and LA County partners to tour the facilities and discuss development of curriculum and activities that would benefit students currently involved in the Fire Technology program and strengthen recruitment and outreach opportunities to create on-ramps for students interested in pursuing Fire Technology and related career opportunities. This meeting also included discussion of potential development of Cadet Academies and additional dual enrollment opportunities at Castaic High School, located less than 10 miles from the Del Valle site.<sup>16</sup>

The Del Valle facility will benefit the LACoFD currently served by the College's ISAs, the College's Fire Technology program and its students, our William S. Hart Union High School District partners and their students, and, ultimately, all of the community members in the Santa Clarita Valley, Los Angeles County, and across the state of California.

## Standard II: Student Learning Programs and Support Services

**Describe the impact of this change on the programs, services, and activities which will support students.**

### **Instructional Services Support**

Standard II is not impacted by the opening of this site. The College supports student learning and achievement by providing library and other learning support services to students and to personnel responsible for student learning and support, regardless of location. Learning support services include, but are not limited to: library collections, tutoring, learning centers, computer laboratories, learning technology, and ongoing instruction for users of library and other learning support services. Students enrolled in ISAs or academic programming at the Del Valle site, like any other students enrolled in courses at our high schools and incarcerated settings, have full and equitable access to learning services at the College. While many of these services have moved online or virtually during the pandemic, these services will now be offered both in-person as well as virtually, recognizing that our society is forever changed as a result of the current pandemic.

The Library<sup>17</sup> and The Learning Center (TLC)<sup>18</sup> at the College are well positioned to meet the needs of students enrolled in courses and programs at Del Valle.

Through the TLC, students have access to free online tutoring offered both during the day, in the afternoon, into the evening, and on the weekend. Once the College fully returns to campus, post-pandemic, students can also attend in-person tutoring, both as a drop-in and through

<sup>16</sup> [LACoFD and COC Del Valle Meeting Minutes 3.31.21](#)

<sup>17</sup> [College of the Canyons Library homepage](#)

<sup>18</sup> [College of the Canyons TLC homepage](#)

appointment. These services also include supplemental classroom instruction to help students reach their educational goals. The ISA students and those served by programming offered at the Del Valle site have the same access, either virtually or in-person, as those on our in-person campuses. Additionally, the library provides full services for all students, including those that would be served at Del Valle.

The College assures the quality of courses offered at alternative locations have the same rigor and quality as courses offered at the College. The College is committed to serving all students through high quality instructional programs and services. The College's partnership with LA County and all of its ISA partners demonstrates its commitment to its mission of providing quality education to all students.

The College has planning processes to ensure quality programs continuously improve. Each course must meet standards developed by the College faculty to ensure student achievement of learning outcomes and competencies in alignment with expectations published by the College's Curriculum Committee.<sup>19</sup> Moreover, all courses taught at Del Valle must meet all the same standards used by the College to ensure quality education for all students.<sup>20</sup> Each course offered has approved student learning outcomes, instructional methods, and assessment methods established in the official Course Outline of Record and approved by the Curriculum Committee, Academic Senate, and, ultimately, the SCCC Board of Trustees. The faculty assigned to the courses that would be offered at Del Valle are responsible for ensuring assessment of the student learning outcomes for the courses. This assessment is verified through input into the eLumen assessment module and reviewed by faculty coordinators. All courses offered at Del Valle and throughout the District also have syllabi as required. Syllabi include course descriptions, student learning outcomes from the official Course Outline of Records, policies, grading systems, and schedules. Syllabi often include academic honesty statements which make it clear to students that neither plagiarism nor cheating will be tolerated. The College also provides year-round professional development to all its faculty as related to best practices associated with pedagogy, andragogy, and all instructional teaching modalities (including virtual) to address anticipated student and instructional delivery needs.

The College's Board policies and administrative regulations clearly convey its commitment to the pursuit and dissemination of knowledge, regardless of modality or location. As outlined in the College's current Strategic Plan, the College's mission, vision, values, and goals communicate its institutional worldviews and beliefs.<sup>21</sup> The College maintains an institutional culture in which intellectual freedom exists; policies set by the Board of Trustees explicitly address academic freedom. SCCC Board Policy 4030 states adoption of the definition of academic freedom provided by the 1940 Statement of Principles on Academic Freedom and Tenure, which declares that "academic freedom is the freedom to teach, both in and outside the classroom, to conduct research and to publish the results of those investigations, and to address any matter of institutional policy or action whether or not as a member of an agency of institutional governance."<sup>22</sup> Academic freedom extends to all those teaching and learning within the College, including those served at the Del Valle site.

