San Luis Obispo County Community College District
North County Campus
COMPREHENSIVE PROGRAM PLANNING & REVIEW
2013-2014

San Luis Obispo Campus  North County Campus  South County Center  Distance Education
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Program: The North County Campus  Planning Year: 2013-2014

Last Year CPPR Completed: 2006-2007

Unit: The North County Campus  Cluster: Student Services

NARRATIVE: ADMINISTRATIVE SERVICES CPPR

I. GENERAL INFORMATION AND PROGRAM OUTCOMES

A. General Description about the Program

1. Program (department) mission statement (who are we and who we serve)

The mission statement of the San Luis Obispo County Community College District, Cuesta College is:

At Cuesta, students acquire the tools to be academically successful, develop critical thinking skills and expertise, and learn to appreciate the contributions of all people in a diverse society. At Cuesta, we work together with dignity and respect toward the common goal of serving our students. At Cuesta, we respond effectively to the personal, academic, and professional needs of our community.

The District is currently engaged in revising its mission statement and expects to complete this process by June 2013. A primary reason for revising the existing mission statement is to have it include the District’s intended student population.

The District’s mission statement is communicated internally and externally on the District’s website.

The North County Campus, as it is referred to both internally and externally, does not officially have a mission statement that is separate from the District’s mission statement. However, this mission was stated in the NORTH COUNTY CAMPUS and SOUTH COUNTY CENTERS PROGRAM REVIEW 2006-2007:

The North County Campus aims to exemplify the District’s mission by effectively serving the local community in the region of San Luis Obispo County commonly referred to as the North County.

Also, in the 2012-2013 Comprehensive Program Planning and Review (CPPR) for the South County Center, this site mission statement was noted as having been developed by the Centers:
The Cuesta College North County Campus and South County Center strive to best serve the community and promote student achievement and success. The Centers represent a welcoming, inclusive, student-centered environment where students have access to a wide variety of student support services. Quality educational opportunities are provided to meet the needs of the diverse local region, with a focus on the areas of basic skills preparation, workforce training and transfer-oriented high education.

2. Brief summary of program history

The need for a campus in the North County was identified in the 1991 Cuesta College Educational and Facilities Master Plan. Through significant efforts of local citizens and our state senator, ground was broken for the North County Campus in March 1998. Sandee L. McLaughlin, formerly the Dean of Student Services, was appointed as the Executive Dean of the North County Campus in June 1998, and in August 1998 the Campus opened with 1,300 students, 75 faculty and staff, four modular buildings, and more than 100 classes in 30 disciplines.

In the summer of 1999, the first Summer Session was held at the North County Campus and served more than 300 students.

A fourth and fifth modular building were added in August 2000 and August 2001. In September 2003, construction began on the first permanent building, the Allied Health, Math & Science Building. After two years of construction, this building opened to students in Summer 2005. This building was officially named in February 2007 as the Patricia D. Fox Building in honor of the Judge William C. and Helen L. Fox donation in excess of one million dollars for the North County Campus.

In June 2006, a local general obligation bond for capital projects failed. This bond would have funded a Trades and Technology Building on the North County Campus. Construction bids for this building were unsuccessful in May 2007, December 2008, and June 2011 due to gaps between state funding levels and the lowest bid.

In Spring 2007, the first 25 students in the Licensed Vocational Nursing (LVN) program graduated. This program is exclusive to the North County Campus and is a result of a partnership between Cuesta College and Compass Health Care.

In May 2010, groundbreaking took place for the second permanent building, the Learning Resource Center (LRC). This building was officially named in October 2011 as the Dale and Mary Schwartz Learning Resource Center in recognition of the Schwartz Family gift to Cuesta College in excess of one million dollars. This building opened to students in January 2012 after only 18 months of construction.
In July 2012, Cuesta College notified the Chancellor’s Office to remove the Trades and Technology Building from its list of Capital Projects due to the District’s inability to meet funding timelines.

In July 2012, Executive Dean Sandee L. McLaughlin was promoted to serve an interim one-year appointment as Vice President of Student Services and College Centers. Gary J. Rubin, a tenured faculty member and North County Coordinator for the Business Education Division, was promoted in August 2012 to serve an interim one-year appointment as Executive Dean of the North County Campus and South County Center.

In December 2012, the District’s Board of Trustees approved the establishment of the Cuesta Sustainability Resource Center on the North County Campus. This Center is funded with $600,000 in solar company grants and will serve as a teaching center for sustainability to P-16 instructors and as a resource for providing technical skills in alternative energy sectors.

3. Current status of service including changes and improvements since last program review

As of February 20, 2007 (as noted in the last North County Campus Program Review), the North County Campus headcount totaled 2,946. It reached its highest point in Spring 2009 with a headcount of 3,792. Since Spring 2009, it has steadily decreased. (See Appendix Item 1)

As of February 24, 2013, the North County Campus has 2,444 students enrolled in 228 active sections. The average credit load per student is 8.7, with 30.4% of students, 666, being full-time, i.e. taking 12 or more units, and 69.6%, 1,527, being part-time. A large number, 1,758, and percentage, 71.9%, of North County Campus students take courses from Cuesta College exclusively at the North County Campus. (See Appendix Item 2)

The North County Campus currently has 121 faculty members, 26 (21%) of whom are full-time and 95 (79%) are part-time. Of the 26 full-timers, only nine teach exclusively at the North County Campus. Of the 95 part-timers, 58 teach exclusively at the North County Campus. (See Appendix Item 3)

As of March 8, 2013, the North County Campus has 39 staff members, of whom 30 (77%) are full-time and nine (23%) are part-time. Of the 30 full-timers, 21 work exclusively at the North County Campus. Of the nine part-timers, five work exclusively at the North County Campus. (See Appendix Item 4)
The services offered at the North County Campus have been, and continue to be, impacted by fiscal issues since the last program review in 2007. The national, state, and local economies suffered a severe and prolonged recession that began in late 2007 and is just now showing signs of recovery.

San Luis Obispo County’s unemployment rate, like the nation and state, increased between 2006 and 2011 to the highest levels in a decade. San Luis Obispo County unemployment rates rose from 3.7% in December 2006 to 9.8% in December 2009. As of December 2012, the County’s unemployment rate was at 7.3%, having dropped from 8.6% in December 2011, while the State of California’s unemployment rate was at 9.7% and the nation was at 7.6%. (See Appendix Item 8)

Budget issues have impacted students, faculty, staff, services and programs. No area of the District, including the North County Campus, has escaped these effects. Recent changes include:

- In Spring 2011, the enrollment fee for credit courses was $26 per unit. In Fall 2011, this enrollment fee rose to $36 per unit. In Summer 2012, this enrollment fee rose to its current level of $46 per unit.
- In the last four years, the District has experienced seven budget cuts totaling $9,396,200.
- A Faculty Voluntary Separation Incentive Plan was offered in July 2010 and again in July 2012 resulting in 23 retirements of full-time faculty members District-wide. One of these retiring faculty members, Christina Lau, was the full-time North County Campus Librarian, and another, Darlene Smith, taught full-time at the North County Campus in the Social Sciences Division.
- A budget reduction plan was implemented at the beginning of the 2012-2013 fiscal year that included faculty, staff, and management layoffs and a 5% salary reduction for most classified staff and all management and confidential employees (see Appendix Item 9). One of the effects of this plan on the North County Campus was the reduction of staff in the North County Reprographics office from full-time to one day per week.
• On October 3, 2012, the Board of Trustees approved a Long-Term Budget Reduction Plan for the District with two possibilities depending on the outcome of the November 6, 2012 vote on Proposition 30. The Plan was part of the District’s response to the ACCJC’s Recommendation 7 and “… was focused on building a greater contingency through program elimination/reduction in order to fund future inflationary costs and budget cuts, thus avoiding an annual budget reduction process. The target for this portion of the plan was $806,000.” (See Appendix Item 9, paragraph 8.)

• Proposition 30 passed, resulting in fewer programs needing to be discontinued in order to meet the Long-Term Budget Reduction Plan’s goals than would have been the case had it failed. “Following the work of the College Council and the Planning and Budget Committee, the Board of Trustees approved …” Dr. Stork’s “… recommendation for program elimination, suspension, modification, and retention at its meeting on December 12, 2012.” (See Appendix Item 9, paragraph 9.)

• Of the 29 programs considered for elimination, 10 programs were eliminated, one was suspended for one year, 12 programs were allowed to continue with varying degrees of modification, and six programs were left intact. (See Appendix Item 10.)

• Of particular impact to the North County Campus were the elimination of the Culinary Arts program and the significant reduction of the Computer Applications/Office Administration (“CAOA”) program. The Culinary Arts program was operated from a leased facility in Paso Robles owned by the Paso Robles Joint Unified School District. The elimination of this program resulted in immediate cost savings due to rental expenses no longer being incurred. The CAOA program, though still being offered, is currently limited to six sections District-wide per semester. These two changes have resulted in the North County Campus no longer offering the following degrees and certificates:
  o Computer Applications/Office Administration, A.A. Degree
  o Culinary Arts, A.A. Degree
  o Administrative Assistant, Certificate of Achievement
  o Computer Support Specialist, Certificate of Achievement
  o Culinary Arts, Certificate of Achievement
  o Office Professional, Certificate of Achievement
  o Word Processing, Certificate of Achievement
  o Accounting Clerk/Bookkeeper, Certificate of Specialization
  o Business Communications, Certificate of Specialization
  o Microcomputer Applications, Certificate of Specialization
  o Office Operations, Certificate of Specialization
  o Word Processing, Certificate of Specialization
As of March 4, 2013, students are able to earn eight Associate Degrees, four Certificates of Achievement, and nine Certificates of Specialization (total degrees and certificates = 21) without leaving the North County Campus (see Appendix Item 5). This is a significant decline from the totals as reported in the 2006/07 North County Campus and South County Centers Program Review. Students at that time were able to earn a total of 34 degrees and/or certificates with courses offered on the North County Campus. As of 2008 (see Appendix Item 6), this number was 37, and as of 2010 (see Appendix Item 7) this number was 44.

<table>
<thead>
<tr>
<th>Total Degrees &amp; Certificates</th>
<th>able to be earned</th>
<th>at the North County Campus</th>
</tr>
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<tbody>
<tr>
<td>2013</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>34</td>
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</tbody>
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Phase II of the Long-Term Budget Reduction Plan calls for an additional $800,000 to be reduced from operations, classified, and management expenses, and is now in the planning stages. It is expected to be finalized this Spring 2013.

Despite the budget cuts and program eliminations, there have been improvements to the services, programs, and facilities at the North County Campus.

The state-of-the-art Dale and Mary Schwartz Learning Resource Center (“LRC”) building opened in January 2012. This is the first two-story structure on the North County Campus. It houses on the first floor a large library with a classroom in the library for group instruction; an art gallery; Student Success Center with a Writing Center/ESL Language Lab equipped with Mac computers, Tutoring areas, and offices, student testing areas, and student work areas for Disabled Students Programs and Services (“DSPS”); and Dallons Hall, with seating capacity of over 200, a stage, and state-of-the-art surround sound and audio/visual systems. On the second floor, the LRC has seven classrooms, a Professional Development Center, a staff/faculty lunchroom, two faculty workrooms, and 22 faculty, staff, and administrator offices.
• The Student Success Center (“SSC”) operated at the North County Campus within the LRC has begun operations. It is currently offering math tutoring, academic tutoring, ESL Language Lab, and minimal Directed Learning Activities (“DLAs”). A team of faculty, staff, and administrators met in Summer 2012 and throughout the Fall 2012 semester to expand the scope and purpose of the SSC. This team was lead by Stacy Pointer, and she issued a report attached in the Appendix as Item 11. The primary barrier to success as noted in the report is limited staffing.

• Our food service vendors have changed since 2006/07. The current vendor now services both the San Luis Obispo Campus and the North County Campus. In the past, a stand-alone vendor serviced the North County Campus, and the relatively low volume made it difficult for the vendor to be profitable, which in turn led to less service. Now, the vendor is quite willing to adapt to the needs of our North County Campus students’ needs. We currently offer food service in two locations at the North County Campus, during the mornings and early afternoons at the café in the N2000 building, and in the evenings in the LRC until 9:00 p.m. The café space was significantly upgraded in 2008 with new furniture, paint, etc. It is a much more comfortable and appealing sitting place for dining, studying, and casual encounters for students and staff.

• Recently, a Cuesta College Police Officer has staffed the North County Campus four to five hours per day, two to three days per week. Previously, the North County Campus was regularly staffed only by Public Safety Officers.

• As noted in Appendix Item 12, students at the North County Campus are very pleased as indicated by 86% of 275 respondents rating the overall learning environment as good, very good, or excellent.
4. Reference to relevant statutory authority/program regulation and related compliance issues

In February 2009, the District was placed on “Warning” status with the Accrediting Commission for Community and Junior Colleges (“ACCJC”) and was asked to correct nine deficiencies. The District’s sanction was increased to “Probation” in January 2010 with six deficiencies noted. In January 2011, the “Probation” sanction was continued with four deficiencies noted. In February 2012, the District’s sanction status was elevated to “Show Cause”, and four deficiencies were noted. In February 2013, the District’s sanction status was significantly reduced to “Warning”, the least severe level of sanction. The District will again have its status reviewed in January 2014 after submission of a follow-up report in October 2013 and an ACCJC evaluation team visit in Fall 2013. (See Appendix Item 13)

5. Description of primary relationships, internal and external to the district

**Internal Relationships – Students**

The most important internal relationship the North County Campus has is with its students. The following data more clearly identifies the North County Campus student body and was supplied by the Cuesta College Office of Institutional Research on February 23, 2013. (See Appendix Item 1)

- By gender, for the four academic years including 2008-09 through 2011-12 plus the Summer 2012 session, the North County Campus served 17,218 female students, 59.1% of its total students served, and 11,599 male students, 39.8% of its total students served. In that same span, 304 students, or 1.0%, of the sample did not respond to the inquiry.

