

**San Luis Obispo County Community College District**  
**Strategic Planning 2014-2017**  
September 12, 2013 | 2:30 – 5:00pm | Room 5401

2:30 – 2:50pm	<b>Introduction</b>	Dr. Stork
	<b>Strategic Planning</b>	Sandee McLaughlin
2:50 – 3:25pm	<b>Institutional Goal 1</b> – Ryan Cartnal	
	<ul style="list-style-type: none"><li>• Data Presented</li><li>• Consider Each Institutional Objective</li></ul>	
3:25 – 3:40pm	<b>Institutional Goal 2</b> – Ryan Cartnal	
	<ul style="list-style-type: none"><li>• Data Presented</li><li>• Consider Each Institutional Objective</li></ul>	
3:40 – 3:50pm	<b>Institutional Goal 3</b> – Pamela Ralston	
	<ul style="list-style-type: none"><li>• Data Presented</li><li>• Consider Each Institutional Objective</li></ul>	
3:50 – 4:00pm	<b>Institutional Goal 4</b> – Deb Wulff	
	<ul style="list-style-type: none"><li>• Data Presented</li><li>• Consider Each Institutional Objective</li></ul>	
4:00 – 4:15pm	<b>Institutional Goal 5</b> – Dr. Stork	
	<ul style="list-style-type: none"><li>• Data Presented</li><li>• Consider Each Institutional Objective</li></ul>	
4:15 – 5:00pm	<b>Develop Proposed Strategies</b> – Dr. Stork and Sandee McLaughlin	

Materials at each table:

- Agenda (white)
- Voting cards (red and green)
- Vote Tally Sheets (pink)

Materials provided later:

- Our Changing Landscape (yellow)
- Strategy and Rationale Worksheet by Institutional Objective (green)
- Sample Strategy and Rationale Worksheet (blue)
- Data from the Research Office

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**Strategic Planning 2014-2017**  
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**Table Leads**

(alphabetically by last name)

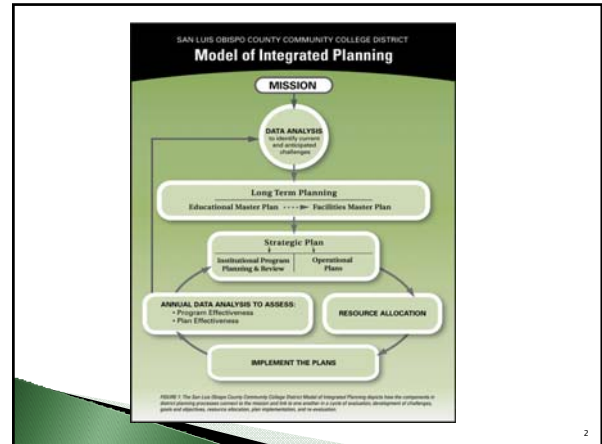
- Institutional Objectives 1.1 and 1.2      Bret Clark, Thea LaBrenz, and Cherie Moore - *Deb*
- Institutional Objective 1.3      Kevin Bontenbal and Mark Stengel - *Deb*
- Institutional Objectives 1.4 and 1.5      Dennis Baeyen, Madeline Medeiros, Barb Miller, and Rich Taylor – *Pamela*

REVISED DRAFT New Institutional Objective 1.6: “Increase the percentage number of first time students who complete the first semester and continue to their second semester at Cuesta College.”

- Institutional Objective 1.6      Greg Baxley, Sally Demarest, Luis Gonzalez - *Pamela*
- Institutional Objective 2.1      Kristin Pimentel and Lisa Wearda - *Sandee*
- Institutional Objective 2.2      Jenn Martin, Cande Munoz, and Gary Rubin - *Sandee*
- Institutional Objectives 3.1, 3.2, 4.1 and 4.2      Lisa Gray and Marie Larsen – *Pamela and Deb*
- Institutional Objectives 5.1 and 5.2      Dina Baca-Ebeling, Shannon Hill, and Sharon Spatafora - *Sandee*

**S.L.O.C.C.C.D.**

**STRATEGIC PLAN 2014–2017**  
September 12, 2013 Workshop

**Mission Statement**

- ▶ Cuesta College is an inclusive institution that inspires diverse student populations to achieve their educational goals.
- ▶ We effectively support students in their efforts to improve foundational skills, transfer to four-year institutions, earn certificates or associate degrees, and advance in the workforce.