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<sup>19</sup> [Curriculum Committee Handbook 2021](#)

<sup>20</sup> [New Course Documentation Form](#)

<sup>21</sup> [Strategic Plan 2019-2022](#)

<sup>22</sup> [Board Policy 4030 on Academic Freedom](#)

The College will continue to assess its educational quality using methods accepted in higher education, make the results of its assessments known to the public through the Committee for Assessment of Student Learning website, use program review and the assessment of student learning outcomes to improve educational quality and institutional effectiveness, and ensure that degrees include a general education component and a focused area of inquiry.

### **Student Services Support**

The institution has a responsibility to assure equitable access to all students by providing appropriate, comprehensive, and reliable student services regardless of the service location (Standard II.C.3). We currently meet this standard through a robust array of services offered both in-person and virtually through asynchronous and synchronous methods using video conferencing software (ZOOM). At College of the Canyons, orientation, admissions, financial aid, assessment, advising, and educational planning services are provided by student services personnel in both credit and noncredit offices. Special services are offered regularly, both virtually and in-person, such as financial aid workshops, Virtual Job Fairs, Open Houses, College Nights, career exploration workshops, etc. Students enrolled in ISAs or academic programming at the Del Valle site, like any student enrolled in courses at our high schools and incarcerated settings, have full and equitable access to support services at the college.

Publications outlining available instructional and student support services are available on the College website and include but are not limited to the Schedule of Classes, the College Catalog, and the Student Conduct Code Handbook. The College published and prominently placed a Student Resource Guide on the website that outlines 40 services available to all students, regardless of the location of courses and programs.<sup>23</sup>

Using the MyCanyons (Web Advisor) system, which is one click away from the homepage, all students can access email, begin an online orientation, apply for admission, register for classes, access the college calendar, access financial aid, access or request academic records and official transcripts, and much more.

Additionally, the College continues to evaluate the quality of its student support services on an ongoing basis using in-house student surveys, to provide for co-curricular and athletic programs appropriate to its mission, and it continues to evaluate placement instruments, maintain student records, etc.

### **Description of any legal or compliance requirements regarding this change.**

As noted previously, the District has negotiated an MOU with the LA Country Fire Department regarding the joint use of the Del Valle Regional Training Facility. This MOU, created in 2008 and amended in 2016, remains in effect and will be followed by both parties. Additionally, the District renewed its ISA agreement with LACoFD in 2019 which will include eventual offerings at Del Valle. This negotiated ISA agreement includes a Del Valle/equipment fund, allowing the purchase of instructional supplies, software, equipment, and instructional site improvements that will facilitate learning by the students. This ISA agreement remains in effect until June 30, 2023. It will be reviewed and revised, if needed, prior to its expiration.

<sup>23</sup> [Student Resource Guide 2020](#)



### Standard III: Resources

**Human Resources: Please describe the staffing plan to support this change.**

The College has qualified faculty and administrators to operate and support all courses, programs, and services. All instructors, including those who teach at offsite locations, including Del Valle, must meet minimum qualifications in their disciplines and be Board-approved.

All faculty, staff, and managers are evaluated systematically and at stated intervals. College of the Canyons is comprised of two campus sites and numerous high school and community locations where instruction is delivered and has developed a proven practice for assessing personnel at sites away from the main campus. Within the last three years, faculty working in the programs that would be associated with the Del Valle site (ISA and Fire Technology) have been evaluated according to this practice and as outlined in the respective collective bargaining agreements for full-time<sup>24</sup> and part-time<sup>25</sup> faculty.

All personnel are provided with orientation, oversight, and professional development. The District provides orientation for all employees, including ISA instructors through the ISA Coordinator and the Office of Instruction. The Office of Instruction provides a training to all adjunct faculty hired by the District before the start of the Fall and Spring terms. Full-time faculty are provided an intensive two-day orientation led, in part, by faculty coordinators of the Center for Excellence in Teaching and Learning (CETL). The Office of Instruction offers both a Fall and a Spring convocation to address instructional practices, pedagogy, and andragogy. Hundreds of workshops and professional development opportunities are available to all faculty throughout the year.

