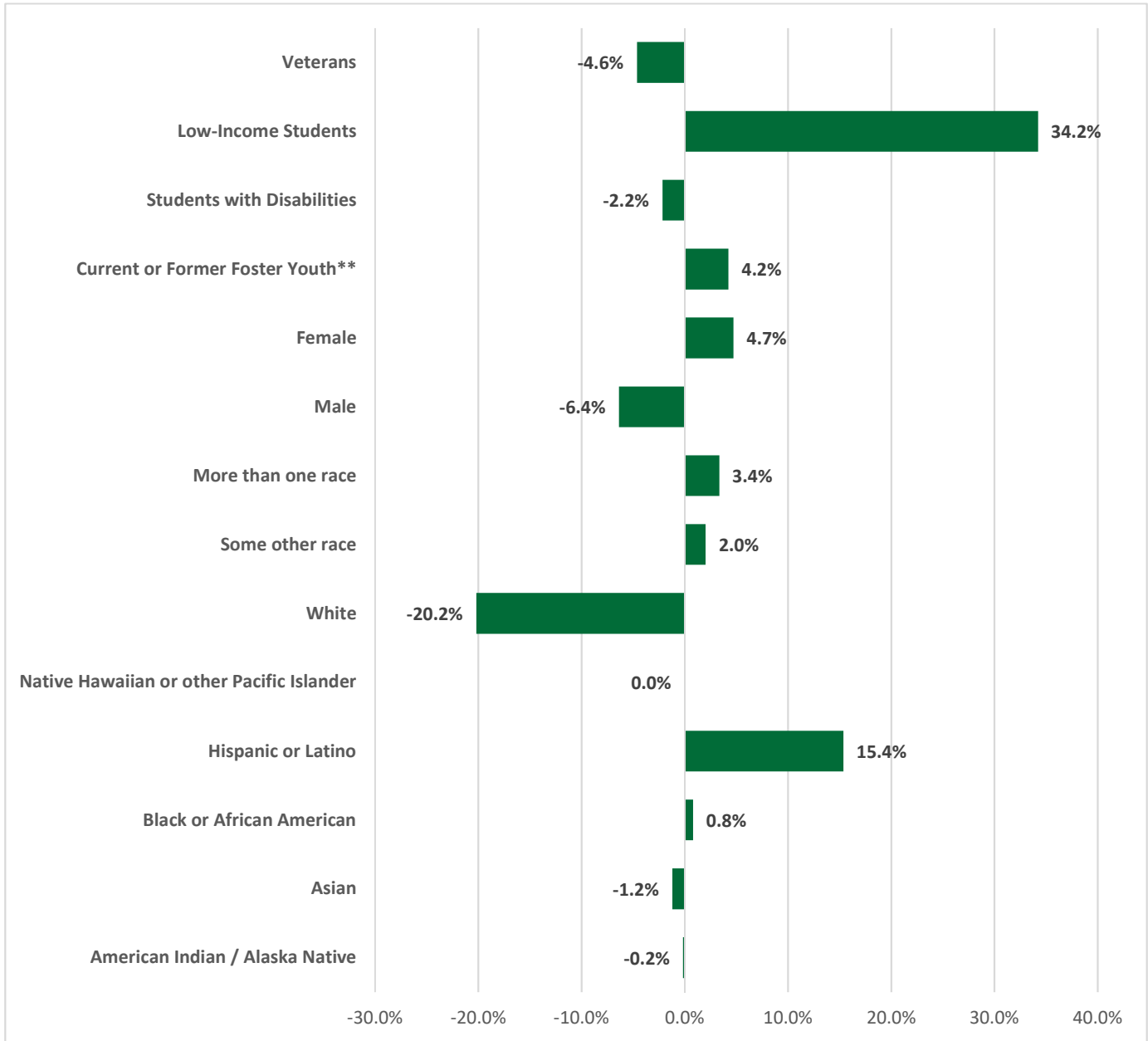




Institutional Goal 1: Access

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



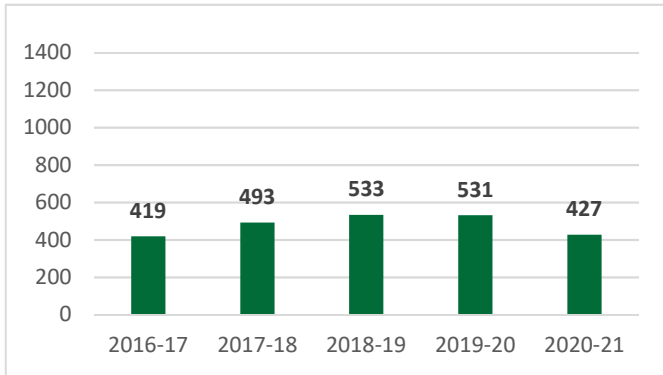
Measure 1: Student Equity Participation Rate - the percentage of each population group that is enrolled compared to that group's representation in the adult population within the community served.

