Institutional Objectives describe the strategies that will be undertaken to achieve the Institutional Goals.
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
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Shannon Hill, Executive Director Advancement/Foundation
John Knutson, Performing Arts Division Chair
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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
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Institutional Objective 3.2
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

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.

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

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.

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

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.
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:
    - American Indian or Alaska Native
    - Asian
    - Black or African American
    - Hispanic or Latino
    - Native Hawaiian or other Pacific Islander
    - White
    - Some other race
    - More than one race
  - (F) Gender