



STRATEGIC PLAN 2017 – 2020

Institutional Objectives describe the strategies that will be undertaken to achieve the Institutional Goals.



**CUESTA
COLLEGE**

San Luis Obispo County Community College District



*San Luis Obispo County
Community College District
STRATEGIC PLAN
2017-2020*

Presented to the San Luis Obispo County Community College District Board of Trustees September 6, 2017

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

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.

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

Values

Access - Success - Excellence

ACKNOWLEDGEMENTS

Board of Trustees

Barbara George, *President*
Patrick W. Mullen, *Vice President*
Angela Mitchell
Pete Sysak
Mary Strobridge
Jordan Jantzen, *Student Trustee*

Strategic Planning Committee 2016-2017

Gilbert H. Stork, *Superintendent/President, Co-chair*
Deborah Wulff, *Vice President Academic Affairs, Co-chair*
Pat Ewins, *Interim Vice President Student Services and College Centers*
Lisa Gray, *Liaison to Accreditation Steering Committee*
Shannon Hill, *Executive Director Advancement/Foundation*
John Knutson, *Performing Arts Division Chair*
Erin Lastreto, *Liaison to the Student Support and Success Committee*
Madeline Medeiros, *Interim Dean of Arts, Humanities and Social Sciences*
Hunter Perry, *CCCUE Representative*
Janet Shephard, *Classified Director*
Bruce Silverberg, *Academic Senate Designee*
Rich Taylor, *North County Campus/South County Center representative*

September 30, 2016 Workshop Attendees

Administrators / Management – 22
Classified employees – 7
Faculty – 12

Planning and Budget Committee 2016-2017

Lara Baxley, *Academic Senate President*
Diane Bergantz, *Cuesta College Classified United Employees*
Rick Camarillo, *Cuesta College Classified United Employees, Co-chair*
John Cascamo, *Dean of Academic Affairs*
Bret Clark, *Academic Senate, Co-chair*
Solveg Cooper, *Academic Senate*
William Demarest, *Academic Senate*
Bradley Esparza, *Associated Students of Cuesta College*
Pat Ewins, *Interim Assistant Superintendent/Vice President Student Services and College Centers*
Todd Frederick, *Confidential*
Linda Harris, *Academic Senate*
Douglas Highland, *Academic Senate*
Shannon Hill, *Executive Director, Advancement/Foundation*
Jennifer Martin, *Cuesta College Federation of Teachers*
Eric McDonald, *Cuesta College Classified United Employees*
Monica Mercer, *Cuesta College Classified United Employees*
Hunter Perry, *Cuesta College Classified United Employees*
Alan Ross, *Cuesta College Federation of Teachers*
Debra Stakes, *Cuesta College Federation of Teachers President*
Keith Stearns, *Classified Manager*
Mark Stengel, *Academic Director*
Gilbert H. Stork, *Superintendent/President*
Dan Troy, *Assistant Superintendent/Vice President, Administrative Services, Co-chair*
Deborah Wulff, *Assistant Superintendent/Vice President Academic Affairs*

College Council 2016-2017

Lara Baxley, *Academic Senate President*
John Cascamo, *Dean of Academic Affairs*
Jason Curtis, *Dean of Academic Affairs*
Kasey DeBernardi, *Management Senate President*
Maria Escobedo, *Dean of the North County Campus and South County Center*
Pat Ewins, *Interim Assistant Superintendent/Vice President Student Services and College Centers*
Anthony Gutierrez, *Coordinator Student Life and Leadership, Service Faculty*
Marie Larsen, *Mathematics Division Chair, Co-chair*
Steve Leone, *Division Chair, English*
Madeline Medeiros, *Dean of Academic Affairs*
Monica Mercer, *Cuesta College Classified United Employees Representative*
Michele McAustin, *Division Chair, Business Education*
Catherine Riedstra, *Dean of Student Services*
Debra Stakes, *Cuesta College Federation of Teachers President*
Gilbert H. Stork, *Superintendent/President*
Rich Taylor, *Representative for North County Faculty*
Dan Troy, *Assistant Superintendent/Vice President, Administrative Services*
Deborah Wulff, *Assistant Superintendent/Vice President Academic Affairs, Co-chair*

MESSAGE FROM THE SUPERINTENDENT/PRESIDENT

The San Luis Obispo County Community College District’s integrated planning model is a cycle of evaluation, development of goals and objectives, resource allocation, plan implementation, and re-evaluation. The district 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 2017-2020* is the result of our 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*. 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.