**Mission Statement**

- ▶ Through dynamic and challenging learning opportunities, Cuesta College improves lives by promoting cultural, intellectual, and professional growth. We prepare students to become engaged citizens in our increasingly complex communities and world.

**Integrated Planning Implementation**

- ▶ Strategic Plan 2014–2017 is under the current Educational Master Plan.
- ▶ Challenges were identified and Institutional Goals established based on data cited in the 2011–2016 Educational Master Plan and Educational Master Plan Addendum.
- ▶ Institutional goals do not change until new challenges are identified as associated with the 2016–2026 Educational and Facilities Master Plan.

**Analyze Data**  
**Identify Institutional Challenges**

- ▶ Challenge 1: How can the District support students in their efforts to complete transfer requirements, degrees and certificates?
- ▶ Challenge 2: How can the District best serve its changing community and potential pool of students?
- ▶ Challenge 3: How can the District most effectively continue to serve students' needs for higher education despite external pressures?

## Institutional Goals

- ▶ Goal 1: SLOCCCD will enhance its programs and services to promote students' successful completion of transfer requirements, degrees, certificates, and courses.
- ▶ Goal 2: SLOCCCD will build a sustainable base of enrollment by effectively responding to the needs of its local service area.

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## Institutional Goals

- ▶ Goal 3: SLOCCCD will assess and improve the quality and effectiveness of its participatory governance and decision-making structures and processes.
- ▶ Goal 4: SLOCCCD will implement, assess, and improve its integrated planning process.
- ▶ Goal 5: SLOCCCD will strengthen its partnership with local educational institutions, civic organizations, businesses, and industries.

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## 2014–2017 Strategic Plan Steps

- ▶ Review the Institutional Goals. (TODAY)
- ▶ Review progress on achieving the Institutional Objectives. (TODAY)
- ▶ Determine Institutional Objectives. (TODAY)
  - ✓ Continue with Objective
  - ✓ If work on objective is complete and/or institutionalized, delete the objective.
  - ✓ If there is new compelling data related to the challenges identified for Institutional Goals, add an objective.

Note: Institutional Goals (under this EMP) do not necessarily have to have objectives in 2014–2017.

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## 2014–2017 Strategic Plan Steps

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

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## 2014–2017 Strategic Plan Steps

- ▶ Determine assessments and action steps for the objectives for the next 3 years. (continued)
  - ✓ Final draft forwarded to College Council and Planning and Budget Committee.
  - ✓ College Council distributes to constituents for review and comment.
  - ✓ Planning and Budget consider feedback from review and make recommendation to Superintendent/President.
  - ✓ If approved by Superintendent/President, Strategic Plan 2014–2017 is presented to Board of Trustees for information.

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## Guiding Principles

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

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## Today's Format

- ▶ Planning Overview
- ▶ Review of Goals & voting on objectives – volunteer at each table to record votes
- ▶ Brainstorming strategies for 2014–2017.
  - ✓ Break out into Objectives by Table
  - ✓ Table Leaders will facilitate discussion
  - ✓ Recommended strategies and rationale to be recorded on documents provided – for use by Strategic Planning Committee taskforce.

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Thank-you!

Questions?

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## Strategic Planning Update

CUESTA COLLEGE  
SLOCCCD  
9/12/2013

### Cuesta College Mission Statement

*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.*

### INSTITUTIONAL GOAL 1

- San Luis Obispo County Community College District will enhance its programs and services to promote students' successful completion of transfer requirements, degrees, certificates, and courses.

