

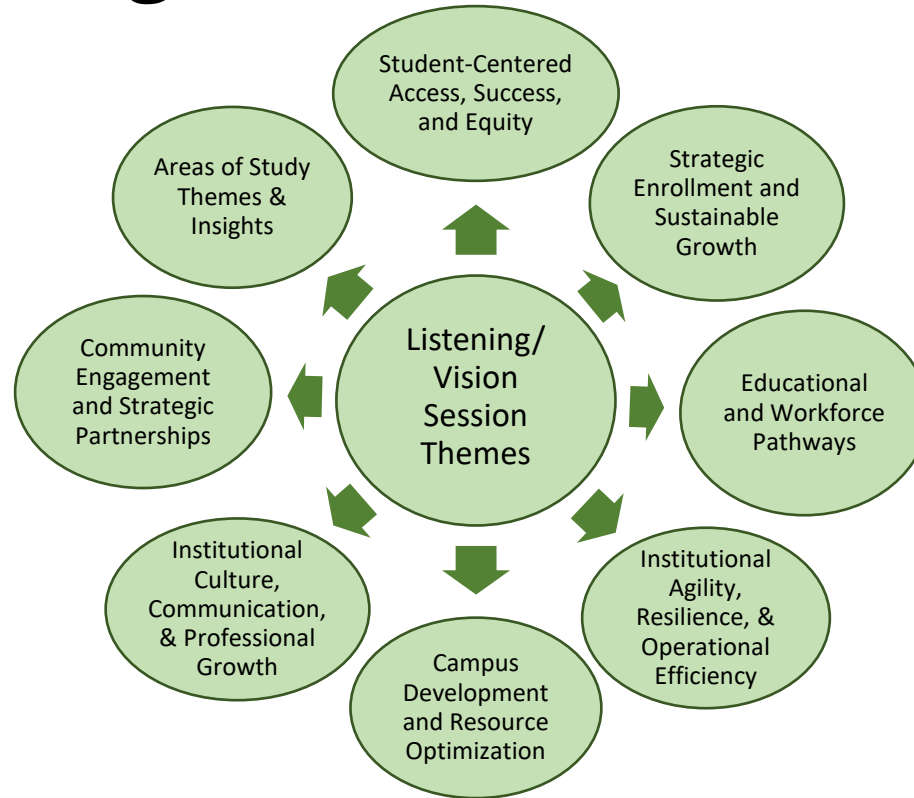


Listening Session Themes and Insights

Internal Stakeholder Listening Sessions

INTERNAL STAKEHOLDER LISTENING SESSIONS				
Session Categories	Individuals and Groups		# Sessions	Approx. # Participants
CC Internal Stakeholders	- Trustees - President and Executive Team - VP Instruction - VP Student Success and Support Programs - President’s Cabinet - Management Senate – CCMS - Classified United Employees – CCCUE	- College Council - Academic Senate - Teacher’s Union - North County Campus - South County Campus 8 Areas of Study - Faculty - Open Sessions	22	86
Student groups	- Associated Students of Cuesta College (ASCC) - Student Classes – English, Biology, ESL, Business		5	65
Total Number of Internal Listening Sessions and Participants			27	151
EXTERNAL STAKEHOLDER LISTENING SESSIONS				
Session Categories	Individuals and Groups		# Sessions	Approx. # Participants
Foundation, Business, Industry	- Foundation - Business and Industry Partners		2	1
Government & Community Partners	- Workforce and Economic Development - Government Entities - Civic and Non-Profit Partners		3	2
Educational Partners	- K-12 Schools - Universities		2	4
Total Number of External Listening Sessions and Participants			7	7
TOTAL NUMBER OF INTERNAL AND EXTERNAL LISTENING SESSIONS AND PARTICIPANTS			34	158

Listening / Vision Session Themes



Student-Centered Access, Success, and Equity

Access

- Streamline registration for credit & noncredit students
- Develop student-focused schedules for better access & completion
- Balance face-to-face, online, & hybrid course offerings
- Use data-driven technology tools for course & facility optimization
- Expand course options (hybrid, in-person, evening) to meet diverse needs

Student-Centered Access, Success, and Equity

Access (cont.)

