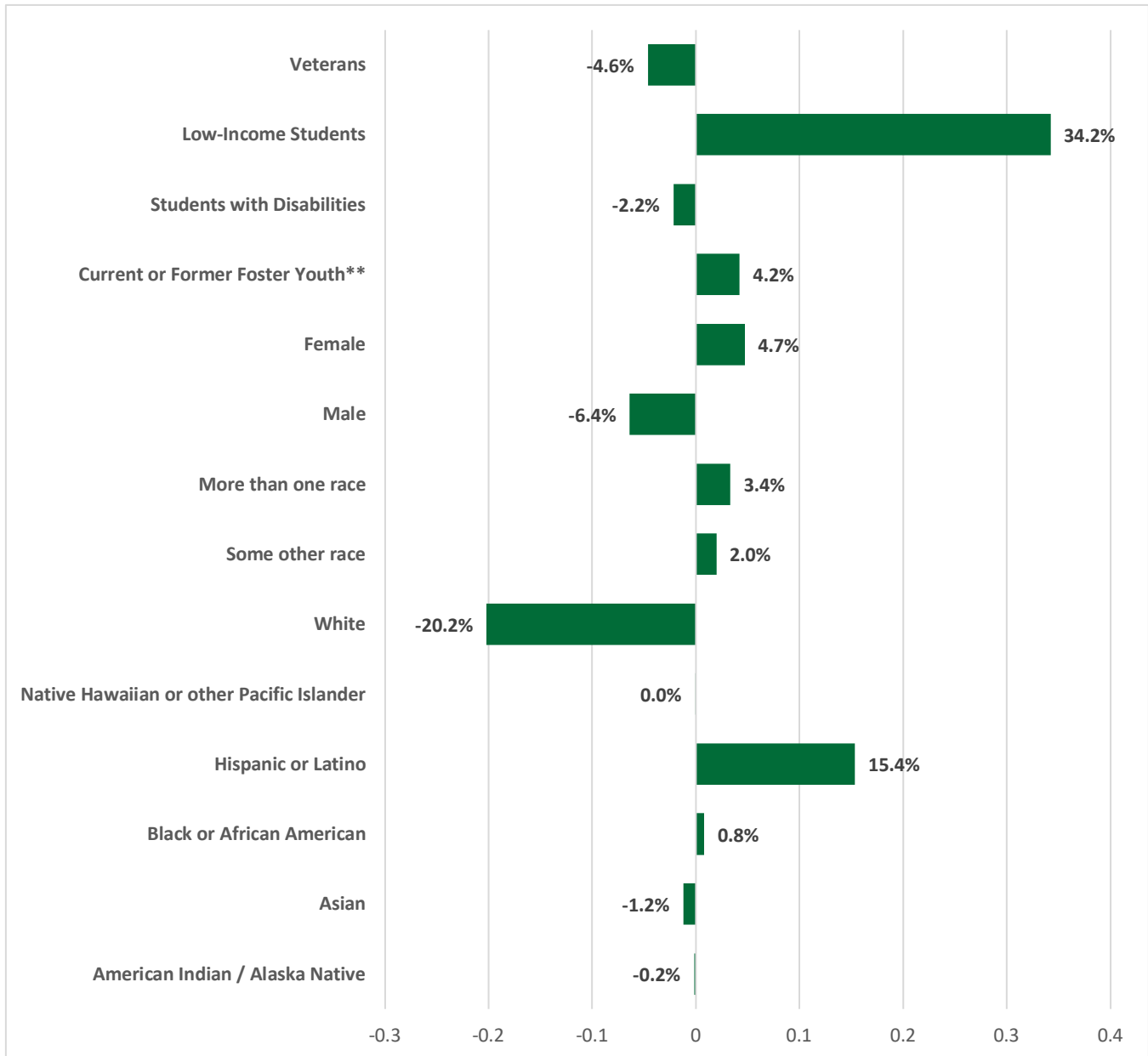## Institutional Goal 1: Access

Institutional Objective 1A: Increase enrollment of low-income and underrepresented students through intentional program development and targeted outreach efforts
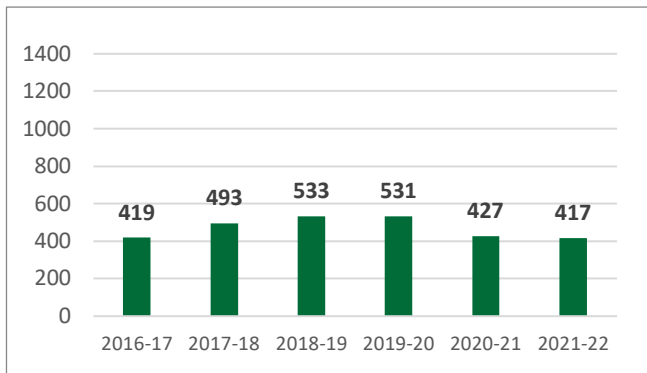
Category	Value
Veterans	-4.6%
Low-Income Students	34.2%
Students with Disabilities	-2.2%
Current or Former Foster Youth**	4.2%
Female	4.7%
Male	-6.4%
More than one race	3.4%
Some other race	2.0%
White	-20.2%
Native Hawaiian or other Pacific Islander	0.0%
Hispanic or Latino	15.4%
Black or African American	0.8%
Asian	-1.2%
American Indian / Alaska Native	-0.2%

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.

