



STRATEGIC PLAN

2026 - 2031



BETTER TOMORROWS BEGIN HERE.

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Thank you to all contributors whose efforts and perspectives informed the development of this Strategic Plan. Your collaboration was essential in creating a plan that reflects our collective goals.

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Thank you to all administrators, faculty, and classified professionals who contributed to the comprehensive planning process. Your time, perspectives, and commitment played a vital role in developing this Strategic Plan. We also extend a special thank you to College President, Dr. Carla Tweed, for facilitating the compression planning process.

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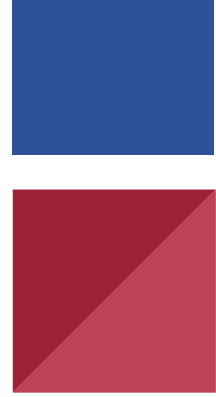
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INTRODUCTION

This Strategic Plan was developed to ensure that students have meaningful opportunities to access Coalinga College, engage fully in the college experience, gain knowledge and skills, earn associate degrees or certificates, successfully transfer to four-year institutions, and enter the workforce well prepared.

The planning process began with a series of compression planning sessions involving faculty, classified professionals, and managers. These sessions provided an opportunity to reflect on Coalinga College's Mission, Vision, and Values and to articulate the purpose of the institution, its aspirations, and the core beliefs that guide its work.

Following this initial phase, a Strategic Planning Taskforce was formed with representative participation from all campus stakeholder groups. The taskforce reviewed key institutional and district planning documents, including the Educational Master Plan, Facilities Master Plan, Strategic Enrollment Plan, Student Equity and Achievement Plan, District Strategic Plan, the President's Goals, and the California Community Colleges Vision 2030, to ensure strategic alignment. Key themes from the compression planning sessions were also incorporated. As a result of this review, the mission and vision statements were refined, values and strategic objectives were updated, and institutional goals were established.

The draft Strategic Plan was presented to and reviewed by the Academic Senate, Associated Student Body, Student Success Committee, and College Council. The outcome of this collaborative and inclusive process is reflected in the 2026–2030 Strategic Plan, which will guide the college over the next four years in advancing its mission and supporting the needs of the community.



HISTORY



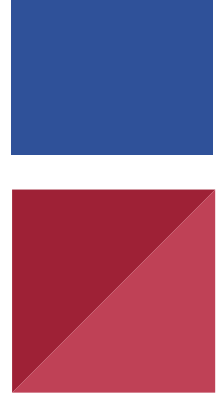
Coalinga College was founded in 1932 as the Coalinga Extension Center of Fresno State College. During the 1940s, it became known as Coalinga College and came under the governance of the Coalinga Union High School District. In 1956, the college relocated to a newly established 40-acre campus on Cherry Lane.

In 1961, the institution separated from the high school district, and in 1969, it was renamed West Hills College. Over the following decades, the college expanded its educational services to surrounding communities. In 2002, the West Hills Community College District grew further with the establishment of West Hills College Lemoore, and this college became West Hills College Coalinga.

In April 2024, the West Hills Community College District implemented a districtwide rebranding to improve clarity and identity. As a result, the institutions were renamed Coalinga College, Firebaugh Center, and Lemoore College. Coalinga College operates the Firebaugh Center.



VISION & MISSION



Vision

Coalinga College will cultivate transformative learning experiences that empower students and fuel our region's economic engine. Through deep partnerships with community and industry, the college will expand access, inspire innovation, and propel students and communities toward a more prosperous future.



Mission

Through the delivery of high-quality academic instruction, programs, support services, and industry partnerships, Coalinga College inspires all learners to recognize their potential and achieve their goals. The college fosters growth, equity, and economic mobility by providing a student-centered environment to think critically, communicate effectively, and develop skills to support and lead our diverse communities.

VALUES



CORE VALUE: CONNECTEDNESS AND ENGAGEMENT

- i. We foster a culture of belonging where students, faculty, and staff feel like they are part of the college community.
- ii. We empower individuals to be the difference in cultivating an environment that is welcoming, inclusive, and supportive of diverse perspectives.
- iii. We model collaboration through purposeful connections.
- iv. We create opportunities to engage the community to make all students, faculty, and staff feel safe and have a sense of belonging outside our campus borders.
- v. We facilitate purposeful connections through service-oriented programs and building strong relationships with business, industry, and community organizations.

