



Educational Master Plan Campus Forum #1

March 20, 2025 □ 11 am - 12 pm

Cuesta College EMP: Envisioning Our Future

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Introduction of the CBT Team



Collaborative Brain Trust



CBT Team for Cuesta College

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Forum Overview

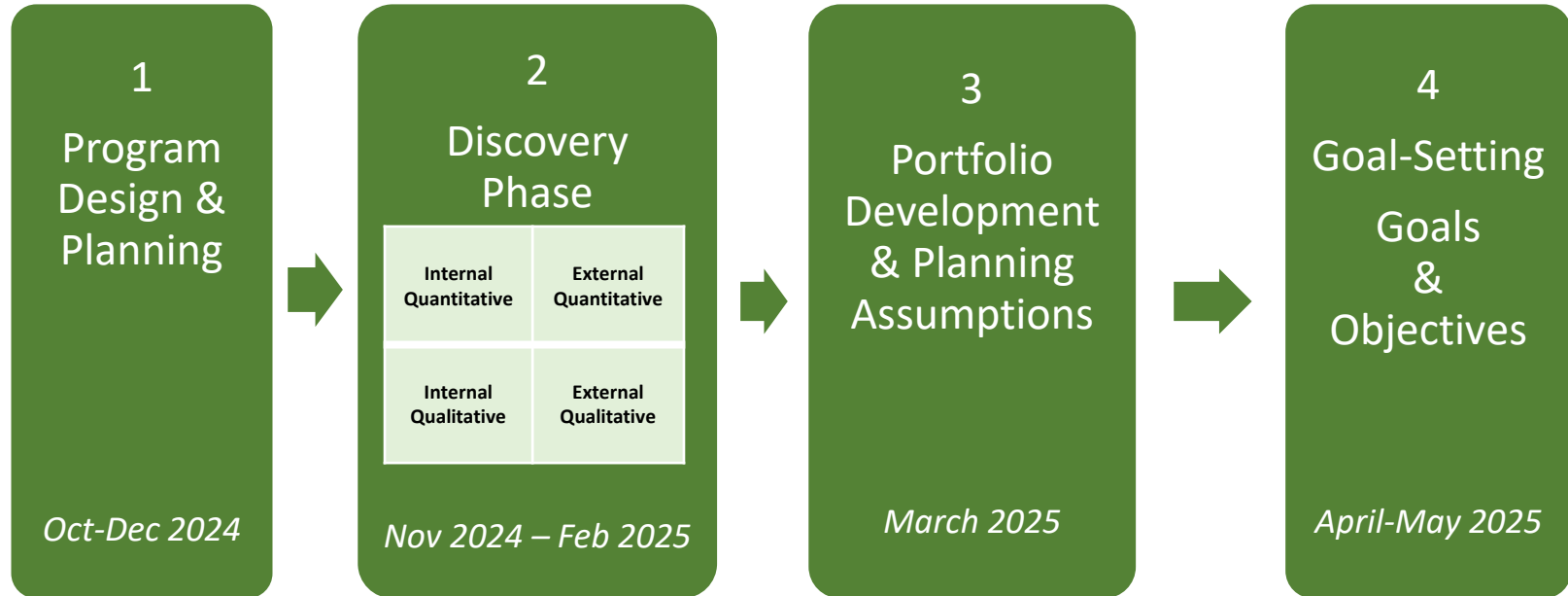
- ❖ EMP Project Overview
- ❖ Data Trends and Planning Assumptions
- ❖ Listening / Vision Sessions and Themes
- ❖ Challenges and Opportunities for Cuesta College 2025-2029
- ❖ Next Steps
- ❖ Q and A

EMP Project Overview

- EMP Design
 - EMP Task Force
 - 4 Year Plan
 - Stakeholder engagement
 - 2 Campus Forums
 - Review and feedback
- EMP Phases and Timeline



EMP Phases and Timeline



Data Portfolio

Trends and Planning Assumptions

Trends and Planning Assumptions

National Trends in Higher Education

- Students are increasingly demanding access to learning anytime, anywhere
- The demand and focus on workforce skills is growing
- Political polarization continues to impact higher education, and government policy is increasingly influencing education
- AI is increasingly having an impact on the economy, workforce, and pedagogy and the student experience

Trends and Planning Assumptions (cont.)

California Community Colleges Context

- The success of CCC students will remain a top priority for statewide policymakers, including reducing the cost of education and reducing time-to-degree
- Achieving the Vision 2030 goals will continue to be a priority, with funding incentives via the Student Centered Funding Formula
- Career and Technical Education (CTE) will play an increasingly significant role in community college education, as emphasized in the California State Plan for Career & Technical Education, 2023

Trends and Planning Assumptions (cont.)

Regional Trends

- San Luis Obispo County is relatively isolated
- K-12 enrollment is projected to remain flat in the near future, but the population of SLO County is projected to grow in the coming decades
- Educational Achievement is relatively high in SLO County, and still 47.3% of residents have less than an Associate degree
- Income and poverty rates in SLO County are similar to the state average, but the cost of housing is significantly higher

Trends and Planning Assumptions (cont.)