Throughout the process our district has been heavily engaged in dialogue. On September 30, 2016 a district-wide workshop was held to create the draft *San Luis Obispo County Community College District Strategic Plan 2017-2020*. During this workshop, attendees identified the district’s current and anticipated strengths, weaknesses, opportunities, and threats and assessed performance on the completion of the institutional objectives included in the *San Luis Obispo County Community College District Strategic Plan 2014-2017*. Attendees then recommended institutional objectives responsive to institutional goals.

Following the workshop, responsible parties and key stakeholders reviewed and refined the proposed institutional objectives and determined timelines. Finally, the Institutional Research Office determined measures of assessing progress toward the institutional objectives.

Review of the proposed draft by the College Council and the Planning and Budget Committee followed. The final draft of the SLOCCCD Strategic Plan 2017-2020 was presented to the Board of Trustees on September 6, 2017 as an information item.

Thank you for your sustained commitment and dedication to our integrated planning process.

Sincerely,



Gilbert H. Stork, Ed.D.
Superintendent/President

TABLE OF CONTENTS

SLOCCCD Vision, Mission, and Values..... 5
 Acknowledgements..... 6

Message from the Superintendent/President..... 8

Introduction..... 11

Process for Strategic Plan Development..... 13

Strategic Plan Implementation..... 14

Institutional Goal 1: Completion..... 14
Increase the rates of completion for degrees, certificates, and transfer-readiness overall for all students.

Institutional Objective 1.1..... 14
Increase student success in Basic Skills, English as a Second Language, Career Technical Education, degrees, and transfer programs.

Institutional Objective 1.2..... 15
Foster a college environment where students are Directed, Focused, Nurtured, Engaged, Connected, and Valued.

Institutional Goal 2: Access..... 15
Increase student access to higher education.

Institutional Objective 2.1..... 15
Increase enrollment of low-income and underrepresented students through targeted outreach efforts.

Institutional Objective 2.2..... 15
Increase enrollment opportunities for community members who are 55 years of age and older.

Institutional Objective 2.3..... 16
Expand financial support opportunities for students.

Institutional Objective 2.4..... 16
Increase career pathways for local high school students.

TABLE OF CONTENTS

Institutional Goal 3: Partnerships..... 16
Develop and sustain collaborative projects and partnerships with the community’s educational institutions, civic organizations, businesses, and industries.

Institutional Objective 3.1..... 16
 Increase the number of partnerships with four-year institutions to strengthen and streamline students’ transfer opportunities.

Institutional Objective 3.2..... 16
 Increase the number of partnerships with local businesses in order to expand student work-based and experiential-based learning opportunities.

Institutional Goal 4: Facilities and Technology..... 17
Integrate and improve facilities and technology to support student learning and the innovations needed to serve its diverse communities.

Institutional Objective 4.1..... 17
 Improve facilities and technology in accordance with the District’s Facilities Master Plan and Technology Plan.

Institutional Objective 4.2..... 17
 Address the educational and facilities needs of South County residents by conducting and utilizing the results of a community survey.

Institutional Goal 5: Fiscal..... 17
Build a sustainable and stable fiscal base.

Institutional Objective 5.1..... 17
 Build a sustainable base of enrollment by effectively responding to the needs of the District as identified in the Educational Master Plan.