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.

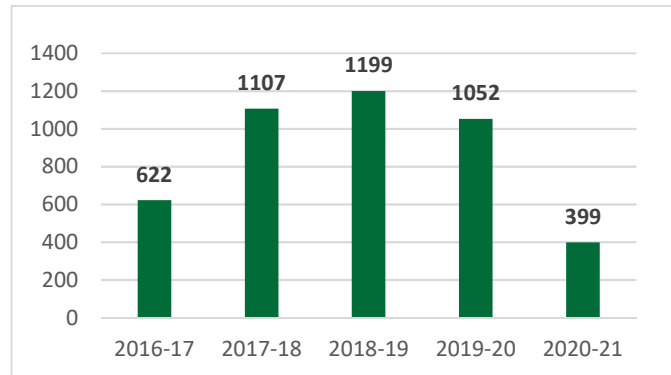


Institutional Goal 1: Access

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

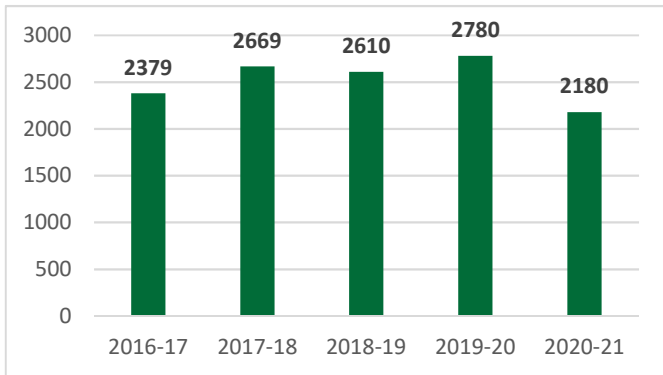


Measure 1B.1a: Credit Enrollment of Emeritus Students
Result +2%

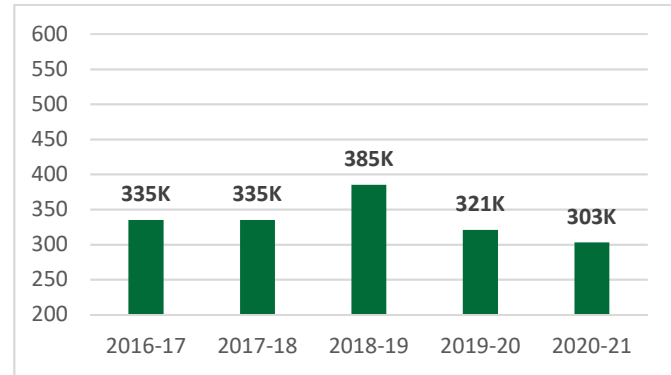


Measure 1B.1b: Non-Credit Enrollment of Emeritus Students
Result -36%

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

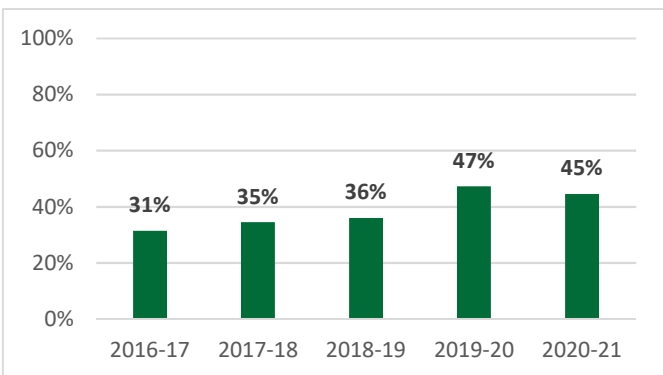


Measure 1C.1a: Number of Pell Grant Recipients
Result -8%

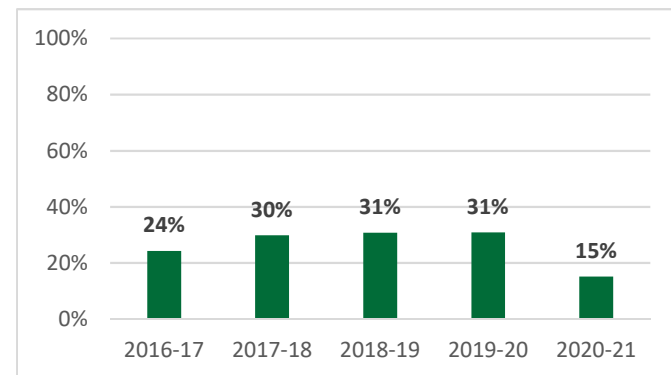


Measure 1C.1b: Total dollars available through scholarships
