Cuesta College is an inclusive institution that inspires a diverse student population to achieve their educational goals. We effectively support students in their efforts to improve foundational skills, transfer to four-year institutions, earn certificates or associate degrees, and advance in the workforce. Through dynamic and challenging learning opportunities, Cuesta College improves lives by promoting cultural, intellectual, and professional growth. We prepare students to become engaged citizens in our increasingly complex communities and world.
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.
GOAL 1 - Strategic Objective 1.1: Increase the percentage of transfer-directed students who are transfer prepared by 2% annually

Percent Transfer Prepared

Performance Goal


31.76% 32.77% 33.93% 31.55% 32.18% 32.18% 33.48%

GOAL 1 - Strategic Objective 1.1: Increase the percentage of transfer-directed students who are transfer prepared by 2% annually

Percent Transfer Prepared

Performance Goal


31.76% 32.77% 33.93% 31.55% 32.18% 32.82% 33.48%
INSTITUTIONAL OBJECTIVE 1.1 (cont)

Cuesta Applications and Acceptance Rate to Cal Poly (F07 - F13)

Acceptance Rate

Number of Cuesta Applicants to Cal Poly

<table>
<thead>
<tr>
<th>Year</th>
<th>Cuesta Applicants</th>
<th>Acceptance Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>451</td>
<td>61.0%</td>
</tr>
<tr>
<td>2008</td>
<td>453</td>
<td>50.6%</td>
</tr>
<tr>
<td>2009</td>
<td>621</td>
<td>43.3%</td>
</tr>
<tr>
<td>2010</td>
<td>205</td>
<td>27.7%</td>
</tr>
<tr>
<td>2011</td>
<td>226</td>
<td>36.7%</td>
</tr>
<tr>
<td>2012</td>
<td>234</td>
<td>35.8%</td>
</tr>
<tr>
<td>2013</td>
<td>311</td>
<td>50.4%</td>
</tr>
</tbody>
</table>
Cuesta Transfers to CSU and UC (2005/06 - 2011/12)
Given that our Goals will not change at this time, is an Objective related to transfer still necessary?

Vote/ tally
GOAL 1 - Institutional Objective 1.2: Increase the percentage of degree- or certificate- directed students who complete degrees or certificates by 2% annually.
INSTITUTIONAL OBJECTIVE 1.2 (cont)

Cuesta College Degrees and Certificates Awarded (2007/08 - 2011/12)


Certificates

Degrees

616 664 487 432 545

706 712 647 668 667
Ó Given that our Goals will not change at this time, is an Objective related to degree and certificate completion still necessary?

Ó Vote/ tally
GOAL 1 - Institutional Objective 1.3: Increase successful completions in distance education courses by 2% annually
Fall Course Success Rates by Educational Region (2008 - 2012)

Distance Education: 57.8% (Fall 2008), 61.6% (Fall 2009), 64.7% (Fall 2010), 65.4% (Fall 2011), 66.1% (Fall 2012)

North County Campus: 68.5% (Fall 2008), 69.4% (Fall 2009), 70.0% (Fall 2010), 72.7% (Fall 2011), 70.7% (Fall 2012)

South County Centers: 61.6% (Fall 2008), 65.4% (Fall 2009), 65.6% (Fall 2010), 65.7% (Fall 2011), 71.1% (Fall 2012)

San Luis Obispo Campus: 70.1% (Fall 2008), 72.5% (Fall 2009), 73.0% (Fall 2010), 71.6% (Fall 2011), 73.0% (Fall 2012)

District: 68.8% (Fall 2008), 71.0% (Fall 2009), 71.2% (Fall 2010), 70.7% (Fall 2011), 71.8% (Fall 2012)
Given that our Goals will not change at this time, is an Objective related to course success in distance education still necessary?