### INSTITUTIONAL OBJECTIVE 1.1

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

Year	Percent Transfer Prepared	Performance Goal
2009	31.76%	
2010	32.77%	
2011	33.93%	
2012	31.55%	
2013	32.18%	
2014	32.85%	
2015	33.48%	

### INSTITUTIONAL OBJECTIVE 1.1 (cont)

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

Year	Acceptance Rate	Cuesta Applicants	Accepted Applicants
2007	61.0%	451	275
2008	50.6%	453	229
2009	43.3%	621	269
2010	27.7%	739	205
2011	36.7%	616	226
2012	35.8%	653	234
2013	50.4%	617	311

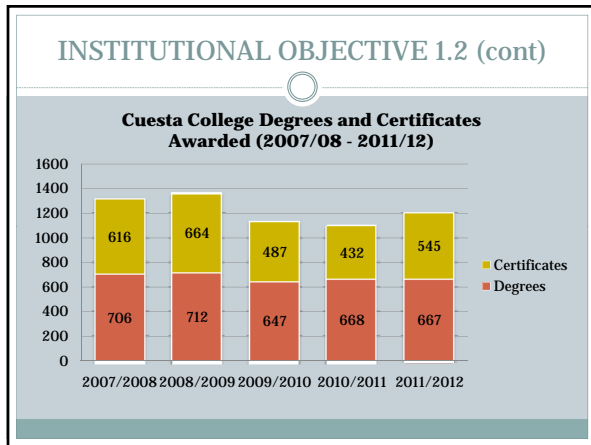
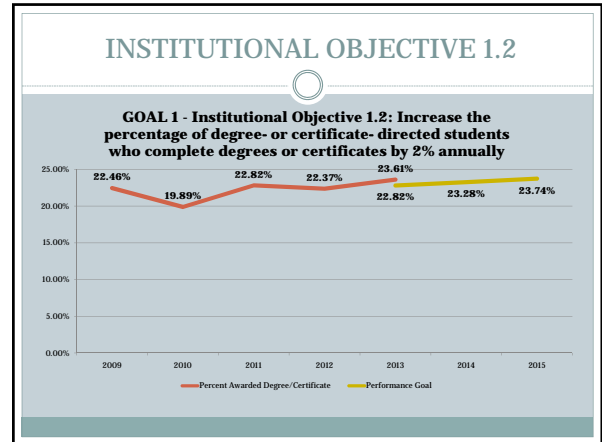
### INSTITUTIONAL OBJECTIVE 1.1 (cont)

**Cuesta Transfers to CSU and UC (2005/06 - 2011/12)**

Year	UC	CSU
2005/06	71	708
2006/07	69	782
2007/08	59	716
2008/09	67	547
2009/10	83	518
2010/11	109	616
2011/12	92	534

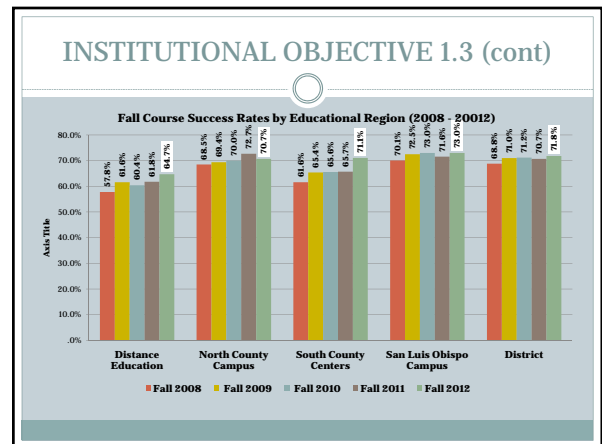
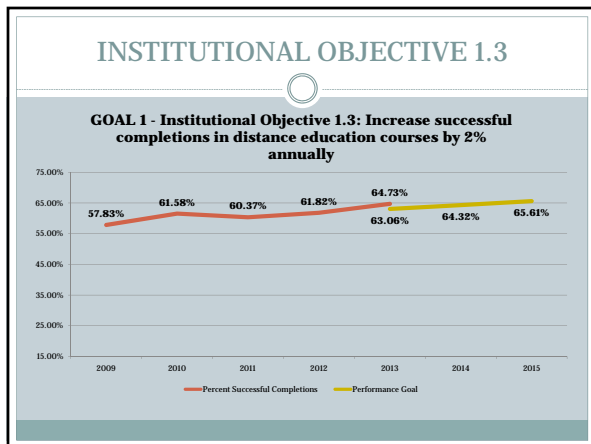
### INSTITUTIONAL OBJECTIVE 1.1

