

CHAPTER III: FOCUS ON SOUTH COUNTY PLANS AND NORTH COUNTY CAMPUS

A.	EDUCATIONAL AND FACILITIES PLANS FOR SOUTH COUNTY	67
B.	STATUS OF AND EDUCATIONAL AND FACILITIES PLANS FOR NORTH COUNTY CAMPUS	72

A. EDUCATIONAL AND FACILITIES PLANS FOR SOUTH COUNTY

The following recommendations have been formulated to address the needs of the residents of South San Luis Obispo County. These needs were identified from information gathered from community focus groups, community needs assessment survey, special populations/groups, and the environmental scan in 2000. Fundamental to this report is the recommendation that Cuesta College establish two comprehensive educational centers in the South County, and in addition offer individual classes at other community locations where the population's educational needs merit because of distance from the Cuesta College South County Centers. One center would serve the Five Cities area (Arroyo Grande, Grover Beach, Oceano, Pismo Beach, and Shell Beach) and the other would serve the Nipomo area (Nipomo and Nipomo mesa). The recommendations have been organized into three time intervals or phases covering the period 2001-2011. These phases are identified below and explained in detail within the tables that follow.

1. Phase 1 (2001-2003)

During the 2000-2001 academic year, approximately 50 sections of classes will have been offered serving an average of 400 students per semester. These classes, scheduled during the 4:00-10:00 p.m. time period, were located on the main campus of Arroyo Grande High School in the Fall and moved to the "900 wing" of the high school campus in the spring semester 2001. This relocation allowed for a more centralized program with all classes in one area, adequate parking contiguous to the classroom building, good visibility of program, and an office arrangement that can provide for greater supervision and the delivery of a wider variety of services to students.

The focus of 2001-2002 is to expand programs and services at the center located at Arroyo Grande High School and to participate with Lucia Mar District personnel in the transition process of opening a new high school campus in Nipomo. By Fall 2002, the new Nipomo High School campus will be completed. A tentative site on the Nipomo High School Campus has been identified for a Cuesta College portable building when the architectural site plan was developed. During the Fall 2002 semester, Cuesta College officials along with Lucia Mar District personnel will finalize the suitability of the designated site for Cuesta College programming based on how the high school classes, activities, student foot traffic, and vehicle traffic patterns are identified. Therefore, Cuesta College will plan to lease classroom space for a late afternoon and evening schedule of classes. Initially general education, ESL, and perhaps computer classes will be offered at Nipomo High School, and an expanded schedule of classes will appear on the Arroyo Grande High School site and other Lucia Mar District sites.

Because of the population growth in Oceano and the completion of the Oceano Community Center, College personnel are already working with members of the Oceano community and the Director of Adult Education to determine whether offering selected classes, especially in ESL, at the Community Center will provide access to college classes to those who are unable to reach either Arroyo Grande or Nipomo conveniently.