Note: Positive percentage point gaps indicate cases where the subgroup is overrepresented at Cuesta compared to the service area. Whereas, negative percentage point gaps represent cases where the subgroup is underrepresented at Cuesta compared to the service area.
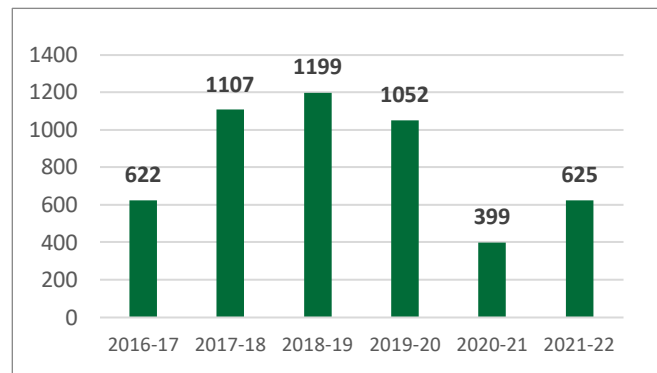
Institutional Goal 1: Access

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

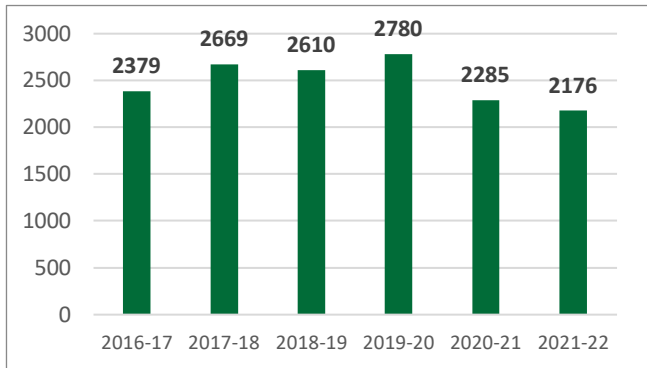**Measure 1B.1a: Credit Enrollment of Emeritus Students**
Result - 0%

(Bar chart: 2016-17: 419, 2017-18: 493, 2018-19: 533, 2019-20: 531, 2020-21: 427, 2021-22: 417)

Measure 1B.1b: Non-Credit Enrollment of Emeritus Students
Result + 0%

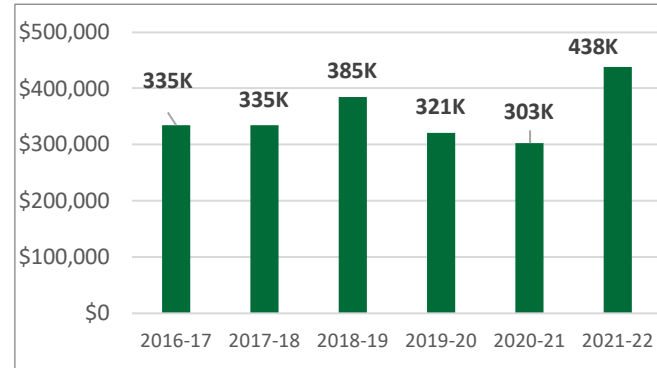(Bar chart: 2016-17: 622, 2017-18: 1107, 2018-19: 1199, 2019-20: 1052, 2020-21: 399, 2021-22: 625)