- By race, for the four academic years including 2008-09 through 2011-12 plus the Summer 2012 session, the North County Campus student population served 9,414 Hispanic/Latino students, which comprised 32.3% of all students served at the North County Campus. In that same time span, 505 North County Campus students representing 1.7% of the total students served self-identified as being two or more races. In that same span, 14,805 North County Campus students representing 50.8% of the total students served identified as White, and 2,888 North County Campus students representing 9.9% of all students did not respond to the inquiry.

  - In this time span the Hispanic/Latino and Multiracial segments were the fastest growing segments at the North County Campus. In the 2008-09 academic year, Hispanic/Latino students at the North County Campus numbered 2,159 representing 26.3% of the students. Despite overall lower student headcount over this time span, this segment grew to 2,533 representing 39.5% of the North County Campus student population by 2011-12. Similarly, students at the North County Campus self-identifying as
Multiracial numbered 37 in 2008-09, or 0.5% of the student body, increasing to 213, or 3.3% of the student body, in 2011-2012. The number of North County Campus students self-identifying as White decreased from 4,159 or 50.7% of the student body in 2008-09 to 3,135 or 48.9% of the student body in 2011-12.

- Enrollment data shows that total student headcount for the District from 2008-09 through 2011-12, a four-year period, declined from 36,805 to 29,703. The North County Campus shows a similar decline in all enrollment categories.
  - Unique to the North County Campus, however, is the large percentage of first-time students, 18.0%, over the four years from 2008-09 through 2011-12 plus the Summer session in 2012. For the same period, the percentage of first-time students at the San Luis Obispo Campus was 12.3%.
  - Also unique to the North County Campus over the same four and one-half year period is the low percentage, 5.8%, of first-time transfer students. For the same period, the percentage of first-time transfer students at the San Luis Obispo Campus was 10.2%.
  - The North County Campus also showed a significant difference from the San Luis Obispo Campus in percentage of returning and continuing students in the same period. The returning students were 15.5% of the student body at the North County Campus and 9.5% of the student body at the San Luis Obispo Campus. The continuing students were 53.4% of the student body at the North County Campus and 62.7% of the student body at the San Luis Obispo Campus.

**Internal Relationships – Faculty**

North County Coordinators are the academic leaders of the Campus. Per the existing bargaining agreement, the Coordinator position has been allocated to a Division when the Division reaches 3.0 Full Time Equivalent Faculty (FTEF) at the North County Campus. All Coordinators must be full-time faculty, and their teaching load must include at least two days per week at the North County Campus. In recent years, this has resulted in as many as 10 North County Coordinators serving at one time. Currently, the number of Coordinators serving is eight, and the number and job description of the Coordinators are the subject of negotiations between the District and the Cuesta College Federation of Teachers (“CCFT”).
The North County Campus has enjoyed productive and healthy relationships between these academic leaders and the Executive Deans, past and present. Relationships between some Division Chairs, who reside exclusively at the San Luis Obispo Campus, and some Coordinators have been strained with some Division Chairs expressing a lack of need for the position of North County Coordinator. The North County Coordinators are charged with working collaboratively with the Executive Dean and their Division Chair, but they are directly supervised by their Dean of Academic Affairs. All Academic Deans and all Division Chairs work full-time at the San Luis Obispo Campus.

**Internal Relationships – Administrators**

Since the last North County Campus Program Review in 2006/2007, the District has had several individuals serve as Superintendent/President. Dr. Marie Rosenwasser resigned in December 2006 and was replaced on an interim basis in January 2007 by Edralin Maduli, then Vice President of Administrative Services, who served until early 2008 when Dr. David Pelham was appointed. Dr. Pelham stayed in the position until resigning in December 2009. Superintendent/President Dr. Gilbert H. Stork was appointed on an interim basis from January 2010 through December 2011, and then was appointed on a permanent basis in January 2012.

An increase in administrative capacity directly related to the North County Campus occurred in August 2012 when the position of Vice President of Student Services was redesigned to include oversight of the North County Campus and South County Center and renamed the Vice President of Student Services and Campus Centers. The position has been filled by Sandee L. McLaughlin on an interim one-year appointment. This benefits the North County Campus by retaining her institutional knowledge and relationships, as well as her oversight of the Executive Dean, currently Gary Rubin on an interim one-year appointment, who is responsible for day-to-day operations of the North County Campus.

North County Campus faculty and staff occasionally express a perception of a disconnect between decision-making faculty and administrators at the San Luis Obispo Campus and the operations, student body, and programs/services at the North County Campus. **Superintendent/President Dr. Stork** has made a continued effort to change this perception through his frequent presence at the North County Campus. He maintains an office, visits classrooms, and participates in staff meetings at the North County Campus.

Dr. Stork at his NCC office
Also, Vice President Sandee L. McLaughlin works at the North County Campus approximately one day per month. Recently, also, Vice President Sommer gave a thorough presentation regarding budget impacts to the North County Campus staff, Academic Dean Pamela Ralston held a Humanities and Social Sciences Cluster workshop at the North County Campus, and Academic Dean Bret Clark participated in a joint luncheon with the Executive Dean and a local CEO. The Director of Library Services, Mark Stengel, works at the North County Campus Library one day per week. The Chief of Public Safety, Joseph Arteaga, visits the North County Campus one day per week. The Director of Community Programs, Matthew Green, visits the North County Campus at least once per month to oversee the noncredit ESL Program and the start-up of the Sustainability Center. Israel Domínguez, Director of the Business & Entrepreneurship Center has held conferences at the North County Campus and has visited North County Campus classrooms as part of his sponsorship of Business Education students’ participation in business plan competitions.

Still, it appears that the District as a whole and the North County Campus in particular would benefit from regular days of service at the North County Campus by all administrators and managers. Being on site one day per month would afford all administrators and managers a working, first-hand knowledge of the issues particular to the North County Campus in the delivery of services, student demographics, and overall campus environment, and would improve internal relationships within the District.

External Relationships

Sandee L. McLaughlin maintains regular relationships with many of the local North County citizens who contributed to the creation of this Campus.

The North County Campus Ambassadors, many of whom were donors to the campaign to build the North County Campus, have served as ombudsmen at the beginning of each semester since 1998, greeting and giving directions to new students. Currently a group of 24 individuals and couples, they continue the objectives of fostering good relations with the community, nurturing District and community collaboration, and creating general awareness of current District programs and activities.

Over the years, the North County Campus Ambassadors have helped raise funds for student emergency grants, attended special events, selected student artwork for permanent display on campus, and created overflowing holiday baskets for student families. The North County Campus Ambassadors have kept themselves informed about important issues on the North County Campus and Cuesta College and the community in general.
The City of Paso Robles has demonstrated significant support of the North County Campus.

- When the District was attempting to successfully bid the Trades and Technology Building over the last few years, the City of Paso Robles offered significant financial support toward the cost of infrastructure improvements necessary to the project. The Mayor, City Manager, and City Council members regularly meet with a group, including the Executive Dean and the President/Superintendent, to coordinate information and lend support among City Departments, Paso Robles’ Schools, and Cuesta College. The City views Cuesta as integral to the economic development of the City and overall quality of life offered its residents.

- The Paso Robles Police Department is providing added support to the District’s Public Safety Department through added patrols on the North County Campus by its police officers, communicating to the Executive Dean warnings regarding criminal activity in the area, and offering support of the San Luis Obispo County Regional SWAT Team, led by a member of the Paso Robles’ Police Department, through plans for training exercises on the North County Campus. In January 2013, the Acting Police Chief of Paso Robles, Robert Burton, and Lt. Tim Murphy, visited with Executive Dean Gary J. Rubin at the North County Campus, toured the Campus, and offered support, although limited due to the City’s staff reductions, in City police patrols on the Campus. Maps of the North County Campus and floor plans of all buildings on the North County Campus have been shared with the Paso Robles Police Department, both in hard copy and electronically.

In October 2012, Executive Dean Gary Rubin and the North County Student Services Staff met with Armando Corella, Executive Director of the Public Housing Authority’s operations at the Oak Park residential neighborhood in Paso Robles. This segment of the community consists of approximately 500 residents who live in public housing built in 1941. The housing units are now being demolished and replaced with newly constructed units that will increase the population of this neighborhood to approximately 1,000. Mr. Corella operates within the neighborhood a Youth Group consisting of approximately 25 high school and middle school students. North County staff and faculty are building a relationship with this Youth Group and mentoring these youth as well as the graduates of this program who are currently enrolled at the North County Campus. Several meetings have taken place both in the Oak Park neighborhood and at the North County Campus in which members of the Youth Group and existing Cuesta students from the Oak Park neighborhood have met with the staff, faculty, and Executive Dean and have visited North County classes in session.
Relationships with North County high schools are strong and are demonstrated by:

- Cuesta counselors regularly meet with high school counselors.
- Local high school students regularly visit the North County Campus through visits arranged by counselors.
- Gary J. Rubin and Amy Pike, Assistant to the Executive Dean, visited Atascadero, Templeton, and Paso Robles High Schools in January 2013 prior to the start of Cuesta’s Spring 2013 semester to promote Cuesta courses to high school students. Mr. Rubin and Ms. Pike met with principals and students of each school to explain the benefits of concurrent high school and Cuesta enrollment.
- Regular attendance and participation by the Executive Dean in a Paso Robles City/Schools/Cuesta group of executives who meet quarterly. This group is convened by Kathleen McNamara, Superintendent of the Paso Robles Joint Unified School District, and includes the Mayor, Police Chief, City Manager, Library and Recreation Director of Paso Robles, Managers and Trustees of the Paso School District, and City Council members.

The Community Collaborative is a group of dozens of devoted individuals from service organizations throughout the North County. This group meets quarterly at Paso Robles High School to share information concerning services to people in the North County. Represented organizations include the YMCA, Transitions Mental Health Association, Sexual Assault Recovery & Prevention Center of San Luis Obispo County, Paso Robles Youth Arts Foundation, Migrant Education Program, the North County Women’s Resource Center, etc. Participants from the North County Campus include Margarita Ramirez, North County Campus ESL Outreach Coordinator, Gabriela Lopez, Coordinator of North County Campus Student Services, and Gary J. Rubin. Cuesta representatives attend each meeting and stay abreast of resources for our North County Campus students.

The Hispanic Business Association is a fairly new organization centered in Paso Robles that currently has over 100 local business members. The goal of this organization is to support Latino owned business owners throughout the Central Coast and eventually form a Hispanic Chamber of Commerce. Gary J. Rubin recently joined this organization, which he discovered through Margarita Ramirez.

The Executive Deans, past and present, have served in elected positions on the Board of Directors of the Paso Robles’ Chamber of Commerce and have served on various committees of the Chamber of Commerce, including its Education Committee and the Economic Development Task Force.
The neighboring La Quinta Inn and its General Manager, Victor Popp, have built a supportive relationship with the North County Campus. Cuesta courses have been held on Saturdays at the La Quinta Inn within the last several years when Cuesta was limited in its ability to provide Public Safety coverage on the North County Campus on weekends.

**Beth-Ann Dumas**, full-time faculty member and North County Coordinator of Language and Communications, engages her North County Campus students in community service projects every semester. A recent student team led by Ms. Dumas rose over $1,000 for the Veterans’ Transition Center in Monterey, which is the closest Veterans’ Transitions Center to Paso Robles and one of only two in the nation that provides housing to Veterans.

The Executive Deans, past and present, have established relationships with other civic organizations and businesses, including Paso Robles Rotary, Quota International, the Templeton and Atascadero Chambers of Commerce, the Economic Vitality Corporation, SCORE, and the North County Business Resource Center resulting in support for North County Campus students and programs and contributions of time and talent from North County Campus administrators, faculty, staff, and students to the these organizations.

B. Program Objectives: Measurable statements about what this program will accomplish in support of its mission and in support of the institutional goals and objectives.

1. The North County Campus will enhance its programs and services to promote students’ successful completion of transfer requirements, degrees, certificates, and courses.
   - The North County Campus will have a dedicated, full-time North County Campus Student Success Center Coordinator working by September 1, 2014.
   - The North County Campus will have and maintain a pool of at least six Academic tutors and six Math tutors, either paid or volunteers, available for students during day and evening hours by November 1, 2014.

2. The North County Campus will build a sustainable base of enrollment by effectively responding to the needs of its local service area.
   - The North County Campus will sustain the Latina/o Leadership Club formed this academic year and have a membership of at least 60 students in academic year 2013-2014.
• The North County Campus will create a Multicultural/Multiracial Student Club in the 2013-2014 and achieve a student membership of at least 10 students in its initial year.

• The North County Campus will form a Women’s Task Force in 2013-2014 to explore the needs of female students at the North County Campus.

• The North County Campus will conduct Reentry Committee activities at the North County Campus at least three times per semester beginning in 2013-2014.

• The North County Campus will have a dedicated, full-time staff member devoted to supporting Latina/o, Multiracial, Female, and Reentry students by the start of the 2014-15 academic year.

3. The North County Campus will assess and improve its role in the quality and effectiveness of the District’s participatory governance and decision-making structures and processes.

• Faculty and staff who work at the North County Campus will be recruited to join College Council and Planning and Budget Committees. At least two individuals working at the North County Campus will be serving on each of these two Committees by the start of the 2014-15 academic year.

• All managers and administrators will be asked to spend one day per month working at the North County Campus to facilitate District-wide collaboration and decision-making.