Table 34: South County Facilities Plan – Phase 1

Time Interval	Five Cities Area	Projected New Costs	Nipomo Area	Projected New Costs	Other
2001-2002 2001-2002 (cont.)	<p>Location:</p> <ul style="list-style-type: none"> Arroyo Grande HS <p>Facilities:</p> <ul style="list-style-type: none"> “900 Wing” on Orchard Street; 9 classrooms; computer lab; some office possibilities; good street access; adequate contiguous parking Other special purpose classrooms as needed (e.g., CAD lab, science labs, etc. at main AGHS campus. Computers available for student information, WEBReg, grades, on-line application, open classes, etc. <p>Programs:</p> <ul style="list-style-type: none"> General Education courses Basic Skills Computer Skills Language Development <ul style="list-style-type: none"> ESL/VESL Non-credit classes <p>Services:</p> <ul style="list-style-type: none"> Provide bilingual capabilities throughout service areas. Student Services Assistant on-site employee M-Th 5-10 p.m. Counseling Services two nights per week; four nights during first two weeks of classes. Financial Aid services on a rotating schedule Registration assistance during designated times. Tutorial services added. Library Services in conjunction with South County Regional Center. Create on-site access to WEBReg Assessment services scheduled on a regular basis. 	<p>Classroom Rental</p> <p>add 10 class sections add 80 students/sem earn +25 FTES (\$3,000 increase)</p> <p>Personnel</p> <p>Supervision</p> <p>Add Student Services Asst. hrly 20hr/wk (\$6,500 increase)</p> <p>Counseling</p> <p>Add one night/wk (\$6,500 increase)</p> <p>Instruction</p> <p>(\$25,000 increase)</p> <p>Equipment</p> <p>Monitors/VCR/carts (\$4,200 increase)</p>	<p>Location:</p> <ul style="list-style-type: none"> Nipomo Community Center <p>Facilities:</p> <ul style="list-style-type: none"> Coordinate with Lucia Mar USD Adult Education to lease classroom times in Community Center. Community spaces suitable for non-credit classes <p>Programs:</p> <ul style="list-style-type: none"> Language development <ul style="list-style-type: none"> ESL/VESL Non-credit classes <p>Services:</p> <ul style="list-style-type: none"> Coordinate with instructors to provide periodic assistance in counseling, financial aid, registration. Provide bilingual capabilities throughout service areas. 	<p>Classroom Rental</p> <p>add 4 sections add 50 students/sem earn +10 FTES (\$1,200 increase)</p> <p>Personnel</p> <p>Instruction (\$10,000 increase)</p> <p>Equipment</p> <p>None</p>	<p>Identify other community rooms that could be utilized for classrooms.</p> <p>Classroom Rental</p> <p>4 sections (\$3,000 increase)</p> <p>Personnel</p> <p>Instruction (\$10,000 increase)</p> <p>Identify community sites suitable to support WEBReg.</p> <p>Equipment</p> <p>Computers (\$4,000 increase)</p> <p>Focus efforts on Language Development (ESL, Spanish) classes and appropriate support services to assist in the transition.</p>
	Summary of New Costs in Five Cities	\$45,000 increase	Summary of New Costs in Nipomo	\$11,200 increase	Other New Costs \$17,000 increase
2002-2003	<p>Location:</p> <ul style="list-style-type: none"> Arroyo Grande HS <p>Facilities:</p> <ul style="list-style-type: none"> “900 Wing” on Orchard Street and other special purpose classrooms as needed at main AGHS campus (e.g., CAD lab, science labs, etc.). <p>Programs:</p> <ul style="list-style-type: none"> General Education courses Basic Skills Computer Skills Language Development <ul style="list-style-type: none"> ESL/VESL Non-credit classes 	<p>Classroom Rental</p> <p>add 10 class sections add 80 students/sem earn +25 FTES (\$3,000 increase)</p> <p>Personnel</p> <p>Supervision</p> <p>Convert Student Services Asst. hrly to permanent 30 hr/wk</p>	<p>Location</p> <ul style="list-style-type: none"> Nipomo High School <p>Facilities:</p> <ul style="list-style-type: none"> Lease Nipomo High School classrooms for 4-7 and 7-10 evening program. Lease office space after 4 p.m. to provide support to students/staff and coordinate support services. Community spaces suitable for non-credit classes <p>Programs:</p> <ul style="list-style-type: none"> General Education courses Basic Skills 	<p>Classroom Rental</p> <p>add 12 sections add 120 students/sem earn +30 FTES (\$3,600 increase)</p> <p>Other Rental</p> <p>Office space (\$1,000 increase)</p> <p>Personnel</p> <p>Supervision</p> <p>Student Services Asst.</p>	<p>Identify other community rooms that could be utilized for classrooms.</p> <p>Classroom Rental</p> <p>Add 2 sections (\$1,500 increase)</p> <p>Personnel</p> <p>Instruction</p> <p>(\$5,000 increase)</p>

Time Interval	Five Cities Area	Projected New Costs	Nipomo Area	Projected New Costs	Other
2002-2003 (cont.)	<p>Services:</p> <ul style="list-style-type: none"> Provide bilingual capabilities throughout service areas. Permanent Student Services Assistant position on-site M-Th 5-10 p.m. Services available on regularly scheduled basis in Counseling, Financial Aid, Admissions & Records, Tutorial, Library Support, and Assessment 	<p>(\$13,000 increase)</p> <p>Instruction</p> <p>(\$25,000 increase)</p> <p>Equipment</p> <p>Data Proj/lap tops (\$14,000 increase)</p>	<ul style="list-style-type: none"> Computer Skills Language Development <ul style="list-style-type: none"> ESL/VESL Non-credit classes <p>Services:</p> <ul style="list-style-type: none"> Provide bilingual capabilities throughout service areas. Student Services Assistant on-site employee M-Th 5-10 p.m. Counseling Services one night per week; four nights during first two weeks of classes. Financial Aid services on a rotating schedule Registration assistance during designated times. Library Services in conjunction with South County Regional Center. Regularly scheduled assessment services. 	<p>hrly 20 hr/wk (\$13,000 increase)</p> <p>Counseling</p> <p>One night/wk (\$6,500 increase)</p> <p>Admissions/Records</p> <p>Reg Aides 48 hrs. (\$600 increase)</p> <p>Instruction</p> <p>(\$30,000 increase)</p> <p>Equipment</p> <p>Computers/Printer (\$4,500 increase) Monitors/VCR/carts (\$2,800 increase) Data Proj/lap top (\$7,000 increase)</p>	<p><i>Identify community sites suitable to support WEBReg.</i></p> <p>Equipment</p> <p>Computers (\$4,000 increase)</p> <p><i>Develop position to coordinate South County facility use, liaison with LMUSD, provide support to site staff, troubleshoot problems, etc.</i></p> <p>Coordinator Hrly 20 hr/wk (\$18,000 increase)</p>
	<i>Summary of New Costs in Five Cities</i>	<i>\$55,000 increase</i>	<i>Summary of New Costs in Nipomo</i>	<i>\$69,000 increase</i>	<i>Other New Costs \$28,500 increase</i>

2. Phase 2 (2003-2006)

During this period, the high school population within the Lucia Mar Unified School District will be divided between the two campuses at Arroyo Grande and Nipomo. Nipomo High School will have freshmen, sophomores, and juniors in 2003-2004 and will add seniors in 2004-2005. This transition will provide for more space at the Arroyo Grande High School campus, which will provide Cuesta College more alternatives for program development.

