CUESTA COLLEGE

STRATEGIC PLAN
2020–2023

San Luis Obispo County
Community College District

STRATEGIC PLAN 2020–2023

SAN LUIS OBISPO CAMPUS | NORTH COUNTY CAMPUS | SOUTH COUNTY CENTER | ONLINE

CUESTA COLLEGE

San Luis Obispo County Community College District

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San Luis Obispo County Community College District Mission, Vision and Values

Mission

Cuesta College is an inclusive institution that inspires a diverse student population to achieve their educational goals.

We effectively support students in their efforts to improve foundational skills, earn certificates or associate degrees, transfer to four-year institutions, and advance in the workforce.

Through innovative and challenging opportunities, Cuesta College enhances lives by promoting cultural, intellectual, and professional growth. We prepare students to become engaged citizens in our increasingly complex communities and world.

Vision

Cuesta College is dedicated to accessible, high-quality education for the support and enhancement of student success, professional development, and the community we serve.

Values

Access – Success – Excellence

Revised by BOT: 12/2015
Reviewed by BOT: 6/2019

ACKNOWLEDGEMENTS

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MESSAGE FROM THE SUPERINTENDENT/PRESIDENT

The San Luis Obispo County Community College District's integrated planning model calls for a cycle of evaluation, development of goals and objectives, resource allocation, plan implementation, and re-evaluation. Cuesta College annually assesses institutional effectiveness and improves services to our students through this integrated planning cycle.
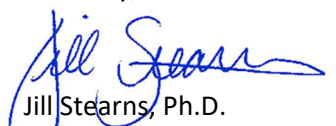
The *San Luis Obispo County Community College District Strategic Plan 2020-2023* results from district-wide collaboration to create a strategic plan focused on progress toward institutional goals as outlined in the *San Luis Obispo County Community College District Comprehensive Master Plan 2016-2026: Educational Master Plan,* the *Student Equity and Achievement Plan,* the *Guided Pathways Implementation Plan,* and Cuesta College's local *Vision for Success* goals. Strategic planning brings clarity to the decision-making process and sets forth the three-year plan for allocation of resources to most efficiently and effectively achieve the institutional goals. Through strategic planning the educational master plan becomes implementable.

The strategic planning process included broad dialogue to focus on institutional objectives and measures to evaluate institutional performance. Review and analysis of the prior strategic plan (2017-2020) and the educational master plan (2016-2026) were incorporated into the dialogue and goal setting for the *San Luis Obispo County Community College District Strategic Plan 2020-2023*. Additionally, the Institutional Research Office determined measures of assessing progress toward the institutional objectives.

Review of the proposed draft by College Council and the Planning and Budget Committee followed. The final draft of the *San Luis Obispo County Community College District Strategic Plan 2020-2023* was presented to the Board of Trustees on December 11, 2019 as an information item. Lastly, the final version of the *San Luis Obispo County Community College District Strategic Plan 2020-2023* was presented to the district community on Opening Day in January 2020.

Thank you for your participation in the development of the *San Luis Obispo County Community College District Strategic Plan 2020-2023* and your sustained commitment and dedication to our integrated planning process.

Sincerely,

Jill Stearns, Ph.D.
Superintendent/President

INTRODUCTION

The San Luis Obispo County Community College District (SLOCCCD) developed seven institutional goals in support of the district mission. These goals, data analysis, and rationale are outlined in the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*.

The *SLOCCCD Strategic Plan 2020-2023* is the district's short-term plan. Following the district's model of integrated planning, the strategic plan relies on institutional goals identified in the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan* to derive institutional objectives that describe how those institutional goals will be achieved.