Result -10%

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



Measure 1D.1: Percent of Local HS Grads with an ADT Goal
Result +42%

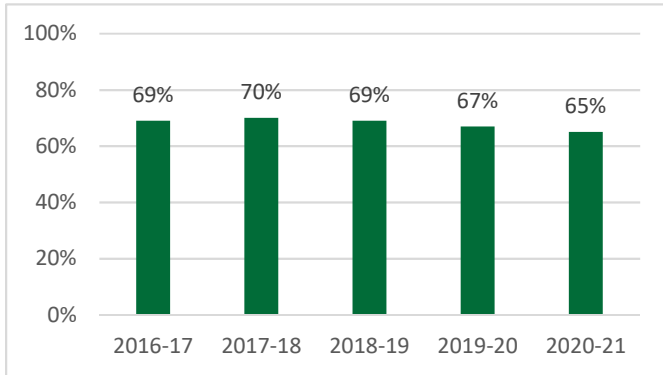


Measure 1D.2: Percent of Local HS Students Enrolled in CCAP
Result -38%

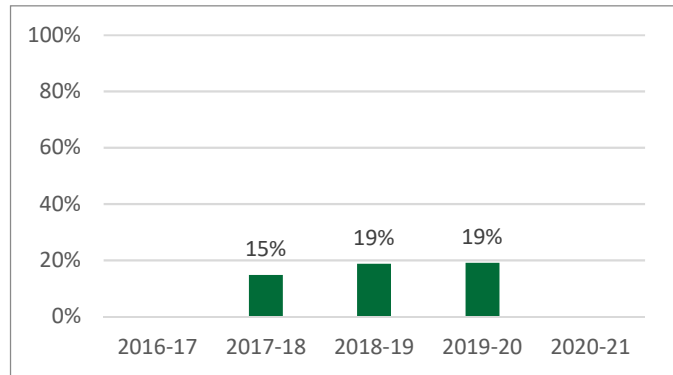


Institutional Goal 2: Completion

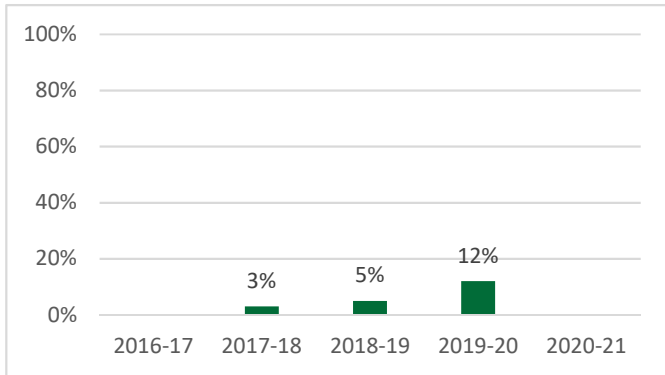
Institutional Objective 2A: Increase in the number of students who earn an Associate Degree or Associate Degree for Transfer, credentials, certificates, or specific job-oriented skill sets



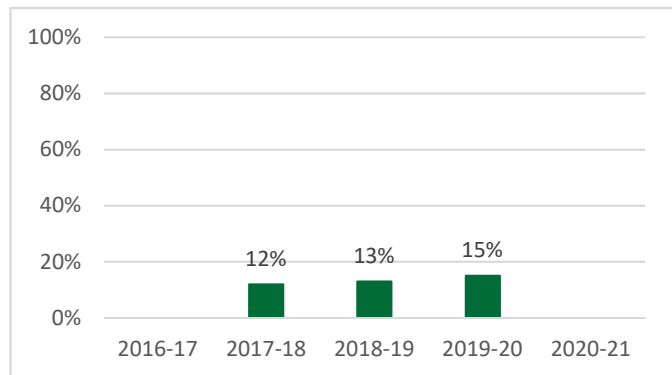
Measure 2A.1: Percent of student persistence in courses
Result -6%