By Fall 2003, Cuesta College will begin delivering instruction and student services in a portable classroom/office building on the Nipomo High School Campus, which the SLOCCCD will lease or relocate from other District sites. By 2003 the College may be scheduling daytime, weekend, and summer classes as well as afternoon and evening classes. Independent office development will also provide for a clearer college identity and more student support services to be offered on site on a regular basis. Additional efforts will be made to offer ESL and non-credit classes within community-based venues along with high school enrichment classes scheduled on the Nipomo High School Campus.

Table 35: South County Facilities Plan – Phase 2

Time Interval	Five Cities Area	Projected New Costs	Nipomo Area	Projected New Costs	Other
2003-2004	<p>Location:</p> <ul style="list-style-type: none"> Arroyo Grande HS <p>Facilities:</p> <ul style="list-style-type: none"> Half of AGHS students would move to NHS, thus releasing many modular classrooms. Lease modular buildings adjacent to the “900 Wing” to provide for daytime classes. Continue to lease specialized vocational classrooms as appropriate at main AGHS campus. <p>Programs:</p> <ul style="list-style-type: none"> Expand current course offerings, especially in selected vocational areas Add daytime classes. Add Saturday classes. Provide mix of classes to allow student to meet requirements for AA degree in general studies. <p>Services:</p> <ul style="list-style-type: none"> Establish open computer lab for writing support, math support, and tutorial. Schedule, on a regular weekly basis, counseling, financial aid, admissions/records, and EOPS services. Provide regular assessment services. 	<p>Classroom Rental</p> <p>None</p> <p>Personnel</p> <p>None</p> <p>Equipment</p> <p>None</p>	<p>Location:</p> <ul style="list-style-type: none"> Nipomo HS <p>Facilities:</p> <ul style="list-style-type: none"> Nipomo Community Center classroom Nipomo HS for classes scheduled during the 4-10 p.m. time period. Add modular building(s) at NHS site designated for Cuesta for daytime classes, computer lab, office space, and support services. <p>Programs:</p> <ul style="list-style-type: none"> Expand current course offerings, especially in selected vocational areas Add daytime classes. Add Saturday classes <p>Services:</p> <ul style="list-style-type: none"> Establish open computer lab for writing support, math support, and tutorial. Schedule, on a regular weekly basis, counseling, financial aid, admissions/records, and EOPS services. Provide regular assessment services. Coordinate with other agencies to develop child-care services. 	<p>Classroom Rental</p> <p>Add 4 sections Add 50 students/sem Earn +10 FTES (\$1,200 increase)</p> <p>Add 2 modulars: Office, computer lab, 2 classrooms (\$200,000 increase)</p> <p>Personnel</p> <p>Supervision</p> <p>Convert Student Services Asst. to perm 20 hr/wk (\$3,150 increase)</p> <p>Instruction</p> <p>(\$10,000 increase)</p> <p>Equipment</p> <p>Office set-up (\$25,000 increase) Classrooms set-up (\$40,000 increase) Computer lab set-up (\$90,000 increase)</p>	
	<i>Summary of New Costs in Five Cities</i>	<i>\$0 increase</i>	<i>Summary of New Costs in Nipomo</i>	<i>\$369,350 increase</i>	<i>Other New Costs</i> <i>\$0 increase</i>
2004-2005	<p>Location:</p> <ul style="list-style-type: none"> Arroyo Grande HS <p>Facilities:</p> <ul style="list-style-type: none"> High School populations will now be divided, thus releasing additional modular classrooms. Add “exclusive use” modular adjacent to the “900 Wing” to provide for more course offerings and daytime classes. Lease specialized vocational classrooms as appropriate at main AGHS campus. <p>Programs:</p> <ul style="list-style-type: none"> Expand daytime classes. Expand Saturday classes. <p>Services:</p> <ul style="list-style-type: none"> Maintain open computer lab for writing support, math support, and tutorial. Maintain regular services in counseling, financial aid, assessment, admissions/records, Library, tutorial, and EOPS services. 	<p>Classroom Rental</p> <p>Add 1 modular: 2 classrooms (\$100,000)</p> <p>Personnel</p> <p>Supervision</p> <p>Increase Student Services Asst. to full-time (\$4,600 increase)</p> <p>Other Services</p> <p>Add one night/wk (\$2,500) Add tutorial services (\$5,000)</p> <p>Equipment</p> <p>Classrooms set-up (\$40,000 increase)</p>	<p>Location</p> <ul style="list-style-type: none"> Nipomo High School <p>Facilities:</p> <ul style="list-style-type: none"> Lease Nipomo High School classrooms for 4-7 and 7-10 evening program. Lease office space after 4 p.m. to provide support to students/staff and coordinate support services. Community spaces suitable for non-credit classes <p>Programs:</p> <ul style="list-style-type: none"> Expand current course offerings, especially in selected vocational areas Expand daytime classes. Expand Saturday classes Non-credit classes <p>Services:</p> <ul style="list-style-type: none"> Student Services Assistant on-site employee M-Th 5-10 p.m. Counseling Services one night per week; four nights during first two weeks of classes. Financial Aid services on a rotating schedule 	<p>Classroom Rental</p> <p>add 5 class sections add 80 students/sem earn +12 FTES (\$1,500 increase)</p> <p>Personnel</p> <p>Instruction</p> <p>(\$12,500 increase) Add tutorial services (\$5,000)</p>	<p>Personnel</p> <p>Supervision</p> <p>Convert and Expand Coordinator Position to full-time, permanent (\$25,000)</p>