Since the creation of the educational master plan in 2016, the *California Community Colleges Chancellor's Office* launched the *"Vision for Success"* with local goals for each college. Specific targets from the local college goals have been added to the *SLOCCCD Strategic Plan 2020-2023* to align Cuesta College to the *California Community Colleges Chancellor's Office "Vision for Success".* This alignment focuses on maximizing student's opportunities to achieve their educational goals while specifically working to address the identified equity achievement gaps at the college. The college's institutional goals align with the larger statewide goals of eliminating student achievement gaps creating equity in completion, transfer, decreasing unit accumulation in goal completion and workforce goals. The activities to achieve the Institutional Goals and Objectives are outlined in the following College Plans: Guided Pathways Plan; Student Equity and Achievement Plan; Transfer Center Plan; Outreach Plan; Facilities Master Plan; Technology Master Plan; and Department Annual Program Plans. Progress toward the institutional goals will be assessed annually and documented in the annual *Progress Report on the SLOCCCD Strategic Plan* as described in the *SLOCCCD Integrated Planning Manual 2019*.

The primary components of the strategic plan are:

Institutional goals that were developed as part of the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan* and the *California Community Colleges Chancellor's Office* local *"Vision for Success"* goals are targeted statements that articulate how the district intends to address current and anticipated challenges. This includes a targeted focus on closing achievement gaps identified in Cuesta College's local *Vision for Success* goals. Rationale for each institutional goal is included in the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan, Chapter 3*.

Institutional objectives describe the initiatives that will be undertaken to achieve the institutional goals.

Assessment of institutional objectives describe how effective the institutional objectives were in moving the district toward achievement of the institutional goals. These results will be consolidated in the annual *Progress Report on the SLOCCCD Strategic Plan*.

Responsible party identifies the individual, group, or office assigned with the responsibility to launch, oversee, and complete the institutional objectives. The assignment of a responsible party is essential for accountability.

Performance measure is a target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard.

Progress is a brief statement describing the results of the institutional objective used to prepare the annual *Progress Report on the SLOCCCD Strategic Plan*.

A master calendar of the target completion dates in this strategic plan was developed and will be used to verify that responsible parties are making sufficient progress toward completing institutional objectives.

Completion of the institutional objectives identified in this strategic plan is also supported in the following ways through the resource allocation process:

- The Institutional Program Planning and Review process includes the requirement that units address how they contribute to the achievement of institutional goals and/or institutional objectives.
- Requests for funding are prioritized by the Planning and Budget Committee using a rubric that gives the highest scores to proposals that will contribute to the achievement of the institutional goals and/or the institutional objectives or that are the result of student learning outcome measurements.
- SLOCCCD has established an Institutional Objectives Fund. These funds are distributed through a mini-grant process and allocations will be based on the extent to which the funding will contribute to the achievement of an institutional objective.

The *San Luis Obispo County Community College District Strategic Plan 2020-2023* is a central component of the district's cycle of developing plans → linking those plans to resources → implementing plans → assessing progress → revising plans based on the outcomes.

PROCESS FOR STRATEGIC PLAN DEVELOPMENT

Following review of the *SLOCCCD Mission Statement*, the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan* and the *California Community Colleges Chancellor's Office* local *Vision for Success* goals*,* the district began the work of updating the *SLOCCCD Strategic Plan 2020-2023.* This strategic plan, presented to the SLOCCCD Board of Trustees on December 11, 2019, identifies seven institutional goals which articulate how the district intends to address current and anticipated challenges. These institutional goals guide the allocation of district energies and resources for the term of the master plan by serving as the basis for the short-term planning processes, including the district's strategic plan. Through this process, both the master plans and the short-term plans are linked to the district mission.

On September 30, 2016 the district engaged in a collaborative review of the institutional goals in the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan.* During the workshop, data was presented by the Institutional Research Office, and responsible parties and attendees drafted institutional objectives responsive to the institutional goals. This work along with the newly developed Cuesta College local *Vision for Success* goals, served as the foundation for creating the institutional goals and objectives for the *SLOCCCD Strategic Plan 2020-2023*. *SLOCCCD Strategic Plan 2020-2023* goals may need to be updated during the three-year cycle if Cuesta College's local *Vision for Success* goals are changed or adjusted.