4. The North County Campus will implement, assess, and improve its integrated planning processes.

• Annually review prior year’s APPW and create new APPW. Executive Dean will include North County Campus faculty and staff by inviting them to participate in preparation of each year’s APPW.

• The North County Campus will continue to prepare a CPPR on a five-year cycle separate from the South County Center as opposed to 2006 when a combined CPPR was prepared for both sites.

5. The North County Campus will strengthen its partnership with local educational institutions, civic organizations, businesses, and industries.

• Visits to high schools by counselors, administrator, and staff will continue.

• Collaboration with Paso Robles City/Schools/Cuesta group by the Executive Dean will continue.

• Community Collaborative participation by the Executive Dean and representatives from Student Services and ESL will continue.

• Hispanic Business Association membership will begin.

• Paso Robles Chamber of Commerce collaboration will continue.
• Templeton Chamber of Commerce collaboration will continue.
• Atascadero Chamber of Commerce collaboration will continue.
• Oak Park Youth Group collaboration will continue.

C. Program Outcomes: List the program outcomes established for your program.

1. The North County Campus will meet, at minimum, the standard for an educational center as defined by CPEC and will generate the FTES required by the Chancellor’s Office for Center funding – as evidenced by maintaining an on-site administration (not a president, chancellor or superintendent) offering programs leading to certificates or degrees to be conferred by the parent institution and achieving the minimum of 1,000 FTES annually.

2. Students, staff and faculty will have access to appropriate levels of instructional and student support services on the North County Campus.

3. Students on the North County Campus will demonstrate annual improvement in course success rates– as evidenced by Research Office data entitled Annual Course Success Rates by Educational Region.

4. Students on the North County Campus will be able to complete all courses necessary to achieve a Liberal Arts (Transfer) Social and Behavioral Sciences A.A. degree within a two-year period – as evidenced by course scheduling.

5. Students on the North County Campus will be able to complete all courses necessary to achieve the designated AA/AS advertised for the site – as evidenced by course scheduling.

6. Students on the North County Campus will be able to complete all courses necessary to achieve the certificates advertised for the site – as evidenced by course scheduling.

7. Students will receive Student Services support to meet demand, as developed for the District and deployed to all instructional sites – as evidenced by an inventory of services available and by the results of student satisfaction surveys.

8. Facilities brought on-line for the North County Campus reflect an operational approach developed through the collaborative thinking of all departments within the facility – as evidenced by multi-department meetings to plan and evaluate the outcome.

9. Secondary use of the existing modular buildings will optimize resources and enhance service delivery to students – as evidenced by multi-department meetings to plan and evaluate outcomes and by the results of student satisfaction surveys.
II. PROGRAM SUPPORT OF INSTITUTIONAL GOALS AND OBJECTIVES

Identify how your program addresses or helps the district to achieve its institutional goals, objectives, and/or operational planning initiatives. Please refer back to the Planning Documents section of this document.

The North County Campus helps the District achieve its institutional goals as noted in the District’s Strategic Plan 2012-2014 as follows:

Institutional Goal 1: San Luis Obispo County Community College District will enhance its programs and services to promote students’ successful completion of transfer requirements, degrees, certificates, and courses.

The North County Campus, despite seven budget cuts to the District over the past four years in the total amount of nearly $10,000,000, has continued to enhance its services to promote student’s successful completion of transfer requirements, degrees, certificates, and courses as follows:

- A transfer degree is still able to be obtained by taking all necessary courses at the North County Campus.
- Basic Skills, such as English as a Second Language (“ESL”) courses and Academic Skills courses, continue to be offered at the North County Campus. Despite significant cutbacks in programs offered, Certificates of Specialization in ESL Intermediate and ESL Advanced continue to be offered.
- Career Technical Education courses continue to be offered at the North County Campus. Although some have been removed or reduced, such as Culinary, Construction Technology, and CAOA due to the fiscal climate, others are thriving, such as the Certified Nursing Assistant, Licensed Vocational Nursing, Criminal Justice, and Emergency Medical Technician programs.
- Library availability, DSPS services, Tutorial Services, ESL/Writing Labs, and classrooms have been significantly enhanced by the improvement to the physical facilities housing these services in a new Learning Resource Building. Student have much more in computer access, both from Macs and IBM-based computer stations, private study rooms, and more lounging areas inside and outside, all of which support students in their studies and promote successful completion.
Institutional Goal 2: San Luis Obispo County Community College District will build a sustainable base of enrollment by effectively responding to the needs of its local service area.

The North County Campus is exceptionally responsive to the needs of its local service area as follows:

- Several employees in the North County Campus Student Services area, bookstore, Public Safety are bilingual in English and Spanish.
- Evening and Saturday hours of the library have recently expanded to afford working students opportunities.
- The Children’s Center play area has been extensively renovated with Cuesta College Foundation Grant funds to better meet the needs of children of Cuesta students.
- Cuesta North County Campus staff and administrators regularly meet with several community groups to be constantly aware of the community’s needs. The Executive Deans have maintained an uninterrupted presence on the Board of Directors of the Paso Robles Chamber of Commerce to stay in tune with the needs of the local business community, including their workforce development needs.
- Cuesta North County counselors regularly meet with North County high school counselors to be aware of their needs and the needs of the high school students.
- The Executive Dean and the Superintendent/President regularly meet with elected officials and Department chiefs from the City of Paso Robles and the Paso Robles Joint Unified School District to assess the needs of the local population as viewed by these City leaders.
- The Cuesta College Business & Entrepreneurship Center, led by Director Israel Dominguez and based at the San Luis Obispo Campus, supports North County Campus students and community members by consulting with them regarding their business ideas, helping them prepare business plans, and connecting them to financing.

Institutional Goal 3: San Luis Obispo County Community College District will assess and improve the quality and effectiveness of its participatory governance and decision-making structures and processes.

The North County Campus contributes the improvement of the District’s participatory governance and decision-making processes through its representatives as follows:

- The Executive Dean and the Vice President of Student Services and College Centers both attend weekly planning meetings of the President’s Cabinet, and one or both also participate in District-wide College Council, Planning and Budget Committee, Accreditation Steering Committee, Strategic Planning Committee, Enrollment Management Committee, Reentry Committee, and others.
- North County Coordinators and other North County Campus faculty members participate in College Council, Strategic Planning Committee, Academic Senate, and other participatory governance committees.
Institutional Goal 4: San Luis Obispo County Community College District will implement, assess, and improve its integrated planning processes.

The North County Campus supports the District’s integrated planning process as follows:

- North County faculty members were provided opportunities for support with Student Learning Outcomes. One North County Campus full-time instructor and North County Coordinator, Brent LaMon, served the entire District by training individual faculty members and entire Divisions in creation and assessment of Student Learning Outcomes. Mr. LaMon also prepared and consulted on Course and Program Assessment Summaries for courses and programs throughout the District to assist faculty and Divisions.
- North County faculty members participate in their department’s decision-making through preparation of Unit Plans, CPPRs and APPWs for academic programs.
- The Executive Dean held several training sessions on the North County Campus for staff and faculty to learn more about the District’s integrated planning process. Several trained staff members then set appointments with and trained dozens of other North County Campus faculty and staff in the District’s integrated planning processes to improve awareness of and participation in these processes.
- North County Coordinators and other North County Campus faculty members participate in College Council, Strategic Planning Committee, Academic Senate, and other participatory governance committees as required of an integrated planning process.

Institutional Goal 5: San Luis Obispo County Community College District will strengthen its partnerships with local educational institutions, civic organizations, businesses, and industries.

As noted above for Institutional Goal 2, North County Campus staff, faculty, and the Executive Dean maintain numerous relationships in the community so as to be aware of the community’s needs. In addition to those partnerships noted above, the North County Campus does the following to create and strengthen relationships:

- North County Campus full-time faculty member Dennis Judd is a past President and current Board Member of the Paso Robles Area Historical Society. Mr. Judd also serves on the Board of the North County Museum Cooperative Association and is an active member of the San Luis Obispo County Historical Society. Mr. Judd, who has been teaching U.S. and California History for Cuesta College since 1988 and has taught at the North County Campus since it opened in 1998, has recently been working with the Cuesta College Foundation towards the restoration of the Hollister Adobe, an 1830’s adobe owned by the District and located on the San Luis Obispo Campus. Mr. Judd regularly engages his students in volunteer work at various North County museums and historical events.
• North County Campus retired full-time faculty member/librarian and current part-time faculty member/librarian Tina Lau serves on the Paso Robles Public Library Board of Trustees.

• North County Campus full-time faculty member and North County Coordinator of English Sean Boling serves as a volunteer at Almond Acres Academy (the new charter elementary school) in San Miguel.

• Vice President of Student Services and College Centers Sandee L. McLaughlin maintains personal relationships with several donors who were instrumental in building the North County Campus. Many of these individuals are business owners who continue to support the North County Campus.

• The Executive Dean and his assistant visit the North County high schools, attend open houses at the local high schools to maintain relationships with students, superintendents, principals, and staff.

• The Executive Dean and Vice President of Student Services and College Centers both participate in local charitable organizations’ events and attend social gatherings of civic organizations.

• The Executive Dean visits with many local civic organizations, including Rotary, Quota International, Women in Business, The Business Resource Center, and the Hispanic Business Association to build partnerships with these civic organizations.

• The new creation of a Sustainability Center at the North County Campus will focus on building partnerships with local K-12 schools and teachers to have Cuesta instructors give lessons to K-12 teachers that they can use in their classrooms.
III. PROGRAM DATA ANALYSIS, ASSESSMENT AND IMPROVEMENTS

A. Data Summary – Relevant Comments and Analysis

**Data Received from Office of Institutional Research**

As noted earlier in section I.A.5. of this document, over the past four years the North County Campus has served a student population that is predominantly female, 59.1%, as compared to a 39.8% male student population. This significant difference is especially notable in comparison to the San Luis Obispo Campus where over the same period the student population was comprised of 48.1% (38,614) female students and 50.8% (40,733) male students, with 1.1% (892) not responding.

The high percentage of first-time students attending the North County Campus is encouraging and can be interpreted as a sign that Cuesta College remains a desirable option for higher education among North County residents.

The lower percentage of first-time transfer students as compared to the San Luis Obispo Campus is likely reflective of the fact that the North County Campus serves a much broader student population beyond the traditional college-age student whose intent is often to achieve a four-year degree. The larger proportion of students attending the North County Campus for workforce advancement, career technical education, and personal growth is evident in this data.

The relatively higher percentage of returning students and lower percentage of continuing students at the North County Campus both lead to a conclusion that North County Campus students are using Cuesta College to fit their needs and desires throughout their lives. They may not be as intent on “staying the course”, but rather seem more interested in being life-long learners.

The age of students attending the North County Campus is varied and includes significant amounts of students 40 or older. In 2008-09, 28.2% of North County Campus students were in the 40-plus age brackets. In the same year, the San Luis Obispo Campus had 18.0% in the 40-plus age brackets. In 2011-12, the North County Campus had 15.3% and the San Luis Obispo Campus had 5.5% in the 40-plus age brackets. The significant decline in this segment District-wide was due almost entirely to the elimination of the Emeritus Program. This program offered courses for older students at no fee to the student; the District received non-credit FTES. The Emeritus Program was cut by 50% in 2009-2010 and then entirely for 2010-11. The North County Campus in 2008-09 had 811 students in the 65-plus age category representing 9.9% of all students at that time. In 2009-10, this segment at the North County Campus declined to 321 students, or 4.4% of the student population, and in 2010-11 declined further to 40 students, or 0.4% of the student population.
For the period beginning 2008-09 through Summer 2012, the average percentage of students attending the North County Campus who were at least 25 years of age was 48.1%. On the San Luis Obispo Campus for the same period and category, the percentage was 29.1%.

For the period beginning 2008-09 through Summer 2011-12, the average percentage of North County Campus students who were concurrently enrolled in K-12 was 7.1%. Each of the four academic years in this range was between 5.7% and 7.0%; however, the Summer 2012 session produced 26.1% of total North County Campus students from this segment. As of February 24, 2013, the number of concurrently enrolled high school students at the North County Campus in the Spring 2013 semester was 142, comprising 5.8% of the student body.

The Cuesta College Department of Institutional Research provided an Environmental Scan Report for Cuesta College that was prepared in June 2010 by the Chancellor’s Office, California Community Colleges, Centers of Excellence, Economic and Workforce Development Program. This study indicated that the total population in Cuesta’s service area was 438,589 in 2010 and that five year growth was expected to be only 2% “… for an increase of less than 11,000 through 2015.” This report went on to state, “Age demographics are notable in the Cuesta College service area … Over the … next five years, the population cohort of 15 to 24 year olds in the region is projected to decrease by almost 8,400 or 11 percent … Conversely, the age cohort of individuals 65 years of age and older is projected to increase by 14 percent through 2015. This may provide the college the opportunity to develop educational programs and services specific to this growing population.” See table below from page 7 of the Environmental Scan Report.

