San Luis Obispo County
Community College District

SPRING 2012

PROGRESS REPORT

on the San Luis Obispo County Community College District
Strategic Plan 2010-2013 and Operational Plans

San Luis Obispo Campus    North County Campus    South County Center    Distance Education
San Luis Obispo County Community College District Vision, Mission, and Values

Vision
Cuesta College is dedicated to accessible, high-quality education for the support and enhancement of student success, professional development, and the community we serve.

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

We effectively support students in their efforts to improve foundational skills, 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.

Values
Access, Success, and Excellence

Mission Statement revised May 2013.
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Introduction

The San Luis Obispo County Community College District Strategic Plan 2010-2013 Progress Report documents progress made on the 2010-2013 Strategic Plan. The Progress Report includes an assessment for each strategic goal and describes the progress made on each action step, including responsible parties and supporting evidence. Progress assessments describe how effective the action steps were in moving the district toward achievement of the Institutional Goals. Also included are progress summaries for two operational plans – the San Luis Obispo County Community College District Technology Plan and the San Luis Obispo County Community College District Enrollment Management Plan.

Background

The San Luis Obispo County Community College District Strategic Plan 2010-2013 was written the year before the San Luis Obispo County Community College District Educational Master Plan 2011-2016 was finalized. Since that document was completed, an Addendum has been developed that establishes Institutional Goals for the district. A total of two strategic plans will be developed under the umbrella of the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 and San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum, using the Institutional Goals identified in the Addendum. Based on the district’s assessment of the SLOCCCD Strategic Plan 2010-2013 and recommendations from the Accrediting Commission for Community and Junior Colleges, the format and planning terms have been updated for the San Luis Obispo County Community College District Strategic Plan 2012-2014. The second strategic plan to be developed will be the San Luis Obispo County Community College District Strategic Plan 2014-2016. The district intends to shift to a three-year cycle for strategic plans beginning in 2016 as described in the San Luis Obispo County Community College District Integrated Planning Manual.

Executive Summary

For the purposes of the San Luis Obispo County Community College District Spring 2012 Progress Report, the district is providing documented assessment results of the 2010-2013 Strategic Plan to communicate matters of quality assurance to district constituencies.

The San Luis Obispo County College District made significant progress on its San Luis Obispo County Community College District Strategic Plan 2010-2013. The progress report reveals areas of strength and areas that require further institutional attention.

Improvements have been made in: participatory governance, master and operational planning, institutional effectiveness, student access and success support, increased resource development and community relations, support of all district sites, and professional development for faculty and staff. Several key strategies will be forwarded to the San Luis Obispo County Community College District Strategic Plan 2012-2014. Those strategies include: finalizing changes to the committee and decision making structure; ensuring the highest level of access and success for students who require basic skills, desire to transfer and/or desire to pursue a career/technical education; and increasing resources and fostering community relationships.
Researching and producing the San Luis Obispo County Community College District Spring 2012 Progress Report led to recommended modifications to the strategic plan format for future planning cycles. Specific recommendations included defining more focused strategic goals, identifying objectives that are measureable, narrowing the action steps and assigning responsible parties at the action step level. All of these recommendations have been incorporated into the San Luis Obispo County Community College District Strategic Plan 2012-2014.

The following report contains:

• A brief compilation of the San Luis Obispo County Community College District Strategic Plan 2010-2013 Progress Assessments culled from the full description of progress reports.
• A progress summary for the San Luis Obispo County Community College District Enrollment Management Plan 2011-2012.
• A progress summary for the San Luis Obispo County Community College District Technology Plan 2012-2017.
• A full description of progress on the San Luis Obispo County Community College District Strategic Plan 2010-2013 (See Appendix A).
• Evidence supporting progress made for each Strategic Goal (See Appendix B).

The Accrediting Commission for Community and Junior Colleges standard most relevant to the development of planning is:

I. B. Improving Institutional Effectiveness

The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key processes and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.

1. The institution maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.

2. The institution sets goals to improve its effectiveness consistent with its stated purposes. The institution articulates its goals and states the objectives derived from them in measurable terms so that the degree to which they are achieved can be determined and widely discussed. The institutional members understand these goals and work collaboratively toward their achievement.

3. The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and reevaluation. Evaluation is based on analyses of both quantitative and qualitative data.

4. The institution provides evidence that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.
SAN LUIS OBISPO COUNTY COMMUNITY COLLEGE DISTRICT
SPRING 2012 PROGRESS REPORT

PROGRESS ASSESSMENTS
Strategic Direction One: Participatory Governance
Improve the participatory governance process by reinforcing internal communication, collective responsibility and accountability when making institutional decisions.

Strategic Goal 1.A: San Luis Obispo County Community College District will assess and improve its participatory governance processes for decision making.

Progress Assessment: All action steps for Strategic Goal 1.A have been completed. The systematic process for assessing, analyzing and updating Board policies and administrative procedures has been institutionalized and assigned to the Superintendent/President and Board of Trustees. This will ensure the updating and development of Board of Trustee policies and administrative procedures.

Strategic Goal 1.B: San Luis Obispo County Community College District will review and update the College-wide committee structure.

Progress Assessment: The first two action steps were completed for Strategic Goal 1.B. The district held a leadership retreat to review and gather input across all constituent groups for the purpose of assessing and improving the district-wide committee structure. Based on the retreat analysis and follow-up survey results, a draft proposal for committee restructuring was submitted to the Superintendent/President and Academic Senate President. This moved the district forward in reviewing and updating the district-wide committee structure.

Participatory governance has been carried forward in the San Luis Obispo County Community College District Strategic Plan 2012-2014 under Institutional Goal 3, Institutional Objectives 3.1 and 3.2.

Strategic Direction Two: Integrated Operational Planning
Assess and improve the institution’s integrated planning process to ensure that San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

Strategic Goal 2.A: San Luis Obispo County Community College District will create a functional, integrated planning system unified by a common set of assumptions and well-defined procedures.

Progress Assessment: Goal 2.A was met. San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 provided guidance on integrated planning and laid the groundwork for future planning. Subsequently, the district determined that further refinement and clarification of integrated planning was needed. The district developed an Addendum to the SLOCCCD Cuesta College Educational Master Plan 2011-2016 that includes the
model for decision making, reference to the Integrated Planning Model, and establishes Institutional Goals and Objectives, which form the basis for the San Luis Obispo County Community College District Strategic Plan 2012-2014. The Integrated Planning Model, located in the San Luis Obispo County Community College District Integrated Planning Manual, delineates the process for institutional planning, the steps to be taken and the timelines to be followed. The Manual also includes appropriate assessment tools and a cycle to follow.

**Strategic Goal 2.B:** San Luis Obispo County Community College District will review the 2001-2011 Educational and Facilities Master Plan and update the Educational portion of the Master Plan.

**Progress Assessment:** The San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 was completed as scheduled. Subsequent assessment of the Master Plan resulted in adding an addendum to the SLOCCCD Cuesta College Educational Master Plan 2011-2016 with identified challenges and resulting Institutional Goals to drive the strategic planning process. The assessment also resulted in the re-alignment of the planning process to acknowledge the Strategic Plan as primarily driving the operational plans including the San Luis Obispo County Community College District Technology Plan 2012-2017, the San Luis Obispo County Community College District Enrollment Management Plan 2011-2012 and the San Luis Obispo County Community College District Long-Term Fiscal Plan 2012-2016. The only other Master Plan, the San Luis Obispo County Community College District Facilities Master Plan 2011-2021 is developed in concert with information provided in the Educational Master Plan. The San Luis Obispo County Community College District Resource Development Plan 2012-2013 is acknowledged as the work of the Foundation. The San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015 is a mandated plan.

**Strategic Goal 2.C:** San Luis Obispo County Community College District will review the San Luis Obispo County Community College District Educational and Facilities Master Plan 2001 and update the Facilities portion of the Master Plan setting forth its major facility priorities, which will be aligned with the district’s mission, vision, values, and master and operational plans.

**Progress Assessment:** The San Luis Obispo County Community College District Facilities Master Plan 2011-2021 was completed using San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 content and the Institutional Goals identified in the San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum.

**Strategic Goal 2.D:** San Luis Obispo County Community College District will develop a Technology Master Plan.

**Progress Assessment:** Goal 2.D was achieved with the completion of the San Luis Obispo County Community College District Technology Plan 2012-2017 in early spring 2012. The SLOCCCD Technology Plan 2012-2017 was revised to an operational plan, rather than a master plan, as a result of district dialog and assessment, subsequent to the completion of the 2010-2013 Strategic Plan.
Strategic Goal 2.E: San Luis Obispo County Community College District will develop a Long-Term Fiscal Plan.

Progress Assessment: The San Luis Obispo County Community College District Long-Term Fiscal Plan 2012-2016 was completed in late spring 2012. The Plan effectively ties together four primary fiscal challenges with the district’s integrated planning processes. Consultations on the Plan led to new operational checks and balances.

Strategic Goal 2.F: San Luis Obispo County Community College District will develop an Equal Employment Opportunity (EEO) Plan.

Progress Assessment: The San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015 was completed in late spring 2012. The Plan addresses components as identified by the Community College Chancellor’s Office SLOCCCD Equal Employment Opportunity Plan 2012-2015 model and as required by Title 5. An Equal Employment Opportunity Plan does not normally address many of the human resources issues listed under Strategic Goal 1.F such as guidelines for promotion, classification, overtime, recognition and discipline. It was determined that items outside the scope of an Equal Employment Opportunity plan would be not be included.

Strategic Goal 2.G: San Luis Obispo County Community College District will develop an Enrollment Management Plan.

Progress Assessment: Goal 2.G was achieved with the completion and assessment of the San Luis Obispo County Community College District Enrollment Management Plan 2011-2012. Beyond the completion of the SLOCCCD Enrollment Management Plan 2011-2012, the Enrollment Management Committee assisted in the identification of action steps for strategic objectives related to building a sustainable base of enrollment and promoting student success in the San Luis Obispo County Community College District Strategic Plan 2012-2014. The committee is poised to incorporate these action steps in the San Luis Obispo County Community College District Enrollment Management Plan 2012-2014 Update.

Strategic Goal 2.H: San Luis Obispo County Community College District will develop a Resource Development Plan.

Progress Assessment: Goal 2.H was achieved with the completion of the San Luis Obispo County Community College District Resource Development Plan 2012-2013. Progress on Strategic Direction 5.A, Advancement of Programs and Services, laid the groundwork for the SLOCCCD Resource Development Plan 2012-2013; specifically the completion of two surveys, one with donors and alumni and the second with the general community. Assessment of the district’s integrated planning process provided clarification that the SLOCCCD Resource Development Plan 2012-2013 is not technically a district plan, but a Cuesta College Foundation Plan created in consultation with the district.
**Strategic Goal 2.I:** San Luis Obispo County Community College District will annually assess the Institutional Program Planning and Review Template and process and implement improvements.

**Progress Assessment:** This goal was fully realized. The district completed the full cycle of assessment and improvement of Institutional Program Planning and Review in 2010-2011, and continued the same cycle in 2011-2012. The ongoing assessment process is detailed in the San Luis Obispo County Community College District Integrated Planning Manual.

**Strategic Direction Three: Institutional Effectiveness**
Develop a sustainable process for assessing and validating institutional effectiveness to foster College-wide excellence to ensure the highest level of service possible to students and the community.

**Strategic Goal 3.A:** San Luis Obispo County Community College District will develop a sustainable process for assessing and validating institutional effectiveness to foster College-wide excellence.

**Progress Assessment:** The first three action steps for Strategic Goal 3.A have been completed with the balance of the action steps institutionalized and assigned to the Institutional Effectiveness Committee. An Institutional Effectiveness Committee was established by reconstituting the former Institutional Research Committee. Institutional Effectiveness assessment tools have been identified and placed onto an institutional assessment schedule. Institutional Learning outcomes have been developed and assessed as of May 2012. A formal Institutional Effectiveness Recommendation Template has been developed and implemented to notify areas of the district that need improvement.

**Strategic Direction Four: Student Access and Success**
Ensure the highest level of access and success for students who require basic skills, desire to transfer and/or desire to pursue a career/technical education.

**Strategic Goal 4.A:** Assess, improve and implement enrollment management strategies and focused schedule development to sustain and improve student access and success.

**Progress Assessment:** Goal 4.A planning for improved enrollment has occurred. The development of the San Luis Obispo County Community College District Enrollment Management Plan 2011-2012 and San Luis Obispo County Community College District Enrollment Management Plan 2012-2014 Update and refinement of the committee composition led to improved reflective dialogue across the district. Student Services developed tools to assess transfer and career support services and made improvements as a result. Modification to the registration web tool improved student access to information and clarified the district’s course schedule. However, the analysis of scheduling that addresses student needs in order to meet their educational goals in a reasonable time frame has not been systematized.
Semester-by-semester course sequencing and assessment of course scheduling for completion of transfer requirements and degree completion is carried forward to the San Luis Obispo County Community College District Strategic Plan 2012-2014 under Institutional Goal 1, Institutional Objectives 1.1 and 1.2.

**Strategic Goal 4.B:** San Luis Obispo County Community College District will support highly coordinated English as a second Language and developmental education programs by increasing support services and developing effective assessment.

**Progress Assessment:** Discrete elements of Goal 4.B were met. Progress is documented in committee organization, the refinement of Institutional Effectiveness Outcomes and the redesign of assessment and placement practices in English as a Second Language, English and Math. However, the over-arching intent of the goal, the systemization of assessment and data collection to determine barriers to student success, was not fully realized.

The intent of the remaining action steps related to identifying institutional and instructional barriers has been carried forwarded to San Luis Obispo County Community College District Strategic Plan 2012-2014 under Institutional Goal 1, Institutional Objectives 1.4 and 1.5.

**Strategic Goal 4.C:** San Luis Obispo County Community College District will assess and make improvements to student services to facilitate an increase in the number of students who transfer to a four-year institution or who complete a degree or certificate program.

**Progress Assessment:** Significant progress was achieved for each action step in Goal 4.C. In the process, much dialogue occurred in small workgroups, department meetings and committee meetings. The creation of two student success centers demonstrates the district-wide commitment to student access and success. Counseling achieved the proficient level with its Student Learning Outcomes development, assessment, analysis and resulting program changes. The data referenced in Goal 4.C action steps were assigned as district’s Institutional Effectiveness Outcomes as monitored and presented by the Institutional Research Office.

The broader intent of improving students’ success in transferring to a four-year institution or completing a degree has been forwarded to San Luis Obispo County Community College District Strategic Plan 2012-2014 under Institutional Goal 1, Institutional Objectives 1.1 and 1.2.

**Strategic Goal 4.D:** San Luis Obispo County Community College District will create a sustainable infrastructure to support a Distance Education (DE) program that will deliver quality curricula and support student access and success.

**Progress Assessment:** The district made substantial progress in achieving the majority of action steps outlined for Goal 4.D within the identified timeline. Technical support for Distance Education was identified, a new Learning Management System was adopted and a Distance Education budget line item was created. However, assessing student satisfaction with the support for Distance Education courses did not occur.
The delivery of quality Distance Education curricula has been carried forward to Institutional Goal 1, Institutional Objective 1.3.

**Strategic Goal 4.E:** San Luis Obispo County Community College District will assess and improve student access to and success in achieving Career Technical degrees and certificates.

**Progress Assessment:** All action steps were met in Goal 4.E with significant progress documented in the completion of this goal. Workforce analysis was conducted, improvements to programs, facilities and student support made through grant funding, course sequencing addressed for Gainful Employment certificates, and multiple assessments conducted.