- Improve dual enrollment scheduling, staffing, & program coordination
- Enhance counseling services, especially during peak times
- Expand ESL & GED offerings at South County Center
- Address financial barriers (textbooks, food, parking, financial advising)
- Mitigate transportation challenges across district regions

Student-Centered Access, Success, and Equity

Student Success and Engagement

- Strengthen student support, retention, and completion efforts
- Enhance campus involvement & proactive communication about support services
- Expand tutoring and library hours
- Improve dual enrollment integration into Cuesta's academic community

Student-Centered Access, Success, and Equity

Student Success and Engagement (cont.)

- Strengthen Credit for Prior Learning (CPL)
[e.g., credit by exam, Joint Services Transcripts evaluation (military training), portfolio review, industry recognized certification evaluation, and standardized exams to assist veterans and working adults]
- Increase experiential & project-based learning opportunities
- Improve online course quality & live interaction
- Continue transition planning for 16-week academic calendar (Fall 2026)

Student-Centered Access, Success, and Equity

Equity, Inclusion, and Holistic Support

- Integrate DEI initiatives into the Educational Master Plan
- Ensure policies & programs reflect student diversity & success priorities
- Provide inclusive support for all student types (dual enrollment, incarcerated, distance education, re-entry, etc.)
- Foster a sense of belonging on campus and online
- Strengthen support for non-traditional and justice-impacted students

Student-Centered Access, Success, and Equity

Equity, Inclusion, and Holistic Support (cont.)

- Expand comprehensive disability services beyond classroom accommodations
- Improve access to tutoring, health, & mental health services
- Enhance family-friendly support for students with children
- Revitalize campus life with student clubs and engagement opportunities
- Increase access and visibility of ASCC
- Reestablish ESL counselor visits for student support

Strategic Enrollment and Sustainable Growth

- Define a clear long-term vision for enrollment and program growth
- Address declining on-campus enrollment due to distance education growth
- Increase enrollment at North County and South County campuses
- Increase adult and returning students to counter K-12 flattening enrollment
- Explore innovative expansion strategies to enhance relevance
- Develop strategic campus plans aligned with institutional goals

Educational and Workforce Pathways

Academic and Career Pathways

- Align programs with high-wage career opportunities
- Fully implement Guided Pathways with collaboration across departments and between instruction and student services
- Clarify Areas of Study (AOS) and foster interdisciplinary planning
- Streamline curriculum to ensure relevance and efficiency
- Expand CTE and skilled trades programs to meet workforce needs
- Revitalize CTE advisory committees for stronger industry engagement

Educational and Workforce Pathways

Academic and Career Pathways (cont.)

- Align CTE pathways with local high schools for seamless transitions
- Expand and integrate noncredit programs to serve community needs
- Develop stackable credentials (noncredit & credit) for career progression
- Grow 2+2 transfer programs and explore in-demand bachelor's degrees

Educational and Workforce Pathways

Workforce Integration and Readiness

- Increase visibility and accessibility of noncredit and workforce programs
- Strengthen alignment with industry needs through apprenticeships and employer partnerships
- Integrate essential job skills training to improve workforce readiness

Institutional Agility, Resilience, and Operational Efficiency

Agility and Resilience

- Prioritize progress over status quo with standardized processes
- Standardize processes to reduce reliance on informal knowledge
- Strengthen awareness and adaptation to funding formula changes
- Enhance data-driven program review for viability, growth, and resource allocation
- Proactively address state and federal challenges

Institutional Agility, Resilience, and Operational Efficiency

Operational Efficiency

- Streamline processes to improve efficiency and momentum
- Align college plans for seamless integration and effectiveness
- Leverage data and demographics for strategic decision-making
- Balance qualitative and quantitative data for informed choices
- Optimize technology solutions for scheduling and planning
- Improve enrollment efficiency/productivity
- Assess academic division structure for better alignment

Campus Development and Resource Optimization

Infrastructure and Facilities Enhancement

- Establish a dedicated South County Education Center for expanded access
- Create a vibrant campus life with student gathering spaces
- Address faculty resource gaps (office space, outdated equipment)
- Optimize facility use, including repurposing spaces and vacant military bases

Campus Development and Resource Optimization

Infrastructure and Facilities Enhancement (cont.)