On October 22, 2019 the draft *SLOCCCD Strategic Plan 2020-2023* was presented at College Council in accordance with the timeline and process for developing strategic plans as described in the *SLOCCCD Integrated Planning Manual 2019.* In November 2019, feedback was incorporated into the draft, and the proposed final plan was sent to College Council and the Planning and Budget Committee for review and comment. The Planning and Budget Committee considered feedback and recommended the final draft to the Superintendent/President. Finally, the *SLOCCCD Strategic Plan 2020-2023* was presented to the SLOCCCD Board of Trustees for information on December 11, 2019.

STRATEGIC PLAN IMPLEMENTATION

The following SLOCCCD institutional goals are intended to serve as a guide for SLOCCCD's decision-making and use of resources. The SLOCCCD institutional goals were designed in alignment with campus efforts around the local *Vision for Success* goals, with a targeted focus on closing equity achievement gaps at Cuesta College. Furthermore, the SLOCCCD institutional goals are intentionally broad enough to cover the ten-year term of the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*.

In support of the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*, SLOCCCD will:

Institutional Goal 1: Access *see Metric Details on page 16
Increase student access to higher education

Institutional Objective 1A: Increase enrollment of low-income and underrepresented students through intentional program development and targeted outreach efforts

Responsible Party: Vice President Student Services and College Centers

Measure 1: Student equity participation rate: the percentage of each population group that is enrolled compared to that group's representation in the adult population within the community served

Institutional Objective 1B: Increase enrollment opportunities for community members who are 55 years of age or older

Responsible Party: Vice President Academic Affairs

Measure 1: Enrollment of Emeritus students served each year, disaggregated by credit and non-credit status

Institutional Objective 1C: Expand financial support and aid opportunities for students

Responsible Party: Superintendent/President

Measure 1: Increase Pell grant recipients and total dollars available for students through scholarships

Institutional Objective 1D: Increase career pathways for local high school students

Responsible Parties: Vice President Academic Affairs / Vice President Student Services and College Centers

Measure 1: Percent of recent local high school graduates who designate an Associate Degree for Transfer (ADT) as their goal at Cuesta College

Measure 2: Percent of local high school students enrolled in dual enrollment courses

Institutional Goal 2: Completion *see Metric Details on page 16*
Increase the number of students earning an Associate Degree including Associate Degrees for Transfer (ADT), credentials, certificates, or specific job-oriented skill sets

> **Institutional Objective 2A:** Increase in the number of students who earn an Associate Degree or Associate Degree for Transfer, credentials, certificates, or specific job-oriented skill sets
>
> Responsible Parties: Vice President Academic Affairs / Vice President Student Services and College Centers
>
> > Measure 1: Percent of student persistence in courses
> >
> > Measure 2: Percent of students who earn either an Associate Degree or Associate Degree for Transfer
> >
> > Measure 3: Percent of first-time students who complete a Chancellor's Office approved Certificate
> >
> > Measure 4: Percent of students who attain completion, as defined by the *Vision for Success* goals

Institutional Goal 3: Transfer *see Metric Details on page 16*
Increase the number of students who transfer annually to a California State University (CSU) or University of California (UC)

> **Institutional Objective 3A:** Increase the annual number of students transferring to a CSU or UC
>
> Responsible Parties: Vice President Academic Affairs / Vice President Student Services and College Centers
>
> > Measure 1: Increase the completion of Associate Degrees for Transfer for all student groups
> >
> > Measure 2: Increase the number of students annually who transfer to a CSU or UC

Institutional Goal 4: Unit Accumulation *see Metric Details on page 16*
Decrease the average number of units accumulated by Cuesta College students

Institutional Objective 4A: Decrease the average number of units accumulated by Cuesta College students

Responsible Parties: Vice President Academic Affairs / Vice President Student Services and College Centers