**Strategic Direction Five: Advancement of Programs and Services**
Increase resources and foster community relationships as an institutional necessity to sustain and advance excellence in programs and services.

**Strategic Goal 5.A:** In partnership with the Cuesta College Foundation, the San Luis Obispo County Community College District will develop, prioritize, and leverage resources and community relationships to implement the initiatives and strategies identified in the San Luis Obispo County Community College District Strategic Plan 2010-2013.

**Progress Assessment:** The district made substantial progress in achieving Strategic Goal 5. The majority of the action steps were achieved and the remaining two action steps were evaluated, with a determination not to pursue at this time. Progress under this goal describes two completed surveys, one with donors and alumni and the second with the general community, that position the district to move forward more effectively in fostering community relationships with the anticipated outcome of additional resources for the district. The progress made on these goals also added context for the San Luis Obispo County Community College District Resource Development Plan 2012-2013.

Strengthening partnerships with local educational institutions, civic organizations, business and industries have been forwarded to the San Luis Obispo County Community College District Strategic Plan 2012-2014 as Institutional Goal 5, Institutional Objectives 5.1 and 5.2.
Strategic Direction Six: Multiple-Site College
Ensure students, staff and faculty have access to appropriate levels of instructional and student support services at all College locations, including Distance Education.

Strategic Goal 6.A: Cuesta College will modify and align its institutional plans and strategies to reflect the vision of a single-college, multiple-site institution.

Progress Assessment: Documented progress under Goal 6 reflects that the district responded positively to the general intent of the goal. The district made a commitment to conduct student surveys and new attention was given to denoting campus sites on information for the public. Regional differences identified in the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 environmental scan data guide the district in terms of marketing, student access and student success.

Strategic Goal 6.B: San Luis Obispo County Community College District will provide appropriate facilities needed for instructional and student services at its North County Campus and South County Center.

Progress Assessment: The district realized all of the action steps identified in Goal 6.B within the 2010-2012 timeframe. The South County Center initiative was unsuccessful, whereas the North County Campus Learning Resource Center was completed and brought on line. From this point forward, the San Luis Obispo County Community College District Facilities Master Plan 2011-2021 addresses the on-going work of identifying appropriate facilities for both the North County Campus and the South County Center.

Strategic Goal 6.C: San Luis Obispo County Community College District will ensure that assignments, workload, and opportunities to participate in College life for all employees are comparable at all College sites.

Progress Assessment: The district demonstrated significant progress, in the form of operational changes, toward the action steps outlined in Goal 6.C. The Superintendent/President gave new attention to regularly posting information electronically and using telecommunication in order to accommodate variable employee work schedules and site assignments.
Strategic Direction Seven: Professional Development
Commit to excellence in teaching, student learning, and scholarship by increasing professional development opportunities and support for faculty, staff, and managers

**Strategic Goal 7.A:** San Luis Obispo County Community College District will foster and support professional development opportunities for faculty members.

**Progress Assessment:** Review of the documented progress indicates that the district did move forward in terms of fostering and supporting faculty professional development. Both Cuesta College Foundation funds and district general funds were allocated in support of identified faculty professional development needs including conference attendance, professional development facility modification and faculty release time for peer training.

Faculty professional development has been carried forward in San Luis Obispo County Community College District Strategic Plan 2012-2014 as training associated with Institutional Goal 1, Institutional Objectives 1.4.2 and 1.5.2; Institutional Goal 4, Institutional Objectives 4.1.1 and 4.2.1.

**Strategic Goal 7.B:** San Luis Obispo County Community College District will foster professional development opportunities for staff and managers.

**Progress Assessment:** Strategic Goal 7.B was written in general terms as were the action steps, however, review of the documented progress indicates that the district did move forward in terms of fostering and supporting staff and management professional development. The district decision, even in economically challenging times, to send staff to key conferences and to provide district in-service training supported the mission of the district. Two groups, the staff and management professional development committees, addressed this goal.

Staff and management professional development has been carried forward in San Luis Obispo County Community College District Strategic Plan 2012-2014 as training associated with Institutional Goal 4, Institutional Objectives 4.1.1 and 4.2.1.
SAN LUIS OBISPO COUNTY COMMUNITY COLLEGE DISTRICT 2011-2012 ENROLLMENT MANAGEMENT PLAN PROGRESS SUMMARY

The 2010-2013 Enrollment Management Plan was approved by the Board of Trustees June 2011. Since approval of this document the Enrollment Management Committee has worked to accomplish the objectives (formerly known as “goals” set forth in the plan).

The Enrollment Management Committee reviews and updates its important mission statement and purpose statement each year to ensure it is in alignment with the Institutional Goals set forth in the San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum, San Luis Obispo County Community College District Strategic Plan 2010-2013, Core Principles and all other operational plans.

With the objective of supporting the Institutional Goals and Strategic Plan, the Enrollment Management Committee developed the following objectives to enhance, increase, monitor and, when necessary, regulate the enrollment of targeted student populations. Listed below are the objectives then called “Enrollment Management Committee Goals” for 2011-2012 and an assessment of progress.

Objective 1 (Formerly Enrollment Management Committee Goal 1): Assess and develop the annual Enrollment Management Plan to achieve optimal recruitment, retention, and success rates.

Progress Assessment: The action step for Objective 1 has been completed. The following steps were taken:

- The Enrollment Management Committee created a task force to facilitate the development of the Enrollment Plan.
- This objective was completed. The committee completed the Enrollment Management Plan in May 2011.
- The plan was taken to the Board of Trustees for review and approval in June of 2011.
- The systematic process for assessing, analyzing and updating the plan has not been fully realized or institutionalized.
- The Enrollment Management Committee will continue to work towards this end.

Objective 2 (Formerly Enrollment Committee Goal 2): Analyze enrollment and scheduling patterns to determine the ability of students to complete educational goals in a reasonable time.

Progress Assessment:

- The Enrollment Management Committee’s membership includes individuals throughout the campus community with significant representation from Academic Affairs and Student Services.
- On-going work of the Enrollment Management Committee involves a continual analysis of the enrollment and scheduling patterns to determine FTES targets for each semester and the ability of students to complete education goals in a reasonable time.
- Further work must be completed to address objective #2 under this goal which is to identify the barriers associated with educational program completion and recommend possible solutions.
Objective #3 under this goal which calls for recommending the appropriate FTES targets for each term was completed. This work will include:

- Additional development of degrees under the SB 1440 requirements for transfer to a CSU and alternative pathways for degree or certificate seekers who struggle with basic skills courses, etc will also continue.

Objective 3 (Formerly Enrollment Management Committee Goal 3): Approve the Enrollment Management Committee Mission Statement, Goals, and Annual Assessment Process, ensuring that it supports the Strategic and Educational Master Plans.

Progress Assessment:

- The objective to develop a revised mission statement, goals, and annual assessment process was completed.
- The Enrollment Management Committee reviews the mission statement, goals and annual assessment process on an annual basis to ensure they support the Strategic and Educational Master Plans.
- The Enrollment Management Committee works closely with the Director of Institutional Research to ensure an annual assessment and evaluation of the committee’s work is completed.
- Based on the results of the evaluation, changes are made to further support student success and retention as it relates to the work of the Enrollment Management Committee.

Objective 4 (Formerly Enrollment Management Committee Goal 4): Identify institutional research parameters, related technology, and fiscal impact needed to make informed decisions and measure outcomes consistent with the Enrollment Management Goals.

Progress Assessment:

- This goal was partially completed. The Director of Institutional Research is a member of the Enrollment Management Committee. His expertise is utilized to make available to the Enrollment Management Committee daily enrollment, FTES and headcount reports; fill rates; course offerings, student characteristics, demographic and regional changes, and other necessary data important to the decision-making process and measuring of outcomes consistent with Enrollment Management goals.
- Members of the Enrollment Management Committee request new data depending on the issues being discussed.
- Action Step #1 called for the prioritization and a complete implementation of Banner was partially completed in that Legacy data was moved to Banner.
- Action Step #2 called for research data elements to be used by other institutions and required an evaluation of best practices, needs to be further explored.
- Action Step #3 called for the identification and documentation of necessary data elements to assist the Enrollment Management Committee in making informed decisions, was partially fulfilled as explained above.
- Action Step #4 called for an evaluation of qualitative and quantitative data by location in regard to enrollment efficiency, average class size, closed class demand, day/time students prefer and community need, was partially fulfilled and needs to be further explored.
• Action #5 called for the identification, documentation and analysis of institutional research focused on student persistence and retention, particularly with emphasis on student equity, first-year student experience and pre-district and ESL skill attainment, was partially fulfilled and needs further exploration.

Objective 5 (Formerly Enrollment Management Goal 5): Review the committee mission statement, purpose statement, goals, and implement improvements on an annual basis.

Progress Assessment: The objective under this goal was to establish a timeline to review and revise the committee’s mission, purpose, and goals. This goal was completed.
• The Enrollment Management Committee reviews the mission statement, purpose statement, goals and implements improvements on an annual basis.

Objective 6 (Formerly Enrollment Management Goal 6): Identify data research, related technology, and fiscal resources needed to make informed recommendations to the Planning and Budget Committee regarding student recruitment, student success, student retention, and the allocation of resources for student services.

Progress Assessment: This goal was partially completed. The objectives here are the same as what was stated for Objective #4.
• As stated in Objective #4, the Director of Institutional Research is a member of the Enrollment Management Committee. His expertise is utilized to make available to the Enrollment Management Committee daily enrollment, FTES and headcount reports, fill rates, course offerings, student characteristics, demographic and regional changes, and other necessary data important to the decision-making process and measuring of outcomes consistent with the Enrollment Management Goals, in addition
• Members of the Enrollment Management Committee request new data depending on the issues being discussed.
• The Vice President of Administrative Services and the Director of Fiscal Resources attend Enrollment Management Committee meetings on a regular basis to give updates on fiscal matters that inform the development of FTES targets that in turn become recommendations to Planning and Budget and to the President/Superintendent.
SAN LUIS OBISPO COUNTY COMMUNITY COLLEGE DISTRICT TECHNOLOGY PLAN 2012-2017
PROGRESS SUMMARY

The San Luis Obispo County Community College District Technology Plan 2012-2017 was approved by the Board of Trustees February 1, 2012. In addition to working on these initiatives, the Technology committee has been supporting the integrated planning effort by developing the process and timelines for the following:

- Timeline and process for Technology Committee prioritizing IPPR Technology Tab requests
- Timeline and process for review of Technology Plan activities
- Timeline and process for review of the entire Technology Plan
- Timeline and process for updating the Annual Technology Plan and Review

Initiative #1: The student experience at Cuesta incorporates instruction in current technology. The experience includes the necessary support resources for both online and face-to-face courses.

Progress Assessment: On March 23, 2012, Academic Senate passed the following Institutional Learning Outcome:

Technological and Informational Fluency
  a. Recognize when information is needed, and be able to locate, evaluate, and utilize diverse sources effectively and ethically
  b. Produce and share electronic documents, images, and projects using modern software and technology

Initiative #2: All classrooms at all locations have an appropriate configuration of multi-media support for instruction and learning.

Progress Assessment: All classrooms in the North County Learning Resource Center went through a process to standardize the technology and user interface to the systems. Work still needs to be done for classrooms at the San Luis Obispo campus and other classrooms at the NC campus.

Initiative #3: San Luis Obispo County Community College District has integrated student support systems to minimize hurdles to matriculation (admissions, orientation, assessment and testing, counseling, and student follow-up), and goal completion (certificate, graduation, transfer).

Progress Assessment: No work started

Initiative #4: The San Luis Obispo County Community College District primary technology is sustained by an annual centralized budget independent of the IPPR process and designed to maintain inventory and staffing at a standard which serves the work of the district.

Progress Assessment: The San Luis Obispo County Community College District Integrated Planning Manual shows that both Operational Plans and the Institutional Program Plan and Review (IPPR) are used to prioritize resource allocation. In addition, at the April 17 Planning and Budget meeting the committee approved a new budget assumption for the 2012-2013 fiscal year stating that a budget line to support technology will be added.
**Initiative #5:** The San Luis Obispo County Community College District campus network infrastructure meets current and anticipated work needs and is sufficiently funded and staffed.

**Progress Assessment:** In March 2012, the Cuesta College Foundation Board made a commitment of $100,000 annually to support the initiatives in the SLOCCCD Technology Plan 2012-2017. In addition the Cuesta College Foundation allocated one-time funds of $52,000. The Technology Committee approved and the Planning and Budget Committee endorsed an allocation of 70% of all technology dollars annually be used for network infrastructure over the next 3 years to help in making progress on this initiative. This is not yet fully funded.

Cost models, which includes current inventory, for the following have been developed and are used in determining the level of on-going funding that is needed:

- Computers (instructional and non-instructional)
- Classroom multi-media systems
- Servers
- Network infrastructure (switches, wired and wireless access)

**Initiative #6:** Network applications are consistently available to users.

**Progress Assessment:** In Spring 2012 Cuesta opened a new Learning Resource Center at the North County Campus. This building includes the permanent data center which includes servers, storage and the main data switch for that campus. This project and building provides the location and some initial funding to improve Cuesta’s data recovery capability.

**Initiative #7:** The San Luis Obispo County Community College District data and network servers are protected against security breaches.

**Progress Assessment:** No new work has been started. Cuesta continues to keep systems updated and monitored in order to minimize the likelihood of security breaches.

**Initiative #8:** San Luis Obispo County Community College District is wirelessly accessible in all areas of all buildings on all campuses.

**Progress Assessment:** The Technology Committee has allocated funds for FY 2012-2013 to implement wireless in some buildings. The North County Learning Resource building that opened in Spring 2012 has wireless access throughout.

**Initiative #9:** The district evaluates current and emerging technologies and incorporates those which will improve institutional effectiveness and student learning.

**Progress Assessment:** An example: Through a grant from the Cuesta College Foundation awarded during the 2011-2012 Academic year, the Technology Committee made tablets available to employees in order to evaluate how they could be used in the classroom or the workplace. Tablets were checked out by employees the first week of April, 2012. The Professional Development committees are involved in the assessment tool of this project.
The North County Learning Resource building that opened Spring 2012 has Mac computers that will support both Mac and Windows operating systems in order better meet the needs of the students with limited funding and space.

**Initiative #10:** The district’s website is regularly updated and accessible by all platforms, including smart phones and tablets. Internal portals are easily navigated.

**Progress Assessment:** The new web site is scheduled to launch September 2012.

**Initiative #11:** The Learning Management System (LMS) is accessible by mobile devices such as smart phones and tablets.

**Progress Assessment:** The Learning Management System is scheduled to launch July 2012.

**Initiative #12:** San Luis Obispo County Community College District provides appropriate technology training in order to accomplish necessary job-related responsibilities.

**Progress Assessment:** Cuesta continues to provide relevant training for faculty and staff. An example of recent, training that is being provided to faculty and staff on the new feature of Banner: train on new waitlist feature in Banner (see Initiative # 14) that is being implemented starting Summer 2012, Admissions and Records is attending all Division meetings to distribute training materials and answer any questions faculty may have. Training materials are available on the web site for access going forward.

**Initiative #13:** The district provides training for new and existing instructional technology, including Cuesta’s learning management system and other online instructional tools.

**Progress Assessment:**
- Six full-day trainings were offered on campus via contract with the @One Trainers Bureau: three in Fall 2011, three in Spring 2012.
- The Learning Management System Administrator, the Technology Trainer, and the Instructional Assistant in the Open Lab all completed basic Moodle training offered by Remote-Learner.
- Two faculty have been reassigned to the Technology Resource instructor position (one at 60%, one at 40%) for Spring 2012 and for the 2012-13 academic year.
- The faculty in the Technology Resource instructor position offer scheduled training workshops and individual consultations. Schedule is posted for Spring 2012; Summer and Fall schedules to follow.