CORE VALUE: NURTURING SUCCESS HOLISTICALLY

- i. We demonstrate compassion, support, encouragement, and a holistic approach to the success of students, faculty, and staff.
- ii. We ensure that all students, faculty, and staff have opportunities to contribute on campus and feel their contributions are appreciated.
- iii. We nourish a growth mindset and recognize, respect, and appreciate the skills, talents, abilities, and experiences of each individual.
- iv. We support student wellbeing, from safety and basic needs to emotional and mental health.
- v. We support our students through the completion of their educational goals - graduation, transfer, and employment.

CORE VALUE: FOCUS AND DIRECTION

- i. We collectively contribute to student and institutional success by promoting and supporting planning, efficiency, consistency, accountability, progression, and persistence.
- ii. We strive to transform the lives of our students and our communities through excellence, innovation, creativity, data-informed decisions, and evidence-based practices.
- iii. We cultivate industry partnerships and seek to be a driving economic force for the
- iv. region.

We maintain and develop relevant programs and flexible scheduling that meet students' and community needs, guiding enrollment growth that supports the college's sustainability and ongoing viability.

OBJECTIVES & GOALS

Coalinga College Strategic Objective 1: Provide high-quality teaching and learning opportunities that accelerate success and increase completion.

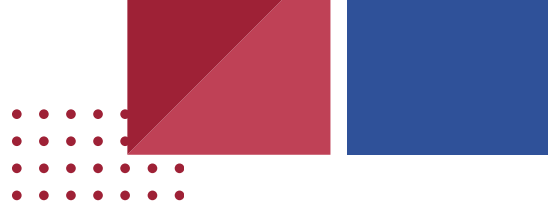
- **Goal:** 90% of students will have a comprehensive education plan by the end of year one.
- **Goal:** Through the program review cycle, all academic and career education programs will use trend analysis and implement necessary changes to address emerging industry and transfer requirements, ensuring program relevance.
- **Goal:** Coalinga College will achieve the targeted student completion outcomes established in Vision 2030 for certificate, degree, transfer, and living wage.
- **Goal:** 40% of faculty teaching online courses will hold certification in formal online course design training, with 30-35 courses earning Quality Reviewed badges through the Peer Online Course Review (POCR) process as evidence of applied learning.

Coalinga College Strategic Objective 2: Eliminate/Reduce Equity & Achievement Gaps.

- **Goal:** Ensure equitable enrollment outcomes for all students by eliminating disproportionate impact and fully closing equity gaps.
- **Goal:** Eliminate disproportionate impact and fully close equity gaps in student completion of transfer-level math and English.
- **Goal:** Eliminate disproportionate impact and fully close equity gaps in student persistence.
- **Goal:** Eliminate disproportionate impact and fully close equity gaps in student completion.
- **Goal:** Eliminate disproportionate impact and fully close equity gaps in student transfer

Coalinga College Strategic Objective 3: Provide integrated, holistic services that support affordability, student basic needs, student success, and completion.

- **Goal:** 90% of students will have a FAFSA or CADAA application on file by the end of year 1.
- **Goal:** Students with basic-needs insecurities will access available support services and report high levels of satisfaction (90% or higher) with the assistance they receive.
- **Goal:** 25 - 30 degrees, certificates, or pathways coded as Zero Textbook Cost (ZTC) or Low Textbook Cost (LTC).
- **Goal:** Students will report a high level of satisfaction (90% or higher) with the services provided by Coalinga College.



Coalinga College Strategic Objective 4: Foster campus and community engagement that promotes exemplary learning and working environments.