- Given that our Goals will not change at this time, is an Objective related to transfer still necessary?
- Vote/ tally



### INSTITUTIONAL OBJECTIVE 1.2

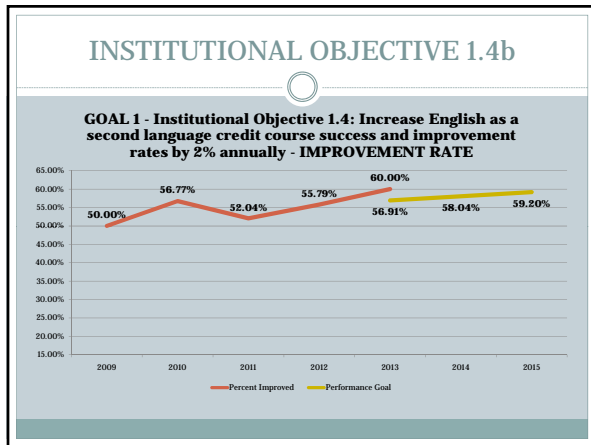
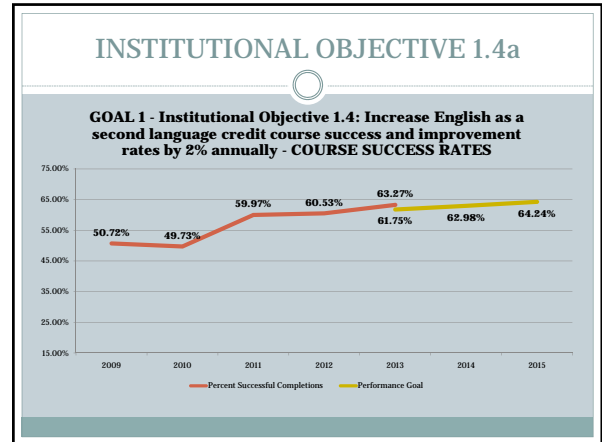
- Given that our Goals will not change at this time, is an Objective related to degree and certificate completion still necessary?
- Vote/ tally





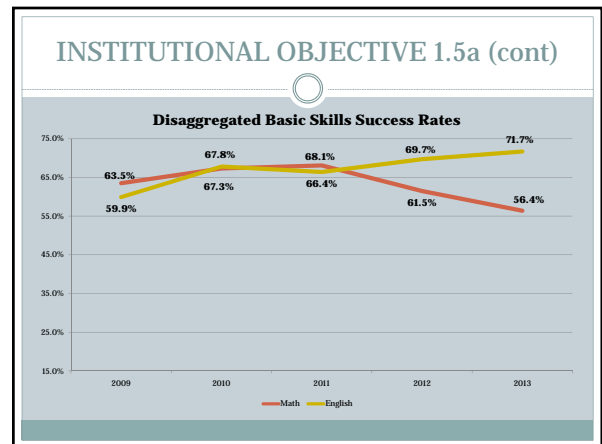
### INSTITUTIONAL OBJECTIVE 1.3

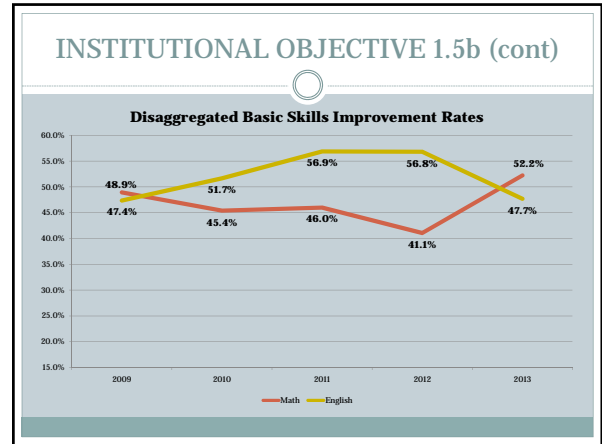
- Given that our Goals will not change at this time, is an Objective related to course success in distance education still necessary?
- Vote/ tally