**Initiative #14:** San Luis Obispo County Community College District will maximize the capacity of Banner to improve processes and data collection.

**Progress Assessment:**
- For Summer 2012 registration, Cuesta is implementing the registration waitlist feature in Banner.
- Starting July 1, Cuesta will pilot test using the Web Time Entry for temporary employees with a single department.
• Starting Summer 2012, Fiscal Services will implement ability for budget managers to review their budgets via Banner Self-Serve system.
• Computer Services is in the process of hiring a new programming position.

**Initiative #15:** San Luis Obispo County Community College District will consolidate the number of student computer stations to match student demand with instructional necessity, while simultaneously improving the level and support for student computing.

**Progress Assessment:** Reducing the number of student computers is part of Cuesta’s 2012-2013 budget reduction plan. Initial meeting between Computer Services and Vice President and Deans of Academic Affairs has occurred to discuss steps to achieve this goal. A meeting with all Division Chairs, Deans, VP of Academic Affairs and Computer Services management has happened with some proposals to help meet the goal. A meeting with Student Services management is being scheduled.
APPENDIX A

Progress Reports on 2010-2013 Strategic Directions

**Strategic Direction One: PARTICIPATORY GOVERNANCE**

Improve the participatory governance process by reinforcing internal communication, collective responsibility and accountability when making institutional decisions.

**Strategic Goal: 1.A**

San Luis Obispo County Community College District will assess and improve its participatory governance processes for decision making to update old and develop new district policies and procedures.

**Progress Assessment:** All action steps for Strategic Goal 1.A have been completed. The systematic process for assessing, analyzing and updating Board policies and administrative procedures has been institutionalized and assigned to the Superintendent/President and Board of Trustees. This will ensure the updating and development of Board of Trustee policies and administrative procedures.
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<tr>
<th>Action Step for Strategic Goal 1.A</th>
<th>Responsible Party</th>
<th>Progress</th>
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<tbody>
<tr>
<td>1.A.1 Develop a calendar that identifies timelines for the systematic review and updating of Board of Trustees policies and administrative policies. (December 2010)</td>
<td>Superintendent/President</td>
<td>Completed Fall 2010 Calendar for review of policies developed and approved by the Board of Trustees October 6, 2010.</td>
</tr>
<tr>
<td>1.A.2 Assess and propose improvements to the institutional process for the review, updating and approval of Board of Trustees policies and administrative procedures. (December 2010)</td>
<td>Superintendent/President</td>
<td>Completed Spring 2011 Revision of Board Policy 2410 developed Vetted with Administration, Academic Senate and College Council Approved by Board of Trustees March 9, 2011.</td>
</tr>
<tr>
<td>1.A.3 Develop and submit a formal written process and flowchart for Board policy review to the Academic Senate for review and input. (December 2010)</td>
<td>Superintendent/President</td>
<td>Completed Spring 2010 Process and flowchart developed simultaneously with Board Policy 2410 and Administrative Policy 2410 Approved by Board of Trustees March 9, 2011.</td>
</tr>
<tr>
<td>1.A.4 Develop and implement a regular cycle of assessment of the Board policy review process. (June 2011)</td>
<td>Superintendent/President</td>
<td>Institutionalized and assigned to the President/Superintendent and Board of Trustees Spring 2011 Assessment developed and discussed with the Board of Trustees June 2011.</td>
</tr>
</tbody>
</table>
**Strategic Direction One: PARTICIPATORY GOVERNANCE**

Improve the participatory governance process by reinforcing internal communication, collective responsibility and accountability when making institutional decisions.

**Strategic Goal 1.B**

San Luis Obispo County Community College District will review and update the district-wide committee structure, in order to improve committee efficiency and effectiveness related to participatory governance and decision making.

**Progress Assessment:** The first two action steps were completed for Strategic Goal 1.B. The district held a leadership retreat to review and gather input across all constituent groups for the purpose of assessing and improving the district-wide committee structure. Based on the retreat analysis and follow-up survey results, a draft proposal for committee restructuring was submitted to the Superintendent/President and Academic Senate President. This moved the district forward in reviewing and updating the district-wide committee structure.

Participatory governance has been carried forward in the San Luis Obispo County Community College District Strategic Plan 2012-2014 under Institutional Goal 3, Institutional Objectives 3.1 and 3.2.

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<tr>
<th>Action Step for Strategic Goal 1.B</th>
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<tbody>
<tr>
<td>1.B.1 Convene a College leadership retreat with representation across constituent groups to develop and propose a revised institutional committee structure and committee composition. (October 2010)</td>
<td>Superintendent/President and Academic Senate</td>
<td>Completed September 2010 Strategic Planning Committee forms leadership retreat subcommittee. January 13, 2011 Leadership retreat held with sixty participants including representation across all constituent groups. The intent of Action Step 1.B.1 was to convene the leadership retreat and begin the process of developing and revising the institutional committee structure and composition. Developing a proposal for a revised committee structure is Action Step 1.B.2.</td>
</tr>
<tr>
<td>1.B.2 Submit the revised proposed committee structure and composition for Academic Senate review and input. (October 2010)</td>
<td>Superintendent/President and Academic Senate</td>
<td>Completed Fall 2011 Institutional Effectiveness Committee formed by reconstituting Institutional Research Committee – to acknowledge expanded role.</td>
</tr>
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<td></td>
<td>February 2012 Draft proposal on committee restructuring submitted to Superintendent/President and Academic Senate President. Spring 2012 District Committee End of Year Reports recommend the dissolution of three (3) committees due to inactivity: Expanding Your Horizons, Learning Comments and Marketing Advisory Committees.</td>
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<tr>
<td>1.B.3 Submit the revised proposed committee structure for review and approval to the Superintendent/President followed by submission to the Board of Trustees for review, approval and adoption. (December 2010)</td>
<td>Superintendent/President and Academic Senate</td>
<td>Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014 Institutional Goal 3</td>
</tr>
<tr>
<td>1.B.4 Implement revised committee structure and procedure for the subsequent academic year. (April 2011)</td>
<td>Superintendent/President and Academic Senate</td>
<td>Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014 Institutional Goal 3</td>
</tr>
<tr>
<td>1.B.5 Convene a College leadership retreat with representation across constituent groups to assess the institutional committee structure and committee composition. (April 2012)</td>
<td>Superintendent/President and Academic Senate</td>
<td>Determined not to pursue in light of the plan for assessing decision-making and governance processes as stated in the San Luis Obispo County Community College District Integrated Planning Model 2012</td>
</tr>
</tbody>
</table>
Strategic Direction Two: INTEGRATED OPERATIONAL PLANNING
Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

Strategic Goal 2.A
San Luis Obispo County Community College District will create a functional, integrated planning system unified by a common set of assumptions and well-defined procedures that promotes continuous improvement of institutional effectiveness through an ongoing cycle of assessment, planning, resource allocation, implementation, and reassessment.

Progress Assessment: Goal 2.A was met. San Luis Obispo County Community College District Educational Master Plan 2011-2016 provided guidance on integrated planning and laid the groundwork for future planning. Subsequently, the district determined that further refinement and clarification of integrated planning was needed. The district developed an Addendum to the SLOCCCD Educational Master Plan 2011-2016 that includes the model for decision making, reference to the Integrated Planning Model, and establishes Institutional Goals and Objectives, which form the basis for the San Luis Obispo County Community College District Strategic Plan 2012-2014. The Integrated Planning Model, located in the San Luis Obispo County Community College District Integrated Planning Manual, delineates the process for institutional planning, the steps to be taken and the timelines to be followed. The Manual also includes appropriate assessment tools and a cycle to follow.

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<tr>
<th>Action Step for Strategic Goal 2.A</th>
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</table>
| 2.A.1 Determine who will be involved and what methods will be used to obtain feedback for development of the integrated planning process. (October 2010) | Assistant Superintendent/ Vice President Academic Affairs  
Assistant Superintendent/ Vice President Student Services  
Assistant Superintendent/ Vice President Administrative Services | Completed  
January 2011 Educational Master Plan Taskforce formed.  
January 2011 Educational Master Plan Taskforce approves a planning model with the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 as the center of integrated planning.  
March 2011 Taskforce determines to use the SLOCCCD Cuesta College Educational Master Plan 2011-2016 drive the operational plan.  
Spring 2011 Educational Master Plan co-chairs met with plan facilitators to coordinate information, data, directions, format and content. |
| 2.A.2 Gather feedback from stakeholder constituents of the College. (December 2010) | Assistant Superintendent/ Vice President Academic Affairs  
Assistant Superintendent/ Vice President Student Services  
Assistant Superintendent/ Vice President Administrative Services | **Completed**  
January 2011 - June 2011  
Twice, the President released drafts of the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 to and invited feedback from the entire district community. Individual faculty, staff, students, and community members reviewed and provided feedback to drafts of this plan, which were made available via the district website.  
Drafts of the plan presented to and feedback gathered from various cluster, division, department, and committee meetings, including the Planning and Budget committee.  
Cuesta College Academic Senate formally reviewed various drafts of the document, provided extensive feedback, and ultimately unanimously endorsed the plan.  
October 2011  
Finally, the San Luis Obispo County Community College Board of Trustees also provided input and formally approved the SLOCCCD Cuesta College Educational Master Plan 2011-2016. |
|---|
| 2.A.3 Assess feedback and disseminate information to appropriate groups, including those who gave the feedback and other constituents of the College. (December 2010) | Accreditation Liaison Officer | **Completed**  
Spring and Fall 2011  
The Educational Master Plan Taskforce reviewed information and feedback gathered as described above and made revisions to the Master Plan.  
February 2012  
The Superintendent/President shared the Accrediting Commission for Community and Junior Colleges letter of sanction with the district community and external stakeholders via internal email, meetings with key stakeholders and a public press conference.  
Feb. 6 and Feb. 29, 2012  
Broad discussion of Show Cause sanction and need for more effective integrated planning in district-wide forum provided opportunity for dissemination of information and district-wide feedback.  
February 15, 2012  
Accreditation Steering Committee and other groups met with Accrediting Commission for Community and Junior Colleges technical assistant to learn more about integrated planning. |
February 2012- In 2012, based on Show Cause Status and Accrediting Commission for Community and Junior Colleges letter, Visiting team report, Accreditation Steering Committee evaluation and two outside assessments, the district determined to develop an integrated planning manual separate from the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 and fully establish integrated planning in support of the district’s mission.

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<tr>
<th>2.A.4 Create first working draft of the integrated planning process. Implement the vetting process until a final working draft is completed. (March 2011)</th>
<th>Accreditation Liaison Officer</th>
<th>Completed</th>
<th>Spring 2011- Initial model for integrated planning included in the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 developed and integrated into the draft document. February 27-29, 2012- Accreditation Liaison Officer, Academic Senate President and the Accreditation Steering Committee, created an initial draft of the San Luis Obispo County Community College District Integrated Planning Manual, which was shared with all members of the district.</th>
</tr>
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<tbody>
<tr>
<td>2.A.5 Present final working draft to appropriate group(s) for feedback and approval (e.g. College Council). (April/May 2011)</td>
<td>Superintendent/President</td>
<td>Completed</td>
<td>Spring 2011 and Fall 2011- The vetting process described under 2.A.2 was followed for the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016. Spring 2012- Working draft of San Luis Obispo County Community College District Integrated Planning Manual is shared district-wide via Accreditation website, district-wide email memo, Accreditation Steering Committee and Academic Senate meetings.</td>
</tr>
<tr>
<td>2.A.6 Present final integrated planning process document to Board of Trustees for approval. (June 2011)</td>
<td>Interim Chair of Strategic Planning Committee</td>
<td>Completed</td>
<td>October 2011- San Luis Obispo County Community College District Board of Trustees approved the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016. Spring 2012 Addendum to San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 is drafted, vetted across committees and constituent groups and approved by the Board of Trustees</td>
</tr>
<tr>
<td>2.A.7 The College will create an ongoing assessment of its institutional planning process that develops a timeline, identifies assessment tools, determines which committees and constituencies will be involved in the assessment, and describes the method of creating a revised planning process based on assessment results. (October 2011)</td>
<td>Accreditation Liaison Officer</td>
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<td><strong>Completed</strong> Fall 2011- The district established the Institutional Effectiveness Committee reconstituting the former Institutional Research Committee. 2011-2012- Institutional Effectiveness Committee establishes assessment tools for integrated planning. May 2012- San Luis Obispo County Community College Integrated Planning Manual including specific assessment tools and timelines is approved by the Board of Trustees.</td>
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</table>
Strategic Direction Two: INTEGRATED OPERATIONAL PLANNING
Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

Strategic Goal 2.B
San Luis Obispo County Community College District will review the San Luis Obispo County Community College District Educational and Facilities Master Plan 2001 and update the Educational portion of the Master Plan setting forth major educational initiatives that are aligned with the district’s mission, vision, values, and master and operational plans, as well as the goals of the Chancellor’s Office (e.g. Basic Skills, Transfer, and Career Technical Education).

Progress Assessment: The San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 was completed as scheduled. Subsequent assessment of the Master Plan resulted in adding an addendum to the SLOCCCD Cuesta College Educational Master Plan 2011-2016 with identified challenges and resulting Institutional Goals to drive the strategic planning process. The assessment also resulted in the re-alignment of the planning process to acknowledge the Strategic Plan as primarily driving the operational plans including the San Luis Obispo County Community College District Technology Plan 2012-2017, the San Luis Obispo County Community College District Enrollment Management Plan 2011-2012 and the San Luis Obispo County Community College District Long-Term Fiscal Plan 2012-2016. The only other Master Plan, the San Luis Obispo County Community College District Facilities Master Plan 2011-2021 is developed in concert with information provided in the Educational Master Plan. The San Luis Obispo County Community College District Resource Development Plan 2012-2013 is acknowledged as the work of the Foundation. The San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015 is a mandated plan.

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<tr>
<th>Action Step for Strategic Goal 2.B</th>
<th>Responsible Party</th>
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<tr>
<td>2.B.1-8  All steps leading to the completion of the Educational Master Plan. (December 2010 - September 2011)</td>
<td>Assistant Superintendent/ Vice President of Academic Affairs and appointed staff</td>
<td>Completed</td>
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<td>January 2011 - October 2011 An Educational Master Plan Committee was established, models of Master Plans from other community colleges reviewed, environmental scan data presented and discussed, a format determined, and content collected district-wide.</td>
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<td>Educational Master Plan environmental scan data presentations and discussions conducted as a district-wide forum and with district employee groups and Clusters.</td>
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<td>Draft Core Principles survey conducted district-wide with results shared and discussed in a district forum. Refinements made to Core Principles based on feedback collected.</td>
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<td>All Clusters submitted content based on agreed upon prompts.</td>
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<td>October 5, 2011 The Educational Master Plan was presented to and approved by the Cuesta College Board of Trustees.</td>
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<tr>
<td>2.B.9 Develop a timeline for on-going assessment, determine which College committees and constituencies will be involved in the assessment, identify assessment tools, and describe the process of revising the Ed Master Plan based on the assessment results. (October 2011)</td>
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<tr>
<td>Accreditation Steering Committee Chairs</td>
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<tr>
<td>Institutional Effectiveness Committee Chairs</td>
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<tr>
<td>Completed</td>
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<tr>
<td>Spring 2012 Assessment of the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016, in concert with the Accreditation Steering Committee, resulted in developing an addendum to the SLOCCCD Cuesta College Educational Master Plan 2011-2016, that clearly spells out the district’s challenges based on SLOCCCD Cuesta College Educational Master Plan 2011-2016 data and provides Institutional Goals.</td>
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<td>May 2, 2012 San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum approved by the Board of Trustees.</td>
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<td>Spring 2012 San Luis Obispo County Community College District Integrated Planning Manual developed, outlining the SLOCCCD Cuesta College Educational Master Plan 2011-2016 process. The Institutional Effectiveness Committee identified as instrumental in the assessment of all planning documents.</td>
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</table>
**Strategic Direction Two: INTEGRATED OPERATIONAL PLANNING**
Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

**Strategic Goal 2.C**
San Luis Obispo County Community College District will review the San Luis Obispo County Community College District Educational and Facilities Master Plan 2001 and update the Facilities portion of the Master Plan setting forth its major facility priorities, which will be aligned with the district’s mission, vision, values, and master and operational plans.