Time Interval	Five Cities Area	Projected New Costs	Nipomo Area	Projected New Costs	Other
			<ul style="list-style-type: none"> Registration assistance during designated times. Library Services in conjunction with South County Regional Center. Regularly scheduled assessment services. 		
	<i>Summary of New Costs in Five Cities</i>	<i>\$152,100 increase</i>	<i>Summary of New Costs in Nipomo</i>	<i>\$19,000 increase</i>	<i>Other New Costs</i> <i>\$25,000 increase</i>
2005-2006	<p>Location:</p> <ul style="list-style-type: none"> Arroyo Grande HS <p>Facilities:</p> <ul style="list-style-type: none"> Add another "exclusive use" modular adjacent to the "900 Wing" to provide for more course offerings and daytime classes. Continue to lease specialized vocational classrooms as appropriate at main AGHS campus. <p>Programs:</p> <ul style="list-style-type: none"> Expand daytime classes. Expand Saturday classes. <p>Services:</p> <ul style="list-style-type: none"> Maintain regular services in counseling, financial aid, assessment, admissions/records, library, tutorial, EOPS services, open computer lab, writing support and math support. 	<p>Classroom Rental</p> <p>Add 1 modular: 1 classroom 1 computer lab (\$150,000)</p> <p>Personnel</p> <p>Add hrly lab tech (\$8,000) Expand services support (\$2,500)</p> <p>Equipment</p> <p>Classrooms set-up (\$40,000 increase) Computer lab set-up (\$90,000)</p>	<p>Location</p> <ul style="list-style-type: none"> Nipomo High School <p>Facilities:</p> <ul style="list-style-type: none"> Lease Nipomo High School classrooms for 4-7 and 7-10 evening program. Lease office space after 4 p.m. to provide support to students/staff and coordinate support services. Community spaces suitable for non-credit classes <p>Programs:</p> <ul style="list-style-type: none"> Add classes to allow student to meet requirements for AA degree in general studies. <p>Services:</p> <ul style="list-style-type: none"> Student Services Assistant on-site employee M-Th 4-10 p.m. and F 9 a.m.-3 p.m. Maintain regular services in counseling, financial aid, assessment, admissions/records, library, tutorial, EOPS services, open computer lab, writing support and math support. 	<p>Classroom Rental</p> <p>Add 5 class sections Add 50 students/sem Earn +13 FTES (\$1,500 increase)</p> <p>Personnel</p> <p>Supervision</p> <p>Expand Student Services Asst. to .75 FTE (\$13,000 increase)</p> <p>Instruction</p> <p>(\$12,500 increase)</p> <p>Equipment</p> <p>None</p>	
	<i>Summary of New Costs in Five Cities</i>	<i>\$290,500 increase</i>	<i>Summary of New Costs in Nipomo</i>	<i>\$27,000 increase</i>	<i>Other New Costs</i> <i>\$0 increase</i>

3. Phase 3 (2006-2011)

At this point in the development of the South County educational program, over 1,000 students will be served each semester (560 at Arroyo Grande site and 480 at the Nipomo site) enrolling in approximately fifty sections of classes each semester. Total FTES earned at these two centers will be approximately 250-300 annually. Attention during Phase 3 will be on refinement of programs and services at the two centers. The need for science labs to support chemistry, physics, and biology, facilities for delivering programs and services electronically, and appropriate student support services will need to be evaluated.

Further assessments of educational needs of currently enrolled students as well as other South County residents will be needed in order to ensure that the existing programs and services support the needs of students during this second five-year period. The ability to offer designated AA and AS degrees at one or both of the South County centers will also be determined during this phase. In addition, it is recommended that future studies be conducted that would measure the impact of Cuesta College's increased presence in the South County coupled with Allan Hancock College's proximity to our southern district border on the fulfillment of the educational needs of South County residents. Finally, there should be a continuing effort to explore the possibility of developing an independent college site in the South County, not on a high school campus, that would better allow the College to develop a more comprehensive and efficient educational program and support services.