The College recognizes that faculty diversity fosters cultural awareness, promotes mutual understanding and respect, and provides necessary role models for students. It is committed to hiring practices and staff development that support equal opportunity and diversity. The College's partnership with our ISA providers helps further its commitment to diversity.

**Physical Resources:** The institution has the capacity to assure safe and sufficient physical resources. Adequate control is maintained at the off-campus site through constant communication by the Office of Instruction, the Associate Vice President of Instruction, the Dean of Academic Innovation and Continuing Education, and the support staff.

**Technology Resources:** Technological services and professional support are appropriate and adequate to support the classes being offered at the Del Valle location. As identified in the *2018-2023 ISA Consolidated Fire Protection District of Los Angeles MOU*<sup>26</sup> between LACoFD and the SCCC, the District currently allocates and directs \$1.25 per student contact hour for the District as an "equipment fund." This fund is used solely for the purpose of purchasing equipment, improvements at the Del Valle Training Facility, and/or other items as mutually agreed upon. It is expected that the use of the Equipment Fund for equipment purchases, improvements at the Del Valle facility, and/or purchases of other items will provide expanded training opportunities for public safety personnel. Additionally, these facilities will benefit College of the Canyons Fire Technology students when not needed through the established ISA agreement. This MOU notes

<sup>24</sup> [Full-time Faculty Collective Bargaining Agreement](#)

<sup>25</sup> [Part-time Faculty Collective Bargaining Agreement](#)

<sup>26</sup> [ISA Agreement Between LACoFD and SCCC 2018-2023](#)

that capital improvements at Del Valle will be made either by the SCCCD or the LACoFD as mutually agreed upon and outlines procedures for requesting equipment for purchase and ensuring purchase compliance.

**Financial Resources: Impact on institutional finances, including a budget showing evidence those resources (including physical, technology and equipment, if appropriate) are available and committed to support the change.**

Considering the College's current *2016-2022 Educational and Facilities Master Plan*<sup>27</sup> and the *2019-2022 Strategic Plan*,<sup>28</sup> successful passage of three consecutive Bond measures over the last twenty years with the most recent two receiving unmodified opinions in 2019<sup>29</sup> and 2020,<sup>30</sup> its long-standing relationship with LACoFD to provide ISA In-service trainings, and documented integrated planning and budgeting processes through a robust three-year program review with annual updates, the College has mechanisms in place to ensure financial stability. The College is committed to supporting programming at Del Valle and anticipates continued growth over time of our ISAs and Fire Technology program through the addition of fire academies and other programmatic efforts to utilize this new site. As noted previously, the course offerings in the ISAs are held to the same evaluation and approval processes as all other programs.

This stability includes an allocation of resources needed to support the new Del Valle site. The previously noted "equipment fund" generated by ISA funding illustrates the planning and forethought of District leadership to ensure ongoing support of this new location. Additionally, Strong Workforce funding would be the most appropriate funding source, beyond the equipment fund, for supporting programming at this new location. Currently, we have leveraged this funding to hire a consultant who developed a program viability proposal for a fire academy and will help develop curriculum in partnership with the Fire Technology faculty member and department chair.<sup>31</sup> Finally, resource requests resulting from program reviews are channeled to participatory governance groups for review and prioritization. The President's Advisory Council on Budget (PAC-B) considers the prioritized list in budget planning and decision-making processes.

To support this new site, the College's budget planning infrastructure helps ensure solvency for both the short and long term. The College has the leadership, established processes, and existing partnerships needed to support and sustain academic programming at the Del Valle site.

#### **Standard IV: Leadership and Governance**

**What leadership and governance oversight exists to ensure the continued academic quality and institutional effectiveness is maintained and sustained through this transition?**

<sup>27</sup> [Educational & Facilities Master Plan 2016-2022](#)

<sup>28</sup> [Strategic Plan 2019-2022](#)

<sup>29</sup> [SCCCD Final Audit Report Measure M](#)

<sup>30</sup> [SCCCD Final Audit Report Measure E](#)

<sup>31</sup> [Program Viability Initiation for Del Valle Fire Academy 5.6.21](#)

The College's governance process adheres to Assembly Bill 1725 and is outlined in the Decision Making Guide governance handbook.<sup>32</sup> The College maintains an open and inclusive organizational structure that enables staff members to participate in collegial consultation, decision making and putting decisions into actions. COC's organizational effectiveness is rooted in our strategic planning focus on enhancing access, engagement and success for our students. The College designs the organizational structure with a flexible approach that encourages the development of professional and productive relationships while striving to enhance the capacity of our human resources to foster participation and input to the decision-making processes of the district while seizing opportunities as they present themselves. Student learning is the College's focus, and decision making is guided by the philosophy that diverse perspectives lead to better choices. In view of this, community, faculty, and student input are regularly sought and accepted.