**Progress Assessment:** The San Luis Obispo County Community College District Facilities Master Plan 2011-2021 was completed using San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 content and the Institutional Goals identified in the San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum.

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<tr>
<th>Action Step for Strategic Goal 2.C</th>
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| 2.C.1-7 All steps leading to the completion of the Facilities Master Plan. (March 2011-December 2011) | Assistant Superintendent/Vice President of Administrative Services  
Director, Facility Services, Planning and Capital Projects | Completed  
March 2011 - April 2012 The San Luis Obispo County Community College District Facilities Master Plan 2011-2021 drafted and reviewed by the Planning and Budget Committee, members of the Accreditation Steering Committee and Academic Senate.  
April 18, 2012 SLOCCCD Facilities Master Plan 2011-2021 approved by Board of Trustees. |
| 2.C.8 Develop a timeline for on-going assessment, determine which College committees and constituencies will be involved in the assessment, identify assessment tools, and describe the process of revising the Facilities Master Plan based on assessment results. (March 2012) | Accreditation Steering Committee Chairs  
Institutional Effectiveness Committee Chairs | Completed  
Spring 2012 The San Luis Obispo County Community College District Integrated Planning Manual was developed, outlining the Facility Master Plan process. The Institutional Effectiveness Committee identified as instrumental in assessment of all planning documents. |
### Strategic Direction Two: INTEGRATED OPERATIONAL PLANNING
Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

### Strategic Goal 2.D
San Luis Obispo County Community College District will develop a Technology Master Plan setting forth major technology priorities, which will be aligned with the district’s mission, vision, values, Educational Master Plan and other master and operational plans.

**Progress Assessment:** Goal 2.D was achieved with the completion of the San Luis Obispo County Community College District Technology Plan 2012-2017 in early spring 2012. The SLOCCCD Technology Plan 2012-2017 was revised to an operational plan, rather than a master plan, as a result of college dialog and assessment, subsequent to the completion of the 2010-2013 Strategic Plan.
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<th>Action Step for Strategic Goal 2.D</th>
<th>Responsible Party</th>
<th>Progress</th>
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</table>
| 2.D.1-6 All steps leading to the completion of the Technology Plan. (March 2011 - December 2011) | Director of Computer Services and the Technology Committee Chairs | Completed  
March 2011 - February 2012  
The San Luis Obispo County Community College District Technology Plan 2012-2017 drafted by the Technology Committee and reviewed by College Council, Planning and Budget Committee, members of the Accreditation Steering Committee and Academic Senate.  
February 1, 2012 San Luis Obispo County Community College District Technology Plan 2012-2017 approved by the San Luis Obispo County Community College District Board of Trustees. |
| 2.D.7 Develop a timeline for on-going assessment, determine which College committees and constituencies will be involved in the assessment, identify assessment tools, and describe the process of revising the Technology Plan based on assessment results. (March 2012) | Director of Computer Services and the Technology Committee Chairs  
Institutional Effectiveness Committee Chairs | Completed  
Spring 2012  
The San Luis Obispo County Community College District Integrated Planning Manual developed, outlining the Fiscal Plan process. The Technology Committee assumes primary responsibility for the Assessment of the San Luis Obispo County Community College District Technology Plan 2012-2017.  
The Institutional Effectiveness Committee is instrumental in the assessment of all planning documents and will provide feedback to the Technology Committee. |
**Strategic Direction Two: INTEGRATED OPERATIONAL PLANNING**

Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

**Strategic Goal 2.E**

San Luis Obispo County Community College District will develop a Long-Term Fiscal Plan that outlines the goals for fiscal sustainability, describes the relationship of the Fiscal Plan to the other operational plans, and establishes the linkage between the Fiscal Plan’s strategies and the annual budget process.

**Progress Assessment:** The San Luis Obispo County Community College District Long-Term Fiscal Plan 2012-2016 was completed in late spring 2012. The Plan effectively ties together four primary fiscal challenges with the district’s integrated planning processes. Consultations on the Plan led to new operational checks and balances.
<table>
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<th>Action Step for Strategic Goal 2.E</th>
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| 2.E.1-9  All steps leading to the completion of the Fiscal Plan. (September 2011 - May 2012) | Assistant Superintendent/Vice President of Administrative Services  
Planning and Budget Committee co-chairs | **Completed**  
June 2011 - May 2012  
The San Luis Obispo County Community College District Long-Term Fiscal Plan 2012-2016 drafted and reviewed on multiple occasions by the Planning and Budget Committee and members of the Accreditation Steering Committee in addition to Cabinet and Academic Senate.  
Spring 2012  
College Brain Trust consultant, Mike Hill reviewed, provided feedback, and endorsement of the SLOCCCD Long-Term Fiscal Plan 2012-2016. The four challenges identified in the Plan are long term fiscal obligations, capital project needs, securing additional revenue sources and the resource allocation process.  
June 6, 2012  
Board of Trustee final review. |
| 2.E.10 Develop a timeline for on-going assessment, determine which College committees and constituencies will be involved in the assessment, identify assessment tools, and describe the process of revising the Long-Term Fiscal Plan based on assessment results. (June 2012) | Assistant Superintendent/Vice President of Administrative Services  
Planning and Budget Committee co-chairs  
Institutional Effectiveness Committee Chairs | **Institutionalized and assigned to the Planning and Budget Committee**  
Spring 2012  
The San Luis Obispo County Community College District Integrated Planning Manual outlines operational plans including the SLOCCCD Long-Term Fiscal Plan 2012-2016 process.  
The Planning and Budget Committee assumes primary responsibility for the Assessment of the SLOCCCD Long-Term Fiscal Plan 2012-2016.  
The Institutional Effectiveness Committee is instrumental in the assessment of all planning documents and will provide feedback to the Planning and Budget Committee |
Strategic Direction Two: INTEGRATED OPERATIONAL PLANNING
Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

Strategic Goal 2.F
San Luis Obispo County Community College District will develop an Equal Employment Opportunity (EEO) Plan that is aligned with the district’s mission, vision, values, Educational Master Plan and other master and operational plans. The plan will address the effectiveness and organization of the district’s major human resource functions, including recruitment, selection and hiring, orientation, training, evaluation, recognition, allocation of personnel, guidelines for promotion, classification, overtime and discipline.

Progress Assessment: The San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015 was completed in late spring 2012. The Plan addresses components as identified by the Community College Chancellor’s Office SLOCCCD Equal Employment Opportunity Plan 2012-2015 model and as required by Title 5. An Equal Employment Opportunity Plan does not normally address many of the human resources issues listed under Strategic Goal 1.F such as guidelines for promotion, classification, overtime, recognition and discipline. It was determined that items outside the scope of an Equal Employment Opportunity plan would be not be included.

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<th>Action Step for Strategic Goal 2.F</th>
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<tr>
<td>2.F.1-9 All steps leading to the completion of the Equal Employment Opportunity (EEO) Plan. (March 2011-April 2012)</td>
<td>Executive Director of Human Resources and Labor Relations Cultural Diversity Student Equity Committee co-chairs and Cabinet liaison</td>
<td>Completed</td>
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<td>Fall 2011- Executive Director of Human Resources convened a work group to finalize the San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015 and present to Academic Senate.</td>
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<td>Spring 2012- San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015 finalized by the Human Resources Executive Director in consultation with the Cultural Diversity Student Equity Committee.</td>
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</table>
June 6, 2012  San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015 approved by the Board of Trustees.

| 2.F.10 Develop a timeline for ongoing assessment, determine which College committees and constituencies will be involved in the assessment, identify assessment tools, and describe the process of revising the Equal Employment Opportunity (EEO) Plan based on assessment results. (September 2012) | Executive Director of Human Resources and Labor Relations  
Cultural Diversity Student Equity Committee co-chairs and Cabinet liaison  
Institutional Effectiveness Committee Chairs | Institutionalized and assigned to the Executive Director of Human Resources and Labor Relations in collaboration with the Cultural Diversity Student Equity Committee  
The Executive Director of Human Resources and Labor Relations will include assessment of the San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015 as part of the annual and comprehensive Human Resources Office Program Review.  
The Cultural Diversity Student Equity Committee also formally serves as the Equal Employment Opportunity Advisory Committee and will collaborate with the Executive Director on assessment of the SLOCCCD Equal Employment Opportunity Plan 2012-2015. Progress on the SLOCCCD Equal Employment Opportunity Plan 2012-2015 will be assessed annually and a full review of the SLOCCCD Equal Employment Opportunity Plan 2012-2015 is scheduled to occur every three (3) years.  
The Institutional Effectiveness Committee is instrumental in the assessment of all planning documents and will provide feedback to the Executive Director and the Cultural Diversity Student Equity Committee. |
Strategic Direction Two: INTEGRATED OPERATIONAL PLANNING
Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

Strategic Goal 2.G
San Luis Obispo County Community College District will develop an Enrollment Management Plan that is aligned with the district’s mission, vision, values, and other master and operational plans, with a particular focus on the goals in the San Luis Obispo County Community College District Strategic Plan 2010-2013 and the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016. The plan will develop strategies for services, programs, and operations to facilitate student enrollment, retention, and success by defining enrollment goals and establishing procedures that shape the size and characteristics of the student body.

Progress Assessment: Goal 2.G was achieved with the completion and assessment of the San Luis Obispo County Community College District Enrollment Management Plan 2011-2012. Beyond the completion of the SLOCCCD Enrollment Management Plan 2011-2012, the Enrollment Management Committee assisted in the identification of action steps for strategic objectives related to building a sustainable base of enrollment and promoting student success in the San Luis Obispo County Community College District Strategic Plan 2012-2014. The committee is poised to incorporate these action steps in the San Luis Obispo County Community College District Enrollment Management Plan 2012-2014 Update.

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<th>Action Step for Strategic Goal 2.G</th>
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<tr>
<td>2.G.1-9 All steps leading to the completion of the Enrollment Management Plan. (May 2010 - March 2011)</td>
<td>Assistant Superintendent of Student Services and the Assistant Superintendent/Vice President of Academic Affairs Enrollment Management Committee co-chairs.</td>
<td>Completed 2010-2011 San Luis Obispo County Community College District Enrollment Management Plan 2011-2012 developed by the Enrollment Management Committee and submitted for district-wide review. Spring 2011 Enrollment Management Plan reviewed by Academic Senate. June 2011 Enrollment Management Plan approved by the San Luis Obispo County Community College District Board of Trustees</td>
</tr>
</tbody>
</table>
| 2.G.10 Develop a timeline for on-going assessment, determine which College committees and constituencies will be involved in the assessment, identify assessment tools, and describe the process of revising the Long-Term Fiscal Plan based on assessment results. (October 2011) | **Institutionalized and assigned to the Enrollment Management Committee**

Fall 2012  Enrollment Management Committee designs Enrollment Management Plan assessment survey and conducts with all members. Results reviewed during committee meeting and factored into approach for the San Luis Obispo County Community College District Enrollment Management Plan 2012-2014.

The Enrollment Management Committee assumes primary responsibility for the Assessment of the Enrollment Management Plan.


The Institutional Effectiveness Committee is instrumental in the assessment of all planning documents and will provide feedback to the Enrollment Management Committee.

May 22, 2012  San Luis Obispo County Community College District Enrollment Management Plan 2012-2014 Update receives final review from San Luis Obispo County Community College District Board of Trustees. |
| Assistant Superintendent of Student Services and the Assistant Superintendent/Vice President of Academic Affairs |
| Enrollment Management Committee co-chairs |
| Institutional Effectiveness Committee |
**STRATEGIC DIRECTION TWO: INTEGRATED OPERATIONAL PLANNING**

Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community.

**Strategic Goal 2.H**

San Luis Obispo County Community College District will develop a Resource Development Plan in cooperation with the Cuesta College Foundation that is aligned with the district’s mission, vision, values, and master and operational plans, with a particular focus on the goals of the Long-Term Fiscal Plan. The major components of the plan will include internal and external environmental scans to evaluate community support of the College, internal and external outreach strategies, evaluation of the organizational relationship of the Cuesta College Foundation and the SLOCCCD, and assessment of the current capacity of the two entities for long-term fundraising.

**Progress Assessment:** Goal 2.H was achieved with the completion of the San Luis Obispo County Community College District Resource Development Plan 2012-2013. Progress on Strategic Direction 5.A, Advancement of Programs and Services, laid the groundwork for the SLOCCCD Resource Development Plan 2012-2013; specifically the completion of two surveys, one with donors and alumni and the second with the general community. Assessment of the district’s integrated planning process provided clarification that the SLOCCCD Resource Development Plan 2012-2013 is not technically a college plan, but a Cuesta College Foundation Plan created in consultation with the district.

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<th>Action Step for Strategic Goal 2.H</th>
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<tr>
<td>2.H.1-9 All steps leading to the completion of the Resource Management Plan. (September 2011-June 2012)</td>
<td>Executive Director, Foundation Institutional Advancement Cuesta College Foundation Board of Directors</td>
<td>Completed&lt;br&gt;The San Luis Obispo County Community College District Resource Development Plan 2012-2013 was shared with the Cuesta College Foundation Board of Directors and the Planning and Budget Committee.&lt;br&gt;&lt;br&gt;May 7, 2012 Final approval received by the Cuesta College Foundation Board of Directors.&lt;br&gt;&lt;br&gt;June 6, 2012 Review by Board of Trustees.</td>
</tr>
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</table>
| 2.H.10 Develop a timeline for on-going assessment, determine which College committees and constituencies will be involved in the assessment, identify assessment tools, and describe the process of revising the Resource Development Plan based on assessment results. (October 2012) | Executive Director, Foundation Institutional Advancement Cuesta College Foundation Board of Directors | Acknowledged as a Cuesta College Foundation Plan and attributed to the Foundation Board of Directors in collaboration with the Executive Director of Foundation Institutional Advancement. The San Luis Obispo County Community College District Integrated Planning Manual outlines operational plans. The San Luis Obispo County Community College District Resource Development Plan 2012-2013 is not included as it is a Cuesta College Foundation Plan, not a district plan.

The Cuesta College Foundation Board of Directors, in concert with the Executive Director will define assessment processes.