### 2010-2015 Age Size and Growth Data in the Cuesta College Service Area

<table>
<thead>
<tr>
<th>Age</th>
<th>2010 Population</th>
<th>2015 Population</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-24</td>
<td>77,117</td>
<td>68,722</td>
<td>-8,395</td>
<td>-11%</td>
</tr>
<tr>
<td>25-44</td>
<td>120,846</td>
<td>128,975</td>
<td>8,129</td>
<td>7%</td>
</tr>
<tr>
<td>45-64</td>
<td>91,182</td>
<td>88,143</td>
<td>-3,039</td>
<td>-3%</td>
</tr>
<tr>
<td>65+</td>
<td>56,552</td>
<td>64,302</td>
<td>7,750</td>
<td>14%</td>
</tr>
<tr>
<td>under 15</td>
<td>92,893</td>
<td>99,182</td>
<td>6,289</td>
<td>7%</td>
</tr>
<tr>
<td>Total</td>
<td>438,589</td>
<td>449,324</td>
<td>10,735</td>
<td>2%</td>
</tr>
</tbody>
</table>

Source: EMSI Complete Employment – 1st Quarter 2010
Data Received from Spring 2013 North County Campus Surveys

In February 2013, three separate surveys were conducted of North County Campus students, faculty, and staff. The faculty and staff surveys were conducted online, and the student survey was conducted by paper on Campus. Copies of the student survey data are included in the Appendix as Item 12. A copy of the faculty survey data is included in the Appendix as Item 14, and a copy of the staff survey data is included in the Appendix as Item 15.

Student Survey

North County Campus students were surveyed by paper over a two-week period early in the Spring 2013 semester. A draft of the survey was prepared by Gary Rubin and reviewed by faculty members Glenda Moscoso, a North County Campus counselor, Sean Boling, a North County Campus full-time faculty member and North County Coordinator of English, Brent LaMon, a North County Campus full-time faculty member and North County Coordinator of Social Sciences, Gabriela Lopez, North County Campus Student Services Coordinator, Aimee LaRue in the Office of Institutional Research, and Sandee L. McLaughlin. After taking into consideration changes recommended by all reviewers, a final draft was prepared and administered.

The surveys were consciously distributed in a way to obtain representation from a broad section of students, including those in evening and day courses; Career Technical Education, Transfer, and Basic Skills courses; DSPS office; CalWORKs office; and general population areas of the North County Campus. General population students were surveyed in the Student Services area where students were waiting for EOPS, Financial Aid, and Academic Counseling Services, and in the general Student Services area where students receive support with registration, Cashier’s Office, etc. Also, general population students were surveyed in the Library.

Female students completed 63% of the surveys, close to the 59.1% of the North County Campus student body over the past four and one-half years as reported above in section I.A.5., and male students completed 35% of the surveys, slightly below the 39.8% of the student population as reported above in section I.A.5. (2% of survey respondents either did not respond to the survey question on gender or chose the decline to state response). A summary of the distribution and resulting 281 completed surveys is attached in the Appendix as Item 16.
Student Data Includes the Following:

- When asked to identify their initial goal at Cuesta, the largest percentage, 42%, responded it was to transfer to a four-year college or university, followed by 33% to earn an A.A. or A.S. degree, 11% for career training/technical education, 5% to gain English language skills, and 7% other.

- Comparatively, in a Fall 2006 survey of 430 North County Campus students 66% stated their desire was to transfer to a four-year college or university, 27% desired to earn an A.A. or A.S. degree, 5% were seeking career training, 0% were seeking English language skills, and 7% other. (See Appendix Item 17)

- When asked if their educational goal has changed, 62% indicated it had not, and of those responding that it did, the largest response, 17%, was that it had changed to transfer to a four-year institution.

- 36% of 289 responding students reported they are a parent/guardian. Of all 289 respondents, 9% self-identified as a single parent and 20% are a parent/guardian of more than one child.

- 15% of students surveyed stated they have had an interaction with the North County Campus Children’s Center. Of the 43 students responding that they have had an interaction, 25 reported that experience to be very favorable or favorable, 13 reported a neutral experience, and 5 reported a very unfavorable experience.

- 13% of students reported having a verified learning or physical difference, and 3% reported having both. Interestingly, 56% of students responded that they have had interactions with the North County Campus DSPS staff.

- 81% of students stated that they get to and from the North County Campus by driving, while 6% stated they use public transportation.

- When asked how many hours per week they expect to spend outside of class to study and perform assignments for a 3.0 unit lecture course, 53% answered in categories of three hours or less and 43% answered in categories of four or more hours (4% not responding).

- Of 149 students who indicated their reason for previously dropping a course at the North County Campus, the reasons given by the largest number of students are because of course difficulty, 66 students/23%, followed by employment commitments, 39 students/14%, and financial difficulties, 33 students/12%.

- 56% of students surveyed stated they are not aware of the free Estrella Career Center services located on the North County Campus.

- 41% of students surveyed stated they have met with an academic counselor more than once, and an additional 28% stated they met once with an academic counselor.

- 76% of students surveyed stated they are aware of free tutoring services in academic subjects at the North County Campus, but only 37% of students replied that they have had an interaction with tutoring services.
When asked to rate the quality of instruction they receive at the North County Campus, students replied:

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent (of 278 Responses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>30</td>
</tr>
<tr>
<td>Very Good</td>
<td>32</td>
</tr>
<tr>
<td>Good</td>
<td>20</td>
</tr>
<tr>
<td>Fair</td>
<td>7</td>
</tr>
<tr>
<td>Average</td>
<td>8</td>
</tr>
<tr>
<td>Somewhat Poor</td>
<td>1</td>
</tr>
<tr>
<td>Poor</td>
<td>.36</td>
</tr>
<tr>
<td>Very Poor</td>
<td>0</td>
</tr>
</tbody>
</table>

- 79% of North County Campus students surveyed report that they are not members of ASCC.
- 88% of students surveyed indicated they do not smoke, yet 56% of students indicated a preference to maintain designated smoking areas on the North County Campus as opposed to 40% of students who prefer the North County Campus to be entirely smoke free.
When asked to rate the quality of campus facilities (i.e. buildings, landscaping, classrooms, technology, library study areas, heating and air conditioning) at the North County Campus, students replied:

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent (of 280 Responses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>19</td>
</tr>
<tr>
<td>Very Good</td>
<td>35</td>
</tr>
<tr>
<td>Good</td>
<td>27</td>
</tr>
<tr>
<td>Fair</td>
<td>8</td>
</tr>
<tr>
<td>Average</td>
<td>9</td>
</tr>
<tr>
<td>Somewhat Poor</td>
<td>1</td>
</tr>
<tr>
<td>Poor</td>
<td>1</td>
</tr>
<tr>
<td>Very Poor</td>
<td>0</td>
</tr>
</tbody>
</table>

When asked to rate the student friendliness on the North County Campus, students replied:

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent (of 267 Responses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>15</td>
</tr>
<tr>
<td>Very Good</td>
<td>32</td>
</tr>
<tr>
<td>Good</td>
<td>33</td>
</tr>
<tr>
<td>Fair</td>
<td>8</td>
</tr>
<tr>
<td>Average</td>
<td>6</td>
</tr>
<tr>
<td>Somewhat Poor</td>
<td>2</td>
</tr>
<tr>
<td>Poor</td>
<td>1</td>
</tr>
<tr>
<td>Very Poor</td>
<td>0</td>
</tr>
</tbody>
</table>
When asked to rate the overall learning environment that the North County Campus provides, students replied:

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent (of 275 Responses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>21</td>
</tr>
<tr>
<td>Very Good</td>
<td>42</td>
</tr>
<tr>
<td>Good</td>
<td>24</td>
</tr>
<tr>
<td>Fair</td>
<td>6</td>
</tr>
<tr>
<td>Average</td>
<td>4</td>
</tr>
<tr>
<td>Somewhat Poor</td>
<td>.36</td>
</tr>
<tr>
<td>Poor</td>
<td>.36</td>
</tr>
<tr>
<td>Very Poor</td>
<td>.36</td>
</tr>
</tbody>
</table>

When asked what services they use at the North County Campus, students responded as follows:

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent (of 185 Responses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid</td>
<td>51</td>
</tr>
<tr>
<td>Math Tutoring</td>
<td>15</td>
</tr>
<tr>
<td>English Language/Writing Lab</td>
<td>13</td>
</tr>
<tr>
<td>EOPS/CARE</td>
<td>8</td>
</tr>
<tr>
<td>DSPS</td>
<td>7</td>
</tr>
<tr>
<td>CalWORKs</td>
<td>6</td>
</tr>
<tr>
<td>Academic Tutoring Other Than Math</td>
<td>5</td>
</tr>
<tr>
<td>Veteran/s Assistance</td>
<td>3</td>
</tr>
<tr>
<td>Reentry Student</td>
<td>2</td>
</tr>
</tbody>
</table>

When asked to rate the quality of food service available at the North County Campus, students replied:

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent (of 239 Responses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>2</td>
</tr>
<tr>
<td>Very Good</td>
<td>0</td>
</tr>
<tr>
<td>Good</td>
<td>24</td>
</tr>
<tr>
<td>Fair</td>
<td>17</td>
</tr>
<tr>
<td>Average</td>
<td>18</td>
</tr>
<tr>
<td>Somewhat Poor</td>
<td>10</td>
</tr>
<tr>
<td>Poor</td>
<td>3</td>
</tr>
<tr>
<td>Very Poor</td>
<td>12</td>
</tr>
</tbody>
</table>

Staff members Judy McDaniel, Faculty Support Office, and Brian McAlister, Facilities Services
When asked to select from a list of 26 items their top three requests for something to be added or changed on the North County Campus, students responded as follows:

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent (of 236 Responses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>More Classes/Programs</td>
<td>42</td>
</tr>
<tr>
<td>More Parking</td>
<td>31</td>
</tr>
<tr>
<td>Physical Education/Sports/Gym</td>
<td>22</td>
</tr>
<tr>
<td>Food/Cafeteria</td>
<td>14</td>
</tr>
<tr>
<td>More Library Hours</td>
<td>12</td>
</tr>
<tr>
<td>Trades/Technical Facility, (e.g. welding, automotive)</td>
<td>11</td>
</tr>
<tr>
<td>More Course Times</td>
<td>9</td>
</tr>
<tr>
<td>More Night Classes</td>
<td>8</td>
</tr>
<tr>
<td>More Day Classes</td>
<td>7</td>
</tr>
<tr>
<td>Climate Control in the Buildings</td>
<td>6</td>
</tr>
<tr>
<td>Student Services</td>
<td>5</td>
</tr>
<tr>
<td>Tuition/Fees</td>
<td>5</td>
</tr>
<tr>
<td>Biology Labs</td>
<td>4</td>
</tr>
<tr>
<td>Internet Access</td>
<td>4</td>
</tr>
<tr>
<td>Computer Labs</td>
<td>4</td>
</tr>
<tr>
<td>Math Labs</td>
<td>3</td>
</tr>
<tr>
<td>Smoking Issues</td>
<td>3</td>
</tr>
<tr>
<td>College Structures/Physical Environment; Instructor Hours; Veteran’s Assistance; School Newspaper; Drinking Fountains; Childcare; Health Services; Instructor Evaluations; Hybrid On Campus/Online Courses</td>
<td>2 percent or less</td>
</tr>
</tbody>
</table>
When asked a series of questions as to the time and days of the week they prefer to take classes, students responded as follows:

<table>
<thead>
<tr>
<th>I prefer to take classes on Mondays and Wednesdays</th>
<th>I prefer to take classes on Tuesdays and Thursdays</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Response</strong></td>
<td><strong>Percent (of 230 Responses)</strong></td>
</tr>
<tr>
<td>Morning</td>
<td>52</td>
</tr>
<tr>
<td>Afternoon</td>
<td>29</td>
</tr>
<tr>
<td>Evening</td>
<td>29</td>
</tr>
<tr>
<td>None</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>I prefer to take classes on Fridays</th>
<th>I prefer to take classes on Weekends</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Response</strong></td>
<td><strong>Percent (of 165 Responses)</strong></td>
</tr>
<tr>
<td>Morning</td>
<td>22</td>
</tr>
<tr>
<td>Afternoon</td>
<td>6</td>
</tr>
<tr>
<td>Evening</td>
<td>7</td>
</tr>
<tr>
<td>None</td>
<td>29</td>
</tr>
</tbody>
</table>

**Faculty and Staff Surveys**

North County Campus faculty and staff members were invited to participate in an online survey over a two-week period early in the Spring 2013 semester. A separate survey was prepared for each group and emailed via a listserv for each group. Unfortunately, unbeknownst to the Executive Dean, all North County Coordinators are also included on the email listserv for North County Campus Staff. This resulted in the eight current North County Coordinators each receiving two email messages, one requesting completion of a Faculty Survey, and one requesting completion of a Staff Survey. One Faculty member then completed the Staff Survey, and that participant’s data can’t be identified or extracted from the Staff Survey results. Therefore, in the spirit of full disclosure, the results discussed below regarding the Staff Survey also include one faculty member’s input.
The Faculty Survey garnered 44 responses. There currently are 121 faculty assigned to the North County Campus who were sent the invitation to participate. The participation percentage of 36% is impressive.

The Staff Survey garnered 21 responses, including the one faculty member’s. There were 44 staff members on the email list for the North County Campus who received the invitation to participate in early February 2013; however, as of March 8, 2013 it was determined that 39 staff members are working at the North County Campus. It may be that a few of the individuals on the email list no longer work at the North County Campus. The participation percentage is therefore in the range of 48% - 54%.

Several questions were the same on both surveys, and several were specific to each.

**Faculty and Staff Survey Data Includes the Following:**

- The 42 respondents to the Faculty Survey include six of the nine individuals who teach full-time for Cuesta with their entire teaching load at the North County Campus. This is a 67% participation rate among this group.
- Of the 17 full-time faculty members who teach a portion of their load at the North County Campus, six individuals responded resulting in a 35% participation rate.
- The 42 respondents to the Faculty Survey include 18 part-time faculty members who have their entire teaching load at the North County Campus. This is of a total of 58 part-timers teaching only at the North County Campus, resulting in a participation rate of 31%. Of the 37 part-time faculty members who teach at multiple sites, 12 participated resulting in a 32% participation rate.