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

Measure 1C.1a: Number of Pell Grant Recipients
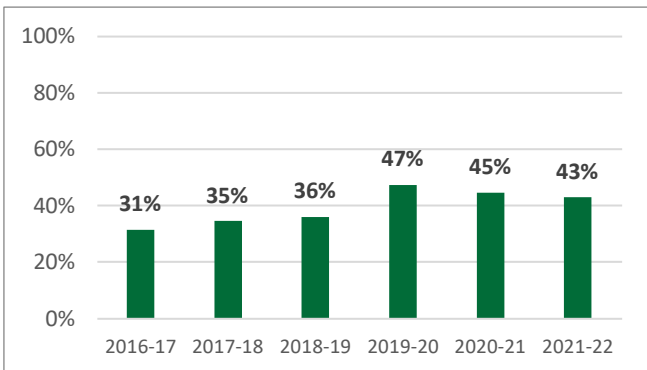**Result -9%**

(Bar chart: 2016-17: 2379, 2017-18: 2669, 2018-19: 2610, 2019-20: 2780, 2020-21: 2285, 2021-22: 2176)

Measure 1C.1b: Total dollars available through scholarships
Result + 31%

(Bar chart: 2016-17: 335K, 2017-18: 335K, 2018-19: 385K, 2019-20: 321K, 2020-21: 303K, 2021-22: 438K)
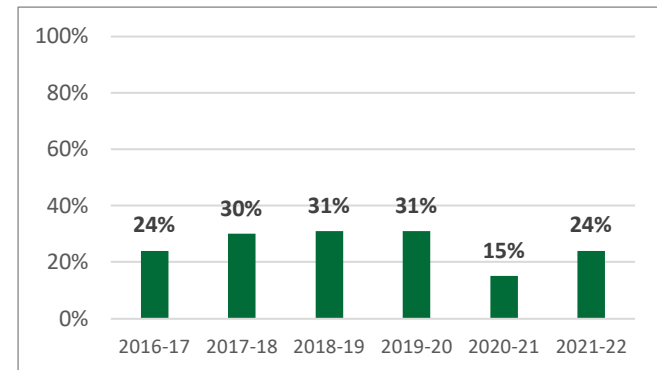
Institutional Objective 1D: Increase career pathways for local high school students

Measure 1D.1: Percent of Local HS Grads wth an ADT Goal
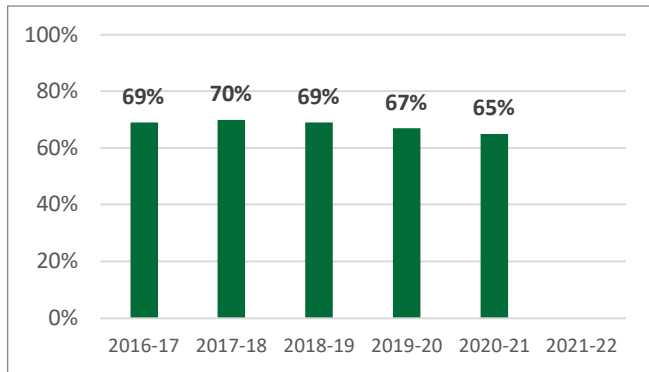**Result +37%**

(Bar chart: 2016-17: 31%, 2017-18: 35%, 2018-19: 36%, 2019-20: 47%, 2020-21: 45%, 2021-22: 43%)