Decision making and governance at the College are guided by key beliefs:

- Institutional direction is driven by information received from staff, students and the community and that helps us deliver a clear vision for our future;
- All employees should have a clear understanding of how they are connected to the decision-making processes;
- It is important to achieve a balance of decentralized and centralized decision making that is coordinated between parts of the college community;
- Dynamic and continuous organizational improvement must be supported through fine-tuning and adjusting our structure and accountability processes by continually evaluating and redesigning what we do;
- In the importance of being flexible, responsive, and implementing contingency plans to adjust to changing environments and ambiguous circumstances;
- In using "common sense" to guide what we do;
- In communicating accurately, respectfully, and in context;
- In ensuring that our structures enhance our ability to maximize opportunities;
- We can seize the opportunity to define, explore and respond to emerging new developments and unforeseen challenges as they arise;
- We are capable of welcoming and making the most of opportunities, whether they are unexpected or planned; and
- It is important to seek input from members of the college and community in the development of policy, curriculum, and program development.

As demonstrated through an integrated planning model,<sup>33</sup> planning is driven by the College's Mission, Vision, Values and Philosophy. The mission paves the way for the Strategic Plan, which is the primary planning document for the institution. The strategic plan identifies primary institutional focus goals (Access, Engagement, and Success in the current plan), as well as measurable objectives for each of the three goals. College committees, divisions, and key planning groups are then responsible for incorporating these goals and objectives into their planning efforts in order to help the institution achieve the strategic plan goals. The combined Educational & Facilities Master plan both informs and is informed by the Strategic Plan, containing detailed needs and projections from annual program planning, design, and review. Ongoing analysis, assessment, and improvement is facilitated by dialogue, use of data, and thoughtful connections between plans.

<sup>32</sup> [Decision Making Guide at COC governance handbook](#)

<sup>33</sup> [Decision Making Guide at COC governance handbook](#)

As illustrated by this conceptual model, College of the Canyons follows a comprehensive planning process to ensure its programs and services are aligned to meet the needs of the dynamic, growing community we serve. Organizational functions, based on the College's mission, vision, values, and strategic plan, ensure the quality, integrity, and effectiveness of all student learning programs, including those taking place at offsite facilities such as the Del Valle site. The College leadership encourages the development of teamwork among administrators, faculty, staff, and students.

The College Planning Team (CPT), which is co-chaired by the Chancellor (formerly the Superintendent-President) and a faculty member, is the umbrella decision-making group, consisting of campus-wide representation that serves as the venue in which the campus collectively assesses, plans, and evaluates how and in what ways the College is achieving its mission, purpose, and strategic goals. This group synthesizes and articulates the College's priorities based upon the planning activities of the academic, student services, fiscal, human resources, and research and development departments, and also considers external community, state, and national factors that impact institutional planning. It promotes coordination among collegial consultation committees, ensures that policies and procedures are considered and discussed, and that goals, objectives, and action plans of other committees and work units are integrated into overall strategic planning and budgeting processes.

Internal and external information sources, such as local workforce and economic trends, accreditation requirements, enrollment analyses, state policies, and program review data and recommendations, form the basis of department plans, which roll up into district-wide plans like the *Educational & Facilities Master Plan*<sup>34</sup> and *Technology Master Plan*<sup>35</sup> governance documents. Because form follows function, the College uses the district-wide plans to create our Facilities Master Plan. In addition, the College designs and builds classrooms, labs, and offices that will enable implementation of its Strategic Plan, Technology Master Plan, and Educational & Facilities Master Plan. Planning at College of the Canyons is a loop of continuous feedback. The College regularly analyzes the results of its planning, and uses the data and outcomes to inform the development of future plans. In addition, working in concert with the Academic Senate and the Committee for Assessing Student Learning (CASL), results from student performance on course, program, and institutional-learning outcomes also inform program planning efforts. The College determines what worked, what didn't, and makes adjustments to ensure continued efficiency and effectiveness in programs and services. District-wide plans also drive the budget development process. Individual college units develop their budget priorities in alignment with district-wide plans and program review. Those plans are reviewed by the President's Advisory Council – Budget (PAC-B), which then makes recommendations to the Chancellor. The Chancellor submits the budget to the Board of Trustees for final approval. Once the board has approved the budget, individual units move forward with their spending plans to achieve their goals.

