



CUESTA COLLEGE

# STRATEGIC PLAN

## 2020-2023

## PROCESS FOR STRATEGIC PLAN DEVELOPMENT

Following review of the *SLOCCCD Mission Statement*, the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan* and the *California Community Colleges Chancellor's Office local Vision for Success* goals, the district began the work of updating the *SLOCCCD Strategic Plan 2020-2023*. This strategic plan, presented to the SLOCCCD Board of Trustees on December 11, 2019, identifies seven institutional goals which articulate how the district intends to address current and anticipated challenges. These institutional goals guide the allocation of district energies and resources for the term of the master plan by serving as the basis for the short-term planning processes, including the district's strategic plan. Through this process, both the master plans and the short-term plans are linked to the district mission.

On September 30, 2016 the district engaged in a collaborative review of the institutional goals in the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*. During the workshop, data was presented by the Institutional Research Office, and responsible parties and attendees drafted institutional objectives responsive to the institutional goals. This work along with the newly developed Cuesta College local *Vision for Success* goals, served as the foundation for creating the institutional goals and objectives for the *SLOCCCD Strategic Plan 2020-2023*. *SLOCCCD Strategic Plan 2020-2023* goals may need to be updated during the three-year cycle if Cuesta College's local *Vision for Success* goals are changed or adjusted.

On October 22, 2019 the draft *SLOCCCD Strategic Plan 2020-2023* was presented at College Council in accordance with the timeline and process for developing strategic plans as described in the *SLOCCCD Integrated Planning Manual 2019*. In November 2019, feedback was incorporated into the draft, and the proposed final plan was sent to College Council and the Planning and Budget Committee for review and comment. The Planning and Budget Committee considered feedback and recommended the final draft to the Superintendent/President. Finally, the *SLOCCCD Strategic Plan 2020-2023* was presented to the SLOCCCD Board of Trustees for information on December 11, 2019.

## STRATEGIC PLAN IMPLEMENTATION

The following SLOCCCD institutional goals are intended to serve as a guide for SLOCCCD's decision-making and use of resources. The SLOCCCD institutional goals were designed in alignment with campus efforts around the local *Vision for Success* goals, with a targeted focus on closing equity achievement gaps at Cuesta College. Furthermore, the SLOCCCD institutional goals are intentionally broad enough to cover the ten-year term of the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*.

**In support of the *SLOCCCD Comprehensive Master Plan 2016-2026: Educational Master Plan*, SLOCCCD will:**

### **Institutional Goal 1: Access** \*see Metric Details on page 16

Increase student access to higher education

**Institutional Objective 1A:** Increase enrollment of low-income and underrepresented students through intentional program development and targeted outreach efforts

Responsible Party: Vice President Student Services and College Centers

Measure 1: Student equity participation rate: the percentage of each population group that is enrolled compared to that group's representation in the adult population within the community served

**Institutional Objective 1B:** Increase enrollment opportunities for community members who are 55 years of age or older

Responsible Party: Vice President Academic Affairs

Measure 1: Enrollment of Emeritus students served each year, disaggregated by credit and non-credit status

**Institutional Objective 1C:** Expand financial support and aid opportunities for students

Responsible Party: Superintendent/President

Measure 1: Increase Pell grant recipients and total dollars available for students through scholarships

**Institutional Objective 1D:** Increase career pathways for local high school students

Responsible Parties: Vice President Academic Affairs / Vice President Student Services and College Centers

Measure 1: Percent of recent local high school graduates who designate an Associate Degree for Transfer (ADT) as their goal at Cuesta College

Measure 2: Percent of local high school students enrolled in dual enrollment courses