### INSTITUTIONAL OBJECTIVE 1.4

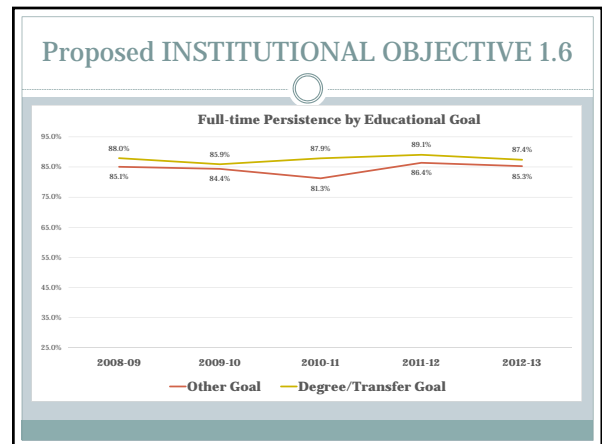
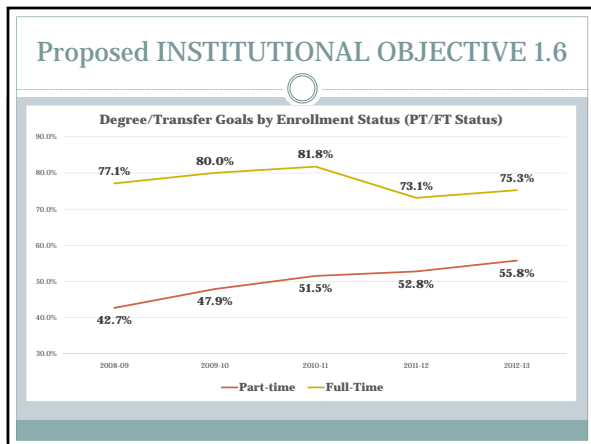
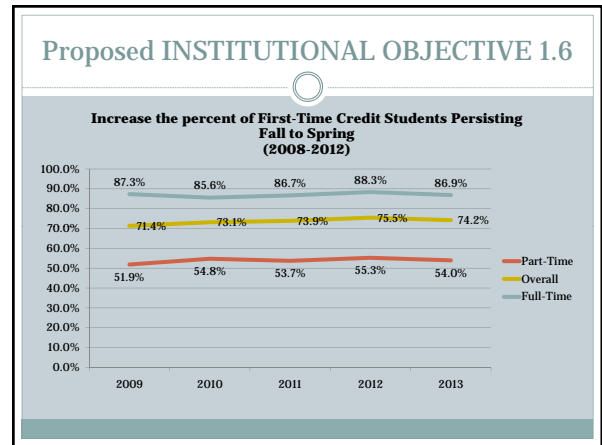
- Given that our Goals will not change at this time, is an Objective related to English as a Second Language course success and/or improvement still necessary?
- Vote/ tally