Table 36: South County Facilities Plan – Phase 3

Time Interval	Five Cities Area	Projected New Costs	Nipomo Area	Projected New Costs	Other
2006-2011	<p>Location:</p> <ul style="list-style-type: none"> Arroyo Grande HS <p>Facilities:</p> <ul style="list-style-type: none"> Develop suitable science labs to support chemistry, physics, and biology. Develop distance-learning classroom. <p>Programs:</p> <ul style="list-style-type: none"> Add classes to allow student to meet requirements for some designated AA and AS degrees Provide interactive distance classes and services. <p>Services:</p> <ul style="list-style-type: none"> Provide daytime and evening student support services and tutorial services. 	<p>Classroom Rental</p> <p>TBD</p> <p>Personnel</p> <p>TBD</p> <p>Equipment</p> <p>TBD</p>	<p>Location:</p> <ul style="list-style-type: none"> Nipomo HS <p>Facilities:</p> <ul style="list-style-type: none"> Develop suitable science labs to support chemistry, physics, and biology. Develop distance-learning classroom. <p>Programs:</p> <ul style="list-style-type: none"> Add classes to allow student to meet requirements for some designated AA and AS degrees Provide interactive distance classes and services. <p>Services:</p> <ul style="list-style-type: none"> Provide daytime and evening student support services and tutorial services. 	<p>Classroom Rental</p> <p>TBD</p> <p>Personnel</p> <p>TBD</p> <p>Equipment</p> <p>TBD</p>	

SUMMARY

The following actions outlined in the South County Educational and Facilities Plan proposed in 2000 are actually occurring or being implemented ahead of the schedule proposed in Phase I.

1. In Spring 2001 an hourly student services assistant was hired to oversee the operations at the Arroyo Grande Center.
2. Coverage by the student services assistant for the Arroyo Grande Center was expanded to Monday-Thursday from 3:30-9:30 p.m., with training at the San Luis Obispo Campus on Friday.
3. While the Taskforce planned to use the Nipomo Community Learning Center (NCLC) in 2001-2002 for possible classes, the NCLC is fully utilized by the Lucia Mar Unified School District for Adult Education classes. However, the College offers outreach services at the NCLC to adult learners one morning a week as well as providing special orientations to students on admissions, financial aid, and assessment.
4. In Spring 2002, the College will be offering a class at Lopez Continuation High School on the Nipomo Mesa.
5. The College is working on joint ESL programming at Oceano Community Learning Center for Spring 2002.

6. While the Taskforce planned to grow programs by 10 sections for 2001-2002, the actual growth is 11 sections.
7. While the plan was to increase the number of enrolled students by 80 per semester in Fall 2001, the enrolled head count increased by 92 students.
8. For Spring 2002, the College converted the hourly student services assistant position to a permanent position.
9. The timeline to hire an hourly student services assistant at the Nipomo Center is Spring 2003 in order to properly train the individual at the Arroyo Grande Center and be a part of the Nipomo transition team.
10. While no high school enrichment classes were planned to be offered at Nipomo High School during their first year because of the age of students, the College will target high school enrichment enrollments on an individual basis.
11. More levels of ESL and Vocational ESL have been and will be offered in the South County, and non-credit ESL has been approved by the Curriculum Committee.

In short, the College has actually moved faster than the Taskforce could plan.

B. STATUS OF AND EDUCATIONAL AND FACILITIES PLANS FOR NORTH COUNTY CAMPUS

1. Setting

The North County is geographically, economically, and culturally distinct from the balance of San Luis Obispo County. Historically a rural agricultural community, North County retains and promotes its country flavor and small town atmosphere. Separated from coastal and southern areas of the county by the Santa Lucia Range, the inland climate is subject to greater temperature fluctuations with warm dry summers and chilly winters. Generally, home prices are more affordable, making the North County a family and commuter community. Leading industries, in order of revenues generated are agriculture, tourism, light manufacturing, service (finance, real estate, and insurance) and retail. Leading the list of agricultural crops is wine grapes. Vineyards cover the hills where cattle grazed only a few short years ago. Tasting rooms now number well beyond 50. The appearance of fine restaurants is following suit. It is evident when visiting this region that green tourism (agricultural tourism) is a big factor in North County. As early as the 1860's, Paso Robles was a tourist attraction for its natural hot springs and mud baths. Hot spring attractions are now on the comeback, with two resorts opening this year. Horse ranches are prevalent and on the rise. Retail sales in the area also continue to show strong gains. The three largest communities are Atascadero, Paso Robles, and Templeton.

Incorporated in 1979 with a current population of nearly 26,000 residents, Atascadero is the largest city in North County and the second largest city in San Luis Obispo County. Population growth skyrocketed in Atascadero between census years 1980 and 1990 at 43% and is projected to increase to over 31,000 residents by the year 2002. Atascadero is also home to the largest employer in North County, Atascadero State Hospital. A major employer in the county, the psychiatric hospital has over 1,500 employees. Primarily a residential community, about half of the Atascadero working community leaves Atascadero each day to work elsewhere. Looking to grow local business and employment opportunities, Atascadero has formed a Redevelopment Agency, a new Main Street organization, and an active Chamber of Commerce. Among

Atascadero's attractions are its parks and recreational areas including the Charles Paddock Zoo – the only zoo on the Central Coast.