Vote/ tally
GOAL 1 - Institutional Objective 1.4: Increase English as a second language credit course success and improvement rates by 2% annually - COURSE SUCCESS RATES
INSTITUTIONAL OBJECTIVE 1.4b

GOAL 1 - Institutional Objective 1.4: Increase English as a second language credit course success and improvement rates by 2% annually - IMPROVEMENT RATE

Percent Improved

Performance Goal


50.00% 56.77% 52.04% 55.79% 60.00% 56.91% 58.04% 59.20%
Given that our Goals will not change at this time, is an Objective related to English as a Second Language course success and/or improvement still necessary?

Vote/ tally
**GOAL 1 - Institutional Objective 1.5:** Increase basic skills course success and improvement rates by 2% annually.

**COURSE SUCCESS RATES**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percent Successful Completions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>57.42%</td>
</tr>
<tr>
<td>2010</td>
<td>59.08%</td>
</tr>
<tr>
<td>2011</td>
<td>65.39%</td>
</tr>
<tr>
<td>2012</td>
<td>64.00%</td>
</tr>
<tr>
<td>2013</td>
<td>62.55%</td>
</tr>
<tr>
<td>2014</td>
<td>65.28%</td>
</tr>
<tr>
<td>2015</td>
<td>66.59%</td>
</tr>
</tbody>
</table>

*Performance Goal: 67.92%*
Disaggregated Basic Skills Success Rates

- Math:
  - 2009: 63.5%
  - 2010: 67.3%
  - 2011: 66.4%
  - 2012: 61.5%
  - 2013: 56.4%

- English:
  - 2009: 59.9%
  - 2010: 67.8%
  - 2011: 68.1%
  - 2012: 69.7%
  - 2013: 71.7%
GOAL 1 - Institutional Objective 1.5: Increase basic skills course success and improvement rates by 2% annually.

PERCENT IMPROVED

2009: 48.24%
2010: 48.30%
2011: 50.95%
2012: 48.00%
2013: 50.35%
2014: 48.96%
2015: 49.94%
2016: 50.94%

IMPROVEMENT RATE

2009: 15.00%
2010: 20.00%
2011: 25.00%
2012: 30.00%
2013: 35.00%
2014: 40.00%
2015: 45.00%
2016: 50.00%

PERFORMANCE GOAL
INSTITUTIONAL OBJECTIVE 1.5

Given that our Goals will not change at this time, is an Objective related to Basic Skills course success and/or improvement still necessary?

Vote/ tally
Increase the percent of First-Time Credit Students Persisting Fall to Spring (2008-2012)
Proposed INSTITUTIONAL OBJECTIVE 1.6

Degree/Transfer Goals by Enrollment Status (PT/FT Status)

- Part-time:
  - 2008-09: 42.7%
  - 2009-10: 47.9%
  - 2010-11: 51.5%
  - 2011-12: 52.8%
  - 2012-13: 55.8%

- Full-Time:
  - 2008-09: 77.1%
  - 2009-10: 80.0%
  - 2010-11: 81.8%
  - 2011-12: 73.1%
  - 2012-13: 75.3%
Proposed INSTITUTIONAL OBJECTIVE 1.6

Full-time Persistence by Educational Goal

- **Other Goal**
- **Degree/Transfer Goal**

<table>
<thead>
<tr>
<th>Year</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>85.1%</td>
<td>84.4%</td>
<td>81.3%</td>
<td>86.4%</td>
<td>85.3%</td>
</tr>
<tr>
<td>%</td>
<td>88.0%</td>
<td>85.9%</td>
<td>87.9%</td>
<td>89.1%</td>
<td>87.4%</td>
</tr>
</tbody>
</table>
Proposed INSTITUTIONAL OBJECTIVE 1.6

Part-time Persistence by Educational Goal

<table>
<thead>
<tr>
<th>Year</th>
<th>Other Goal</th>
<th>Degree/Transfer Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>48.9%</td>
<td>55.8%</td>
</tr>
<tr>
<td>2009-10</td>
<td>51.2%</td>
<td>58.8%</td>
</tr>
<tr>
<td>2010-11</td>
<td>49.3%</td>
<td>57.9%</td>
</tr>
<tr>
<td>2011-12</td>
<td>52.5%</td>
<td>57.8%</td>
</tr>
<tr>
<td>2012-13</td>
<td>50.3%</td>
<td>56.8%</td>
</tr>
</tbody>
</table>
Given that our Goals will not change at this time, is adding an Objective related to first time credit students persisting necessary?