Measure 2A.2: Percent of students who earn either an AA, AS or ADT
Result +29%



Measure 2A.3: Percent of Students who Complete a Certificate
Result +300%



Measure 2A.4: Percent of Students who attain Completion (Vision)
Result +25%



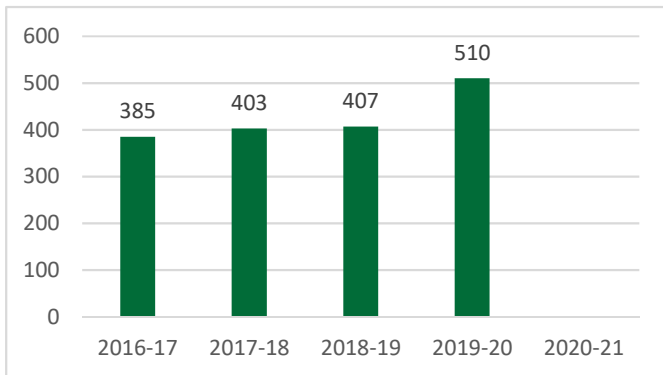
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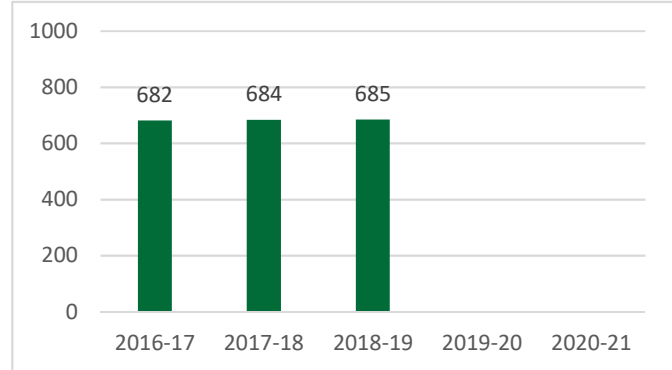
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Institutional Goal 3: Completion

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



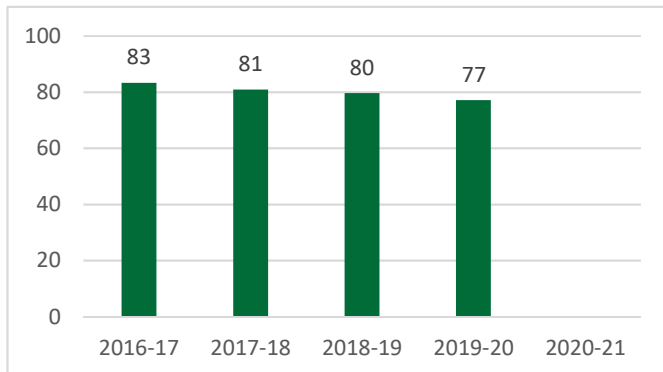
Measure 3A.1: Increase the completion of ADTs
Result **+33%**



Measure 1B.1: Increase the number who transfer to a CSU or UC
Result **+0%**

Institutional Goal 4: Unit Accumulation

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



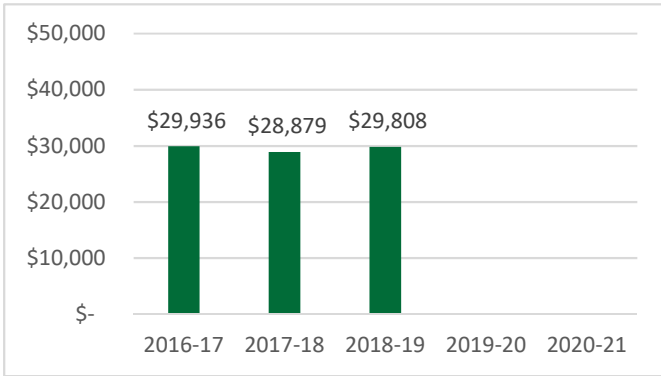
Measure 4A.1: Decrease the average number of units accumulated
Result **-7%**