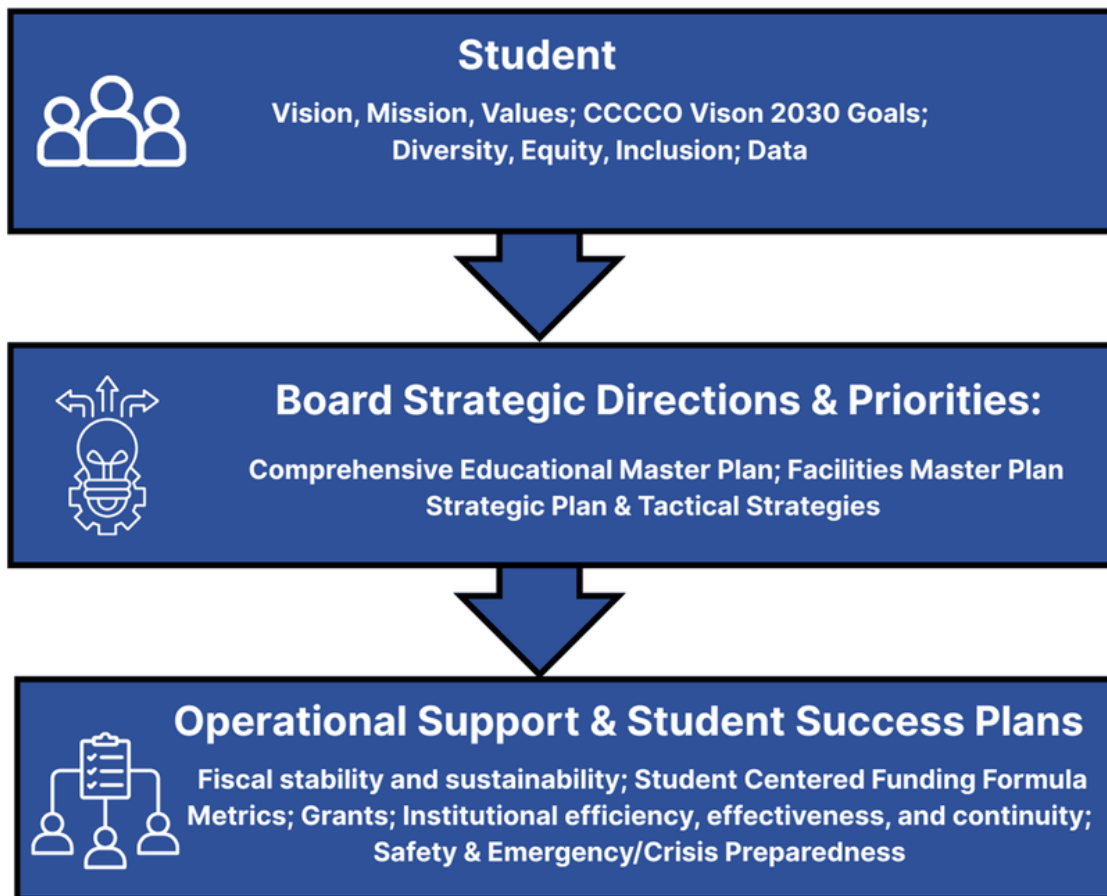
- **Goal:** Foster campus and community engagement by strengthening athletics, expanding extracurricular opportunities, and enhancing cultural vibrancy to promote exemplary, inclusive learning and working environments.
- **Goal:** The Farm of the Future will demonstrate measurable growth in campus and community engagement by increasing event offerings, class offerings, or class participation rates.
- **Goal:** Enhance the Firebaugh Center's campus life and local community integration by establishing a recurring "Cultural Series," expanding student-led extracurricular clubs, and increasing participation in wellness and engagement events to foster an inclusive and vibrant learning and work environment
- **Goal:** The residence halls will maintain a 90% or higher annual occupancy rate to strengthen campus engagement, community building, and student connection to learning and co-curricular experiences.
- **Goal:** Students will express satisfaction with campus safety at a rate of 85% or higher, fostering trust, engagement, and exemplary learning and working environments.
- **Goal:** At least 85% of students, employees, and community respondents will report feeling welcomed and a sense of belonging on campus.
- **Goal:** Coalinga College will strengthen university, workforce, and community partnerships by sustaining active advisory groups, and hosting regular career and transfer events throughout the academic year at both the Coalinga Campus and the Firebaugh Center

Coalinga College Strategic Objective 5: Continue to build institutional efficiency and effectiveness.

- **Goal:** Provide culturally relevant professional learning opportunities.
- **Goal:** Strengthen data-informed decision-making.
- **Goal:** Streamline systems and processes to better serve students.
- **Goal:** Foster cross-departmental collaboration and capacity.
- **Goal:** Promote continuous improvement and accountability.