Institutional Objective 5.2..... 18
 Identify and develop sources of revenue beyond annual state allocations to support institutional effectiveness.

Institutional Objective 5.3..... 18
 Identify and implement strategies to address the rising costs of employee retirement obligations (CalSTRS and CalPERS) while maintaining support for institutional effectiveness.

INTRODUCTION

The San Luis Obispo County Community College District (SLOCCCD) developed five Institutional Goals in support of the mission. These goals, data analysis, and rationale are outlined in the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*, and they support the California Community College System-wide Goals as noted in Chapter 3 of the *Educational Master Plan*. Progress toward the institutional goals will be assessed annually and documented in the *SLOCCCD Annual Progress Report* as described in the *SLOCCCD Integrated Planning Manual 2017*.

The *SLOCCCD Strategic Plan 2017-2020* 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.

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* are broad statements that articulate how the district intends to address current and anticipated challenges. 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 *San Luis Obispo County Community College District Progress Report*.

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, measureable 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 *San Luis Obispo County Community College District Progress Report*.

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 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 2017-2020* 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 revision of the SLOCCCD Mission Statement in January 2016, the district began development of the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*. This plan, which was approved by the SLOCCCD Board of Trustees on May 4, 2016, identifies five 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 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 were presented by the Institutional Research Office and Responsible Parties and attendees drafted institutional objectives responsive to the institutional goals. The proposed institutional objectives for the *SLOCCCD Strategic Plan 2017-2020* were recommended to the Strategic Planning Committee on October 27, 2016.

On November 11, 2016 the draft *SLOCCCD Strategic Plan 2017-2020* was sent district-wide for feedback in accordance with the timeline and process for developing strategic plans as described in the SLOCCCD Integrated Planning Manual 2017. In November 2016, the 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 2017-2020* was provided to the SLOCCCD Board of Trustees for information on September 6, 2017.

STRATEGIC PLAN IMPLEMENTATION

The following SLOCCCD institutional goals 2016 – 2026 are intended to serve as a guide for San Luis Obispo County Community College District’s decision-making and use of resources for the next ten years. The SLOCCCD institutional goals are intentionally broad enough to cover the ten-year term of this educational master plan.

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

Institutional Goal 1: Completion

Increase the rates of completion for degrees, certificates, and transfer-readiness overall for all students.

Institutional Objective 1.1: Increase student success in Basic Skills, English as a Second Language, Career Technical Education, degrees, and transfer programs.

Responsible Party: Vice President Academic Affairs

- Measure 1: Percent of First-Time Students who place into Transferable English and/or Mathematics
- Measure 2: Percent of First-Time Students placed in Basic Skills English and/or Mathematics who complete Transfer Level English and/or Mathematics within two years
- Measure 3: Percent of students who complete ESL099E and complete a Transfer Level English Course within two years
- Measure 4: Successful Course Completion (C or better) in Basic Skills, English and/or Mathematics, English as a Second Language, Career Technical Education, Degree and Transfer designated courses
- Measure 5: Percent of transfer-directed students who become transfer ready

Institutional Objective 1.2: Foster a college environment where students are Directed, Focused, Nurtured, Engaged, Connected, and Valued. (RP Group Six Success Factors)

Responsible Party: Vice President Student Services and College Centers.

Measure 1: Percent of first-time non-exempt students who complete a comprehensive Student Education Plan (SEP)

Measure 2: Comparison of Community College Survey of Student Engagement (CCSSE) Benchmark Scores (2016 v. 2019)

Measure 3: Comparison of SLOCCCD Campus Climate Survey Results (2016 v. 2019)

Institutional Goal 2: Access

Increase student access to higher education.

Institutional Objective 2.1: Increase enrollment of low-income and underrepresented students through 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. (Population detail at end of report.)

Institutional Objective 2.2: Increase enrollment opportunities for community members who are 55 years of age and older.

Responsible Party: Vice President Academic Affairs.