Measure 1D.2: Percent of Local HS Students Enrolled in CCAP
Result -0%

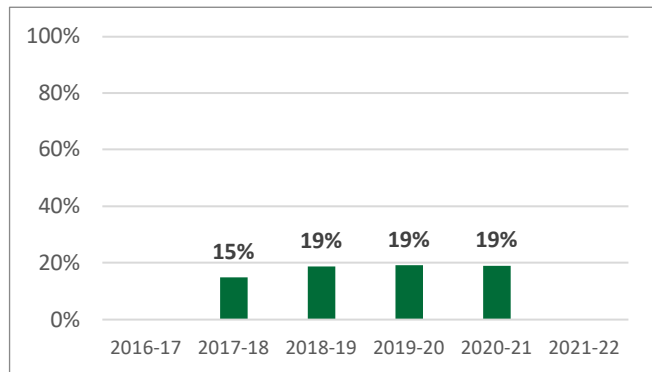(Bar chart: 2016-17: 24%, 2017-18: 30%, 2018-19: 31%, 2019-20: 31%, 2020-21: 15%, 2021-22: 24%)
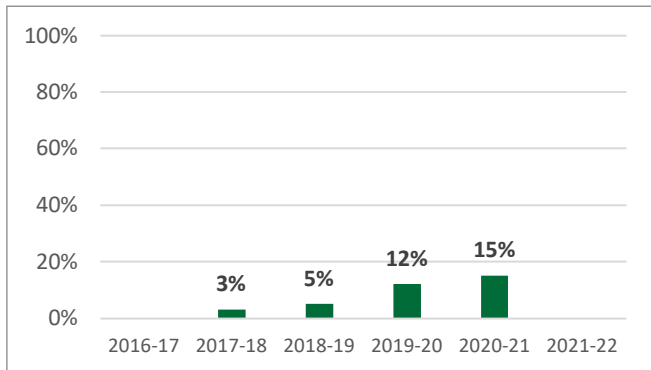
Institutional Goal 2: Completion

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
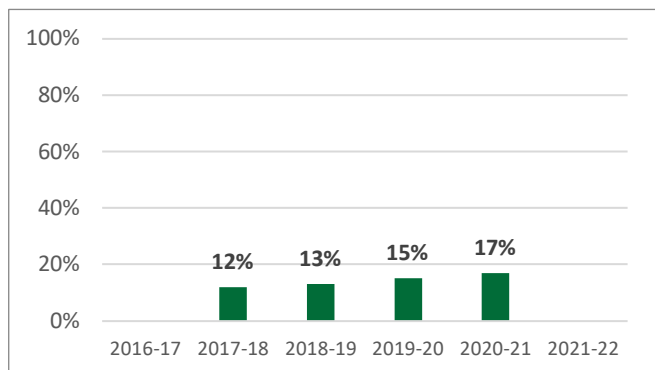

Measure 2A.1: Percent of student persistence in courses
Result - 6%

Measure 2A.2: Percent of students who earn either an AA, AS or ADT
Result +28%

Measure 2A.3: Percent of Students who Complete a Certificate
Result + 400%

Measure 2A.4: Percent of Students who attain Completion (Vision)
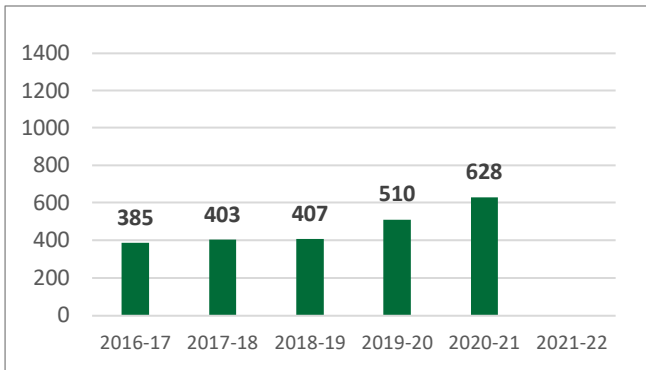**Result + 42%**

Institutional Goal 3: Transfer

Institutional Objective 3A: Increase the annual number of students transferring to a CSU or UC

|	
Chart showing values: 2016-17: 385, 2017-18: 403, 2018-19: 407, 2019-20: 510, 2020-21: 628	Chart showing values: 2016-17: 682, 2017-18: 684, 2018-19: 685, 2019-20: 718
Measure 3A.1: Increase the completion of ADTs **Result + 63%**	**Measure 3A.2: Increase the number who transfer to a CSU or UC** **Result + 5.3%**
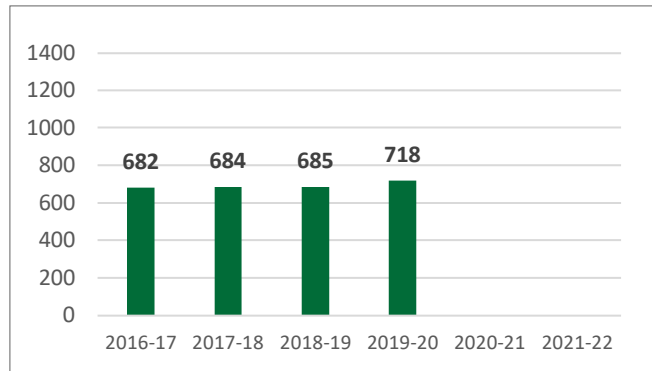
Institutional Goal 4: Unit Accumulation