- Improve affordable food options and explore reopening the cafeteria
- Assess campus housing demand and explore university/public-private partnerships
- Strengthen sustainability initiatives and renewable energy partnerships

Campus Development and Resource Optimization

Resource Allocation

- Enhance budgeting processes for efficiency and transparency
- Clarify resource allocation to ensure strategic use of funds
- Streamline purchasing for greater effectiveness
- Balance support for core programs and new innovations
- Plan for funding shifts to maintain long-term financial stability

Institutional Culture, Communication, and Professional Growth

Culture

- Foster a service-oriented campus climate among employees
- Expand Caring Campus initiative to all employees
- Strengthen connection between employee roles and institutional goals
- Enhance faculty-administration collaboration for effective governance

Institutional Culture, Communication, and Professional Growth

Culture (cont.)

- Update job descriptions and clarify role expectations
- Establish clear policies for remote work and workload equity
- Improve shared governance processes and reporting
- Assess full-time faculty needs, prioritizing key programs like CTE

Institutional Culture, Communication, and Professional Growth

Communication

- Improve campus-wide communication for transparency and engagement
- Foster clarity and consistency across all departments and governance groups
- Increase transparency in decision-making and resource allocation

Institutional Culture, Communication, and Professional Growth

Communication (cont.)

- Break down departmental silos through open discussions beyond committees
- Strengthen promotion of skilled trades programs to attract more students
- Develop a structured implementation plan for the Educational Master Plan

Institutional Culture, Communication, and Professional Growth

Professional Growth

- Expand training aligned with workforce and education trends (e.g., AI, Project-Based Learning)
- Strengthen employee data skills for informed decision-making
- Enhance faculty development through JEDI initiatives for inclusive, student-centered teaching
- Provide professional development for all employee groups

Community Engagement and Strategic Partnerships

Community Connections and Outreach

- Adapt and increase responsiveness to evolving community and workforce needs
- Enhance outreach to promote Cuesta's programs and opportunities
- Increase engagement with local government and economic development agencies

Community Engagement and Strategic Partnerships

Industry and Workforce Partnerships

- Strengthen local and statewide industry partnerships (aerospace, healthcare, agriculture, clean energy)
- Align CTE programs with regional economic needs and industry growth projections
- Remove barriers to workforce-focused initiatives and program approvals
- Expand employer partnerships for internships, hands-on training, and job placement

Community Engagement and Strategic Partnerships

Industry and Workforce Partnerships (cont.)

- Increase collaboration with government and economic development agencies for funding and support
- Enhance on-campus employer presence and workforce initiatives
- Grow apprenticeships, dual enrollment, and workforce training to meet regional needs

Community Engagement and Strategic Partnerships

Educational Partnerships and Transfer Pathways

- Strengthen high school partnerships to promote Cuesta as a top choice
- Expand dual enrollment to maintain strong K-12 collaboration
- Address transfer barriers due to limited local 4-year options
- Expand 2+2 partnerships with public and/or private universities
- Align workforce programs with Cal Poly SLO's industry initiatives (Allied Health, Ag Science)

Areas of Study

Vision Session Themes & Insights

Areas of Study Themes & Insights

- **Career Readiness & Workforce Alignment**
 - Clearer career pathways
 - Enhance employer preparation
 - Internship and experiential learning gaps
 - Expand business/industry partnerships
- **Program Growth and Sustainability**
 - Low enrollment
 - Strategic curriculum updates
 - New program development
- **Equity and Pathways**
 - Dual enrollment expansion
 - Noncredit to Credit transitions

Areas of Study Themes & Insights (cont.)

- **Scheduling, Accessibility, & Student Support**
 - Technology-Supported Master scheduling
 - Flexible and multi-modality scheduling across the College
 - FT faculty availability
 - Tracking graduate outcomes
- **Facilities and Resources**
 - Funding challenges
 - Facility limitations
 - Accreditation complexities
- **Industry & Technological Adaptation**
 - AI integration
 - Data-driven decision-making
 - Adapting to industry trends

Questions and Discussion





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Thank you!