Measure 1: Count of Emeritus sections offered

Measure 2: Participation Rate of community members 55 years of age or older disaggregated by Credit and Non-Credit status

Institutional Objective 2.3: Expand financial support opportunities for students.

Responsible Party: Superintendent/President.

Measure 1: Implementation of a second year of the Cuesta Promise (yes/no)

Measure 2: Total dollars available for student scholarships

Measure 3: Percent of regular students awarded financial aid in a given award year

Institutional Objective 2.4: Increase career pathways for local high school students.

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

Measure 1: Percent of local high school students enrolled in Dual enrollment courses

Measure 2: Percent of recent local high school graduates who enroll in Career Technical Education courses during their first term at Cuesta

Measure 3: Percent of recent local high school graduates who designate an Associate Degree for Transfer as their goal at Cuesta

Institutional Goal 3: Partnerships

Develop and sustain collaborative projects and partnerships with the community's educational institutions, civic organizations, businesses, and industries.

Institutional Objective 3.1: Increase the number of partnerships with four-year institutions to strengthen and streamline students' transfer opportunities.

Responsible Party: Vice President Academic Affairs.

Measure 1: Count of Partnerships with four-year institutions

Institutional Objective 3.2: Increase the number of partnerships with local businesses in order to expand student work-based and experiential-based learning opportunities.

Responsible Party: Dean of Workforce and Economic Development

Measure 1: Count of Partnerships with local businesses and organizations

Measure 2: Count of students participating in internship courses, work experience courses, and clinical sites

Institutional Goal 4: Facilities and Technology

Integrate and improve facilities and technology to support student learning and the innovations needed to serve its diverse communities.

Institutional Objective 4.1: Improve facilities and technology in accordance with the District's Facilities Master Plan and Technology Plan.

Responsible Party: Vice President Administrative Services

- Measure 1: Completion of the Facilities Checklist
- Measure 2: Completion of the Technology Checklist

Institutional Objective 4.2: Address the educational and facilities needs of South County residents by conducting and utilizing the results of a community survey.

Responsible Party: Superintendent/President.

- Measure 1: Conduct South County Survey
- Measure 2: Utilize the results in planning for the educational and facilities needs of South County Residents

Institutional Goal 5: Fiscal

Build a sustainable and stable fiscal base.

Institutional Objective 5.1: Build a sustainable base of enrollment by effectively responding to the needs of the District as identified in the Educational Master Plan.

Responsible Party: Vice President Academic Affairs

- Measure 1: Cuesta College going rates of local high school graduates
- Measure 2: Cuesta College going rates of non-credit students
- Measure 3: Attainment of annual FTES goals
- Measure 4: Count of annual headcount and FTES

Institutional Objective 5.2: Identify and develop sources of revenue beyond annual state allocations to support institutional effectiveness.

Responsible Party: Vice President Administrative Services.

- Measure 1: Revenue generated through rental of district facilities
- Measure 2: Revenue generated through enterprise use of District property
- Measure 3: Revenue generated through awards and grants

Institutional Objective 5.3: Identify and implement strategies to address the rising costs of employee retirement obligations (CalSTRS and CalPERS) while maintaining support for institutional effectiveness.

Responsible Party: Vice President Administrative Services.

- Measure 1: End of year total unrestricted revenues minus expenditures
- Measure 2: Interest generated from invested one-time only funds to prefund future liabilities

Metric Details:

- Institutional Goal 2 / Objective 2.1 / Measure 1:
 - (A) Current or former foster youth
 - (B) Students with disabilities
 - (C) Low-income students
 - (D) Veterans
 - (E) 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. American Indian or Alaska Native
 - b. Asian
 - c. Black or African American
 - d. Hispanic or Latino
 - e. Native Hawaiian or other Pacific Islander
 - f. White
 - g. Some other race
 - h. More than one race
 - (F) Gender



San Luis Obispo County Community College District

P.O. Box 8106 • San Luis Obispo, CA 93403-8106 • (805) 546-3100