The Institutional Effectiveness Committee is instrumental in the assessment of all planning documents and will provide feedback to the Executive Director of Foundation, Institutional Advancement and the Cuesta College Foundation Board if requested. |

<p>| <strong>Strategic Direction Two: INTEGRATED OPERATIONAL PLANNING</strong> | Assess and improve the institution’s integrated planning process to ensure that the San Luis Obispo County Community College District provides the highest level of service possible to students and the community. |
| <strong>Strategic Goal 2.1</strong> | San Luis Obispo County Community College District will annually assess the San Luis Obispo County Community College District Institutional Program Planning and Review Document and process and implement improvements to strengthen the alignment of program planning with the district’s mission, vision, values, and master and operational plans. |
| <strong>Progress Assessment:</strong> This goal was fully realized. The district completed the full cycle of assessment and improvement of Institutional Program Planning and Review in 2010-2011, and continued the same cycle in 2011-2012. The ongoing assessment process is detailed in the San Luis Obispo County Community College District Integrated Planning Manual. |</p>
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<th>Action Step for Strategic Goal 2.1</th>
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| 2.i.1-6  October 2010- April 2011  
All steps involved with the regular assessment of the Institutional Program Planning and Review document and process to implement improvements to strengthen alignment of program planning with other College planning processes. (October 2010 - April 2011) | Co-chairs of the Institutional Program Planning and Review Committee  
Executive Dean of North County Campus and South County Center  
Assistant Superintendent/Vice President of Academic Affairs | **Completed**  
Fall 2010  The Institutional Program Planning and Review Committee assessed the Institutional Program Planning and Review template and process though multiple processes including the review of results of the Spring 2010 Employee Institutional Program Planning and Review Evaluation Survey, the review of feedback from end-users during the technical focus group process and through dialogue with campus governance groups. Revisions and refinements to the 2011-2012 Institutional Program Planning and Review document.  

Spring 2011  Refinements to the Institutional Program Planning and Review from the prior year were listed in an Overview section of the 2011-2012 Institutional Program Planning and Review.  

On recommendation of the Academic Senate, the SLOA Coordinators joined the Institutional Program Planning and Review Committee.  

The Institutional Program Planning and Review Committee re-evaluated the campus-wide survey instrument and sent out a revised version in April 2011.  

This same cycle was repeated for the production of the 2012-2013 Institutional Program Planning and Review. |
STRATEGIC DIRECTION THREE: INSTITUTIONAL EFFECTIVENESS

Develop a sustainable process for assessing and validating institutional effectiveness to foster College-wide excellence to ensure the highest level of service possible to students and the community.

Strategic Goal 3.A
San Luis Obispo County Community College District will develop a sustainable process for assessing and validating institutional effectiveness to foster College-wide excellence.

Progress Assessment: The first three action steps for Strategic Goal 3.A have been completed with the balance of the action steps institutionalized and assigned to the Institutional Effectiveness Committee. An Institutional Effectiveness Committee was established by reconstituting the former Institutional Research Committee. Institutional Effectiveness assessment tools have been identified and placed onto an institutional assessment schedule. Institutional Learning outcomes have been developed and assessed as of May 2012. A formal Institutional Effectiveness Recommendation Template has been developed and implemented to notify areas of the district that need improvement.

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<th>Action Step for Strategic Goal 3.A</th>
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<tr>
<td>3.A.1 Establish an Institutional Assessment (IA) Committee, which will create and supervise assessment of the institutional planning process. (November 2010)</td>
<td>Dean of Academic Affairs, Math, Physical Sciences, Nursing/Allied Health, Kinesiology</td>
<td>Completed Fall 2011 Working group established. September 2011 Institutional Effectiveness Committee (rather than Institutional Assessment Committee as stated in the Action Step) established by reconstituting the former Institutional Research Committee. Approved by College Council.</td>
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<tr>
<td>3.A.2 Update Institutional Program Planning and Review Template and process with IEOs as an institutional measure for comprehensive and annual program review and as one criterion to validate program fund requests. (March 2011)</td>
<td>Dean of Academic Affairs, Math, Physical Sciences, Nursing/Allied Health, Kinesiology</td>
<td>Completed Fall 2011-Institutional Effectiveness Outcomes embedded link placed in 2011-2012 Institutional Program Plan and Review template.</td>
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</table>
| 3.A.3 Identify the tools for the assessment of institutional effectiveness. (April 2011) | Dean of Academic Affairs, Math, Physical Sciences, Nursing/Allied Health, Kinesiology | Completed  
|---|---|---|
| 3.A.4 Administer the institutional assessment tools. (April 2011) | Dean of Academic Affairs, Math, Physical Sciences, Nursing/Allied Health, Kinesiology | Institutionalized and assigned to the Institutional Effectiveness Committee  
Assessments administered according to the San Luis Obispo County Community College District Institutional Assessment Schedule. |
| 3.A.5 The IE Committee will evaluate the results of the assessment of IEOs and make recommendations accordingly to improve institutional planning processes and update master plans using the Accrediting Commission for Community and Junior Colleges rubrics for institutional effectiveness. (December 2011) | Dean of Academic Affairs, Math, Physical Sciences, Nursing/Allied Health, Kinesiology | Institutionalized and assigned to the Institutional Effectiveness Committee  
Fall 2011 Institutional Effectiveness Committee Recommendation Template developed and implemented by the Institutional Effectiveness Committee.  
Spring 2011 Institutional Learning Outcomes drafted for review.  
Fall 2011-Spring 2012 Institutional learning outcomes vetted through College Council and Academic Senate.  
Spring 2012 Institutional Learning Outcomes assessment conducted by the Institutional Effectiveness Committee. |
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<tr>
<th>3.A.6 Implement improvements to institutional planning and/or modifications to the assessment tools. (February 2013)</th>
<th>Institutionalized and assigned to the Institutional Effectiveness Committee</th>
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</table>
| 3.A.7 Administer the institutional assessment of IEOs for a continued ongoing cycle of assessment and improvement. (May 2013) | Institutionalized and assigned to the Institutional Effectiveness Committee  
May 2012 Institutional Learning Outcome survey sent electronically to all graduating students (nearly 900). The self-assessment survey instrument asks students to indicate their level of achievement of institutional learning outcomes. |
STRATEGIC DIRECTION FOUR: STUDENT ACCESS AND SUCCESS
Ensure the highest level of access and success for students who require basic skills, desire to transfer and/or desire to pursue a career/technical education.

Strategic Goal 4.A
Assess, improve and implement enrollment management strategies and focused schedule development to sustain and improve student access and success.

Progress Assessment: Goal 4.A planning for improved enrollment has occurred. The development of the San Luis Obispo County Community College District Enrollment Management Plan 2011-2012 and San Luis Obispo County Community College District Enrollment Management Plan 2012-2014 Update and refinement of the committee composition led to improved reflective dialogue across the district. Student Services developed tools to assess transfer and career support services and made improvements as a result. Modification to the registration web tool improved student access to information and clarified the district’s course schedule. However, the analysis of scheduling that addresses student needs in order to meet their educational goals in a reasonable time frame has not been systematized.

Semester-by-semester course sequencing and assessment of course scheduling for completion of transfer requirements and degree completion is carried forward to the San Luis Obispo County Community College District Strategic Plan 2012-2014 under Institutional Goal 1, Institutional Objectives 1.1 and 1.2.

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<th>Action Step for Strategic Goal 4.A</th>
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<tr>
<td>4.A.1 Analyze enrollment and scheduling patterns to determine the ability of students to complete educational goals in a reasonable time. (February 2011)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
<td>Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014. Fall 2010, Fall 2011, Spring 2012 Review of the courses offered on the South County Center conducted in order to determine if scheduled courses ensure that all areas in the district’s AA/AS degree and CSU system general education requirements are scheduled so students can complete required course work in a timely manner. Fall 2011, Spring 2012 In response to analysis needed for Gainful Employment Act, Workforce and Economic Development Dean and Career Technical Education support staff performed analysis of Career Technical Education certificates to determine course sequencing for on-time completion.</td>
</tr>
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</table>
| 4.A.2  Update the Enrollment Management Plan and other operational plans based on the results of the analysis. (September 2011) | Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services | Institutionalized and assigned to Vice President, Student Services and Enrollment Management Committee
San Luis Obispo County Community College District Enrollment Management Plan 2012-2014 Update completed incorporating Institutional Goals and Strategic Objectives from the San Luis Obispo County Community College District Strategic Plan 2012-2014. |
|---|---|---|
| 4.A.3  Evaluate the effectiveness of the transfer/ career education centers and implement improvements as appropriate. (Oct. 2011) | Assistant Superintendent/Vice President of Student Services | Institutionalized and assigned to Director of Counseling and Matriculation
Results documented in Student Services Assessment Report and Student Learning Outcomes Planning 2012-2013.
Fall 2010 Transfer Center initiates first annual survey of transfer center student visits.
Fall 2011 Second annual survey of transfer center visits conducted.
Fall 2011 Analysis of AA-T degrees reveals possible improvement for CSU-bound students. |
| 4.A.4  Publish a predictable sequence of courses to allow students to better plan the completion of their educational goals. Information published should indicate the semester, whether the course is day or evening and the site or sites where it is offered. (January 2012) |  | Completed
Spring 2012 Class Finder revised and updated to clarify location, site, and time of day. |
| 4.A.5  Develop and implement a regular cycle of assessment regarding the effectiveness of enrollment management strategies and the schedule of courses to sustain and improve student access and success. (March 2012) |  | Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014 |
Strategic Direction Four: STUDENT ACCESS AND SUCCESS
Ensure the highest level of access and success for students who require basic skills, desire to transfer and/or desire to pursue a career/technical education.

Strategic Goal 4.B
San Luis Obispo County Community College District will support highly coordinated English as a Second Language and developmental education programs by increasing support services and developing effective assessment. Appropriate advising and placement of students, and ongoing review and alignment of curriculum.

Progress Assessment: Discrete elements of Goal 4.B were met. Progress is documented in committee organization, the refinement of Institutional Effectiveness Outcomes and the redesign of assessment and placement practices in English as a Second Language, English and math. However, the overarching intent of the goal, the systemization of assessment and data collection to determine barriers to student success, was not fully realized.

The intent of the remaining action steps related to identifying institutional and instructional barriers has been carried forwarded to San Luis Obispo County Community College District Strategic Plan 2012-2014 under Institutional Goal 1, Institutional Objectives 1.4 and 1.5.

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<th>Action Step for Strategic Goal 4.B</th>
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<tr>
<td>4.B.1 Create a developmental Education Committee to meet the Five-Year action plan goals established in the Spring of 2008. (November 2010)</td>
<td>Assistant Superintendent/ Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
<td>Completed 2010-2011 Academic Skills/Tutorial Committee and Student Success and Retention Committee were combined to form the Student Support and Success Committee. Ineffective duplication of efforts and siloization were eliminated by merging committees that represented Academic Affairs and Student Services. Spring 2011 Student Support and Success Committee approved by College Council.</td>
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</table>

| 4.B.2 Review and analyze the district’s English as a Second Language, math and English assessment and placement practices to determine how practices can be more effective. (February 2011) | Assistant Superintendent/ Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services | Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014 The intent of this goal was not fully realized despite efforts by individualized assessment and placement practitioners described below. ESL-Non-Credit: Non-Credit ESL faculty determined that the CASAS was not a sufficient indicator for placement. Through Basic Skills Initiative funding a Professional Learning Community was developed and faculty developed an additional non-credit ESL assessment aligned with CASAS. This combined assessment model has been in place for over one year. |
GED students will be CASAS tested as well beginning March 19, 2012.

**Math:** The math assessment/placement process was refined to use an objective online assessment tool and to incorporate multiple measures in 2009. In 2010, the process was evaluated and changes were made to the placement process.

**English:** Essay assessments are currently used leading to lengthy result times. March 2012, a pilot of an objective online assessment is being conducted in English 099, 156 and 201A classes to gather normative data. April 2012, sent to the Chancellor’s office for approval. July 2012, approval expected from the Chancellor’s office. October 2012, the district will begin using an Online-Objective English assessment; students will be able to petition results with a challenge essay.

| 4.B.3 Develop and implement a student focused analysis to determine institutional barriers preventing student success from the application to enrollment. (March 2011) | Assistant Superintendent/ Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services | **Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014**

Entering Student Engagement (SENSE) and Community College Survey of Student Engagement (CCSSE) surveys to be conducted in Fall 2012 and Spring 2013 will assist in the identification of barriers. |
|---|---|---|
| 4.B.4 Develop and implement a student-focused analysis to determine instructional barriers preventing completion of educational goals and/or college-level course. (April 2011) | Assistant Superintendent/ Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services | **Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014**

The intent of this goal was not fully realized despite efforts by practitioners described below. |
| 4.B.5 Develop and implement an ongoing research agenda to track the success rates (i.e., graduation rates, certificate program completion rates, and transfer rates) of students who enter the College unprepared for college-level work and identify institutional practices that help or hinder their academic achievement. (May 2011) | Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services | Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014
Entering Student Engagement (SENSE) and CCSEE surveys to be conducted in Fall 2012 and Spring 2013 will assist in the identification of barriers. |

Data (IEO #6) showed a low success rate for ESL students; hiring of ESL Retention Assistants providing supplemental instruction and lowering the course cap from 24 to 20 has led to marked improvement in ESL success.

Entering Student Engagement (SENSE) and CCSEE surveys to be conducted in Fall 2012 and Spring 2013 will assist in the identification of barriers. |

| 4.B.6 Determine and implement appropriate strategies to eliminate barriers to student success. (September 2011) | Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services | Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014
Without the development of disaggregated data for analysis in 4.B.5, the intent of this goal was not fully realized despite efforts described below.

The Student Support and Success committee has developed a list of goals for this area that range from increasing tutor hours, faculty attendance at professional development workshops, and the support of retention specialists in ESL to the increased use of supplemental instruction. Analysis of Accountability Reporting for the California Community Colleges (ARCC) data led to the establishment of course cap set at 20 instead of 24 across ESL credit curriculum and to the development of ESL Success Lab pilot for 2011-2012. |
| 4.B.7 Development and implement a regular cycle of assessment regarding the effectiveness of strategies to support developmental education. (October 2011) | Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services | **Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014** |
STRATEGIC DIRECTION FOUR: STUDENT ACCESS AND SUCCESS

Ensure the highest level of access and success for students who require basic skills, desire to transfer and/or desire to pursue a career/technical education.

Strategic Goal 4.C
San Luis Obispo County Community College District will assess and make improvements to student services to facilitate an increase in the number of students who transfer to a four-year institution or who complete a degree or certificate program.

Progress Assessment: Significant progress was achieved for each action step in Goal 4.C. In the process, much dialogue occurred in small workgroups, department meetings and committee meetings. The creation of two student success centers demonstrates the district-wide commitment to student access and success. Counseling achieved the proficient level with its Student Learning Outcomes development, assessment, analysis and resulting program changes. The data referenced in Goal 4.C action steps were assigned as district’s Institutional Effectiveness Outcomes as monitored and presented by the Institutional Research Office.

The broader intent of improving students success in transferring to a four-year institution or completing a degree has been forwarded to San Luis Obispo County Community College District Strategic Plan 2012-2014 under Institutional Goal 1, Institutional Objectives 1.1 and 1.2.