The second largest city in North County is Paso Robles. The city has experienced rapid growth in the last twenty years. The 1980 census reported a population of 9,163 which doubled to 18,583 in 1990. The 2000 census has now released a figure nearing 25,000 residents. Paso Robles has a well-established Main Street organization and pro-active Chamber of Commerce with a downtown that is attractive and touts a zero storefront vacancy status. Downtown businesses are primarily specialty shops, such as antique stores, and a growing number of restaurants. The city has also been successful in attracting big box retail stores such as Target, Wal-Mart, Office Max, and Orchard Supply Hardware. Located five miles northeast of town is a municipal airport and industrial park. A new airport terminal is under construction. Private chartered flights are available and there are plans for commercial flights in the near future. Paso Robles is home to the Mid State Fair. The fairground hosts events year around and the fair in August is one of the largest fairs in California – showcasing agriculture and offering big name entertainment.

Templeton, a smaller but growing community, is located along Highway 101 and the Salinas River between Atascadero and Paso Robles. Primarily rural, Templeton is home to the only hospital, serving the entire North County. Twin Cities Hospital is a general medical surgical acute care facility with one of the busiest emergency rooms in the county. Also located in Templeton are the regional headquarters for Cal Trans, Southern California Gas, Pacific Bell, the California Highway Patrol, and the San Luis Obispo County Sheriff Department. Another popular attraction in North County is the Livestock Sales Yard located in Templeton.

There are six public school districts in North County, Atascadero Unified School District with nearly 6,000 students, Paso Robles Joint Unified School District with over 6,300 students, Templeton Unified School District with nearly 3,000 students, Shandon Unified School District with approximately 300 students, San Miguel Joint Unified Elementary School District with over 400 students and the Pleasant Valley Joint Unified Elementary School District with approximately 200 students. The four districts with high schools, Atascadero, Paso Robles, Templeton, and Shandon graduated approximately 1,100 high school seniors in 2001.

2. Background

The 1991 master planning effort placed major emphasis on determining the degree to which Cuesta College was serving the educational needs of the entire District and in identifying appropriate directions for future growth. As a result, the plan included in-depth information regarding the need for a satellite center in North County and an outline of the programs and services that would be provided at the Center. The need for this center was described in the 1991 Master Plan Executive Summary as follows:

(Selected excerpts from the “Summary of Findings and Conclusions”)

- Cuesta College is not currently meeting the needs of its entire District.
- In the North and South County, the number of students per 1,000 population is only half the state average, whereas the participation rate for the central county area closest to the Cuesta College San Luis Obispo Campus exceeds the state average.
- Distance and driving times appear to be the primary factors dissuading potential students from attending.

- In order to better serve the North County, the District has decided to acquire property and establish a satellite center by 1995.
- The District has already begun the North County site selection process.
- Criteria for site selection include placement near Highway 101, convenience to major population centers, adequacy of utilities and public services, and a suitable site which is economical to develop.
- Cuesta College San Luis Obispo Campus will serve as the main campus and District headquarters.
- The new sites will be administered from the main campus and run as satellites. Services that are most efficiently run centrally, such as personnel, bookkeeping, payroll and the like will be administered from Cuesta College.
- Costly duplication will be avoided by centralizing other functions.

3. The Community Builds the North County Campus

Shortly after the completion of the 1991 Master Plan, state bond measures for community college capital construction failed in 1992-1994, making the prospects bleak for meeting the 1995 goal of a North County satellite center. When it became apparent that state funding could not be relied upon to start a center in a timely manner, concerned citizens organized to support their interest in a new campus. Due to the extraordinary efforts of the Cuesta College Foundation, Cuesta College administration, faculty and staff, North County leaders, and many highly motivated community donors, the College Foundation and President undertook a capital campaign. The Campaign for Cuesta, North County Campus, ended successfully in October 1998, having exceeded its goal of \$2 million. Total funds raised included \$2.3 million in cash and pledges and \$1.8 million in deferred gifts.

The Center was constructed with modular buildings on a carefully selected 82-acre site on Buena Vista Drive in Paso Robles. An additional adjacent 23-acre parcel was subsequently donated, giving the Cuesta College North County Campus a total of 105 acres. As specified in the 1991 Master Plan, the North County Campus is very near Highway 101 (as well as Highway 46), is situated within the city limits of Paso Robles for purposes of utilities and public services, and is a level, easily accessible site, economical to develop. An additional criterion was the convenience to major population centers. The North County Campus is currently a comfortable commute from all areas of North County. More importantly, the chosen location appears optimal in light of Census 2000, which reflects that North County, specifically north of Paso Robles, is experiencing some of the fastest growth in the county.

The Campus opened in Fall 1998, with three buildings comprising 24,120 square feet of facilities. In Spring 1999, a One-Stop Career Center (in cooperation with other public agencies) and a Children's Center were added. Campus statistics reflect that since the opening semester, course sections have increased from 88 to 187 with new courses enhancing both breadth and depth of offerings. The number of faculty teaching at the North County site has increased from 58 to 102, and the level of available technology for teaching labs, faculty offices and student support areas has increased from 114 to 185 computers.