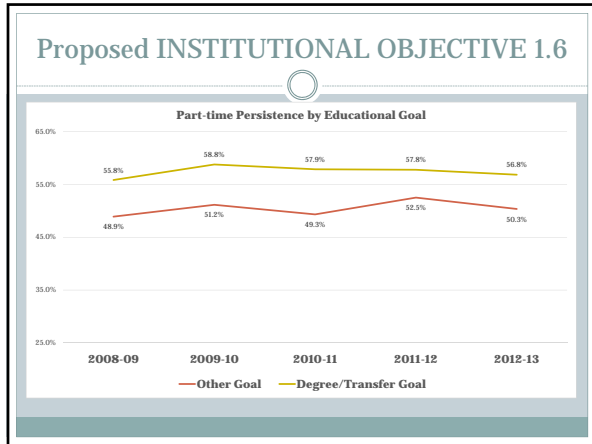




### INSTITUTIONAL OBJECTIVE 1.5

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



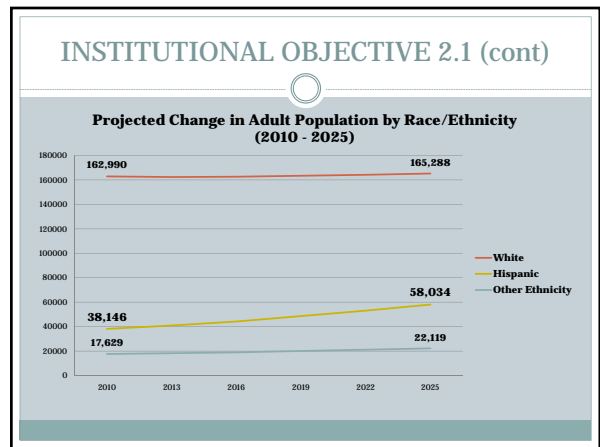
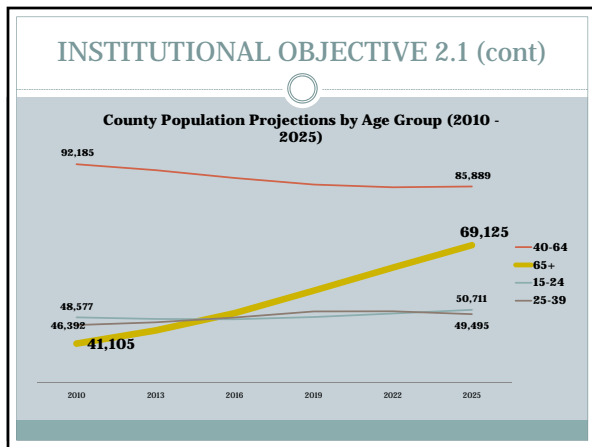
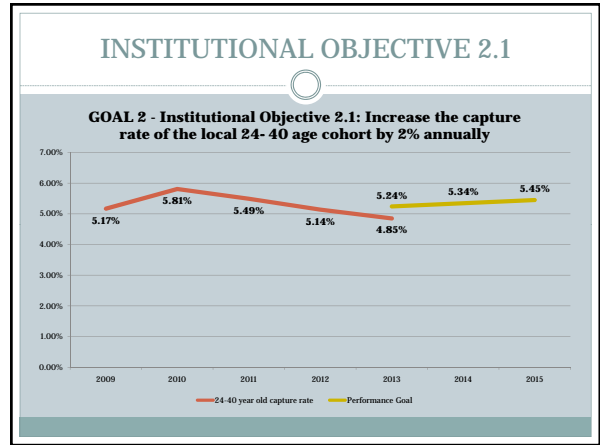


### Proposed INSTITUTIONAL OBJECTIVE 1.6

- Given that our Goals will not change at this time, is adding an Objective related to first time credit students persisting necessary?
- Vote/ tally

### INSTITUTIONAL GOAL 2

**San Luis Obispo County Community College District will build a sustainable base of enrollment by effectively responding to the needs of its local service area.**

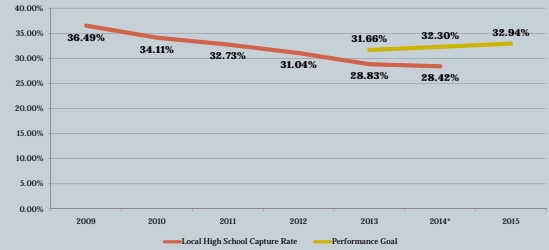


### INSTITUTIONAL OBJECTIVE 2.1

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

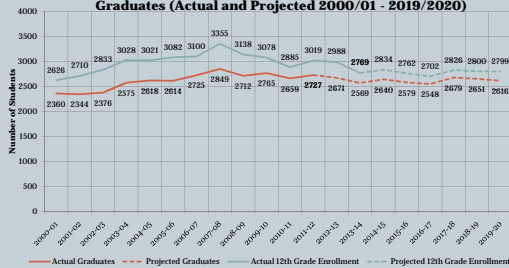
### INSTITUTIONAL OBJECTIVE 2.2

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



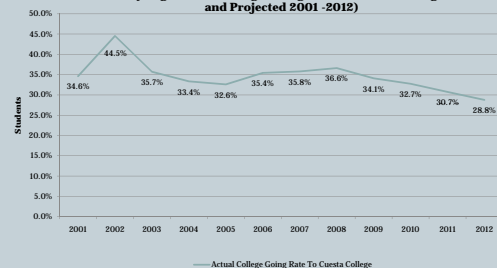
### INSTITUTIONAL OBJECTIVE 2.2 (cont)