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<th>Action Step for Strategic Goal 4.C</th>
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<tr>
<td>4.C.1 Identify resources for the support of student success (e.g., tutors, technicians, ancillary study-section classes). (Apr 2011)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
<td>Completed</td>
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<td></td>
<td></td>
<td>Student Success Centers have been implemented at both San Luis Obispo and North County Campuses. Integration of support for student success was done on the San Luis Obispo Campus Summer 2011 with the relocation of the math drop-in tutoring from a portable building on the edge of campus to the Student Success Center in the 3300 building. The Schwartz Learning Resource Center at the North County Campus, which opened January 2012, models the integration of support for student success. It brings together in one area tutoring, academic support, writing and math support, and Disabled Students Programs and Services (DSPS) offerings.</td>
</tr>
<tr>
<td>4.C.2 Collect data to identify current transfer rates, develop annual transfer rate goals and annually assess whether targets are being met. (June 2011)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
<td>Institutionalized and Assigned to Institutional Research Office</td>
</tr>
<tr>
<td>4.C.3 Collect data to identify current degree and certificate completion rates, develop annual degree and completion rate goals and annually assess whether targets are being met. (August 2011)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
<td>Institutionalized and Assigned to Institutional Research Office</td>
</tr>
<tr>
<td>4.C.4 Develop a transfer degree according to the guidelines set forth in Senate Bill 1440. (October 2011)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
<td>Completed</td>
</tr>
<tr>
<td>4.C.5</td>
<td>Identify needed improvements to facilities, support services, course offerings and sequencing of courses to facilitate the timely completion of transfer patterns and degree and certificate programs. (May 2013)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
</tr>
<tr>
<td>4.C.6: Develop a regular cycle of assessment regarding the effectiveness of student service programs to facilitate increases in transfer and degree completion rates. (December 2013)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
<td>Completed: Based on Student Learning Outcomes, the Transfer Center, in an effort to improve transfer, promoted transfer services. North County Campus Transfer Center was staffed to support students during each fall (October-November) transfer application period. The Transfer Center scheduled application review sessions to provide a review of transfer applications in an effort to ensure accuracy of the application. This objective was to reduce the number of rejected applications due to inaccuracies. Fall 2011 Transfer Admissions Agreements increased from 45 to 84. Spring 2012 Articulation Officer trained to use CurricUNET as the source to obtain Cuesta course outlines, needed to facilitate and expand articulation agreements with the Cal State Universities (CSUs) and Universities of California (UCs).</td>
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STRATEGIC DIRECTION FOUR: STUDENT ACCESS AND SUCCESS

Ensure the highest level of access and success for students who require basic skills, desire to transfer and/or desire to pursue a career/technical education.

Strategic Goal 4.D

San Luis Obispo County Community College District will create a sustainable infrastructure to support a Distance Education (DE) program that will deliver quality curricula and support student access and success.

Progress Assessment: The district made substantial progress in achieving the majority of action steps outlined for Goal 4.D within the identified timeline. Technical support for Distance Education was identified, a new Learning Management System was adopted and a Distance Education budget line item was created. However, assessing student satisfaction with the support for Distance Education courses did not occur.

The delivery of quality Distance Education curricula has been carried forward to Institutional Goal 1, Institutional Objective 1.3.

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<tr>
<td>4.D.1 Officially include the technical support function in the Distance Education program and provide adequate support for the campus standard Learning Management System (LMS). (January 2012)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs</td>
<td>Completed June 1, 2012- Moodle has been adopted as the new Learning Management System for Distance Education with an implementation date of June 1, 2012. The district has engaged RemoteLearner to provide Learning Management System hosting and technical support for faculty and staff using Moodle. The district has engaged @One to provide training support for faculty and staff during the conversion phase, which included six full-day trainings during 2011-2012. The district has provided a 1.0 FTEF in instructional release time to provide support for faculty. Two Technology Resource Instructors (one at .4 and the other at .6) share the responsibility for training and support of faculty. At the request of Cabinet and approved by the Board of Trustees in Fall 2011, Computer Lab/Learning Management System Specialist position increased from 10 months to 12 months to provide full year technical support for the Open Lab and Learning Management System.</td>
</tr>
<tr>
<td>4.D.2 Assess student</td>
<td>Assistant Superintendent/Vice</td>
<td>Forwarded for consideration in the San Luis Obispo County Community College</td>
</tr>
<tr>
<td>4.D.3</td>
<td>Develop support positions for instructional development and professional development opportunities to assist faculty with the creation and improvement of Distance Education courses. (April 2012)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs</td>
</tr>
<tr>
<td>4.D.4</td>
<td>Review the feasibility of augmenting the instructional development position with technicians to assist with campus standard Learning Management System and backup support. (April 2012)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs</td>
</tr>
<tr>
<td>4.D.5</td>
<td>Establish a defined budget category for Distance Education and consolidate currently dispersed budget allocations. (May 2012)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs</td>
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STRATEGIC DIRECTION FOUR: STUDENT ACCESS AND SUCCESS
Increase resources and foster community relationships as an institutional necessity to sustain and advance excellence in programs and services.

Strategic Goal: 4.E
San Luis Obispo County Community College District will assess and improve student access to and success in achieving Career Technical degrees and certificates.

Progress Assessment: All action steps were met in Goal 4.E with significant progress documented in the completion of this goal. Workforce analysis was conducted, improvements to programs, facilities and student support made through grant funding, course sequencing addressed for Gainful Employment certificates, and multiple assessments conducted.

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<tr>
<td>4.E.1 Conduct a workforce needs analysis. (March 2011)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs Assistant Superintendent/Vice President of Student Services Research Office</td>
<td>Completed January 2011 San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 environmental scan data addressed work force needs analysis.</td>
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<td>• Employment rates for career technical education by TOP code (Career and Technical Education Act Core Indicators Report)</td>
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<td>• San Luis Obispo County Unemployment Rate (2001-2011)</td>
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<td>• San Luis Obispo Employment by broad industry</td>
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<td>• Top 25 San Luis Obispo County Employers</td>
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<td>• San Luis Obispo County fastest growing occupations.</td>
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<td>• San Luis Obispo County economic clusters of opportunity.</td>
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<td>2011-2012 Agriculture Environmental Scan funded by Miossi Grant and Business Entrepreneurial Center. Conducted an extensive survey with local agricultural producers with an emphasis on the role of wine, viticulture and enology as they relate to current and future programs.</td>
</tr>
<tr>
<td>4.E.2 Identify needed improvements to facilities, support services, course offerings and sequencing of courses to facilitate students’ timely completion of Career Technical Education degree and certificate programs. (May 2013)</td>
<td>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</td>
<td>Completed</td>
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<td>2011-2012- Participated as a pilot district in the Career Technical Education leavers and completers research project. This survey extensively follows both program participants to analyze factors leading to completion or leaving. For completers, analyzes workforce placement and earning. Results due end of May.</td>
<td><strong>Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services</strong></td>
<td><strong>Completed</strong></td>
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<td>2010-2011- Career Technical Education two-year program review incorporated into the Institutional Program Planning and Review process.</td>
<td><strong>Completed</strong></td>
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<td>2011-2012- Created recommended course sequencing for Gainful Employment certificates. Additionally, retroactively analyzed five years of Career Technical Education scheduling to determine whether course scheduling hindered or facilitated completion.</td>
<td><strong>Completed</strong></td>
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<tr>
<td>2010-2011- Mobile welding lab funded by FIPSE grant to enhance teaching capacity at multiple off-campus and on-campus sites.</td>
<td><strong>Completed</strong></td>
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<td>2011-2012- Solar Technology Field Lab constructed with grant funds to address needed skills component of the course.</td>
<td><strong>Completed</strong></td>
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<td>2011-2012- Submitted proposal to local solar industry about partnering in the development of a center to promote sustainability practices, to complement existing Career Technical Education offerings.</td>
<td><strong>Completed</strong></td>
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<td>2011-2012- Revitalized role and importance of Career Technical Education Advisory Committees.</td>
<td><strong>Completed</strong></td>
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<tr>
<td>2012- Partnered with the national show American Milestones via the financial support of the Cuesta Business Entrepreneurship Center to highlight four distinct career pathways: Auto Technology, Welding, Health and Entrepreneurship.</td>
<td><strong>Completed</strong></td>
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</table>
| 4.E.3 Develop and implement a regular cycle of assessment regarding the effectiveness of student service programs to facilitate completion of degree or certificate Career Technical Education programs. (June 2013) | Assistant Superintendent/Vice President of Academic Affairs; Assistant Superintendent/Vice President of Student Services | Institutionalized and assigned to Dean of Workforce Development.  
2011-2012 Partnered with the Chancellors office and the South Central Regional Consortium to analyze and refine the San Luis Obispo County Community College District Career and Technical Education Act application and allocation process.  
February 2012- The Regional Grant Monitor provided 4 hours of in-service training to the region (hosted by Cuesta). Over 35 staff and faculty were in attendance. The result of the workshop and analysis led to the development and implementation of an online application process and strengthened local planning team  
2010-2012- Extensive collaboration between Workforce Economic Development and Student Services regarding fulfilling Gainful Employment reporting requirements.  
2010-2011 and 2011-2012- Two Career Technical Education associates funded specifically assigned to work with faculty and students to promote Career Technical Education offerings. Through in-class presentations and outreach, Career Technical Education associates encourage Career Technical Education program completion. |
STRATEGIC DIRECTION FIVE: ADVANCEMENT OF PROGRAMS AND SERVICES
Increase resources and foster community relationships as an institutional necessity to sustain and advance excellence in programs and services.

Strategic Goal 5.A
In partnership with the Cuesta College Foundation, the San Luis Obispo County Community College District will develop, prioritize, and leverage resources and community relationships to implement the initiatives and strategies identified in the San Luis Obispo County Community College District Strategic Plan 2010-2013.

Progress Assessment: The district made substantial progress in achieving Strategic Goal 5. The majority of the action steps were achieved and the remaining two action steps were evaluated, with a determination not to pursue at this time. Progress under this goal describes two completed surveys, one with donors and alumni and the second with the general community, that position the district to move forward more effectively in fostering community relationships with the anticipated outcome of additional resources for the district. The progress made on these goals also added context for the San Luis Obispo County Community College District Resource Development Plan 2012-2013.

Strengthening partnerships with local educational institutions, civic organizations, business and industries have been forwarded to the San Luis Obispo County Community College District Strategic Plan 2012-2014 as Institutional Goal 5, Institutional Objectives 5.1 and 5.2.

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<th>Action Step for Strategic Goal 5.A</th>
<th>Responsible Party</th>
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<tr>
<td>5.A.1 Identify and implement integrated donor and alumni communication strategies to develop resources for the college and advocate for appropriate legislation on behalf of the San Luis Obispo County Community College District. (January 2011)</td>
<td>Executive Director Foundation Institutional Advancement</td>
<td>Completed April 2012 Signed a three-year contract with Harris Connect to increase electronic communication with alumni and donors. The first e-communication was distributed. The Cuesta College News publication design was revised to reduce costs and be developed in an electronic format. The print publication is created twice per year. Both print and e-newsletters include survey information and direct the public to the Cuesta College Foundation website for ongoing assessment. August 2011 Postcard sent to all high school seniors inviting them to go to Cuesta’s web site to receive information on the district including answers to anticipated questions about the district’s accreditation status.</td>
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</table>
| 5.A.2 Identify and implement a cost-effective strategy to communicate with the outlying community. (January 2011) | Executive Director Foundation Institutional Advancement | **Completed**
July 2011 Alumni/donor survey completed and results shared with Marketing and Communication regarding preferences for communication tools.

Analysis is ongoing and results are providing directions for communication strategies. |
| --- | --- | --- |
| 5.A.3 Conduct research to determine the community’s impression of the San Luis Obispo County Community College District. (March 2011) | Executive Director Foundation Institutional Advancement | **Completed**
Fall 2011 Clarus Corporation identified to conduct the Community Impression survey.

December 2011 Clarus survey completed and results shared with Cabinet, Cuesta College Foundation Board of Directors, in campus-wide workshops, and with the Board of Trustees. |
| 5.A.4 Determine a distinctive San Luis Obispo County Community College District identity that resonates with the community. (April 2011) | Executive Director Foundation Institutional Advancement | **Determined not to pursue**
The Community Impression Survey included questions to assist in brand development. The process of establishing communication strategies and a brand identity requires substantial funding support. Brand analysis is being postponed due to the district’s fiscal constraints. |
| 5.A.5 Conduct campaign/bond feasibility research. (TBD) | Executive Director Foundation Institutional Advancement | **Determined not to pursue**
The Community Impression survey was conducted as a forerunner to a full feasibility study. Spring 2012 The Superintendent/President and Vice President Administrative Services have engaged a bond consultant. The feasibility study will be conducted when requested by the Board of Trustees. |
| 5.A.6 Develop and implement a regular cycle of assessment regarding the effectiveness of the Cuesta College Foundation to provide resources for program and services advancement at the College. (September 2011) | Executive Director Foundation Institutional Advancement | **Completed**
The Cuesta College Foundation has implemented an ongoing assessment practice for programs and activities as identified in the annual and comprehensive department program review. Findings have resulted in monetary savings and more efficient use of staff and volunteer time. |
**STRATEGIC DIRECTION SIX: MULTIPLE-SITE COLLEGE**

Ensure students, staff and faculty have access to appropriate levels of instructional and student support services at all College locations, including Distance Education.

**Strategic Goal 6.A**
San Luis Obispo County Community College District will modify and align its institutional plans and strategies to reflect the vision of a single-college, multiple-site institution.

**Progress Assessment:** Documented progress under Goal 6 reflects that the district responded positively to the general intent of the goal. The district made a commitment to conduct student surveys and new attention was given to denoting campus sites on information for the public. Regional differences identified in the San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 environmental scan data guide the district in terms of marketing, student access and student success.

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<tr>
<th>Action Step for Strategic Goal 6.A</th>
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| 6.A.1 Utilize data from student and faculty surveys to determine the need for and effectiveness of instructional and student support and disseminate the results across the district. (December 2012) | Assistant Superintendent/Vice President of Administrative Services  
Assistant Superintendent/Vice President of Academic Affairs  
Assistant Superintendent/Vice president of Student Services  
Institutional Effectiveness Committee | Institutionalized and assigned to the Institutional Effectiveness Committee  
The Institutional Effectiveness Committee researched survey instruments and recommended use of the Entering Student Engagement (SENSE) and Community College Survey of Student Engagement (CCSSE) that assess student engagement, which has been demonstrated to correlate with student success outcomes. The district will be using the Entering Student Engagement (SENSE) Survey in Fall 2012 and Community College Survey of Student Engagement (CCSSE) in Spring 2013.  
March 9, 2012 Academic Senate Council supported the recommendation to administer student survey instruments. |
| 6.A.2 Market the district as one college with multiple instructional sites. (January 2011) | Completed | The district has adopted an approach to marketing the district that standardly includes the listing of all physical instructional sites and Distance Education.  
New web site for Cuesta College lists all district sites and Distance Education as part of the home page header with links to site-specific information.  
2010-2012 Materials newly developed for the district’s Master Plans and operational planning documents list all district sites and Distance Education.  
2011 Admissions and Records Office worked collaboratively with Computer Services to improve Banner to more clearly indicate campus site for students when registering for courses. Courses, by discipline, in Class Finder are now distinctly color coded by site.  
Spring 2012 Materials created for promotion of registration –posters, oversized postcards sent to all county residents, and the Cuesta website identify both the San Luis Obispo and North County Campus as instructional sites with summer offerings. |
| Assistant Superintendent/  
Vice President of Administrative Services  
Executive Director,  
Foundation Institutional Advancement  
Executive Dean North County Campus and South County Center  
Enrollment Management Committee | Assistant Superintendent/  
Vice President of Academic Affairs  
Assistant Superintendent/  
Vice president of Student Services  
Director of Institutional Research |
| 6.A.3 Update the Enrollment Management Plan related to identifying academic and student support programs throughout the district, recognizing Regional differences in student demographics and workforce demands. (June 2011) | Completed | 2010-2011 San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 environmental scan data includes a wealth of information about local residents, potential students and current students, broken-out by region. Numerous district forums were conducted to share the data. Regional data influences implementation of the identified goals in the San Luis Obispo County Community College District Enrollment Management Plan 2011-2012.  
March 2012 New attention given to this data during SLOCCCD Educational Master Plan 2011-2016 Addendum Workshops where participants reviewed data, identified challenges and crafted Institutional Goals for San Luis Obispo County Community College District Strategic Plan 2012-2014. |
| 6.A.4 | Clearly define organizational structure and function, decision-making authority and lines of reporting as related to multiple instructional sites. (June 2011) | Cuesta College Cabinet | Completed |
|       | | | New Presidential leadership since 2010 provided clarity to existing structure. Organizational charts reflect decision-making authority and lines of reporting. |
| 6.A.5 | Add to the Long-Term Fiscal Plan a strategy for identifying resources by site. (November 2011) | Assistant Superintendent/ Vice President Administrative Services | Determined not to pursue |
|       | | | The challenges of calculating income and expenses by physical site outweigh the benefits. The cost center model is applicable for multi-college districts, where the colleges operate as stand-alone entities. On the other hand, cost centers are incompatible with operations for a district that operates as one college with multiple sites. For example, fiscal efficiencies coupled with decreased staffing have increased the pattern of district employees regularly scheduled to work at more than one site during the week. |
| 6.A.6 | Update the Educational Master Plan by identifying academic and student support programs by site and outlining administrative structure and staffing levels throughout the district, recognizing regional differences in student demographics and workforce demands. (June 2012) | Assistant Superintendent/ Vice President Academic Affairs  
Assistant Superintendent/ Vice President Student Services  
Executive Dean of North County Campus and South County Center  
Educational Master Plan Committee | Completed |
|       | | | San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 environmental scan data is extensive and includes data broken out by region and site for the purposes of district planning.  
2010-2011 District forums convened for the purpose of reviewing and understanding SLOCCCD Cuesta College Educational Master Plan 2011-2016 data brought heightened attention to regional and site specific differences.  
Chapter 2 of the SLOCCCD Cuesta College Educational Master Plan 2011-2016 – District programs and services – includes information and forecasting from all divisions and departments with specific site references. |
| 6.A.7 Update the Facilities Plan to accommodate programs by region as identified in the Educational Master Plan. (June 2011) | Assistant Superintendent/Vice President, Administrative Services Director of Facility Services, Planning and Capital Projects. | Completed  
The San Luis Obispo County Community College District Facilities Master Plan 2011-2021 specifically addresses facility projected district needs by site.  
April 18, 2012 The SLOCCCD Facilities Master Plan 2011-2021 was reviewed and approved by the Board of Trustees. |
|---|---|---|
| 6.A.8 Develop and implement a regular cycle of assessment regarding the effectiveness of master plans to accommodate district needs. (October 2011) | Accreditation Steering Committee Institutional Effectiveness Committee | Institutionalized and assigned to Clusters for inclusion in the annual Institutional Program Planning and Review process  
The San Luis Obispo County Community College District Integrated Planning Manual outlines the master plan process. Spring 2012.  
The Institutional Effectiveness Committee is instrumental in the assessment of all planning documents including consultation on the Institutional Program Planning and Review. |
STRATEGIC DIRECTION SIX: MULTIPLE-SITE COLLEGE
Ensure students, staff and faculty have access to appropriate levels of instructional and student support services at all College locations, including Distance Education.