Question 6 on the Staff Survey and Question 7 on the Faculty Survey both asked survey participants to express their opinions on the availability, access, and services of several specific programs/services at the North County Campus. Those with the highest and lowest satisfactory ratings are:

<table>
<thead>
<tr>
<th>Program/Service</th>
<th>Percent Satisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions &amp; Records</td>
<td>89</td>
</tr>
<tr>
<td>Public Safety</td>
<td>82</td>
</tr>
<tr>
<td>ASCC/Clubs/Activities</td>
<td>80</td>
</tr>
<tr>
<td>EOPS</td>
<td>79</td>
</tr>
<tr>
<td>Children’s Center</td>
<td>78</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program/Service</th>
<th>Percent Satisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions &amp; Records</td>
<td>100</td>
</tr>
<tr>
<td>ASCC/Clubs/Activities</td>
<td>81</td>
</tr>
</tbody>
</table>
Staff and faculty members were asked the times and days they were willing to work at the North County Campus. Responses were:

<table>
<thead>
<tr>
<th>Days/Hours</th>
<th>Faculty Responses (%)</th>
<th>Staff Responses (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekdays 8am – 4pm</td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>Mon – Thur 4 – 7pm</td>
<td>65</td>
<td>35</td>
</tr>
<tr>
<td>Mon – Thur 7 – 10pm</td>
<td>43</td>
<td>12</td>
</tr>
<tr>
<td>Saturdays 8am – 12pm</td>
<td>20</td>
<td>6</td>
</tr>
<tr>
<td>Saturdays 12pm – 5pm</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>Saturdays 8am – 5pm</td>
<td>23</td>
<td>0</td>
</tr>
<tr>
<td>Mon – Fri 6 – 8pm</td>
<td>45</td>
<td>6</td>
</tr>
<tr>
<td>Fridays 4 – 7pm</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Fridays 7 – 10pm</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Sundays</td>
<td>8</td>
<td>0</td>
</tr>
</tbody>
</table>

Lowest Rated by Faculty (Less than 60%)

<table>
<thead>
<tr>
<th>Program/Service</th>
<th>Percent Satisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Tutoring</td>
<td>35</td>
</tr>
<tr>
<td>Math Tutoring</td>
<td>46</td>
</tr>
<tr>
<td>Library</td>
<td>49</td>
</tr>
<tr>
<td>Personal/Mental Health Counseling</td>
<td>56</td>
</tr>
</tbody>
</table>

Lowest Rated by Staff (Less than 60%)

<table>
<thead>
<tr>
<th>Program/Service</th>
<th>Percent Satisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Tutoring</td>
<td>28</td>
</tr>
<tr>
<td>Academic Counseling</td>
<td>33</td>
</tr>
<tr>
<td>Math Tutoring</td>
<td>39</td>
</tr>
<tr>
<td>Personal/Mental Health Counseling</td>
<td>41</td>
</tr>
<tr>
<td>Library</td>
<td>42</td>
</tr>
<tr>
<td>Cashier</td>
<td>53</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>56</td>
</tr>
</tbody>
</table>
When asked for their top three requests for something to be added or changed on the North County Campus, faculty and staff members responded strongly for the following items (for a complete list of responses, see Appendix Items 14 and 15):

<table>
<thead>
<tr>
<th>Days/Hours</th>
<th>Faculty Responses (%)</th>
<th>Staff Responses (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>More Classes/Programs</td>
<td>54</td>
<td>29</td>
</tr>
<tr>
<td>Trades/Technology Facility (e.g. welding, automotive)</td>
<td>37</td>
<td>29</td>
</tr>
<tr>
<td>Physical Education/Sports/Gym</td>
<td>22</td>
<td>38</td>
</tr>
<tr>
<td>More Parking</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>More Library Hours</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td>Climate Control In The Buildings</td>
<td>27</td>
<td>14</td>
</tr>
<tr>
<td>Food/Cafeteria</td>
<td>22</td>
<td>19</td>
</tr>
<tr>
<td>College Structures/Physical Environment</td>
<td>10</td>
<td>24</td>
</tr>
<tr>
<td>Veterans' Assistance</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>Smoking Issues</td>
<td>5</td>
<td>19</td>
</tr>
<tr>
<td>Health Services</td>
<td>7</td>
<td>14</td>
</tr>
</tbody>
</table>

North County Campus Custodial Staff (left to right) Gerardo Morales, Robert Del Fiorentino, Clint Martin, and Jarom Smithson
Data Regarding North County Campus Counseling Appointments

Staff members in the North County Campus Student Services area receive telephone calls requesting appointments, service in-person student inquiries regarding appointments, and monitor walk-in appointments for Academic Counselors. Student Services staff members, at the request of the Executive Dean, began tracking in August 2012 the number of students who were being denied an opportunity to meet with a counselor either for a scheduled appointment of 30 or more minutes or for a 15-minute walk-in appointment due to insufficient counseling hours to meet student demand.

The following chart shows the number of students turned away from a counseling appointment and a walk-in appointment at the North County Campus in the months August 2012 through February 2013:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointment Requests</td>
<td>53</td>
<td>62</td>
<td>19</td>
<td>102</td>
<td>105</td>
<td>85</td>
<td>58</td>
</tr>
<tr>
<td>Walk-in Requests</td>
<td>50</td>
<td>8</td>
<td>1</td>
<td>16</td>
<td>26</td>
<td>36</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>103</td>
<td>70</td>
<td>20</td>
<td>118</td>
<td>131</td>
<td>121</td>
<td>62</td>
</tr>
</tbody>
</table>

Data Received From North County Campus Faculty Support Office

Judy McDaniel is a full-time staff member with exclusive responsibility for Faculty Support at the North County Campus. Judy compiled the following data regarding current course section offerings, faculty, and staff at the North County Campus in February 2013:

Total Course Sections Offered 232
Day Course Sections Offered 115
Evening Course Sections Offered 117

Course sections counted are those active sections as of March 1, 2013 with at least one student enrolled and include credit and noncredit courses and courses offered off-site in the North County. Evening courses are those starting at 4:00 p.m. or later.

As of February 11, 2013, the North County Campus had 121 faculty members, 26 (21%) of whom are full-time and 95 (79%) part-time. Of the 26 full-timers, only nine teach exclusively at the North County Campus. Of the 95 part-timers, 58 teach exclusively at the North County Campus. (See Appendix Item 3.)
As of March 8, 2013, the North County Campus had 39 staff members, 30 (77%) of whom are full-time and nine (23%) part-time. Of the 30 full-timers, 21 work exclusively at the North County Campus. Of the nine part-timers, five work exclusively at the North County Campus. (See Appendix Item 4.)

B. Give interpretations of Data and Identify Areas for Change to Facilitate Program Quality and Growth

Interpretations of Data Received from Office of Institutional Research

One interpretation of the data regarding the significantly higher proportion of female students at the North County Campus as compared to male students is that the needs of the male students are not being satisfied. Programs that traditionally attract a higher percentage of male students such as Automotive, Construction Technology, Welding, Engineering and Technology, etc., all of which are centered at the San Luis Obispo Campus where the balance between female and male students is almost even, are not offered at the North County Campus nearly as much as they are offered at the San Luis Obispo Campus. The addition of the proposed Trades and Technology Building would certainly address this need.

The fact that the North County Campus has a relatively small percentage of first-time transfer students, 5.8% over the last four years, supports the need for additional trades and technology programs being offered at the North County Campus.

The relatively lower percentage of continuing students and higher percentage of returning students seems to indicate that Cuesta College should seek to continue relationships with its former North County students to meet their ongoing educational needs. Opening the Library at the North County Campus to the community on evenings and weekends would help maintain the relationship with the community and former students and likely lead to continued enrollment from returning students, as well as provide support to existing students.

Adults not of traditional college age clearly constitute a significant portion of the North County Campus student body, with 46% of students being in age brackets of 25 or older in the 2011-12 year (29% in the 25-39 brackets plus 17% in the 40 and over brackets). We need to focus on services to support these older students. Additional tutoring, an active Reentry Club, increased child care availability during the day and evening, weekend courses, and more activities and programs geared to their age are recommended.
The North County Campus had 811 students in 2008-09 in the 65-plus category, and the data shows that this age bracket is growing significantly in the Cuesta College service area, with growth of 14% between 2010-2015. We should be developing programs at the North County Campus to serve this population, especially since there is a very large, 55 and older residential development within walking distance to the North County Campus.

It is clear that a higher percentage of degree seeking and concurrently enrolled high school students attend summer sessions as opposed to other demographic segments. All summer sessions should be focused on the needs of these segments, and they should be promoted to heavily.

**Interpretations of Data Received from Spring 2013 North County Campus Student Surveys**

The majority of students surveyed, 75%, indicated they want to transfer to a four-year institution and/or earn an associate’s degree. This seems at odds with the Institutional Research Office’s data indicating a small percentage, 5.8%, of North County Campus students over the past four years identifying as first-time transfer students. It may be a sign that the returning students are seeking degrees and transfer as opposed to learning simply for personal growth. Although still significant at 75%, this is a decrease from the 2006 survey in which 93% of North County Campus students indicated a desire to transfer or obtain an A.A. or A.S. degree. Also noticeable is that the percentage of students seeking career training rose significantly from 2006 to 2013, 5% to 11%, and the percentage of students seeking English language skills rose from 0 to 5%.

Many North County Campus students are parents. Although a low response indicated for a need for childcare, it may be that additional childcare services, especially in the evenings, would support these students in the completion of their educational goals. Also, activities that engage the student/parent and their families would likely be well received and could support future enrollment.

Our North County Campus DSPS office has had an interaction with 56% of students surveyed, yet only 13% of students surveyed report a verified learning or physical disability. This is good. Clearly, all students who seek support from DSPS are not willing to go through the testing to verify a disability, yet they do receive some level of service from DSPS staff, such as assistance with use of a computer, a quiet study area, emotional support during Finals Week by staff and/or a Therapy Dog, or simply advice on the assessment process. It should be noted that only 2% of all respondents indicated a less than favorable service experience with North County Campus DSPS staff, while 40% responded that their interactions were very favorable or favorable.
Parking availability may be a concern as the North County Campus grows. Currently, we at times experience a lack of space in Lot 11 on the side of Campus near the Fox Building and the LRC, which is where most classes are held. There are spaces available on the other side of Campus in front of the N3000 building. The fact that 81% of students report driving to Campus is an indicator that future build-out of the Campus will likely need to take into account the need for additional parking.

A majority of students (53%) indicate they are not expecting to spend more than three hours per week outside of class to study and perform course assignments for a 3.0 unit lecture course. This is not good. It is generally advisable that students spend two to three hours outside of class for each hour in a lecture class. The students’ expectations of their time investment may be a result of their busy lives, i.e. many of them are parents and are working. Still, academic success will be limited by students’ inability to devote time to their coursework.

A strong majority, 76%, of students is aware of the availability of tutoring at the North County Campus, but only 37% of students have used the service. First, it is important that 100% of students be made aware of this resource. Second, we should explore why more students aren’t using the services. Is it because of time constraints on the student, lack of available tutors in the subjects desired, or lack of hours of availability of the tutors? A Student Success Coordinator devoted to the North County Campus would be charged with examining this issue further.

Although 36% of responding students self-identify as a parent or guardian, only 15% report having interacted with the Children’s Center on the North County Campus. Some of the reporting parents surely have older children. It would be interesting to look into the parent/student population more closely to determine what other services could be offered to support their families and increase their likelihood of educational success.

Students are clearly and overwhelmingly pleased with the quality of instruction they receive at the North County Campus. Of 278 students responding, only 5 students (less than 2%) indicated a negative response.

Students are also very pleased with the quality of campus facilities at the North County Campus. The facilities certainly add value to the student experience and lead to a stronger desire to be on campus, attend classes, and complete educational goals. One area that can be improved upon would be to add facilities for physical education. Students rated this as the third highest item of importance of 26 items when asked for something to be added or changed at the North County Campus, and several written responses to questions 36 and 37 indicated a need for sports, wellness, physical fitness, and kinesiology opportunities. Although a building for athletics is not likely, showers could be added, an outdoor basketball hoop could be installed, and an interior room could be used for Pilates, Zumba, stationary bicycling, weights, etc.
The text responses to questions 36 and 37 also showed numerous requests for more classes in many areas, including Business, Culinary, Healthy Living/Exercise/Hiking, Music, and Automotive/Welding/Industrial/Construction Tech. A Trades & Technology building would likely address many of these desires.

Data from the Student Survey shows a moderate preference for Tuesday/Thursday courses as compared to Monday/Wednesday courses. It is somewhat surprising to see that 35% of 165 responding students indicated a preference for taking Friday classes, and 23% of 149 responding students indicating a preference for weekend classes.

The student survey indicates 18% of North County Campus students are unemployed and seeking employment, and 25% of North County Campus students previously dropped a course because of employment conflicts or financial difficulties. Also, the survey indicates 56% of North County Campus students are NOT aware of the free Estella Career Center services located on the North County Campus. Students can’t receive services that they aren’t aware of, and the student body at the North County Campus clearly has a need for these employment support services.

Interpretations of Data Received from Spring 2013 North County Campus Faculty and Staff Surveys

One interpretation from the Faculty Survey participation rate of 67% for full-time faculty members who teach their entire load at the North County Campus is that those individuals have a greater commitment to the North County Campus as compared to all other faculty. Full-time faculty teaching exclusively at the North County Campus comprise only 7% (9/121) of all faculty teaching at the North County Campus, which does not bode well for students and campus climate.