A second campaign entitled Building on Success: Campaign 2000, successfully ended in Spring 2001, securing \$537,000 in funding for two additional modular buildings (buildings 5000 and 6000). Total project costs were over \$1,200,000 with additional funds coming from District

allocations, a PG&E tax case settlement, and the College Foundation. As has become the tradition in North County, the community once again “stepped up to the plate” to increase educational opportunity for North County residents.

Building 5000 was completed for Fall 2000 and houses a Fine and Performing Arts multi-purpose room, three general lecture classrooms, a study center and faculty offices. This most recent building brings the total square footage to 39,240. Building 6000 opened in Fall 2001, and includes an expanded Library/Learning Resource Center, a Biology/Physical Science Lab, a general lecture classroom, and faculty offices. The completion of building 6000 has exhausted the existing inventory of modular units to bring into service.

4. Contingencies

While the phased multi-site approach to plans for the South County extension of Cuesta College is logical based on the environmental scan, it is recognized that the plan may need to be changed if other factors occur or increase in importance. Factors include but are not limited to:

- Supporters of faster, more aggressive growth in South County persuade the District to make South County a higher priority.
- Additional non-state funds were raised for facilities or a community agency or school provided appropriate facilities.
- Opponents to South County expansion persuade the District to abandon or slow service to South County residents.
- Enrollment falls short of predicted growth.
- State community college revenue and the District’s budget decreases so less growth, outreach, and service can be provided in South County and/or throughout the District.

5. Student Profile

As documented in the annual enrollment reports, community response to the new campus has surpassed expectations. Since opening day in August 1998, enrollment grew from 1,290 students the initial semester to 1,554 in Fall 1999, an increase of 20.3%. Enrollment grew similarly in Fall 2000, to 1,879, an additional increase of 20.9% beyond the Fall 1999 level and to over 2,000 students in Fall 2001. Apart from sheer numbers, specific community participation reflects positive response. Unlike the San Luis Obispo Campus which enrolls a significant number of new students who move to San Luis Obispo from outside county, the North County Campus enrolls, almost exclusively, students who report a permanent address in northern San Luis Obispo County. The greatest share of students reside in Paso Robles, followed by Atascadero and Templeton; however it is gratifying to note that significant participation is also reflected from the small rural areas of Creston, Shandon, and San Miguel.

The August 1, 2000 Environmental Scan for Educational and Facilities Master Planning Taskforce reflects a particularly significant finding related to the North County area. In contrast to the 1997 Needs Study for the Proposed North County Campus which reported that the participation rates for the northern area were 32.8 per 1,000 adult population, the North County rates are now at 46 per 1,000 adult population.

Demographically, the North County Campus student profile is distinct as well. Students tend to be older (45.9% over the age of 25 years), more diverse ethnically (17.3% Latino) and a higher

percentage are female (66.4%). The Campus reports a larger proportion of new and ‘stop out’ (returning after an absence) students, indicating a previously unaddressed need for educational opportunities in North County. Educationally, a larger proportion of students report vocational/job skills educational goals (19.1% vs. 12.2% on San Luis Obispo Campus). The most popular educational goal for North County students is the attainment of an associate degree. Approximately 46% are pursuing an AA or AS. This is in contrast to the San Luis Obispo Campus where transfer appears as the primary goal. Nearly 61% of the San Luis Obispo Campus students are seeking transfer whereas the number falls to 39% for North County Campus students.

6. Academic Programs

The North County Campus is a community college campus in the truest sense of the word – as it was literally built by the local citizens of the North County community. That culture of local “connection” and response is the backbone and the key to future success.

Enrollment had swelled to over 900 evening students at the Paso Robles High School satellite site just prior to the opening of the North County Campus. In determining courses for the new campus, it was critical to preserve opportunities for part-time evening students while building opportunities for full-time and part-time day students. Course offerings are determined through the collaboration of the Vice President of Instruction, Deans, and Division Chairs on the San Luis Obispo Campus, the North County Campus’ Executive Dean, and the North County Campus’ five faculty coordinators. Courses are offered in general education as well as in vocational areas. Course offerings are balanced between day and evening and are rotated to support degree and certificate completion in a timely manner. Growth in class sections has augmented the depth and breadth of offerings.

Predominant themes have emerged that relate to curriculum development in North County, as a result of listening to the pulse of the community:

- Optimize the opportunity for students to achieve their degree or certificate goals at one site as growth and facilities allow.
- Respond to regional articulation recommendations to maximize opportunities for concurrent enrollment of high school students.
- Respond to local workforce needs and economic forces in identifying specialized programs for the North County Campus, such as health care, agri-business, aeronautics, and viticulture, tourism/hospitality.
- Pursue cooperative facility solutions for specialized interim facilities until permanent buildings are in place.
- Pursue partnerships and community collaborative ventures in the development of permanent facilities such as the Performing Arts Center, Project Theater, the Natural History Museum, the Regional Swim Complex, and the playing fields.
- Recognize the shifting demographics and respond in areas such as expansion of English as a Second Language and Spanish.