Strategic Goal 6.B
San Luis Obispo County Community College District will provide appropriate facilities needed for instructional and student services at its North County Campus and South County Center.

Progress Assessment: The district realized all of the action steps identified in Goal 6.B within the 2010-2012 timeframe. The South County Center initiative was unsuccessful, whereas the North County Campus Learning Resource Center was completed and brought on line. From this point forward, the Facilities Master Plan addresses the on-going work of identifying appropriate facilities for both the North County Campus and the South County Center.

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<th>Action Step for Strategic Goal 6.B</th>
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<tr>
<td>6.B.1 - 6.B.2 Determine whether South County Center options for occupancy of existing buildings are feasible with the expectation of a cost-neutral project and facilities to accommodate current South County offerings. (December 2010)</td>
<td>Superintendent/President, Executive Dean, North County Campus and South County Center, Assistant Superintendent/Vice President, Administrative Services, Director, Facility Services, Planning and Capital Projects</td>
<td>Completed&lt;br&gt;Spring 2011 Superintendent/President convened President’s South County Community Council to continue the search for a feasible site and made regular reports to the Planning and Budget Committee.&lt;br&gt;Spring 2011 A significant effort undertaken to evaluate feasibility of a South County Education Center in Grover Beach. It was ultimately decided that the project was not financially feasible.&lt;br&gt;After evaluating other available sites, it was determined not feasible to establish a South County Center by converting existing commercial property. Department of State Architects (DSA) requirements and district site requirements make such a project cost prohibitive without a significant outside infusion of funds, such as a local bond. At this time, the next opportunity for a bond is 2016 and could be undertaken on a regional basis.&lt;br&gt;2011-2012 Renewed conversations with Lucia Mar School District about new approaches to the San Luis Obispo County Community College District presence on their high school sites.</td>
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<td>Conditions allow, the potential for daytime instruction. (August 2011)</td>
<td>6.B.3 Open the North County Campus Learning Resource Center with continual assessment of the Center’s ability to address the educational needs of North County students. (January 2012)</td>
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<td>6.B.4 After completion of the Learning Resource Center, identify the most beneficial secondary use of the remaining modular buildings on the North County Campus through collaboration with multiple departments and disciplines. (January 2013)</td>
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|  | Executive Dean of North County Campus and South County Center  | Completed  |
|  | Assistant Superintendent/Vice President of Administrative Services  | Spring 2012- Learning Resource Center opens with all classrooms and student labs operational. |
|  | Director of Facility Services, Planning and Capital Projects Cabinet |  |

2010-2012- Assessment takes place on many levels. Groups of key stakeholders for regions of the building were convened Summer 2010, prior to construction beginning, to identify facility use and staffing relationships and responsibilities for the facility. Decisions revisited intermittently with individual stakeholders as construction proceeded and with the completion of the facility.

2010-2012 Learning Commons Taskforce anticipated operational issues related to the LRC Student Success Center prior to opening and will now be assessing that operation.

|  | Executive Dean of North County Campus and South County Center  | Completed  |
|  | Assistant Superintendent/Vice President of Administrative Services  | 2010-2012- Executive Dean evaluated current and emerging needs for space before drafting a proposed secondary use plan for the modular buildings. The first draft was shared with Cabinet. Subsequently, Cabinet managers met with Executive Dean to further define needs not identified on the initial draft. |
|  | Director of Facility Services, Planning and Capital Projects Cabinet |  |
| 6.B.5 Develop and implement a regular cycle of assessment regarding the effectiveness at multiple sites to provide adequate instructional and student services. (March 2013) | Executive Dean of North County Campus and South County Center
Cabinet | Institutionalized and assigned to the Executive Dean of the North County Campus and South County Center for the Institutional Program Planning and Review.

2010-2011 and 2011-2012- Regular assessment of effectiveness of facilities for the North County Campus and South County Center addressed in annual and comprehensive program reviews.

Spring 2011- Executive Dean brought site assessment related items to Cabinet for feedback and direction. |
STRATEGIC DIRECTION SIX: MULTIPLE-SITE COLLEGE
Ensure students, staff and faculty have access to appropriate levels of instructional and student support services at all College locations, including Distance Education.

Strategic Goal 6.C
San Luis Obispo County Community College District will ensure that assignments, workload, and opportunities to participate in College life for all employees are comparable at all College sites.

Progress Assessment: The district demonstrated significant progress, in the form of operational changes, toward the action steps outlined in Goal 6.C. The Superintendent/President gave new attention to regularly posting information electronically and using telecommunication in order to accommodate variable employee work schedules and site assignments.

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<th>Action Step for Strategic Goal 6.C</th>
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<tr>
<td>6.C.1 Design communication strategies and opportunities for all employees on all sites to participate in college events, college committees, professional development, and other opportunities provided to district faculty and staff. (August 2011)</td>
<td>Superintendent/President, Assistant Superintendent/President, Academic Affairs, Assistant Superintendent/President, Vice President, Student Services, Executive Dean of the North County Campus and South County Center</td>
<td>Completed</td>
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<td>Changes have been addressed within current operational budgets. The district gave new attention to assuring that all employees have access to information shared during major district events.</td>
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<td>2011 Superintendent President scheduled regular district-wide President’s Forums and posted to the district website, for anywhere, anytime viewing.</td>
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<td>Spring 2012 Updated Accreditation website created that includes all key district planning documents, communication from the Accrediting Commission for Community and Junior Colleges and links to data.</td>
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<td>2010 and 2011 Content screens were added to the polycom set-ups, allowing the receiving audience to view electronic documents. Due to this enhancement, district committees routinely use the polycom between the North County Campus and San Luis Obispo.</td>
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<td>2010-2011 and 2011-2012 District diversity events such as the Anti-Defamation League No Place for Hate events were linked by polycom to the North County Campus.</td>
<td>2010-2012 Board of Trustee meetings, budget workshops, Educational Master Plan forums, Strategic Plan Forums, and other district-wide planning events were linked by polycom to the North County Campus.</td>
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<td>Assistant Superintendent/Vice President of Administrative Services</td>
<td><strong>Institutionalized and assigned to Cabinet for consideration in facility design and/or remodel</strong> The San Luis Obispo County Community College District Facilities Master Plan 2011-2021, under development, references program needs in more general terms.</td>
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<td>Executive Dean, North County Campus and South County Center</td>
<td>2011-2012 Office assignments at the North County Campus Learning Resources Center addressed this action step by designating an administrative office for cabinet member use, an administrative services office for Fiscal Services and Human Resources staff who rotate hours on the North County campus and a faculty work room with two work stations for faculty who visit the North County Campus, but do not have an assigned faculty office.</td>
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<td>Director, Facility Services, Planning and Capital Projects</td>
<td>2010-2011 San Luis Obispo office identified for North County and South County Center staff.</td>
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<td>6.C.2 Include in the updated Facilities Master Plan a guideline related to office availability for management, faculty, and staff in an environment of multiple teaching/work sites. (June 2012)</td>
<td>There continue to be no faculty offices at the South County Center.</td>
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**STRATEGIC DIRECTION SEVEN: PROFESSIONAL DEVELOPMENT**

Commit to excellence in teaching, student learning, and scholarship by increasing professional development opportunities and support for faculty, staff, and managers.

**Strategic Goal 7.A**

San Luis Obispo County Community College District will foster and support professional development opportunities for faculty members in their pursuit of teaching excellence and in their desire to maintain currency within their academic disciplines.

**Progress Assessment:** Review of the documented progress indicates that the district did move forward in terms of fostering and supporting faculty professional development. Both Cuesta College Foundation funds and district general funds were allocated in support of identified faculty professional development needs including conference attendance, professional development facility modification and faculty release time for peer training.

Faculty professional development has been carried forward in San Luis Obispo County Community College District Strategic Plan 2012-2014 as training associated with Institutional Goal 1, Institutional Objectives 1.4.2 and 1.5.2; Institutional Goal 4, Institutional Objectives 4.1.1 and 4.2.1.

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<th>Action Step for Strategic Goal 7.A</th>
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| 7.A.1 Identify the needs for faculty professional development by reviewing and analyzing institutional research data, program review data, and Institutional Program Planning and Review data. (November 2010) | Assistant Superintendent/ Vice President, Academic Affairs  
Assistant Superintendent/ Vice President, Student Services  
Academic Senate  
Faculty Professional Development Committee | Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014 in the form of faculty and staff training associated with specific Strategic Objectives.  
Fall 2011 San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 references faculty and staff training needs related to forecasted program changes.  
April 2011 Job Satisfaction Survey conducted. Professional development identified as an area in need of significant improvement with respect to both on-campus skills related offerings and funded off-campus, discipline specific activities.  
Findings were shared with the Faculty Professional Development Committee and Academic Senate. |
2010-2012 Faculty professional development needs are identified in Institutional Program Planning and Review Reports, used to prioritize department, division, cluster and district resources.

Spring 2012 Title III Grant application completed with full participation of staff and faculty on the Student Success and Retention Subcommittee of Enrollment Management Committee.

| 7.A.2 Support the funding and planning of professional development opportunities for faculty including, but not limited to, on-campus workshops and off-campus professional and academic conferences. (January 2011) | Assistant Superintendent/Vice President of Academic Affairs  
Assistant Superintendent/Vice President of Student Services  
Assistant Superintendent/Vice President of Administrative Services  
Faculty Professional Development Committee  
Academic Senate | Institutionalized and assigned to Academic Senate and the Faculty Professional Development Committee  
Fall 2010 Anti-Defamation League “No Place for Hate” district-wide forum.  
Spring 2011 Reinstatement of the Faculty Enrichment Grant Program, funded by the Cuesta College Foundation. $8,000 was awarded in two funding cycles of $4,000 each.  
Spring 2011 Academic Senate reviewed Equal Employment Opportunity online training format and content while under development.  
Spring 2011 Anti-Defamation League “A Campus of Difference” training planned jointly by the Cultural Diversity Student Equity Committee and the Faculty Professional Development Committee.  
2010-2012 Computer Services conducted technology training classes intended to keep faculty current on digital and instructional technologies. In 2010-2011 78 training sessions were offered and in the 2011-2012 academic years, 143 training sessions were offered on 41 different topics.  
2011-2012 Renewed emphasis placed on flex activities. Faculty Professional Development Committee developed a request for proposal process for potential flex activities. In January 2012, six workshops were offered ranging in topics from preparing digital documents to developing comprehensive outcomes. |
| 7.A.3 Offer support and information to faculty to pursue funding from outside sources and | Assistant Superintendent/Vice President of Academic Affairs | **Determined not to pursue**

2010-2012 Without the reinstatement of a Grants Office, full implementation of this action step was not feasible or practical. The Executive Director for Advancement is |
| grants to pursue professional development. (May 2011) | Assistant Superintendent/ Vice President of Student Services  
Assistant Superintendent/ Vice President of Administrative Services  
Dean of Workforce Development | now building a part-time consultant fund into the Cuesta College Foundation budget to strengthen the district’s grant opportunities.  
Career Technical Education Act funding is available for certain kinds of faculty professional development.  
Spring 2012 Career and Technical Education Act workshop conducted for all Career Technical Education faculty to apprise the various ways Career and Technical Education Act program can support teaching and professional development. An application process was implemented.  
Dissemination of grant information and training could be located in the proposed centralized resource center described in 7.A.4 below. |
| 7.A.4 Provide a centralized resource center for faculty professional development, faculty mentoring, and instructional technology and software training. (May 2013) | Assistant Superintendent/ Vice President of Academic Affairs  
Assistant Superintendent/ Vice President of Student Services  
Assistant Superintendent/ Vice President of Administrative Services  
Faculty Professional Development Committee | **Completed**  
A physical location was identified on both the San Luis Obispo and North County Campus to conduct staff and faculty professional development.  
2011-2012 Designation of the Professional Development Center as the centralized resource center for professional development was clarified and a “sister” Professional Development Center was created on the North County Campus in the new Learning Resource Center.  
Fall 2011 Faculty Professional Development Committee received a Cuesta College Foundation Grant for $5,000 in Fall 2011 for the remodel of the Professional Development Center to better meet the needs of staff and faculty. |
| 7.A.5 Develop and implement a regular cycle of assessment regarding the effectiveness of the College in providing adequate | Director of Human Resources | **Forwarded for consideration for San Luis Obispo County Community College District Strategic Plan 2012-2014**  
The deadline for action steps 7.A.5 has not occurred; however, the job satisfaction survey and the Institutional Program Planning and Review analysis, as well as |
professional development for faculty. (June 2013)  

assessment of specific strategic plan objectives will provide the Institutional Effectiveness Committee the means to assess.

**STRATEGIC DIRECTION SEVEN: PROFESSIONAL DEVELOPMENT**
Commit to excellence in teaching, student learning, and scholarship by increasing professional development opportunities and support for faculty, staff, and managers.

**Strategic Goal 7.B**
San Luis Obispo County Community College District will foster professional development opportunities for staff and managers to serve students and to administer their professional duties and obligations to the College.