Vote/tally
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.
GOAL 2 - Institutional Objective 2.1: Increase the capture rate of the local 24-40 age cohort by 2% annually.
County Population Projections by Age Group (2010 - 2025)

- 40-64
- 65+
- 15-24
- 25-39

<table>
<thead>
<tr>
<th>Year</th>
<th>40-64</th>
<th>65+</th>
<th>15-24</th>
<th>25-39</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>92,185</td>
<td>48,577</td>
<td>41,105</td>
<td>46,392</td>
</tr>
<tr>
<td>2013</td>
<td>85,889</td>
<td>46,392</td>
<td>41,105</td>
<td>48,577</td>
</tr>
<tr>
<td>2016</td>
<td>79,608</td>
<td>44,400</td>
<td>41,105</td>
<td>49,495</td>
</tr>
<tr>
<td>2019</td>
<td>74,017</td>
<td>42,407</td>
<td>41,105</td>
<td>48,577</td>
</tr>
<tr>
<td>2022</td>
<td>69,125</td>
<td>40,410</td>
<td>41,105</td>
<td>46,392</td>
</tr>
<tr>
<td>2025</td>
<td>63,229</td>
<td>38,408</td>
<td>41,105</td>
<td>44,400</td>
</tr>
</tbody>
</table>
Projected Change in Adult Population by Race/Ethnicity (2010 - 2025)

- **White**
  - 2010: 162,990
  - 2025: 165,288

- **Hispanic**
  - 2010: 38,146
  - 2025: 58,034

- **Other Ethnicity**
  - 2010: 17,629
  - 2025: 22,119
INSTITUTIONAL OBJECTIVE 2.1

Given that our Goals will not change at this time, is an Objective related to the 24/40 Cohort capture rate still necessary?

Vote/ tally
INSTITUTIONAL OBJECTIVE 2.2

GOAL 2 - Institutional Objective 2.2: Increase the local high school capture rate by 2% annually

Local High School Capture Rate
Performance Goal
San Luis Obispo Public High School 12th Grade Enrollment and Graduates (Actual and Projected 2000/01 - 2019/2020)
SLO County High School College-Going Rates to Cuesta College (Actual and Projected 2001 -2012)
Given that our Goals will not change at this time, is an Objective related to local high school capture rates still necessary?

Vote/ tally
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.
INSTITUTIONAL OBJECTIVE 3.1

- Develop and distribute an institutional decision-making handbook that clarifies and documents the purpose, membership, meeting schedule, and reporting structure of its participatory governance and decision-making bodies.
INSTITUTIONAL OBJECTIVE 3.1

- Given that our Goals will not change at this time, is an Objective related to an institutional decision-making handbook still necessary?

- Vote/ tally
Assess participatory governance and decision-making structures and processes and revise as needed to ensure that the processes are effective, transparent, and include broad participation.
Given that our Goals will not change at this time, is an Objective related to assessing participatory governance and/or decision-making structures and processes still necessary?

Vote/ tally
San Luis Obispo County Community College District will implement, assess, and improve its integrated planning processes.
INSTITUTIONAL OBJECTIVE 4.1

- Train the internal community about the integrated planning processes
Given that our Goals will not change at this time, is an Objective related to training the internal community about the integrated planning process still necessary?

Vote/ tally
Complete all processes outlined in the San Luis Obispo County Community College District Integrated Planning Manual 2012 within the identified timelines.
Given that our Goals will not change at this time, is an Objective regarding completion of the Integrated Planning Manual processes still necessary?

Vote/ tally
San Luis Obispo County Community College District will strengthen its partnerships with local educational institutions, civic organizations, businesses, and industries.
INSTITUTIONAL OBJECTIVE 5.1

- Increase participation at district events for business and civic leaders
Given that our Goals will not change at this time, is an Objective related to participation of local business and civic leaders at district events still necessary?