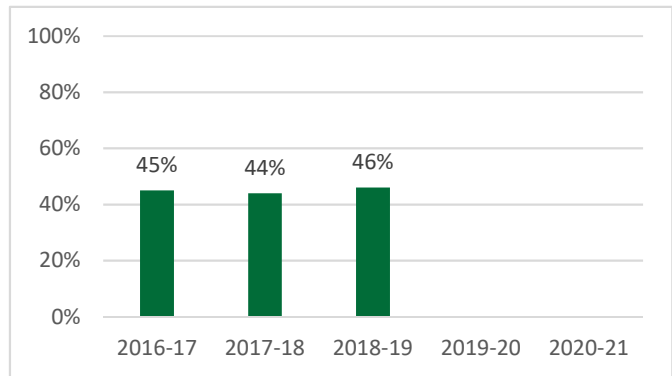
Institutional Goal 5: Workforce

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

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

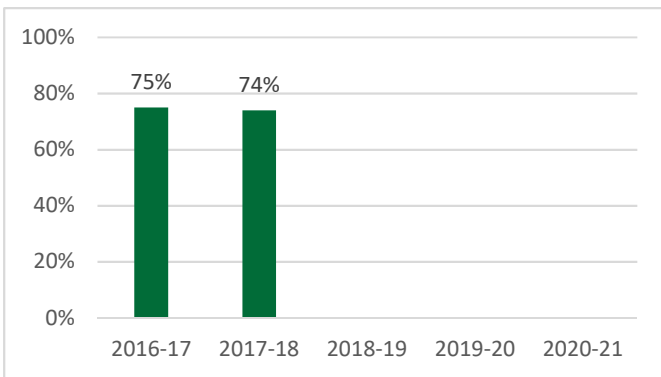


Measure 5A.1: Increase the median earnings of non-transfer students
Result +0%



Measure 5B.1: Increase % of students who attained the living wage
Result +2%

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

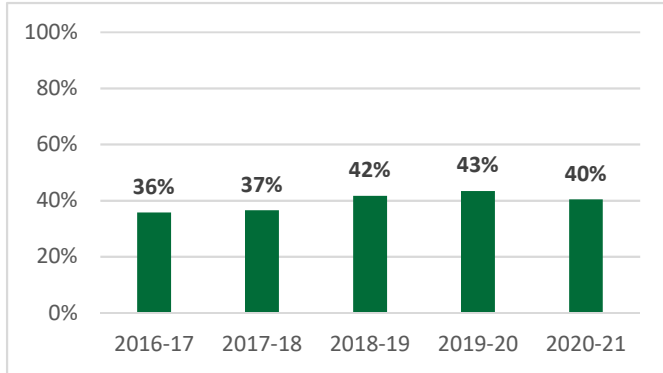


Measure 5C.1: Increase % of students with a job related to major
Result -1%

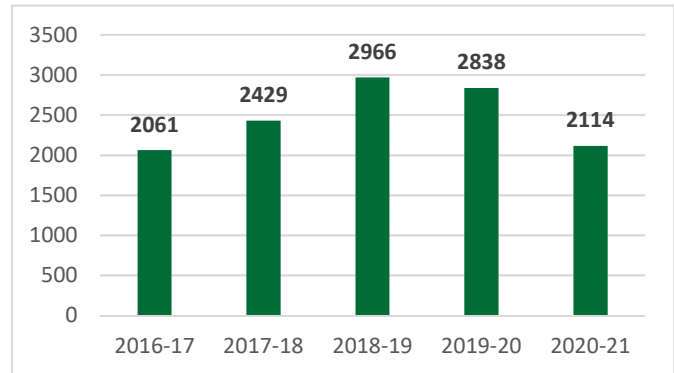


Institutional Goal 7: Fiscal

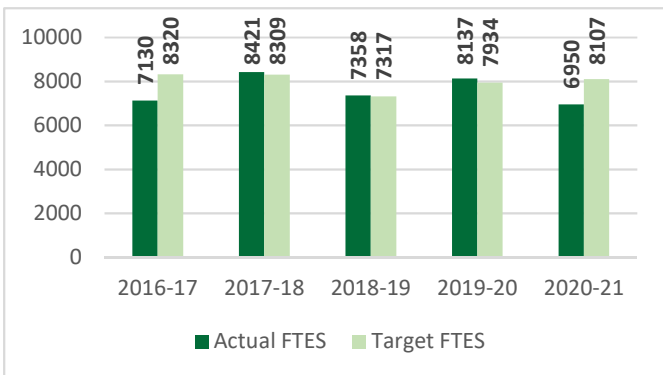
Institutional Objective 7A: Build a sustainable base of enrollment by effectively responding to the needs of the district as identified in the SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan



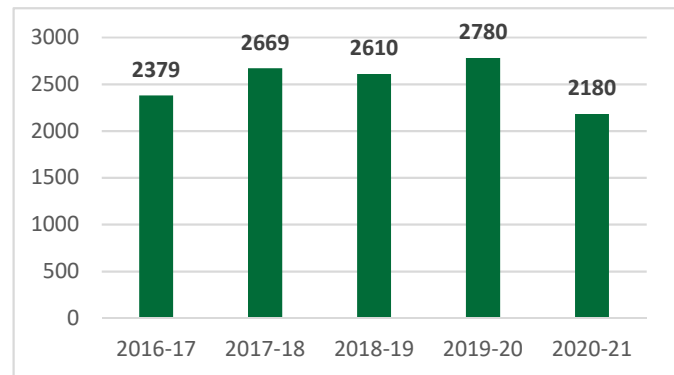
Measure 7A.1: Enrollment rates of local high school grads
Result +13%



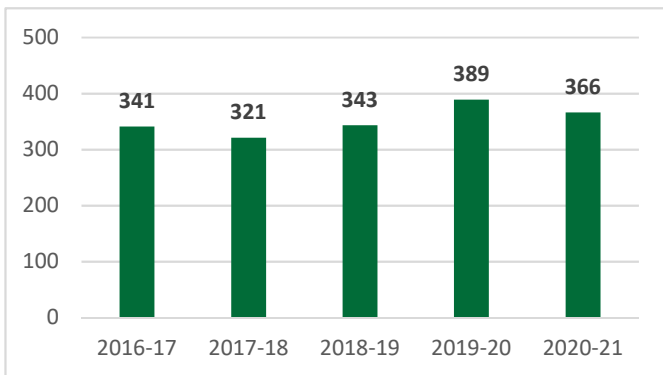
Measure 7A.2: Enrollment rates of non-credit students
Result +3%



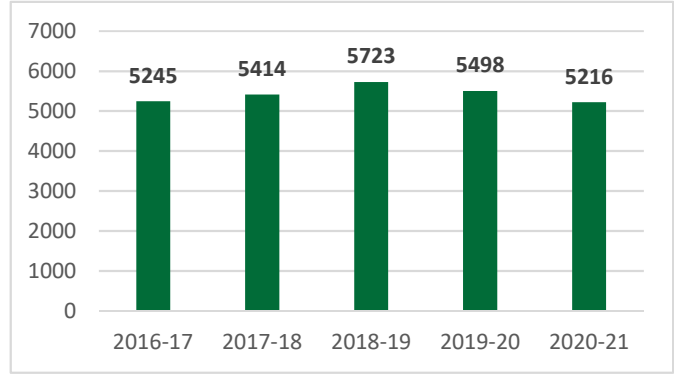
Measure 7A.3: Attainment of annual FTES goals
Result -3%



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



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



Measure 7A.4c: College Promise Grant (CCPG) recipients
Result -1%



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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:

Expanded WiFi and telecommunication projects have been completed or are in progress across the campus, particularly in the 4000, 5000, 6000 areas, and the 7100 and 7300 facilities. Outdated phone systems were replaced by a VOIP technology. The new Data Center includes a backup generator to keep servers operational during power outages. A North County backup generator project will be completed later this spring. The permanent Early Childhood Education building was completed and turned over to program in March, 2021. North County entrance and sitework is in progress, creating a more attractive entry to the Campus Center and a redesign of the central part of that campus.

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

Narrative:

Similar to Measure 1, WiFi and Tech upgrade projects were completed throughout the campus. Additionally, the district utilized 1-time state and Federal resources 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.



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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 did not lease facilities to external entities during the 2020-21 academic year.

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

Narrative:

The Board approved a contract to examine potential uses of the 75-acre property near Chorro Park. A report to the Board should be ready in June or July. Further, the district expects to receive a menu of options regarding potential opportunities for the 23-acre property near the North County campus. Other enterprise revenues were also constrained this year due to the pandemic. There were no food services, so we lost vendor revenue. Bookstore commission revenues will likely be \$25K to \$50k lower than anticipated due to reduced FTES and reduced purchases of materials, apparel, etc.

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	41	\$30,737,091

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 realized \$243,000 from July, 2020 through March, 2021. This is ahead of the fund's target rate of 4%.

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

Narrative:

The District ended the 2019-20 fiscal year with a net ending balance of \$8,660,205. This is an increase of \$604,000 over the previous year.