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

Chart showing values: 2016-17: 83, 2017-18: 81, 2018-19: 80, 2019-20: 77, 2020-21: 77
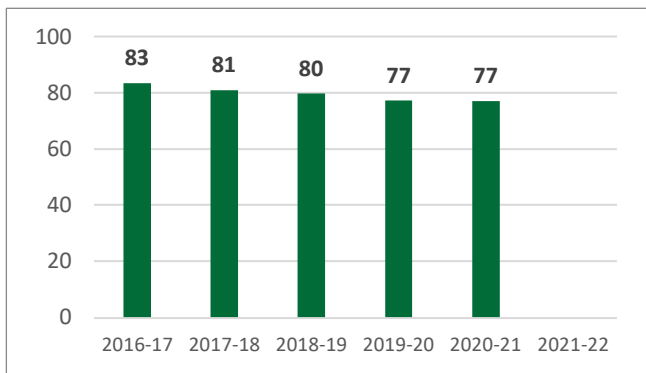
Measure 4A.1: Decrease the average number of units accumulated
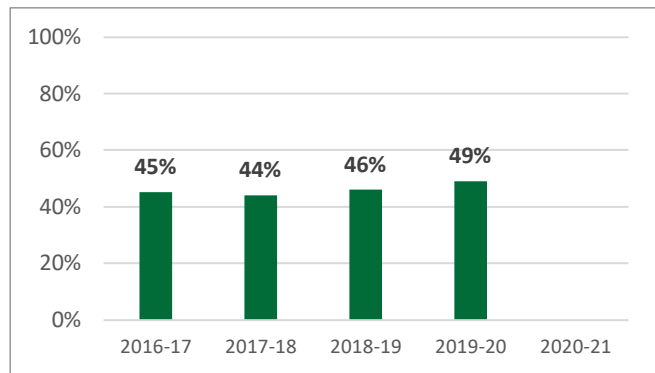**Result -8%**

Institutional Goal 5: Workforce

Institutional Objective 5A: Increase median annual earnings of all students;
Institutional Objective 5B: Increase proportion of all students who attained the living wage
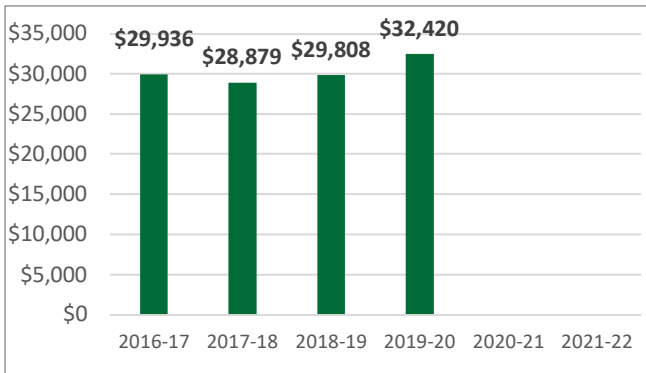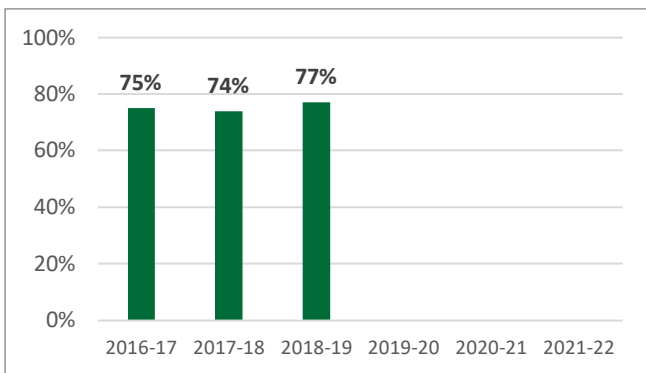

Measure 5A.1: Increase the median earnings of non-transfers
Result + 8%

Measure 5B.1: Increase % of students who attained the living wage
Result + 9%

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

Measure 5C.1: Increase % of students with a job related to major
Result + 1%

Institutional Goal 6: Facilities and Technology

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

Measure 6A.1: Improve student-centered technology and building design

Narrative:

Cuesta launched new registration systems to support several student-centered and equity improvements such as: improved web accessibility, preferred name support, registration from comprehensive educational plans, additional language support, search by course transferability, keyword search, and visual schedule representation. Expanded wireless and telecommunication projects have been completed or are in progress, particularly in outdoor areas on both campuses. A few mockup classrooms were built to model the new audio visual design standards. Several non-standard and conference room audio visual spaces were upgraded or are in process of upgrades. The project to upgrade / replace Cuesta's main network connection to the County Office of Education is scheduled to complete by January 2023. Several cybersecurity improvements were made in 2022, including local workstation encryption, and the completion of migrating away from outdated web services with known security vulnerabilities.