Both faculty and staff rated Admissions & Records and ASCC/Clubs/Activities very high in satisfaction. The Student Services team at the North County Campus is to be commended. Many of the students at the North County Campus register in person. Staff members are commended for their high quality service to a large volume of students on a regular basis, and are recognized for such by their peers. The ASCC has in the last two years made impressive improvements in the number and quality of activities at the North County Campus. Student leaders have planned for several events here, including Club Days, Constitution Days, Election Debate, etc.

Both faculty and staff assess Academic Tutoring, Math Tutoring, Library, and Personal/Mental Health Counseling services as needing improvements. Evening hours and additional days of operation are recommended for these service areas.

Faculty members are more willing than staff members to be flexible with the hours they are available to work at the North County Campus. This could be in part due to the very high proportion of part-time faculty to full-time faculty.
Regarding desires for additions or changes to the North County Campus, both faculty and staff agreed that more classes and programs are needed. Staff members desire improved physical environment, which is likely due to the cramped quarters in portable buildings housing most staff and the newer buildings hosting most classrooms and faculty offices. Strong responses from both groups for physical education/sports/gym indicate active individuals who believe incorporating wellness and physical education activities into the workplace would be beneficial.

Both faculty and staff believe the two highest items of priority for change at the North County Campus of the items offered for consideration are additional classes and programs and the addition of a trades/technology facility, which are mutually supportive.

**Interpretation of Data Received from North County Campus Faculty Support Office**

The following is clear:

- Half of our courses are offered in the evening.
- We do not have an appropriate number of full-time faculty at the North County Campus (21% of total faculty teaching at North County).
- Of the already low number of full-time faculty teaching at the North County Campus, less than half teach exclusively at the North County Campus. Only 7% of the total North County Campus faculty teach full-time exclusively at the North County Campus. Those who teach full-time for the District but only part-time at the North County Campus are therefore not able to fully participate in student and District activities at the North County Campus, e.g. offering student office hours, attending North County site planning sessions, advising student clubs at the North County, etc. as their time and focus must be divided between multiple sites.

**Interpretation of Data Regarding North County Campus Counseling Appointments**

Averaging 89 students turned away per month over a seven month period for academic counseling appointments is unacceptable and will certainly hinder completion rates. The demand is particularly strong when students are seeking guidance for course selection, as noted by the higher number of students turned away in August.
C. Summarize Assessment Results for Program Outcomes

The North County Campus continues to achieve at least 1,000 FTES annually, continues to maintain an administrative presence in the form of an Executive Dean, and continues to offer programs leading to degrees and certificates. It therefore continues to maintain its status as an educational center as defined by CPEC.

As of February 24, 2013, the FTES generated in the Spring 2013 semester at the North County Campus is 651.0, which is down from 741.1 at the same time in the Spring 2012 semester, a decrease of 12.2%. District-wide FTES, as of the same date, is also down exactly 12.2% at 3,631.7 as compared to one year ago at 4,138.3.

Currently, eight degrees and 13 certificates may be earned at the North County Campus without having to travel to another location.

The Office of Institutional Research advises that there currently is no easy way to assess the number of North County Campus students completing degrees and certificates, because there is no agreed upon definition of a North County Campus student. This is an issue that should be addressed to be in a position to better assess completion rates.

Full-time faculty teaching exclusively at the North County Campus number only nine out of 121 (7%) total faculty members at the North County Campus, and all full-time faculty comprise only 26 out of 121 (21%) of faculty at the North County Campus. This is not an appropriate level of instructional services.

Data provided by the Cuesta College Office of Institutional Research on February 23, 2013 shows gradually increasing course success rates by students on the North County Campus as follows:

- 2008-09 = 68.2%
- 2009-10 = 69.9%
- 2010-11 = 69.0%
- 2011-12 = 71.2%
- 2012-13 = 74.0% (Summer term only)

The total for all periods represented above is 69.6%. For the same periods, the total for the San Luis Obispo Campus is 72.5%, and the entire SLOCCCD is 71.6%.

Program Outcomes (Nos. 4, 5, and 6) relating to students on the North County Campus being able to complete all courses necessary to achieve a General Education AA/AS degree (No. 4), the designated AA/AS advertised for the site (No. 5), and the certificates advertised for the site (No. 6) – all as evidenced by course scheduling, are being impacted by fiscal constraints and a resulting drive for more cost efficient scheduling.
The Full-Time Equivalent Students (FTES) divided by Full-Time Equivalent Faculty (FTEF) is the primary ratio being used to monitor scheduling efficiency. A ratio of 15.5 District-wide is desired. The ratio for the North County Campus at the end of term is as follows for the past semesters:

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall</th>
<th>Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>15.18</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>16.28</td>
<td>15.88</td>
</tr>
<tr>
<td>2010</td>
<td>15.25</td>
<td>14.88</td>
</tr>
<tr>
<td>2011</td>
<td>14.62</td>
<td>14.47</td>
</tr>
<tr>
<td>2012</td>
<td>13.49</td>
<td>13.78</td>
</tr>
</tbody>
</table>

Completion outcomes may also be improved by adding childcare services in the evening. A large percentage, 36%, of North County Campus students are parents. Keeping the children of all ages on Campus while parent/students are in class would likely lead to improved family relations and support for the Cuesta student. An evening after-school program may be beneficial for students in K-12, as well as expanded hours for the Children’s Center.

Program Outcome #7 states that, “Students will receive Student Services support to meet demand ... “. Attached in the Appendix as Item 18 is a North County Campus Inventory of Support Services, Spring 2013.

Program Outcome 8 requires facilities that are brought on-line for the North County Campus to reflect an operational approach developed through collaboration between all departments within the facility as evidenced by multi-departmental meetings to plan and evaluate the outcome and by student surveys. This has taken place at the North County Campus, specifically regarding the N1000 building and N2000 buildings. Regarding the N2000 building, on September 6, 2012, and several times prior, representatives from North County Campus administration, counseling, financial aid, bookstore, and other departments met with Facilities Director Terry Reece and Anthony Gutierrez, Student Life and Leadership Coordinator to discuss a remodeling of that building to house Student Services and various other departments. Regarding the N1000 building, Bonnie Morris, Bookstore Lead at North County Campus, Sandee L. McLaughlin, Gary J. Rubin, and Terry Reece, Director of Facilities, participated in a meeting on September 6, 2012 to discuss a new entrance to the N1000 building for the bookstore. Soon after this meeting, Gary J. Rubin met with Joseph Arteaga, Chief of Public Safety to address changes being made to the building for the benefit of the bookstore. Public Safety offices also are part of the N1000 building. Students surveyed in Spring 2013 responded that they are pleased with the North County Campus facilities.
Of 280 respondents, 81% rated the quality of facilities as good, very good, or excellent. Only 2% rated the quality of facilities as somewhat poor or poor.

Program Outcome 9 indicates that secondary use of the existing modular buildings will optimize resources and enhance service delivery to students, as evidence by multi-department meeting to plan evaluate and by student surveys. This has been accomplished with respect to Building N6000 on the North County Campus. This building formerly housed the library and Social Science classrooms and faculty offices prior to the opening of the LRC. Planning took place between Community Programs Director Matthew Green, Sandee L. McLaughlin, Terry Reece, and instructors from the Construction Technology program to convert this building to secondary purposes, including a classroom for solar technology courses and a teaching center for K-12 visiting instructors who will gain training in science, sustainability, and technology.

D. Describe improvement efforts that have resulted from SLO assessment

This is not an instructional CPPR, but rather an administrative one regarding a specific site. Therefore, improvement efforts resulting from assessment of Student Learning Outcomes are reflected in the CPPR and APPW of each Academic Division. Still, faculty members who teach at the North County Campus were surveyed in Spring 2013 and asked in question 20 to report the improvements they’ve made to instruction in the past year as a result of SLO assessments. All responses are in Appendix Item 14. Sample responses include:

- I have chosen a textbook for my conversation class which enhances and reinforces the grammar structures taught in the companion core class.
- I decided to discontinue two courses that I use to teach, because community needs changed.
- We have integrated a “test prep” into the required course materials to help students improve their first-time pass rates on their national exam.
- I have added more animation to my powerpoint slides, slowed down my talking, and developed a “Jeopardy” competition to review material in class before exams.
- I extend office hours and work more homework in class. I also work from (sic) home to help students via email.
- Homework has changed to allow more time in areas of SLO difficulty.
- Infused more cooperative learning.
- I now use “My Course” to distribute course handouts and assignments. This 24/7 access also improves outcomes.
• Communicated SLOs for each course to new faculty; evaluated faculty for inclusion of SLOs in syllabi, course materials and classroom observation; revised the SLO Direct Assessment twice for two separate core classes implementing data-based changes to address areas of student weakness and modified instruction to include a greater focus in those areas as a result; … There is more.
• I’ve better designed my use of primary sources.
• I include the SLOs with each applicable assignment and discuss with students which SLO is being addressed in corresponding activities.

E. Recommend additional improvements to the program based on assessment of outcomes and progress towards institutional goals and objectives. SEE BELOW IN SECTION IV.C

F. Recommend changes and updates to program funding based on assessment of program outcomes. SEE BELOW IN SECTION IV.D.

• For elements that require funding, complete Section D – Unit Plan.

North County Campus Ernst Courtyard in bloom
IV. PROGRAM OUTCOMES, ASSESSMENTS AND IMPROVEMENTS: NARRATIVE

A. Summarize assessment results for program outcomes. SEE SECTION III.C. ABOVE.

B. Describe improvement efforts that have resulted from SLO assessment. SEE SECTION III.D. ABOVE.

C. Recommend additional improvements to the program based on assessment of outcomes and progress towards institutional goals and objectives.

**Improve Collaboration between North County Campus and San Luis Obispo Campus**

The North County Campus and the District will improve the quality of its participatory governance and decision-making structures and processes by having managers and administrators work at the North County Campus one day per month. The North County Campus contributes approximately 18% of the District’s Full Time Equivalent Students (“FTES”). The North County Campus headcount is approximately 25% of the District’s headcount. It has one full-time administrator on site who does not have authority over most service areas and academic programs at the site. Those managers and administrators who do have authority should spend one day a month (1/22 = 4.5% of working days) at the North County Campus to improve their knowledge of the site, its students, its operations, and its employees, the vast majority of whom report directly to the administrators on the San Luis Obispo Campus. The increased presence of administrator on the North County Campus will improve collaboration and will lead to improved participatory governance and decision-making as employees from both sites actually work together.

**Add More Classes/Programs**

The number one request of students based on the survey results is to add more classes. Knowing that 70% of students take their courses exclusively at the North County Campus, it is not surprising that they want to stay close to home to complete their educational goals.

And, it appears that female students are even more pronounced in their desire for additional course offerings. A cross tabulation of responses to the Student Survey by Aimee LaRue of the Office of Institutional Research indicated led Ms. LaRue to state: The gender break down for “more classes/programs” as a request for add/change reveals a couple BIG things. One, this desire is the heavy hitter above all others, AND it’s the females who brought it to the table with 25% to the male 3% requesting it.

Based on the data showing 23% of responding students are interested in taking weekend classes, it is suggested that more courses be scheduled on weekends, preferably in the morning.
Increase Student Success Center Services by Hiring a Full-Time Coordinator, Adding Days of Service, and Adding Evening Hours

Students seem pressed for time as noted in their response to the question regarding the amount of time outside of class they are willing to spend on a 3.0 unit lecture course. Additional tutoring services would likely maximize these students’ study time and efficiency, as well as their success and completion rates. Arguably, the working, parent/student has a greater need for tutoring services than a younger, single student. A large proportion of our North County Campus students is employed and is parents.

Also, a new position of Student Success Coordinator would be able to engage with faculty to create more Directed Learning Activities (“DLA”) for the benefit of students. A DLA is created by a faculty member to help students improve their understanding of one concept or skill in a course. The instructor works with the Student Success Center Coordinator to familiarize the Coordinator with the DLA, and then students have the DLA and the Coordinator at their disposal throughout the course. The effort in 2012 to create DLAs has resulted in only a handful.

Additional DLAs and tutoring services at the North County Campus would also support the large percentage (23%) of students indicating that they dropped a course because of difficulty.

North County faculty and staff recognize a need for improvement in both academic and Math tutoring and suggest additional days of service and additional evening hours as methods for improving access to these services.

Increase Academic Counseling Hours and Add Evening Hours

Another recommendation to support student completion and success rates is to add academic counseling hours so that counselors can spend more time meeting with students to help them identify courses that they are suited for. Often, students are unable to meet with a counselor and then choose to sign up for a course without much knowledge about the course, which often leads to students dropping because of the course being more difficult than expected.

North County Campus faculty and staff strongly recommend that evening hours be added for students to meet with academic counselors. This certainly makes sense, as at least 50% of our course offerings are in the evenings (start times of 4:00 or later).

It is recommended that a full-time counselor with her/his entire workload at the North County Campus be added. This will help both this issue of insufficient student access to academic counseling appointments as well as the issue noted below of insufficient full-time faculty at the North County Campus.
Provide More Full-Time Faculty at The North County Campus

Full-time employees as a group would obviously have a greater commitment to an employer than part-time employees. With only 21% of the North County Campus faculty being full-time, there is less involvement by faculty to provide instructional services. Part-time faculty members are not required to provide office hours, are not required to participate in committees, and, by reason of financial necessity, often have other employment that precludes greater involvement on the North County Campus, e.g. preparing DLAs, advising students individually, becoming student club advisors, engaging in community activities, etc., all of which would increase success rates of North County Campus students.

It is recommended that the District and Academic Affairs increase both the number of full-time faculty teaching at the North County Campus and the number of full-time faculty teaching exclusively at the North County Campus.