The Fire Technology Program has a faculty department chair with reassigned time. The program falls under the School of Health Professions and Public Safety and is supervised by an instructional dean and a team of 3.7 support staff. The College will continue to engage in continuous quality improvement of all of its programs, including those that offer courses at Del Valle. Program data,

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<sup>34</sup> [Educational & Facilities Master Plan 2016-2022](#)

<sup>35</sup> [Technology Master Plan 2017-2022](#)

including Key Performance Indicators, will continue to be gathered and analyzed as part of the annual program review to assure quality and effectiveness. Advisory Board meetings which include student graduates will continue to be held to assess impact of changes on the program. Through a participatory governance process that is led by faculty, the institution will examine additional curriculum offerings for the Fire Technology department and all ISAs and ensure that these are reviewed rigorously by the Curriculum Committee and the College's Office of Instruction to assure compliance with the Chancellor's Office guidelines, Education Code, and Title 5 Regulations.

The District Chancellor supports the ISA curriculum and the partnerships between the College and LACoFD and appreciates that the partnerships help further the College's mission. Regarding decision making, ultimately the Chancellor and Board of Trustees are responsible for decisions affecting these partnerships. However, there are many governing processes in place, as previously stated, to ensure sound decision making, including an approved administrative procedure that focuses specifically on ISA offerings.<sup>36</sup> Systematic participative process will continue to be used to assure effective discussion, planning, and implementation of improvement in practice, programs, and services at the new Del Valle Facility.

Finally, the Board of Trustees is responsible for establishing policies to assure the quality, integrity, and effectiveness of all programs associated with the College. The Board maintains a comprehensive manual of policies governing all district operations. It is the Board's responsibility to evaluate, correct, and revise its policies as needed. The roles of the Chancellor and the governing board are not directly affected by the ISA partnerships.

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<sup>36</sup> [Administrative Procedure 4610 on ISAs](#)

## Evidence

Please include documentation that will help the Committee understand the process by which the change was developed, such as former and proposed mission and/or objectives, summary of discussions and approvals with campus constituents, (Board of Trustees, Academic Senate, students, community members), strategic plans, financial plans, copies of Board minutes, as appropriate, copies of draft legal documents regarding the new location, copies of draft legal documents dealing with matters of facilities and other institutional property, as appropriate. Please include documentation of all state and/or federal approvals, as appropriate.

[Administrative Procedure 4610 on ISAs](#)  
[Board Policy 4030 on Academic Freedom](#)  
[BOT Business Meeting Minutes 4.11.2007](#)  
[College Catalog 2020-2021](#)  
[College of the Canyons Library homepage](#)  
[College of the Canyons TLC homepage](#)  
[Curriculum Committee Handbook 2021](#)  
[Decision Making Guide at COC governance handbook](#)  
[District Mission Spring 2021 Revision](#)  
[DSA Approval Letter for Del Valle 10.15.20](#)  
[Educational & Facilities Master Plan 2007-2012](#)  
[Educational & Facilities Master Plan 2012-2018](#)  
[Educational & Facilities Master Plan 2016-2022](#)  
[Full-time Faculty Collective Bargaining Agreement](#)  
[ISA Agreement Between LACoFD and SCCCD 2018-2023](#)  
[Joint-Use Agreement for Use of Shared Facilities 11.12.2008](#)  
[LACoFD and COC ISA Meeting Minutes 2.18.21](#)  
[LACoFD and COC Del Valle Meeting Minutes 3.31.21](#)  
[New Course Documentation Form](#)  
[Part-time Faculty Collective Bargaining Agreement](#)  
[Program Viability Initiation for Del Valle Fire Academy 5.6.21](#)  
[SCCCD Final Audit Report Measure E](#)  
[SCCCD Final Audit Report Measure M](#)  
[Strategic Plan 2019-2022](#)  
[Student Resource Guide 2020](#)  
[Technology Master Plan 2017-2022](#)