Measure 6A.2: Improve technology support to facilitate student persistence to education goal completion

Narrative:

The library continues to checkout technology such as: Chromebooks, hotspots, and laptops which were acquired using federal funds during the pandemic. Similar to 6.A.1, wireless and other technology upgrade projects were completed throughout the campus. The upgrade of our student and faculty web services to the newer versions which provide better support for several traditionally disadvantaged groups. The ability to directly register from the student's comprehensive educational plan should have a direct impact on supporting students' educational goal completion. Additionally, Faculty and Staff have the ability to purchase Chromebooks, laptops, cameras and other audio-visual equipment to support online instruction and student support services.

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

Measure 6B.1: Development of a designated site in South County to increase student enrollment for residents in the South County service area

Narrative:

The Board was made aware of an offer of a donated site in a proposed South County development. The District will still need to identify resources to construct a facility that meets the desired educational goals.

Measure 6B.2: Access to innovative academic and student support programs for South County residents

Narrative:

A recent HSI grant award focused on providing almost $2 million to support efforts in South County. Academic Senate created a work group to determine appropriate programs, and Student Services restructured to dedicate staff time to develop South County support programs.
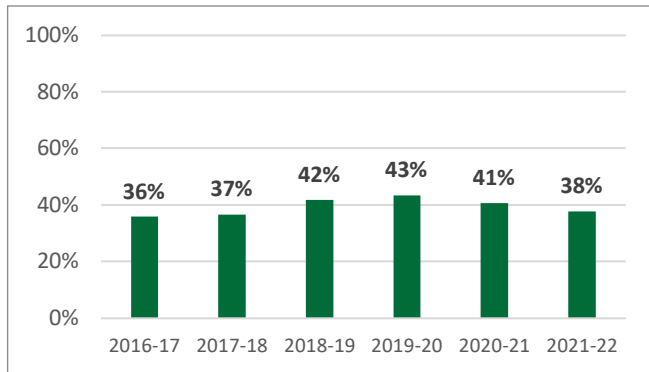
Institutional Goal 7: Fiscal

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
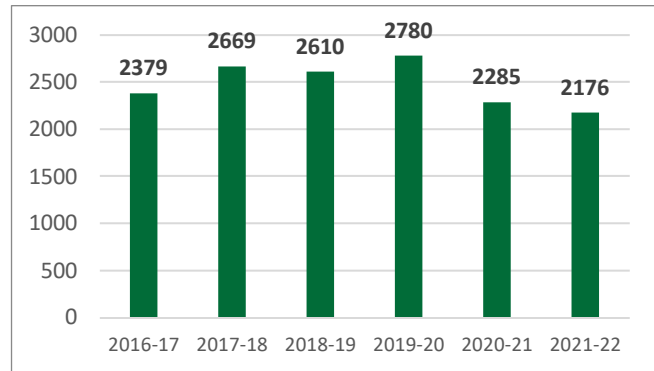