Increase Access to North County Campus Library

A brand new library opened in January 2012 as part of the Dale and Mary Schwartz Learning Resource Center building. The library is regularly open four days per week, Monday through Thursday, for a total of 43.3 hours per week. Also, on a trial basis, the North County Campus library was open for four hours on four Saturdays in the Fall 2012 semester and is open for four hours on each of six Saturdays in the Spring 2013 semester. Even with these Saturday hours, total approximate hours per week of the semester that students have access to the North County Campus library is 45 as compared to 56 regular hours of access students have to the San Luis Obispo Campus library. The hours as posted on March 2, 2013 are:

**NORTH COUNTY CAMPUS**
- Monday & Thursday: 8:30 am - 6:50 pm
- Tuesday & Wednesday: 8:30 am - 7:50 pm
- Friday: Closed
- Saturday: 10:00 am - 2:00 pm (Feb 9, 23, Mar 9, 23, Apr 13, 27)
- Sunday: Closed

**SAN LUIS OBISPO CAMPUS**
- Monday - Thursday: 8:00 am - 8:00 pm
- Friday: 8:00 am - 4:00 pm
- Saturday - Sunday: Closed

It is recommended that total hours at the North County Campus library be equal to the hours of access to the San Luis Obispo Campus library. Also, it is recommended that the scheduling of hours at the North County Campus be the same as the scheduling at the San Luis Obispo Campus, with the exception that Friday and Saturday North County Campus hours be 9:00 a.m. – 1:00 p.m.
Add a Full-Time Police Officer Dedicated to the North County Campus

The North County Campus has been served primarily by Cuesta College Public Safety Officers. These individuals are not police officers, are not armed, and are often students. The North County Campus for many years did not have any presence of a sworn police officer, but recently has received support from the District and the Public Safety Department by having a Cuesta Police Officer visit the North County Campus for approximately five hours per day, two or three days per week. The current Chief of Public Safety, Joseph Arteaga, visits the North County Campus approximately once per week and has been instrumental in improving the safety and security of the Campus. Mr. Arteaga has stretched his budget to purchase 10 radios for staff use at the North County Campus, has provided additional Public Safety Officer hours on Saturdays, and has provided some coverage by Police Officers.

Several campus shootings have taken place nationwide in recent years. Heightened security efforts are now taking place District-wide, including investments in locked doors, latched doors, additional window blinds, and the possibility of LED messaging devices and panic buttons with microphones.

In early 2012, the Paso Robles Police Department was forced by fiscal restraints to significantly reduce the number of sworn officers on staff to 27, which is less than the 31 it had in 1991 (see Appendix Item 19, page 14) and less than the 41 it had as recently as 2007. Fortunately, funding began to increase in 2012 and within the last year the number of sworn officers has grown from 27 to the current total of 32. With limited officers, the amount of support the officers can provide for patrolling is very restricted; most of the officers’ time is spent responding.

With nearly 2,500 students and approximately 160 faculty and staff on site, it is recommended that a Police Officer be assigned full-time to the North County Campus. Although there have not been any serious criminal acts at the North County Campus, there are a large number of interactions with students. The Student Survey (see Appendix Item 12) indicates 193 of 279 responding students, 69%, have had an interaction with North County Campus Public Safety, and 9% (25 students) indicated their interaction with Public Safety regarded personal safety or theft. Adding a Police Officer will also support the need for evening coverage, as these hours are now provided exclusively by two student Public Safety Officers whose work hours cannot exceed 20 per week and who may not be available from semester to semester.
**Improve Services to Female, Reentry, and Senior Students**

As noted earlier, the North County Campus serves a student population that is predominantly female. One of the District’s institutional goals is to build a sustainable base of enrollment based on our local service area. The local service area has a strong base of women and older (25 and older) students interested in the programs our North County Campus offers. We should capitalize on these strengths by offering additional services to these segments to better serve their needs and sustain their interest.

One specific service to consider is the addition of evening hours for the Children’s Center. We have half of our courses offered in the evening. Offering evening childcare may increase access to courses for parents, who comprise 36% of our North County Campus student base (approximately 882 students based on current enrollment), and especially for single parents, who comprise 9% of our students (approximately 220 individuals based on current enrollment). A “homework club” should be considered for older children in K-12 who would accompany their parent to Cuesta.

The age 65-plus student should be kept in mind as the fastest growing segment by age demographic in the Cuesta College service area. Programs should be designed to meet their interests. They likely have the ability to pay fees for instruction they desire. Students in their 60s and 80s are currently seen on the North County Campus taking Music classes. Other courses of interest may include Art, Wellness, Writing, and Technology.

**Create Introductory and Mentoring Opportunities for New Students**

A recommendation to improve student success and completion rates is to combine additional tutoring services with additional focus on acclimating incoming, first-time college students to the rigors of higher education. Small-group introductory sessions for students could be convened at the beginning of each semester in which faculty, staff, and the Executive Dean meet with students and advise them of what to expect to invest in time to be successful, and then also introduce them to the resources available to them to support their efforts.

**Improve North County Campus Student Membership in ASCC**

With only 17% of North County Campus surveyed students indicating they are members of ASCC, it is anticipated that a greater percentage of students involved would result in increased funding for services to students and greater participation of students in campus activities to enhance the overall educational environment and improve completion rates. The success of ASCC activities in the past two years, as noted by North County Campus faculty and staff, has been a result of students from the SLO Campus devoting time to the North County Campus. Student leaders within ASCC from the North County Campus are needed to continue the recent gains in access to ASCC supported events at the North County Campus.
Add Showers and Some Accommodations for Physical Education/Sports

Numerous student responses to questions 36 and 37 of the Student Survey indicated a desire for wellness, physical education, and sports activities. Although a gymnasium is not foreseeable, some sort of physical education and recreational accommodations are strongly recommended. If students engage in physical activity, even in a modified classroom or in a fairly inexpensive outdoor basketball court, and were able to take a shower, it is more likely students would stay on campus longer. The more time they spend on campus, the more likely they are to partake in academic activities, e.g. another course, tutoring session, counseling appointment, library study time, etc.

Adjust to the Need for Improved Efficiency

The FTES/FTEF ratio is declining at the North County Campus and will likely trail the San Luis Obispo Campus because compared to the San Luis Obispo Campus, the North County Campus has a smaller percentage of students seeking to transfer. Math and Science courses, with larger class capacities and high percentages of transfer students, will result in a higher FTES/FTEF ratio. Courses in Humanities and Workforce Development have overall lower FTES/FTEF ratios due to lower class sizes, sometimes for pedagogical reasons, e.g. foreign languages, ESL, Academic Skills, etc., and sometimes for statutory and/or safety reasons, e.g. nursing, welding, etc. Offering a full complement of courses desired by the community at the North County Campus without as large a demand for the transfer courses as on the San Luis Obispo Campus inevitably results in a lower efficiency ratio. The trade-off is in service breadth to the local community enrollment base. As of February 25, 2013, the District-wide FTES for the Academic Clusters are:

<table>
<thead>
<tr>
<th>Cluster 1 Sciences/Math/PE/Nursing</th>
<th>16.50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster 2 Humanities</td>
<td>13.34</td>
</tr>
<tr>
<td>Cluster 3 Workforce Development</td>
<td>13.93</td>
</tr>
</tbody>
</table>

Recommendations for improving the FTES/FTEF at the North County Campus include:

1. Adding more courses in demand by the local community that have higher FTES/FTEF, e.g. Early Childhood Education, Criminal Justice, PE Activities, Kinesiology Theory, etc.

2. Continuing with the elimination of certain programs, e.g. Culinary, that have low FTES/FTEF and have been offered at the North County Campus.

3. Consider increasing class capacities for desired courses with traditionally low FTES/FTEF where feasible as determined by faculty, e.g. Welding was recently increased.

4. Adding more short courses across all disciplines that are offered as single subject, Saturday courses, similar to the Customer Service courses.
**Improve Promotion of Estrella Career Center Services**

Students seeking employment, or those whose current employment conflicts with school commitments, can be supported by the Estrella Career Center services if they know it exists. Strategies should be implemented to improve awareness among existing students. Direct communications to students via Constant Contact emails would be a way to begin. Visible presence occasionally by Estrella Career Center staff in high traffic areas near the LRC should also be considered.

**Add a Trades and Technology Facility**

The consensus is that this building should be the next permanent structure on the North County Campus. Currently, the North County Campus Master Plan is being reconsidered, and funds are being sought to redesign the site. Adding a Trades and Technology Building to the core of the existing campus footprint will add programs and courses, serve the underrepresented male student population, serve the non-transfer student, and likely support other courses as trades and technology students may take other courses to obtain degrees.

D. Recommend changes and updates to program funding based on assessment of program outcomes. SEE SECTION VII. BELOW.

- For elements that require funding, complete Section D – Unit Plan Funding Requests.
- For faculty hiring needs, see Section H – Faculty Prioritization Process.

*Left to right: Judy McDaniel, Gary J. Rubin, Amy Pike, Linda DiBenedetto, Sandra Nevarez, and Karen Reamer*
V. ANTICIPATED SERVICE CHALLENGES/CHANGES
Suggested Elements:

A. Regulatory Changes

The City of Paso Robles is in the process of building a new state-of-the-art water filtration plant. As part of the planning for this facility, it has changed the way it bills for water consumption and sewer use. Fixed monthly service charges for residential and commercial users of water and sewer within the City, including Cuesta College’s North County Campus, are giving way to fees based on consumption. The total amounts paid by the District for water and sewer to the North County Campus for the past few years are:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2009/10</td>
<td>$7,651</td>
</tr>
<tr>
<td>FY 2010/11</td>
<td>$5,974</td>
</tr>
<tr>
<td>FY 2011/12</td>
<td>$6,723</td>
</tr>
<tr>
<td>FY 2012/13</td>
<td>$11,820 through March 4, 2013</td>
</tr>
</tbody>
</table>

As noted in the City of Paso Robles Financial Forecast 2012-2017 Winter (pages 7 and 8) included in the Appendix as Item 19:

The total revenue received in the City’s Water Fund in fiscal year 2011/12 was $7,513,577; this is expected to more than double to $15,827,000 five years later in fiscal year 2016/17.

The total revenue received by the City’s Sewer Fund in fiscal year 2011/12 was $5,138,000; this is expected to increase to $12,833,000 five years later in fiscal year 2016/17.

Many degrees are being restructured by faculty to comply with state requirements for transfer degrees. Faculty members at the North County Campus in Psychology and other Divisions have worked diligently to make the changes to be in compliance with regulations and to afford students supposedly improved likelihood of transfer.

B. Internal and External Organizational Changes

Changes in administrators and administrative capacity are anticipated at the North County Campus. The position of Executive Dean of the North County Campus is currently being filled on an interim basis. It is anticipated to be filled on a permanent basis in the 2013-2014 academic year. The position’s description and responsibilities were under consideration for change at the beginning of this 2012-2013 academic year, but that effort was set aside. It is unknown if the desire to redesign the position to include academic responsibilities will resurface.

Also, the position of Vice President of Student Services was recently renamed to Vice President of Student Services and College Centers; this position now includes oversight
of the North County Campus. The Executive Dean position now reports directly to this Vice President position rather than to the president, which is a positive addition to the administrative capacity of the North County Campus.

North County Coordinators are the academic administrators of the North County Campus. This position has been in bargaining between the District and the Cuesta College Federation of Teachers (“CCFT”) during this academic year. It is anticipated that there will be a reduction in the number of North County Coordinators by reason of the ongoing labor negotiations and/or the fact that there are fewer Divisions with the requisite number, 3.0, of Full Time Equivalent Faculty (“FTEF”) as noted in the current labor agreement entitling a Division to a North County Coordinator. Although the outcomes of this negotiation as to the number and responsibilities of this position are not certain as of this writing, it appears there will be a reduction in administrative academic capacity at the North County Campus even with no changes to the existing labor agreement due to course offerings being reduced, which has resulted in lower FTEF.

The ESL Program has merged with Academic Skills to become the Student Development and Success Division. ESL curriculum is changing, the ESL Language Lab will formalize into courses scheduled to begin in Fall 2013.

C. Student Demographic Changes

The 2012 Central Coast Economic Forecast, prepared by Beacon Economics (see Appendix Item 20) reported the following (pages 70-72):

“San Luis Obispo County as a whole has seen an approximately 10% increase in its population since 2000 but the growth in the county has not been evenly distributed among cities.”

“Finally, the population growth story of the county is Paso Robles. The city increased its population by nearly 25% and overtook Atascadero as the second-largest city in the county. Interestingly, the population growth in Paso Robles and the unincorporated area accounted for nearly 90% of the total population growth in San Luis Obispo County.”

“Population growth in Paso Robles could also be attributed to relatively more affordable housing and the performance of the local economy. Ever since Paso Robles Wine Country was designated an American Viticultural Area in 1983, tourism and wine production has seen impressive growth, which may have attracted new residents. Cities in San Luis Obispo County have seen a similar pattern when it comes to increased diversity. The Hispanic population in Paso Robles had the largest increase in share, at nearly 7 percentage points, between 2000 and 2010.”
As shown in the 2012 Central Coast Economic Forecast, the percentage of Hispanic residents in San Luis Obispo County grew from 16.3% to 20.8% from 2000-2012. However, the percentage of Hispanic residents of Paso Robles in that same time frame grew from 27.7% to 34.5%.

Growth in the number and proportion of Hispanic/Latino students and Multiracial students is evident. The challenge as educators nation-wide is how to better serve these populations to increase success rates. It is strongly urged that we devote more resources to these segments of our local enrollment base to better understand and serve their needs.