Vote/ tally
INSTITUTIONAL OBJECTIVE 5.2

- Increase participation at Cuesta College events for K-12 districts and universities
INSTITUTIONAL OBJECTIVE 5.2

Give that our Goals will not change at this time, is an Objective related to participation of the K-12 district and universities at Cuesta College events still necessary?

Vote/ tally
S.L.O.C.C.C.D.

STRATEGIC PLAN 2014–2017

September 12, 2013 Workshop
Figure 1: The San Luis Obispo County Community College District Model of Integrated Planning depicts how the components in district planning processes connect to the mission and link to one another in a cycle of evaluation, development of challenges, goals and objectives, resource allocation, plan implementation, and re-evaluation.
Mission Statement

Cuesta College is an inclusive institution that inspires diverse student populations to achieve their educational goals.

We effectively support students in their efforts to improve foundational skills, transfer to four-year institutions, earn certificates or associate degrees, and advance in the workforce.
Mission Statement

Through dynamic and challenging learning opportunities, Cuesta College improves lives by promoting cultural, intellectual, and professional growth. We prepare students to become engaged citizens in our increasingly complex communities and world.
Strategic Plan 2014-2017 is under the current Educational Master Plan.

Challenges were identified and Institutional Goals established based on data cited in the 2011-2016 Educational Master Plan and Educational Master Plan Addendum.

Institutional goals do not change until new challenges are identified as associated with the 2016-2026 Educational and Facilities Master Plan.
Challenge 1: How can the District support students in their efforts to complete transfer requirements, degrees and certificates?

Challenge 2: How can the District best serve its changing community and potential pool of students?

Challenge 3: How can the District most effectively continue to serve students’ needs for higher education despite external pressures?
Institutional Goals

Goal 1: SLOCCCD will enhance its programs and services to promote students’ successful completion of transfer requirements, degrees, certificates, and courses.

Goal 2: SLOCCCD will build a sustainable base of enrollment by effectively responding to the needs of its local service area.
Institutional Goals

Goal 3: SLOCCCD will assess and improve the quality and effectiveness of its participatory governance and decision-making structures and processes.

Goal 4: SLOCCCD will implement, assess, and improve its integrated planning process.

Goal 5: SLOCCCD will strengthen its partnership with local educational institutions, civic organizations, businesses, and industries.
Review the Institutional Goals. (TODAY)

Review progress on achieving the Institutional Objectives. (TODAY)

Determine Institutional Objectives. (TODAY)

  Continue with Objective
  - If work on objective is complete and/or institutionalized, delete the objective.
  - If there is new compelling data related to the challenges identified for Institutional Goals, add an objective.

Note: Institutional Goals (under this EMP) do not necessarily have to have objectives in 2014-2017.
Determine assessments and action steps for the objectives for the next 3 years.

1. Recommend 2017-2017 Strategies (the particular approach/strategy to employ in order to best achieve the objective.) (TODAY)
2. 1st draft Objectives, Strategies, Rationale, and Action steps composed. (Strategic Planning Committee task force)
3. Draft revised/refined with responsible parties and Strategic Planning Committee members.
4. Draft circulated District-wide for review/comment.
Determine assessments and action steps for the objectives for the next 3 years. (continued)

- Final draft forwarded to College Council and Planning and Budget Committee.
- College Council distributes to constituents for review and comment.
- Planning and Budget consider feedback from review and make recommendation to Superintendent/President.
- If approved by Superintendent/President, Strategic Plan 2014-2017 is presented to Board of Trustees for information.
Guiding Principles

- Objectives are supported by data as associated with Institutional Goals.
- Strategies/ action steps are achievable and sustainable.
- Strategies/ action steps are chosen as the best means of achieving progress toward Institutional Objectives and ultimately, Institutional Goals.
Today’s Format

Planning Overview

- Review of Goals & voting on objectives - volunteer at each table to record votes

  - Break out into Objectives by Table
  - Table Leaders will facilitate discussion
  - Recommended strategies and rationale to be recorded on documents provided – for use by Strategic Planning Committee taskforce.
Thank-you!

Questions?