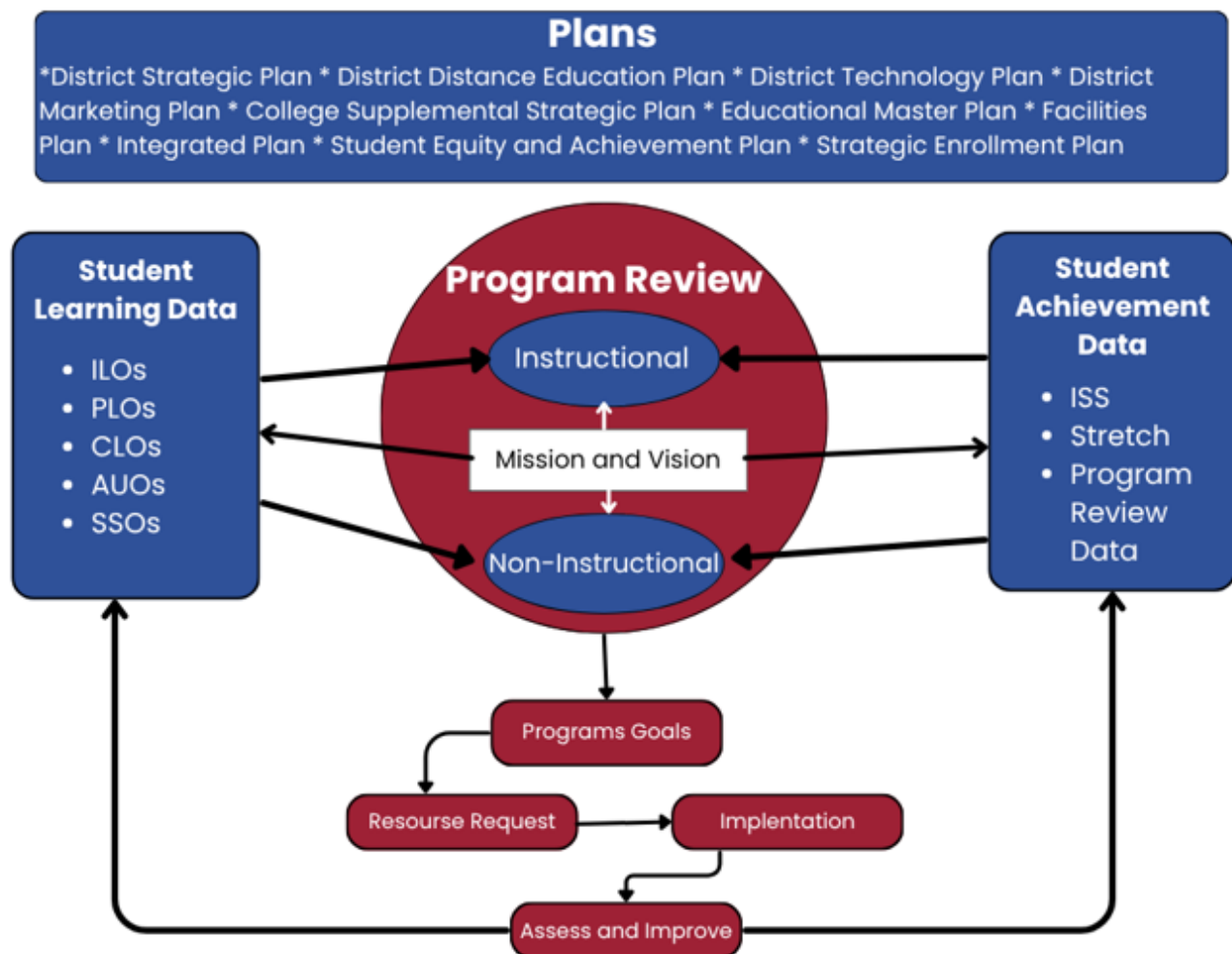


INTEGRATING PLANNING



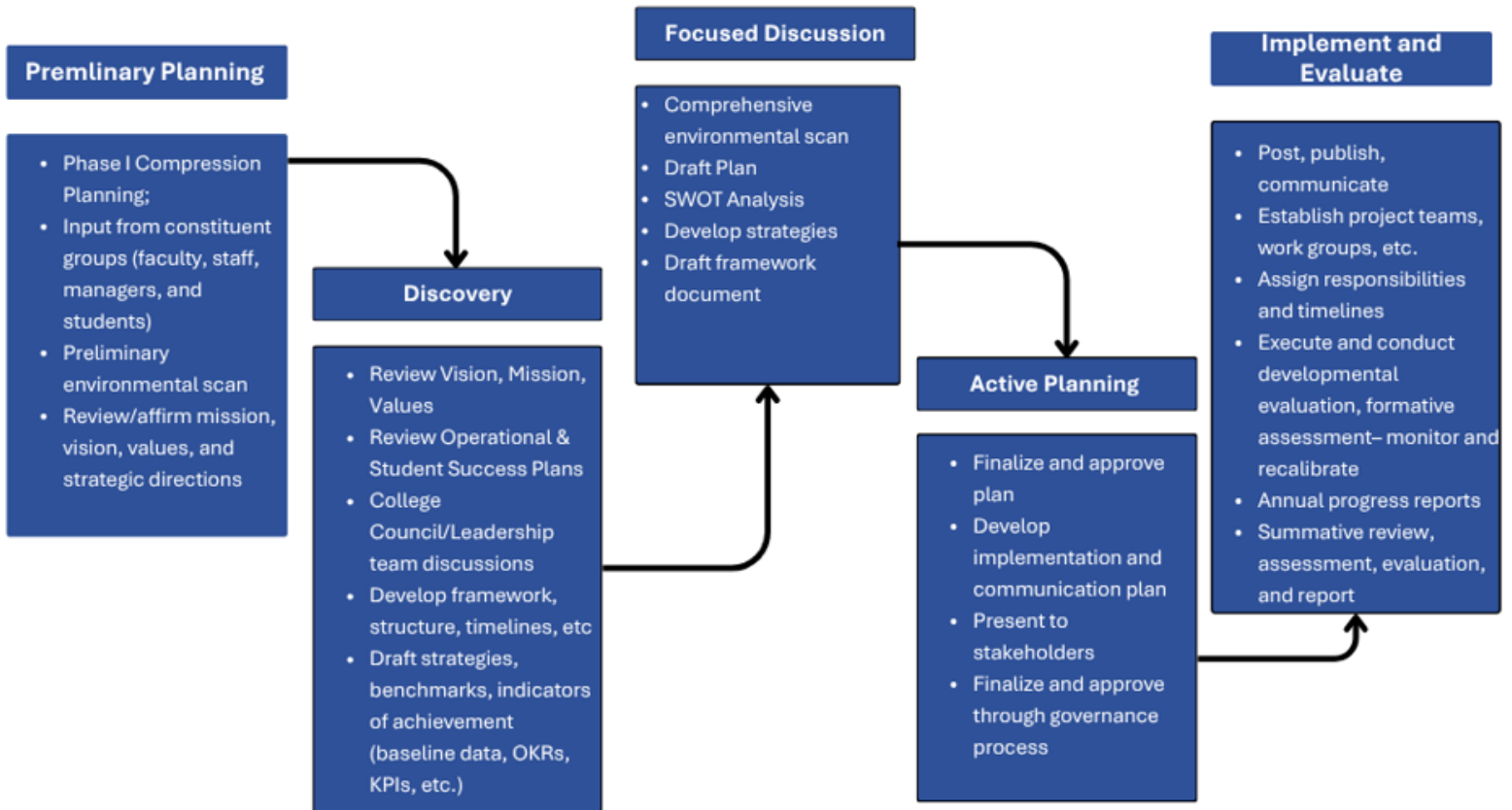
Educational Master Plan and Strategic Plan Development and Implementation Cycle
If you don't know where you're going, you might end up someplace else. - Casey Stengel

- EMP long-range planning document -7 years implementation 1 yr assessment & planning
- Strategic Plan mid-range planning document -4 years implementation 1 yr assessment & development of next plan
- Aligned with the Strategic Directions identified by the college in Educational Master Plan (EMP), District Strategic Plan (DSP), Vision 2030, Student Centered Funding Formula (SCFF), and the Student Equity and Achievement Plan (SEAP).
- Framework to guide college planning and decision making and benchmark progress & key results



- All integrated planning is informed by district and college planning documents.
- Instructional and non-instructional program reviews are driven by data on Student Learning and Student Achievement.
- Data Metrics and program review processes are aligned to the college mission and vision.
- Resource requests originate in program review and are aligned to program goals.
- Implement changes for improvement.