Serving the large majority of female students at the North County Campus is also a challenge. We should be exploring the needs of this segment so as to better meet their needs and increase success rates.

Students age 25 and older comprise nearly 50% of the North County Campus student body. Although the 65-plus portion of this segment declined significantly after 2009-10 due to the elimination of the Emeritus Program, all other categories of this demographic remain fairly constant.

D. Community Economic Changes – Workforce Demands

Of the 281 North County Campus students surveyed, 10% indicated they are employed more than 40 hours per week, and 34% indicated they are employed between 20 and 40 hours per week. Another 19% stated they are employed less than 20 hours per week, while 35% reported being unemployed.

Paso Robles City Manager Jim App reported in the January 2013 edition of *Paso Robles Magazine* the following local developments within the City of El Paso de Robles:

- “IQMS is constructing its second building to house a workforce of over 100 new jobs.” IQMS creates software for manufacturing and sells throughout the nation. Its Director of Human Resources met with the Executive Dean of the North County Campus and the President/Superintendent of the SLOCCCD at the North County Campus along with other local manufacturing representatives on February 28, 2013 and reported that IQMS recently hired a group of 15 new employees and that additional hiring is expected to continue.
- “Firestone Walker Brewing is expanding (again) to serve its (sic) growing wine market.” This business recently opened a large restaurant/bar alongside its brewing operation.
- “Vina Robles Winery will complete the region’s first state-of-the-art 3,300 seat outdoor amphitheater.”
- “Smart & Final Plus, a discount grocery store, will open at the site of the former Scolari’s Market.”
• “Derby Winery will complete its full restoration of the historic Farmer’s Alliance Building for wine production and sales.”
• “The new, full service Paso Robles Bakery will open downtown.”
• “Ayers Hotel will begin development of its 225-room resort hotel on Buena Vista Drive.” This development is across the street from the North County Campus and abuts our property line.
• “Santa Cruz Biotech will complete another of its facility expansions to serve its growing world market.”
• “Annexation of approximately 300 acres at the southwest entry to town, with future development of three hotels, is being pursued.”
• “Oak Park Housing Authority will begin redevelopment of its housing complex with a first phase 80-unit affordable housing project.”
• “Justin Winery is opening its new 60,000 square foot wine processing and barrel storage building.”
• “LaGuardia’s at the Airport, an Italian delicatessen/restaurant, is open for business.”
• “A new aviation fueling station will be developed at the Airport to serve the flying public.”
• “Mid-Valley Pipe & Steel will open a new 32,000 square foot retail service center.”
• “The new 90-unit Paso Oaks Hotel is open for business.”
• “Scientific Drilling (a.k.a., Applied Technologies) will occupy its (sic) latest expansion area – a new 30,000 square foot building.”

The 2012 Central Coast Economic Forecast, prepared by Beacon Economics (see Appendix Item 20) reported the following:
• “Although the road to recovery has been a bumpy one locally, San Luis Obispo is seeing solid improvement in its labor markets with a 6.7% expansion in nonfarm payrolls since hitting bottom-faster than the Bay Area overall and Southern California and second only to San Jose-and the county maintained one of the lowest unemployment rates in the state at 7.5% in September 2012.” (page 24)
• “Tourism remains a critical driver of growth for the region and San Luis Obispo’s hotels are seeing increased occupancy and room rates, and Leisure and Hospitality has accounted for roughly one third of all the jobs created in the county over the past year. Increasingly, the region’s tourism, agriculture, and retail sectors are becoming intertwined given the growth in the northern part of the county, and those sectors are also posting solid increases.” (italics and bold added) (page 24)
• “The development of both the Topaz Solar Farm (550 megawatts) and the California Valley Solar Ranch (250 megawatts) are already beginning to generate new construction jobs, which in turn will boost economic output in the region.” (page 27) Dozens of local workers for these projects park in a private parking lot directly across the street from the North County Campus and are transported daily by bus to and from the construction sites.
The Centers of Excellence, Economic and Workforce Development Program, of the Chancellor’s Office, California Community Colleges, with funding support from The Harold J. Miossi Charitable Trust and the Business & Entrepreneurship Center at Cuesta College conducted a viticulture and enology study in San Luis Obispo County and published its report, *Environmental Scan Viticulture and Enology San Luis Obispo County February 2012* (see Appendix Item 21), which included the following (pages 4 and 10):

- In 2012, San Luis Obispo County had 36,410 jobs in the viticulture and enology value chain sectors.
- Wineries in San Luis Obispo County are expected to grow at a rate of 19.0% over the next five years and at a growth rate of 21.2% over the next 10 years, producing total new jobs in the county of 4,298 in the next five years and 8,464 in the next 10 years.
- Recommendations that Cuesta College create a general agriculture program, develop a general viticulture program that prepares students for employment as technicians and creates an opportunity for management, and include courses in customer service and marketing.

E. Role of technology for information, service delivery and data retrieval

Technology use is increasing at the North County Campus for information, service delivery, and data retrieval. The North County Campus has two rooms that are used to polycom meetings to the San Luis Obispo Campus. Both locations are used daily, thus allowing for increased service to faculty, staff, administrators, and students who are better able to share information and participate. Also, both polycom rooms have content sharing so that participants can see documents being displayed on either site.

Technology use by faculty in the classroom and in their offices is supported by new computers being installed in all faculty offices in the N2400 building in three phases over a three-year period that will be completed June 30, 2013. Many faculty classrooms have received upgraded SMART podiums and upgraded ELMOs to support instruction.

Network upgrades have been made in the portable buildings at the North County Campus to support service delivery and data retrieval for students registering in the N3000 building and to better able staff to serve students in all buildings.

Students are better served in the library with Mac and Windows computers. Students in the new Writing Center/ESL Language Lab have new Mac computers to support their learning.
F. Distance Education Impact on Services

Distance Education has become more popular nation-wide in the past six years. However, its popularity has not had a verifiable negative impact on enrollment at the North County Campus. The North County Campus students indicated in the survey that they are not that interested in taking online or hybrid courses, with only 2% of 281 responding students indicating that this was one of their top three items needing to be added or changed.

Cuesta College is reviewing its support of Distance Education learning and working to support the courses it already has, as well as possibly increase these services as demand warrants. Regulations now require in some transfer courses, e.g. Accounting, offered as DE courses that students take their exams in person on site. This requirement impacts some students who may have taken the course from remote locations throughout the world, but now need to be close to the host institution for testing.

G. Providing Service to Multiple Off-Campus Sites

In the North County, courses have recently been or are currently being offered at multiple off-campus sites, including: Atascadero State Hospital, Templeton High School, Paso Robles High School, Atascadero High School, Liberty High School, Paso Robles Library, Daniel E. Lewis Middle School, Canyon Creek Apartments, Old Cambria Grammar School, Shandon Elementary School, Lillian Larsen Elementary School, Georgia Brown Elementary School, Santa Rosa Elementary School, Santa Rosa Church, and Early Education Center/Oak Park.

Courses and programs offered at these off-campus sites include Psychiatric Tech, Noncredit ESL, Welding, Work Experience, and Automotive Tech. The majority of the sites noted above support the Non-credit ESL Program.

H. Anticipated Staffing Changes/Retirements

The District’s Coordinator of Tutoring Services has announced that she will be retiring at the end of this academic year. This individual spends a small portion of her full-time workload at the North County Campus. It is suggested that with this retirement, the position be redesigned to serve all needs of the Student Success Centers, and that two full-time positions be created, one each for the North County Campus and San Luis Obispo Campus.
VI. PROGRAM DEVELOPMENT FORECAST

Suggested Elements:

A. Description of forecasted program development and objectives, based on information collected in I-IV.

Program development will require funding. At present, the District is not in a position to further develop programs. In fact, it has just eliminated 10 programs and still needs to cut $800,000 District-wide from non-instructional expenditures. Programs are cutting back. When the economy turns, program development will need to be reassessed at that time as demographics and the needs of the community will likely have changed. If a bond measure is passed, it may be feasible to establish programs in Trades and Technology in the North County. Until then, the growth will need to come from fee-based programs offered by Community Programs or the Business & Entrepreneurship Center, both of which are heavily grant funded and can charge amounts necessary to cover expenses. Both entities within Cuesta College are being consulted now regarding expansion of their offerings at the North County Campus. Possibilities under consideration now or in the near future include continuing legal education courses, hospitality industry certification courses, and business start-up consulting.

B. Plans for improvement. SEE SECTION IV.C. ABOVE.

C. Support for institutional goals and objectives. SEE SECTION II. ABOVE.

D. Student and program outcomes evaluation. SEE SECTION III.D. ABOVE.

E. Recommendations from external agencies. SEE SECTION V.A. ABOVE.

F. New service coordination and collaboration – internal and external programs. SEE SECTION V.B. ABOVE.

G. Anticipated job description revisions based on program changes

Some staff members’ job descriptions may need to be reviewed and changed to accommodate the need to offer more services in the evening.

The job description of the District’s Coordinator of Tutoring Services should be revised to accommodate all needs of the Student Success Centers.

The North County Coordinator position is being revised through negotiations.
H. Staff Training/Professional Development Needs

Staff training from Computer Services is regularly scheduled at the North County Campus, although few faculty and staff take advantage of this service. It could be in part because these training sessions are offered only during the day. Admissions and Records has been proactive in its training by regularly including North County training sessions in its scheduling of all topics.

Professional development of faculty used to be within the purview of a full-time Coordinator of Professional Development until a few years ago when the position was eliminated due to budget reductions. Many faculty have been proactive in creating their own professional development courses which are offered on FLEX days. Although these activities usually take place on the SLO Campus, some have taken place on the North County Campus, as well.

As academic leaders, some North County Coordinators have provided professional development activities each semester that are held at the North County Campus and are open to all District faculty members. Recent activities include FLEX FLIX, a series of film screenings throughout each semester centered on a particular theme. Organized and hosted by North County Campus Coordinator of English Sean Boling, faculty and staff are invited to view the film and participate in a discussion afterwards. In the past few years, classroom management workshops have also been offered at the North County Campus by Gary J. Rubin.
VII. OVERALL BUDGET IMPLICATIONS
(Will be reflected in district planning and budget process)

Elements:

A. Personnel
- Full-time staff member devoted to Student Success Center operations. $50,000/year.
- Additional hours for library technicians and librarians. $16,000.
- A dedicated North County Campus police officer. $75,000.
- Additional nurses for evening and day hours. $20,000.
- Full-time staff member devoted to Female, Latina/o, Multiracial, and Reentry student populations. $50,000/year.
- A full-time academic counselor. $70,000.

B. Equipment/Furniture (other than technology)
- Exercise/wellness equipment, e.g. treadmills, bicycles, weights, for indoor use. $30,000.

C. Technology
- Classroom media for Sustainability Center. $10,658.
- 43 desktop Windows mid-range computers and a SMART podium for Math instruction in Room N2408. $41,850.
- Two faculty/staff workstations; two Windows mid-range computers and two standard monitors for Sustainability Center. $1,900.

D. Facilities
- Increased water and sewer charges. $9,000 per year.
- Trades and Technology Building. To be determined.
- Student Services Building. To be determined.
- Children’s Center Building. To be determined.
- Showers for men and women. To be determined.
- Sports, wellness, physical fitness interior room. To be determined.
SIGNATURE PAGE

Faculty, Director(s), Manager(s), and/or Staff Associated with the Program

**Instructional Programs:** All full-time faculty in the program must sign this form. If needed, provide an extra signature line for each additional full-time faculty member in the program. If there are no full-time faculty associated with the program, then the part-time faculty in the program should sign. If applicable, please indicate lead faculty member for program after printing his/her name.

**Student Services and Administrative Services Programs:** All full-time director(s), managers, faculty and/or classified staff in the program must sign this form.

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SUPPLEMENTAL DOCUMENTS

FACULTY HIRING PRIORITIZATION INFORMATION (IF APPLICABLE)

If your program requested a faculty position for consideration, please attach or embed the following worksheets that were presented to the College Council:

- **Worksheet A.1: Subjective Ranking Sheet**
  
  A full-time counselor is being requested for the North County Campus. As this position would need to be supported by the Counseling Department, preparation of the Subjective Ranking Sheet would need to come from Counseling.

- **Worksheet B.1: Objective Criteria for Teaching Faculty**
APPENDIX

1. Data Set 2 received from Ryan Cartnal, Director of Institutional Research, Cuesta College, on February 23, 2013 (54 pages)

2. Daily headcount report as of February 24, 2013 for North County Campus received from Ryan Cartnal

3. North County Campus Faculty Spring 2013

4. North County Campus Staff Spring 2013

5. Degrees offered at North County Campus 2013 (clean copy and changes marked)

6. Degrees offered at North County Campus 2008

7. Degrees offered at North County Campus 2010

8. Copy of The Tribune article dated February 16, 2013 regarding unemployment rates

9. Memorandum from Dr. Gil Stork to All Faculty, Staff, and Administration dated December 18, 2012

10. Memorandum from Dr. Gil Stork to College Council dated December 11, 2012 with attached Projected Savings From Program Elimination

11. North County Student Success Center Report By Stacy Pointer

12. Data from North County Campus Student Survey Spring 2013; North County Campus Student Survey Responses to Text Questions 36 & 37.


14. Data from North County Campus Faculty Survey Spring 2013

15. Data from North County Campus Staff Survey Spring 2013

16. Student Survey Distribution Summary Spring 2013

17. North County Campus Program Review Survey – First Draft, November 6, 2006

18. North County Campus Inventory of Support Services Spring 2013


20. 2012 Central Coast Economic Forecast

21. Environmental Scan Viticulture and Enology San Luis Obispo County February 2012

22. North County Campus 2013 Unit Plan