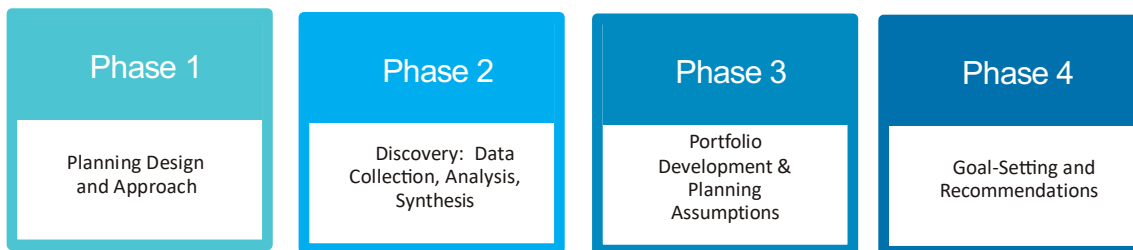




CUESTA COLLEGE EDUCATIONAL MASTER PLAN 2026 - 2030

Educational Master Plan Project Overview

Cuesta College is in the process of developing its next long-range educational master plan (EMP), the *Cuesta College Educational Master Plan 2026-2030*. An EMP Task Force (EMPTF) has been formed, and the College has engaged a national higher education consulting firm, the *Collaborative Brain Trust (CBT)*, to facilitate a four-phased project and provide technical support services for plan development. The CBT team is composed of four highly qualified professionals with many years of experience in strategic and educational master planning in dozens of colleges in California and across the nation. The four-phased project began in October 2024; a draft plan is projected to be completed by May 2025 and available for campus review. The four-phased project is depicted below.



EMP Website and Task Force

A Cuesta College Educational Master Plan (EMP) website has been established to provide College constituents with a project overview and ongoing updates of the project. It supports transparency and communication as the plan is being developed throughout the 2024 - 2025 Academic Year. The EMP will provide a roadmap for the College for the next four years and will integrate the various planning efforts that currently exist in the College. It will also serve as a guide for facilities improvements, resource allocation, and other emerging plans of the College throughout its four-year span. The EMP website provides key information about the project, project updates, data and presentations, and draft documents as they are developed. The Purpose Statement for the EMPTF, including its membership, is also available on the website. EMPTF members were identified by representative stakeholder groups as outlined in the College's Participatory Governance Handbook, including students, faculty, classified staff, managers, and executives.

Project Timeline and Activities

Phase 1: Planning Design and Approach [October – December 2024]

The project began in October 2024 with meetings to design the approach for plan development and expected outcomes for the resulting document. The consultant team met with the following College representatives to both frame and shape the project to meet the needs of Cuesta College:

- Superintendent/President, Dr. Jill Stearns – to determine vision for the long-range plan
- Executive Liaison for the Project, Dr. Elizabeth Coria, and Logistics person, Megan Fay-Mitchell – to determine working relationship and coordination between the College and Consultant Team
- Research Department – to determine availability of data, data needs, and capacity
- Constituent Group Leaders – Planning and Design Retreat

On November 7, 2024, an all-day retreat, which included information and six interactive activities, was held with approximately 40 constituency group leaders to design and plan the EMP development process. Outcomes from this session included:

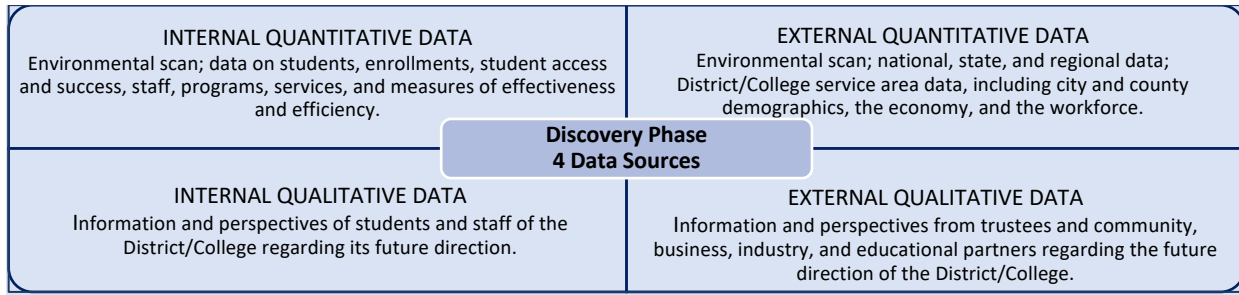
- Examination of best practices in higher education strategic and educational planning
- Identifying important aspects for this EMP's development process
- Establishment of the EMP Task Force (purpose, role, membership, guiding principles, communication, timeline, and meeting schedule)
- Determining the length of the plan as a four-year plan
- Confirming College listening sessions (students, trustees, internal and external stakeholders)
- Alignment of the EMP with accreditation standards and College mission, vision, and values
- Alignment and integration of existing College planning efforts with the EMP
- Discussion of the impact of higher education and societal trends, changing demographics of the region, the role of the College in the growth and vitality of the region, and “stretch strategies” for Cuesta College in this next long-range plan

The resulting EMPTF Purpose Statement that was developed can be found on the EMP website. The guiding principles and membership roster are also included.

Phase 2: Discovery: Data Collection, Analysis, and Synthesis [December 2024 – February 2025]

Following the Design and Planning Retreat, the project moved into Phase 2: The Discovery Phase. This phase includes the collection, analysis, and synthesis of both quantitative and qualitative data from various internal and external sources and scans. These are depicted across four quadrants in the infographic that follows.

Discovery Phase Data Sources



Approximately 36 listening and visioning sessions are scheduled for Phase 2. The full list of sessions can be found on the EMP website. The EMP Task Force convened for its first meeting on January 28, 2025, and it will continue to meet to work on the development of the four-year EMP throughout Phases 2, 3, and 4. The EMPTF meeting schedule and each meeting’s agenda, materials, and presentations will be posted on the EMP website as the project progresses for transparency and to increase communication.

Phase 3: Portfolio Development and Planning Assumptions [February – March 2025]

In Phase 3 of the project, the portfolio of Cuesta College today will be portrayed, along with planning assumptions for the four-year plan. National, state, regional, and District/College trends inform these planning assumptions. Additionally, themes will be identified from the listening and visioning sessions held. Together, these planning assumptions and themes will highlight challenges and opportunities for the College for the next four years and beyond.

Phase 4: Goal-Setting and Recommendations [April – May 2025]

In the fourth and final phase of the project, the results from Phases 1-3 will be reviewed. Through a high-level SOAR analysis, Cuesta College’s Strengths, Opportunities, Aspirations, and desired Results will be identified. The EMP Task Force will engage in a highly interactive eight-hour goal-setting session, spread over two days in April, to create a purposeful set of four-year goals and objectives. Other college planning efforts will be integrated for a unified, intentional four-year plan, available for campus review, and the project will complete in May. Following Executive and Board approval, production and roll-out processes can take place, including the development of action plans with assignments, timelines, benchmarks, and outcome measures.

The work of Phase 4 is aligned with the EMP Task Force’s Guiding Principle #10 “Commitment to Action and Implementation.” It will provide the roadmap for the College’s next step of plan implementation, ensuring it leads to actual execution with strategies for strong monitoring and accountability for its success. This will ensure that the EMP results in tangible changes that enhance student outcomes and institutional effectiveness.