- Repeat the process of assessment, revisions, and implementation, all through program review.

PLANNING PROCESS



STRATEGIC ALIGNMENT



APPENDIX 1



Integrated Planning Calendar	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Accreditation	Midterm Report	Midterm Report		ISER	ISER Comp. Review	Midterm		MidtermReport	MidtermReport	ISER	
Vision-Mission-Values Review			Review			Review			Review		
Comprehensive Educational Master Plan – Planning/Implement ation/EndYear Summative Evaluation	Mid CycleReview EMP 2023-30			Summative Evaluation2023- 30 Planning 2030-37	New EMP 2030-2037			Mid Cycle Review EMP 2030-37			Summative Evaluation 2030-37 Planning 2037-43
Strategic Plan Planning/ Implementation/End Year Summative Evaluation		Mid Cycle Assessment Strategic Plan 2026-30		Summative Evaluation 2026-30	Planning Strategic Plan 2031-35	New Strategic Plan 2031-35					
Comprehensive Facilities MasterPlan	Mid Cycle Review FMP 2024-30			Summative Evaluation 2024-30	Planning FMP 2031-36	New FMP 2031-36		Mid Cycle Review FMP 2031-36		Summative Evaluation 2024-30	
Technology Master Plan	Summative Evaluation TMP 2023-26 & Planning TMP 27-30			Summative EvaluationTMP 2027-30 & Planning TMP 2031-33	New TMP 2031-33			Summative Evaluation TMP 2031-33 & Planning TMP 34-36	New TMP 2034-36		