Measure 7A.1: Enrollment rates of local high school grads
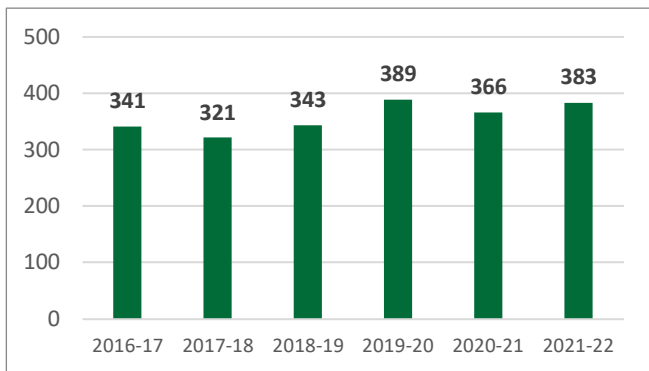**Result + 5%**
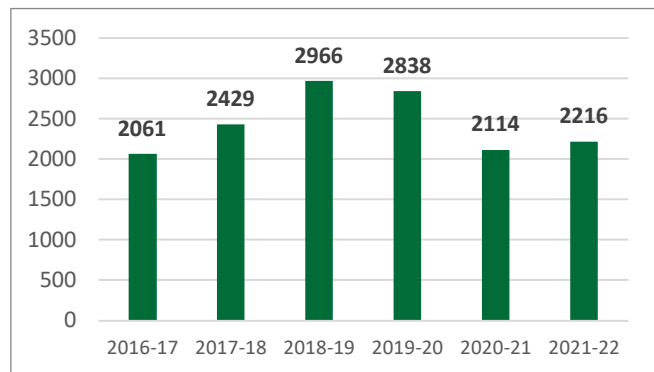
Measure 7A.2: Enrollment rates of non-credit students
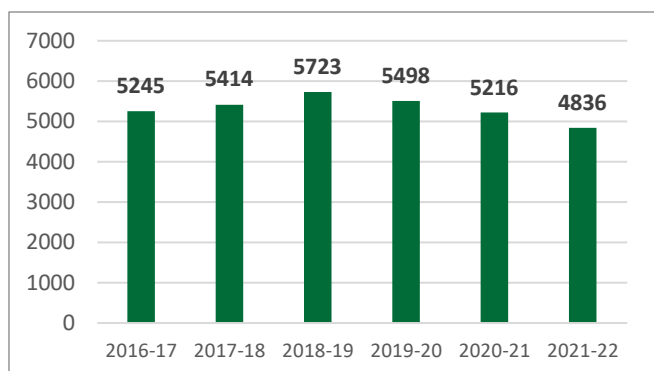**Result +8%**
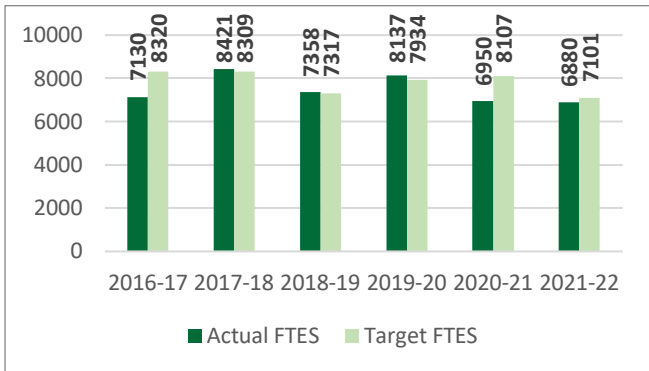
Measure 7A.3: Attainment of annual FTES goals
Result -4%

Measure 7A.4a: Total Pell Grants awarded
Result -8%

Measure 7A.4b: Number of AB540 students
Result +12%

Measure 7A.4c: College Promise Grant (CCPG) recipients
Result -8%

Institutional Goal 7: Fiscal

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

Measure 7B.1: Revenue generated through rental of district facilities

Narrative:

Due to the pandemic, the District realized only $15,055 in facilities lease revenue in 2021-22.

Measure 7B.2: Revenue from enterprise use of district property

Narrative:

Revenues from vendor contracts (e.g., bookstore, cell tower leases, vending machines,) was $310,000.

Measure 7B.3: Revenue generated through awards and grants

Year	Number of Grants	Dollar Amount
2015-16	30	$3,522,578
2016-17	35	$7,573,207
2017-18	44	$7,284,878
2018-19	53	$4,668,171
2019-20	51	$5,917,099
2020-21	42	$38,715,541
2021-22	40	$2,994,293

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

Measure 7C.1: Interest generated from invested one-time only funds

Narrative:

The PARS Post-employment Benefits Irrevocable Trust Fund has grown to $6,551,603 as June 30, 2022. The increase is primarily attributable to an increased investment of $3M into the account during the 2021-22 year. Returns were negative for the year, due to the downturn in the stock market.

Measure 7C.2: Maintain balanced budgets and required reserves

Narrative:

The District closed out the 2021-22 year with a net ending balance of $19,178,484. This is an increase of approximatley $4.5M over the prior year. The District budget was successfully balanced and the required reserve met.