**Progress Assessment:** Strategic Goal 7.B was written in general terms as were the action steps, however, review of the documented progress indicates that the district did make move forward in terms of fostering and supporting staff and management professional development. The district decision, even in economically challenging times, to send staff to key conferences supported the mission of the district. Two groups, the staff and management professional development committees, addressed this goal.

Staff and management professional development has been carried forward in San Luis Obispo County Community College District Strategic Plan 2012-2014 as training associated with Institutional Goal 4, Institutional Objectives 4.1.1 and 4.2.1.

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<th>Action Step for Strategic Goal 7.B</th>
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| 7.B.1 Identify the needs of the Staff and Management Professional Development Committees by reviewing and analyzing institutional research data, program review data, and Institutional Program Planning and Review data. (February 2011) | Assistant Superintendent/Vice President of Student Services  
Assistant Superintendent/Vice President of Academic Affairs  
Assistant Superintendent/Vice President of Administrative | Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014 in the form of staff and management training associated with specific Strategic Objectives.  
Fall 2011 San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 references management and staff training needs related to forecasted program changes.  
April 2011 Bi-annual Job Satisfaction Survey conducted. Professional development identified as an area in need of significant improvement with respect to both on-campus skills related offerings and funded off-campus, employment specific activities. Findings were shared during a Cabinet/Manager meeting. |
<table>
<thead>
<tr>
<th>Services Management Professional Development Committee</th>
<th>2010-2012 Management and staff professional development needs are identified in Institutional Program Planning and Review Reports used to prioritize department, division, cluster and district resources.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified Professional Development Committee</td>
<td></td>
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<tr>
<td>Cabinet</td>
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</table>

7.B.2 Support the funding and planning of professional development opportunities for staff and managers including on-campus workshops and off-campus professional training and conferences. (March 2011)

| Assistant Superintendent/Vice President of Student Services | Institutionalized and assigned to Management Professional Development Committee, Classified Professional Development Committee, and Cabinet |
| Assistant Superintendent/Vice President of Academic Affairs | 2010-12 Ongoing promotion and allocation of funds from sources such as limited SB1131 and Telecommunications and Technology Infrastructure Program funds (TTIP), Managerial Professional Development committee, Staff Professional Committee Foundation support, and grant requests. |
| Assistant Superintendent/Vice President of Administrative Services | |
| Management Professional Development Committee | |
| Classified Professional Development Committee | |
| Cabinet | |

2010-2012 Computer Services conducted technology training intended to keep staff and managers current on digital and instructional technologies. In 2010-2011, 78 trainings were offered and in the 2011-2012 academic years, 143 trainings were offered on 41 different topics.

**Fall 2010** Anti-Defamation League “No Place for Hate” forum.

**Spring 2011** Anti-Defamation League “A Campus of Difference” training.

**Fall 2010 and 2011** 3CGB conference for Banner (enterprise integrated software), classified staff lead users attended.

2010-2012 Faculty and staff attended these conferences: Strengthening Student Success Conference (October 2010 and 2011); Assessment Workshop (February 2011); Accreditation Institute(Feb 2011 and 2012); Health Professional Workshop (March 2011); and National Conference for Financial Aid Professional (Feb 2011).
2010-2012  Cuesta College Classified United Employees (CCCUE) contract enhancements for classified employee professional development – increased from one 2% professional growth increase each year with a maximum of five to two 2.5% professional growth increases per year with a maximum of six. Professional growth units may be earned as approved district credit units or as approved work or training on the basis of one unit per 18 hours of completed and verified course work in a workshop, seminar, or other instructional setting.

Spring 2011  Management Senate reviewed the Equal Employment Opportunity online training format when under development and in fall 2011, the Human Resources Executive Director provided Equal Employment Opportunity training for all managers with the use of the completed Equal Employment Opportunity online training tool.

Fall 2011  Two Management Senate meetings devoted to training on the Cuesta College Classified United Employees (CCCUE) and Cuesta College Federation of Teachers (CCFT) contract changes, conducted by the Executive Director of Human Resources and Labor Relations.

Fall 2011  Equal Employment Opportunity online training implemented spring 2012 for all employees serving on hiring committees, including classified staff and managers.

Spring 2012  No Place for Hate district-wide workshop, Impacts and Effects of Bullying.

| 7.B.3 Offer support and information for staff and managers to pursue funding from outside sources and grants to pursue professional development.  (May 2011) | Assistant Superintendent/ Vice President of Student Services  
Assistant Superintendent/ Vice President of Academic Affairs  
Assistant Superintendent/ Vice President of Administrative Services | **Determined not to pursue**  
2010-2012 Without the reinstatement of a Grants Office, full implementation of this action step was not feasible or practical. The Executive Director for Advancement is now building a part-time consultant fund into the Cuesta College Foundation budget to strengthen the district’s grant opportunities.  
June 2010  The district implemented the Medical Administrative Activities (MAA) Program to provide outreach to students regarding medical health care coverage. As a result of implementing this program, the district will be able to earn unrestricted funding for the college that can be used towards professional development for staff. After administrative |
| 7.B.4 | Provide a centralized resource center for staff and managers that will provide professional development, mentoring and training in technology and software. (May 2013) | Faculty Professional Development Committee in collaboration with Management Professional Development Committee and Classified Professional Development Committee | Completed  
A physical location was identified on both the San Luis Obispo and North County Campus to conduct staff and faculty professional development.  
Forwarded for consideration for San Luis Obispo County Community College District Strategic Plan 2012-2014 as related to training needs specific to 2012-2014 Strategic Objectives and Action Steps.  
2011-2012 Designation of the Professional Development Center as the centralized resource center for professional development was clarified and a “sister” Professional Development Center was created on the North County Campus in the new Learning Resource Center.  
Fall 2011 Faculty Professional Development Committee received a Cuesta College Foundation Grant for $5,000 in Fall 2011 for the remodel of the Professional Development Center to better meet the needs of staff and faculty. Redesign of the Professional Development Center at San Luis Obispo initiated but not completed. |
| 7.B.5 | Develop and implement a regular cycle of assessment regarding the effectiveness of the College in providing adequate professional development for staff and managers. (May 2013) | Director of Human Resources | Forwarded for consideration in the San Luis Obispo County Community College District Strategic Plan 2012-2014  
The deadline for action steps 7.A.5 has not occurred; however, the job satisfaction survey and the Institutional Program Planning and Review analysis, as well as assessment of specific strategic plan objectives will provide the Institutional Effectiveness Committee the means to assess. |
APPENDIX B

Progress Evidence

**Strategic Goal 1.A**
AP2410 Schedule of Review
AP2410.Board Policies Flowchart

**Strategic Goal 1.B**
January 13, 2011 Leadership Retreat invitees and participant list
Draft Proposal on Committee Restructuring
2010-2011 End of Year Committee Report (Accreditation website)
2011-2012 End of Year Committee Report (Accreditation website)

**Strategic Goal 2.A**
[San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016](#)
[San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum](#)
[San Luis Obispo County Community College District Integrated Planning Manual](#)
San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016 Meeting Minutes
Educational Master Plan Facilitating Administrator Meeting Minutes
Accreditation Steering Committee Minutes
March 9 and 13, 2012 President’s Forum on Accreditation
Completed San Luis Obispo County Community College District Spring 2012 Progress Report
Board of Trustees Minutes, April 4, 2012 and May 2, 2012
Committee list for Institutional Effectiveness Committee description and membership
Long term planning cycle calendar
Strategic Goal 2.B
San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016
San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum
San Luis Obispo County Community College District Enrollment Management Plan 2011-2012
San Luis Obispo County Community College District Facilities Master Plan 2011-2021
San Luis Obispo County Community College District Integrated Planning Manual
San Luis Obispo County Community College District Long-Term Fiscal Plan 2012-2016
San Luis Obispo County Community College District Technology Plan 2012-2017
Educational Master Plan Committee Minutes
April 18, 2012 Board of Trustee Minutes
October 5, 2011 Board of Trustee Minutes

Strategic Goal 2.C
San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016
San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum
San Luis Obispo County Community College District Integrated Planning Manual
San Luis Obispo County Community College District Facilities Master Plan 2011-2021
Academic Senate Minutes, March and April 2012
April 18, 2012 Board of Trustee Minutes

Strategic Goal 2.D
San Luis Obispo County Community College District Technology Plan 2012-2017
San Luis Obispo County Community College District Integrated Planning Manual
Technology Committee Meeting Minutes
February 1, 2012 Board of Trustee Minutes
Long Term Planning Calendar

Strategic Goal 2.E
San Luis Obispo County Community College District Long-Term Fiscal Plan 2012-2016
San Luis Obispo County Community College District Integrated Planning Manual
June 6, 2012 Board of Trustee Minutes
Strategic Goal 2.F
San Luis Obispo County Community College District Equal Employment Opportunity Plan 2012-2015
Equal Employment Opportunity Training Presentation
Equal Employment Opportunity Online Training Quiz
June 6, 2012 Board of Trustee Minutes
Long-Term Planning Calendar

Strategic Goal 2.G
San Luis Obispo County Community College District Enrollment Management Plan 2011-2012
San Luis Obispo County Community College District Enrollment Management Plan 2012-2014 Update
San Luis Obispo County Community College District Integrated Planning Manual
Academic Senate minutes, Spring 2011
June 8, 2011 Board of Trustees Minutes
Enrollment Management Committee Survey to members about committee goals and the Enrollment Management Plan goals

Strategic Goal 2.H
San Luis Obispo County Community College District Resource Development Plan 2012-2013
San Luis Obispo County Community College District Integrated Planning Manual
Minutes of Cuesta College Foundation Executive Board Meetings
Minutes of Cuesta College Foundation Board of Directors
Minutes of Planning and Budget Meetings
June 6, 2012 Board of Trustees Minutes

Strategic Goal 2.I
San Luis Obispo County Community College District Integrated Planning Manual
2010 Employee Institutional Program Planning and Review Evaluation Survey
2011-2012 Institutional Program Planning and Review Document
Institutional Program Planning and Review Committee Meeting Minutes 2010-2011
Strategic Goal 3.A
Institutional Effectiveness Committee New Committee Request Top Sheet
Institutional Effectiveness Committee Goals
2011-12 Institutional Program Planning and Review Document
Cuesta College Institutional Assessment Schedule
Institutional Effectiveness Committee Recommendation Template
Institutional Effectiveness Committee Recommendation example January 2012
Cuesta_ILO_Final

Strategic Goal 4.A
Cuesta Class Finder
Online, both from the front page of the website and in MyCuesta for student access in the portal
San Luis Obispo County Community College District Enrollment Management Plan 2011-2012
San Luis Obispo County Community College District Enrollment Management Plan 2012-2014 Update
Enrollment Management Committee member survey conducted March 2012
South County Center Comprehensive Program Planning and Review document
Memo sent January 2012 from Director of Counseling to Vice President Academic Affairs with summary of proposed courses for summer
Feedback made on course targeted at basic skill level/Career Technical Education level; AA/AS levels; and transfer level course distribution
Documents corresponding to Gainful Employment analysis
Gainful Employment Disclosure Statement 2009-2010
Student Services Assessment Report and Student Learning Outcomes Planning 2012-2013

Strategic Goal 4.B
Committee Membership List 2011-2012 (Fall 2011)
Hand-Scored CELSA assessments held in the ESL Division Office
Student Support and Success Committee Meeting Minutes allocating Basic Skills Initiative funding for 2010-2011 and 2011-2012
Online Banner scores for English objective testing and Math tests
Implementation of the new Online-Objective English assessment in October 2012
Institutional Effectiveness Report 2010
Strategic Goal 4.C
Notes from Learning Commons Taskforce meetings conducted by Vice President of Academic Affairs Fall 2010/Spring 2011
Notes from North County Campus Learning Resource Center key stakeholder meetings, Summer 2010
Minutes from Student Retention and Success and Basic Skills/Tutorial Committee Meetings
Institutional Research Office Institutional Effectiveness Outcome Report
Approval letters from the Chancellor’s Office received for Mathematics AS-T degree, Communication Studies AA-T degree, Criminal Justice AA-T degree as well as program inventory listed on Chancellor’s Office website
(Note: Approval letters were not received in time for this information to be included in the current catalog)
Cuesta College Transfer Center Survey 2011 – Student Learning Outcomes Report
Sessions scheduled October/November 2011
Transfer Center Survey Fall 2011

Strategic Goal 4.D
Transition to Moodle supported in San Luis Obispo County Community College District Technology Plan 2012-2017
Remote Learner Support contract
@One support Contract
District Memo of Understanding 2012-2013
Distance Education Committee and Resource Instructors sent invitations to training schedules
Staff completed trainings during 2011-2012
Budget 2010-2011 and forward

Strategic Goal 4.E
San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016
Annual Program Planning Worksheet
Workforce Economic Development Cluster plan April 20, 2010
Career Technical Education Advisory Boards in College Catalog
Career and Technical Education Act Assessment
Gainful Employment Disclosure Statement, College Website

Strategic Goal 5.A
San Luis Obispo County Community College District Resource Development Plan 2012-2013
Community Impression Survey Results
CCNews is located on the Cuesta College Foundation website
Strategic Goal 6.A
San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016
San Luis Obispo County Community College District Facilities Master Plan 2011-2021
San Luis Obispo County Community College District Integrated Planning Manual
San Luis Obispo County Community College District Enrollment Management Plan 2011-2012
Cuesta College new web page test site
Cuesta registration web site
Academic Senate Agenda and Minutes, March 9, 2012
April 18, 2012 Board of Trustee Minutes
Educational Master Plan forums – sharing of Educational Master Plan data
San Luis Obispo County Community College District Educational Master Plan 2011-2016 Addendum Workshop
Direct impact in the San Luis Obispo County Community College District Strategic Plan 2012-2014 will be in response to Educational Master Plan data, identified challenges and the resulting Institutional Goals

Strategic Goal 6.B
President’s South County Community Council Meeting Minutes
Brochure for South County Center capital effort
President’s Budget Forum Q &A segment, March 2012
Summer 2010 Learning Resource Center regional meeting notes
2010-2012 North County Campus Learning Commons taskforce notes
Modular Building Secondary Use Proposal – Early Spring 2012 Cabinet minutes (Presented by Vice President Administrative Services)
2011-2012 and 2012-2013 Institutional Program Planning and Review for the North County Campus
2011-2012 Institutional Program Planning and Review
2012-2013 Comprehensive Program Planning & Review for the South County Center

Strategic Goal 6.C
Cuesta College website
San Luis Obispo County Community College District Facilities Master Plan 2011-2021
Strategic Goal 7.A
San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016
Equal Employment Opportunity Training Presentation
Equal Employment Opportunity Online Training Quiz
2011 Job Satisfaction Survey results
Institutional Program Planning and Review
Faculty Grant application materials
Computer Services Training Calendar
Faculty Professional Development website – MyCuesta
Faculty Professional Development Cuesta College Foundation Grant application

Strategic Goal 7.B
San Luis Obispo County Community College District Cuesta College Educational Master Plan 2011-2016
2011 Job Satisfaction Survey results Employee Satisfaction Survey (Wulff) and consequent presentation (April 2011, presentations in fall 2011)
Institutional Program Planning and Review
Joint meetings between professional development committees (minutes available)
The training schedule survey polling what classes/times employees desire for Spring 2012 (Tech Training Topic and Schedule Survey - Spring 2012.pdf)
Combined schedule surveys 2007-2011, plus training follow-up questionnaire, 2008-2010 (Trng_Survey_F07-S11.pdf)
Training follow-up questionnaire summary, 2012 (Training Follow-up Questionnaire.pdf)
Cuesta College Classified United Employees contract
Joint Professional Development Committee meeting agendas