Labor Market Trends

- SLO County and REACH have identified key industries to support economic strategy
- There are identified gaps between supply of trained workers and job openings that Cuesta could fill
- Post-pandemic, remote work has persisted (20% of workforce works remotely, with 16% fully remote), especially in Computer/IT, Accounting/Finance, Marketing, Medical/Health, Project Management

Trends and Planning Assumptions (cont.)

District Context

- Enrollment has shifted from majority White to 47% White, 38% Latino, and 9% all other – and has rebounded since the pandemic, mostly attributable to the increase in dual enrollment
- Efficiency (FTES/FTEF) is low and trending slightly downward, which negatively impacts funding
- North and South county campus sites currently have limited face-to-face offerings

Trends and Planning Assumptions (cont.)

Student Outcomes: Degree/Transfer

- Higher levels of completing transfer level English and Math in year 1 and of transferring to a 4-year institution and/or earning an award
- Lower rates of persisting from fall to spring
- UC and CSU admission and yield rates are slightly lower

Trends and Planning Assumptions (cont.)

Student Outcomes: Short-Term CTE

- Lower rates of post-training wages, and of earning the regional living wage
- Providing training for more high-demand, higher paying jobs in support of priority sectors and the County/REACH economic development plan could address this issue

Trends and Planning Assumptions (cont.)

Student Outcomes: Adult Education/ESL

- Even though the number of Cuesta College Adult Education /ESL students is small, their outcomes are higher than the California average in measures available in the CCCCO DataVista for Skills Gains and Becoming Employed

Listening / Vision Sessions

Stakeholder Engagement & Emergent Themes

Stakeholder Listening / Visioning Sessions

Internal Stakeholders

- College Council
- Academic Senate
- Students
- Classified Employees
- Federation of Teachers
- Management Senate
- President's Cabinet
- Pathway Areas of Study
- North & South County sites

External Stakeholders

- Trustees
- Business & Industry
- Educational Partners
 - High Schools
 - Universities
- Government & Civic
 - City and County
 - Economic Development
- College Foundation
- Nonprofits

Listening / Vision Session Themes



Student-Centered Access, Success, and Equity

- Streamline registration for credit & noncredit students
- Develop student-friendly course schedules
- Balance face-to-face, online, and hybrid offerings, including evening courses
- Strengthen student retention & engagement strategies
- Improve awareness of support services
- Enhance dual enrollment coordination & opportunities (e.g., CTE)
- Expand counseling services during peak times

Student-Centered Access, Success, and Equity (cont.)

- Increase ESL & GED courses at South County Center
- Address financial barriers (textbooks, food, parking, FA advising)
- Mitigate transportation challenges across district regions
- Expand tutoring services and extend library hours
- Strengthen credit for prior learning (CPL)
- Expand experiential and project-based learning opportunities
- Enhance quality and live interaction of online instruction
- Continue consideration of 16-week academic calendar for Fall 2026

Student-Centered Access, Success, and Equity (cont.)

- Expand DEI initiatives & equity-driven policies
- Foster student belonging on campus & online
- Ensure inclusive services and strengthen support for all student groups, (non-traditional, justice-impacted, dual enrollment, incarcerated, distance education, and re-entry students)
- Enhance disability support beyond the classroom
- Increase access to tutoring, health, & mental health services
- Expand family-friendly services for student parents
- Revitalize campus life with clubs & engagement opportunities; increase visibility and access to ASCC

Strategic Enrollment and Sustainable Growth

- Rise in distance education affecting on-campus enrollment
- Enrollment remains a challenge at the North County Campus and South County Center
- Focus on re-engaging returning students to offset flattening K-12 enrollment
- Clarify long-term vision regarding enrollment, growth, and future programming
- Establish relevance and support out-of-the-box expansion
- Develop a comprehensive plan for each college location to ensure strategic development and alignment with institutional goals

Educational and Workforce Pathways

- Fully implement Guided Pathways with collaboration across departments and between instruction and student services
- Improve understanding & integration of Areas of Study
- Strengthen & expand CTE programs to align with workforce needs
- Revitalize CTE advisory committees for industry partnerships
- Develop stackable credential pathways (credit & noncredit)
- Expand 2+2 transfer programs & explore in-demand bachelor's degrees
- Align CTE pathways with local high schools for seamless transitions
- Expand & integrate noncredit courses to meet community needs
- Improve workforce alignment by addressing job readiness gaps

Institutional Agility, Resilience, and Operational Efficiency

- Standardize processes to reduce reliance on informal knowledge
- Enhance program review for data-driven decision-making
- Improve efficiency in operations & resource allocation
- Leverage technology tools for scheduling & planning
- Align college plans for greater integration & effectiveness
- Assess academic division structures for coherence

Campus Development and Resource Optimization

- Expand student access (e.g., South County Education Center)
- Foster a vibrant campus culture with dedicated student spaces
- Address faculty resource gaps (office space, equipment)
- Optimize facility usage through innovative repurposing
- Improve food service options (affordable choices, cafeteria)
- Explore campus housing & partnerships (university, public-private)
- Strengthen sustainability & renewable energy initiatives
- Enhance budgeting & resource allocation transparency
- Update purchasing processes for efficiency
- Plan for long-term funding sustainability