#### San Luis Obispo Public High School 12th Grade Enrollment and Graduates (Actual and Projected 2000/01 - 2019/2020)



### INSTITUTIONAL OBJECTIVE 2.2 (cont)

#### SLO County High School College-Going Rates to Cuesta College (Actual and Projected 2001 - 2012)



### INSTITUTIONAL OBJECTIVE 2.2

- Given that our Goals will not change at this time, is an Objective related to local high school capture rates still necessary?
- Vote/ tally

### INSTITUTIONAL GOAL 3

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

### INSTITUTIONAL OBJECTIVE 3.1

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

### INSTITUTIONAL OBJECTIVE 3.1

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

### INSTITUTIONAL OBJECTIVE 3.2

- Assess participatory governance and decision-making structures and processes and revise as needed to ensure that the processes are effective, transparent, and include broad participation

### INSTITUTIONAL OBJECTIVE 3.2

- Given that our Goals will not change at this time, is an Objective related to assessing participatory governance and/or decision-making structures and processes still necessary?
- Vote/ tally

### INSTITUTIONAL GOAL 4

- **San Luis Obispo County Community College District will implement, assess, and improve its integrated planning processes.**

### INSTITUTIONAL OBJECTIVE 4.1

- Train the internal community about the integrated planning processes

#### INSTITUTIONAL OBJECTIVE 4.1

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

#### INSTITUTIONAL OBJECTIVE 4.2

- Complete all processes outlined in the *San Luis Obispo County Community College District Integrated Planning Manual 2012* within the identified timelines

#### INSTITUTIONAL OBJECTIVE 4.2

- Given that our Goals will not change at this time, is an Objective regarding completion of the Integrated Planning Manual processes still necessary?
- Vote/ tally

#### INSTITUTIONAL GOAL 5

- **San Luis Obispo County Community College District will strengthen its partnerships with local educational institutions, civic organizations, businesses, and industries.**

#### INSTITUTIONAL OBJECTIVE 5.1

- Increase participation at district events for business and civic leaders

#### INSTITUTIONAL OBJECTIVE 5.1

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

INSTITUTIONAL OBJECTIVE 5.2

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

INSTITUTIONAL OBJECTIVE 5.2

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

**San Luis Obispo County Community College District  
Strategic Planning 2014-2017**

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**FINAL TALLY OF ALL VOTES BY INSTITUTIONAL OBJECTIVE**

**Instructions:** Select one person to count each vote and record the number in each column accordingly.

Institutional Objective	Green: Retain	Red: Omit	Comment (Optional)
1.1	47	0	want to amend the language; evaluate; verify 2%; needs tweaking.
1.2	47	0	questioning where the 2%; verify 2%; tweak
1.3	46	1	clear language; verify 2%; tweak
1.4	46	1	met goal; need to maintain ESL population.
1.5	47	0	
1.6	47	0	
Institutional Objective	Green: Retain	Red: Omit	Comment (Optional)
2.1	45	1	add new for 65+ age group; lower percentage; 25-50 age group
2.2	47	3	4 year drop outs?
Institutional Objective	Green: Retain	Red: Omit	Comment (Optional)
3.1	0	46	
3.2	18	27	
Institutional Objective	Green: Retain	Red: Omit	Comment (Optional)
4.1	45	2	needs to be re-written; clearer action steps; stronger phrasing; provide continued training.
4.2	4	38	not sure it will be done without a push;
Institutional Objective	Green: Retain	Red: Omit	Comment (Optional)
5.1	20	24	
5.2	24	21	re-phrasing necessary for this objective; how can this be measured?; cuesta more involved with K-12; clarify what is the based of and % of increase.