> Measure 1: Decrease among all students who earn an Associate Degree in the selected year and who were enrolled in the previous or selected year, the average number of units completed among students who had completed at least 60 units at any community college

Institutional Goal 5: Workforce *see Metric Details on page 16*
Increase the proportion of exiting students who report being employed in their field of study

Institutional Objective 5A: Increase median annual earnings of all students

Responsible Parties: Vice President Academic Affairs / Dean of Institutional Research

> Measure 1: Increase among all students who did not transfer to a four-year institution, sum of median earnings for the four quarters immediately following academic year of exit

Institutional Objective 5B: Increase proportion of all students who attained the living wage

Responsible Parties: Vice President Academic Affairs / Dean of Workforce and Economic Development

> Measure 1: Increase among all students who exited college and did not transfer to a four-year institution, the proportion who attained the regional living wage for a single adult measured immediately following academic year of exit

Institutional Objective 5C: Increase proportion of all students with a job closely related to their field of study

Responsible Parties: Vice President Academic Affairs / Dean of Workforce and Economic Development

> Measure 1: Increase among all students who responded to the CTE Outcomes Survey and did not transfer, the proportion who reported they are working in a job very closely or closely related to their field of study

Institutional Goal 6: Facilities and Technology
Integrate and improve facilities and technology to support student learning and the innovations needed to serve our diverse communities

Institutional Objective 6A: Align facilities and technology in accordance with the district's *Facilities Master Plan* and the district's *Technology Plan*

Responsible Party: Vice President Administrative Services

Measure 1: Improve student-centered technology and building design

Measure 2: Improve technology support to facilitate student persistence to education goal completion

Institutional Objective 6B: Address the educational and facilities needs of South County

Responsible Parties: Vice President Academic Affairs / Vice President Administrative Services / Vice President Student Services and College Centers

Measure 1: Development of a designated site in South County to increase student enrollment for residents in the South County service area

Measure 2: Access to innovative academic and student support programs for South County residents

Institutional Goal 7: Fiscal
Build a sustainable and stable fiscal base

Institutional Objective 7A: Build a sustainable base of enrollment by effectively responding to the needs of the district as identified in the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*

Responsible Parties: Vice President Academic Affairs / Vice President Administrative Services / Vice President of Student Services and College Centers

Measure 1: Enrollment rates of local high school graduates

Measure 2: Enrollment rates of non-credit students

Measure 3: Attainment of annual FTES goals

Measure 4: Pell Grant / AB 540 / California College Promise Grant (CCPG) recipients

Institutional Objective 7B: Identify and develop sources of revenue beyond annual state allocations to support institutional effectiveness

Responsible Parties: Vice President Administrative Services / Vice President Academic Affairs / Vice President Student Services and College Centers / Executive Director of Institutional Advancement and Foundation

Measure 1: Revenue generated through the rental of district facilities

Measure 2: Revenue generated through enterprise use of district property

Measure 3: Revenue generated through awards and grants

Institutional Objective 7C: Identify and implement strategies to maintain support for institutional effectiveness while addressing challenges related to the state's funding formula and the rising costs of employee retirement obligations

Responsible Party: Vice President Administrative Services

Measure 1: Interest generated from invested one-time only funds to prefund future liabilities

Measure 2: Maintain balanced budgets and reasonable levels of reserves per SLOCCCD Board policy

*Metric Details:

Institutional Goals 1-5: Equity for Disproportionately Impacted Student Groups

- (A) Foster youth
- (B) First generation
- (C) Students with disabilities
- (D) Economically disadvantaged
- (E) Not economically disadvantaged
- (F) Veterans
- (G) Female
- (H) Students in the following ethnic and racial categories, as they are defined by the United States Census Bureau for the 2010 Census for reporting purposes:
  - a. Asian
  - b. Black or African American
  - c. Hispanic or Latino
  - d. Filipino
  - e. Some other race
  - f. Two or more races

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