Institutional Culture, Communication, and Professional Growth

- Foster a service-oriented campus climate
- Expand Caring Campus initiative to all employees
- Strengthen faculty-administration collaboration for shared governance
- Update job descriptions & clarify role expectations
- Address remote work expectations & workload equity
- Improve campus communication & transparency in decision-making
- Enhance professional development & data literacy training
- Strengthen promotion of CTE programs
- Develop an EMP implementation plan to achieve strategic goals

Community Engagement and Strategic Partnerships

- Strengthen outreach & responsiveness to evolving community & workforce needs and expand industry partnerships (aerospace, healthcare, agriculture, clean energy)
- Align CTE programs with regional economic needs & county projections
- Remove barriers to workforce-focused initiatives & program approvals
- Expand employer partnerships for internships, hands-on training, & job placement
- Increase engagement with government & economic development agencies for funding & support

Community Engagement and Strategic Partnerships (cont.)

- Expand apprenticeships, dual enrollment, & workforce training to meet regional needs
- Strengthen high school partnerships to promote Cuesta College
- Maintain & grow dual enrollment success with K-12 schools
- Expand 2+2 transfer programs with Cal Poly SLO & other universities
- Align workforce development with Cal Poly SLO's industry initiatives (Allied Health, Ag Science)

Areas of Study Key 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 Key Insights

- **Scheduling, Accessibility, & Student Support**
 - Flexible scheduling needs
 - FT faculty availability
 - Tracking graduate outcomes
- **Facilities and Resources**
 - Funding challenges
 - Facility limitations
 - Accreditation complexities
- **Industry & Technology**
 - AI integration
 - Data-driven decision-making
 - Adapting to industry trends

Challenges and Opportunities

Cuesta College 2025-2029

Top 20 Challenges 2025-2029

External Pressures and Internal Institutional Factors

20 Challenges

External Environmental and Economic Challenges

1. Shifting economic and political landscape
2. Technological advancements
3. Financial uncertainty
4. Impact of the Student Centered Funding Formula (SCFF)
5. Declining enrollment and flattening K-12 enrollment

20 Challenges (cont.)

Student Success Challenges

6. Full implementation of mandated initiatives: Student Equity, Guided Pathways, and the Vision 2030 goals
7. Low persistence and completion rates
8. Strategic enrollment growth

20 Challenges (cont.)

Enrollment, Program, and Service Challenges

- 9. CTE program alignment
- 10. Increasing financial aid participation
- 11. Dual enrollment management
- 12. Balancing the mix of course delivery modalities to meet diverse student needs and demand

20 Challenges (cont.)

Enrollment, Program, and Service Challenges

- 13. Achieving higher levels of institutional efficiency/productivity and improved student success metrics
- 14. Expanding outreach and services for non-traditional students: adult education, English language learners (ELL), justice-impacted, short-term CTE, etc.
- 15. Equity and access in North and South County regions
- 16. Improving campus life to foster on-campus student engagement

20 Challenges (cont.)

Institutional and Operational Challenges

- 17. Enrollment and scheduling management for effectiveness and efficiency/productivity
- 18. Leadership transition issues/impacts

Local Contextual Challenges

- 19. Geographic isolation
- 20. High housing costs

Top 20 Opportunities 2025-2029

Enrollment Growth, Funding, Partnerships, Workforce Development, and Operational Improvements

20 Opportunities

Enrollment Growth Opportunities

1. Expanding dual enrollment
2. Increasing noncredit training and work-based learning
3. Engaging local adults with less than an Associate Degree
4. Improving enrollment efficiency
5. Creating nimble programs for emerging fields

20 Opportunities (cont.)

Enrollment Growth Opportunities (cont.)

6. Developing 2+2 and Bachelor's Degree options
7. Increasing stackable credentials
8. Integrating sustainability into programs to align with growing industry and societal trends
9. Completing the full development of Guided Pathways
10. Enhancing campus accessibility and appeal

20 Opportunities (cont.)

Funding Opportunities

11. Increasing financial aid participation
12. Improving transfer-level math and English completion rates
13. Increasing Associate Degree completion rates
14. Boosting transfer rates

20 Opportunities (cont.)

Partnership and Workforce Opportunities

- 15. Developing short-term, skill-building CTE programs
- 16. Capitalizing on employment growth in emerging industries

20 Opportunities (cont.)

Operational Improvements

- 17. Strengthening recruitment, retention, and engagement
- 18. Using data-driven scheduling tools
- 19. Process standardization for improved operational efficiency
- 20. Expanding professional development for all employee groups

Next Steps



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|-------------------------|---|
| March 31 | <i>Draft EMP (except Goals & Objectives) Available</i> |
| April 29-30 | <i>Goal-Setting Session – EMP Task Force & Executive Team</i> |
| April 30, 3-4 pm | <i>Campus Forum #2: Draft 4-year Goals & Objectives</i> |
| April – May | <i>Campus Review and Feedback</i> |

Reflections ...

Questions...



Discussion...

Feedback cards

Closing Remarks

Dr. Todd Hampton

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Thank you!