Curriculum outlined in the Educational portion of this Master Plan earmarks programs for the North County Campus that respond to these themes.

7. Campus Administration

The campus administrator, the Executive Dean of the North County Campus, reports directly to the Superintendent/President and in 2001 supervises the equivalent of 9.0 full-time equivalent support staff who supply the full range of necessary services for day to day operations. Employees currently reporting to the Executive Dean include 1.5 Student Service Assistants, 1.0 Library Technician, 1.0 Computer Technician, 2.0 Custodians, 1.0 Maintenance and Grounds Generalist, 1.5 Faculty Support employees and 1.0 Administrative Assistant. Due to economy of size, it is impractical for all programs and services to be fully staffed on the North County Campus. The success of the North County Campus is largely due to the cooperation and good will of managers and staff on the San Luis Obispo Campus who have assisted in all areas of development and ongoing support. As identified in the 2001-2002 College Plan, the next step for administration is to add an academic dean or an assistant dean who could assume responsibility for North County faculty evaluations, program development, and course scheduling. Specific staffing recommendations evolve with enrollment, retirements, and funding. The College Staffing Plan, under development, will project staffing needs based on turnover due to retirements and expansion.

In establishing the North County Campus, it was recognized that Student Services is a critical ingredient to student success. In order to maximize support for students, the North County Campus Student Services Office is staffed with permanent employees, Student Services Assistants, who are responsible for coordinating functions that provide seamless service to students. That office provides all key Admissions and Records functions and maintains the master appointment calendar for other specialized areas such as counseling, financial aid, EOPS, ESL outreach and ASCC who rotate staff from the main offices on the San Luis Obispo Campus. Library services are available on a daily basis and the campus provides health services, a bookstore and Disabled Student Programs and Services. Standard minimum service hours for these special support functions were initially established as 10:00 a.m. to 7:00 p.m. in order to serve both day and evening students. That schedule has been maintained based on a subsequent student response.

The North County Campus budget includes operational dollars for all facets of campus expenses from utilities to instructional supplies. By centralizing funding, there is a clear record of the total annual operational cost as well as effective budget oversight. The North County Campus was funded in 1998-1999 in its first year of operation at the level of \$1,520,000 with redirected growth funding. For 2001-2002, the budget has reached \$1,968,000, with the increase primarily falling in the area of faculty salaries to accommodate growth. Other major augmentations have occurred in response to North County Campus budget requests forwarded through the College's planning process.

As a component of the College's planning process, the North County Campus submits an annual Cluster Plan outlining accomplishments, goals, and related requests in the form of additional staff, facilities, supplies or equipment. The Cluster Plan represents those who report directly to the Executive Dean and is influenced greatly by others who provide instruction or services on the North County Campus. The instructional deans, in collaboration with the academic divisions, submit priorities for faculty hiring. The North County Campus is also included in the Program Review process. Program Reviews are scheduled through 2004-2005 and include instructional programs, Student Services, maintenance and grounds, custodial, computer support, learning resources, faculty support, and administrative services. Recommendations emanating from

program review are factored into the Unit and Cluster Plans, including specific requests for additional staff, equipment, supplies or facilities.

8. Facility Development

In January 1999, the Cuesta College North County Campus Educational and Facilities Master Plan was completed. Conservative enrollment estimates suggest that, with buildings on site, almost 3,300 students will enroll by 2005 and over 4,000 by 2015. Thus the need has been created for the development of a plan to respond to this growth. At full build-out, in about 2020, the Cuesta College North County Campus will comprise some 405,000 square feet of permanent buildings and support elements.

In line with the North County Campus Master Plan, Cuesta College has included permanent buildings for the North County Campus on the Five Year Capital Construction Plan submitted to the state.

Math/Science Allied Health Building

The first permanent building will add significant capacity for instruction in the sciences, math, and allied health by providing specialized laboratories as well as general classroom and computer labs. The latest plans submitted to the State Chancellor's Office include a combined Physics/Electronics Lab. The educational plan for the North County Campus reflects intent to provide a full complement of programs, as student growth and facilities allow. Although portable building 6000 provides opportunity to offer lower level biology and physical science lab courses, additional science and health occupations facilities are needed for students to progress in their majors and career fields.

Table 37: North County Science/Math/Allied Health Building Development

North County Campus Science/Math/Allied Health Building
Final Project Proposal (F.P.P.) – submitted Spring 2000 Preliminary Plans – submitted Fall 2001
Earliest: Completion = 2004 – 2005 Instructional Use = 2005 – 2006
Assignable square footage (14,640) includes: <ul style="list-style-type: none"> ✓ 2 Biology Labs ✓ 1 Audio Tutorial Lab ✓ 1 Lecture Hall ✓ 1 Chemistry Lab ✓ 1 Physics/Electronics Lab ✓ 1 Allied Health Lab ✓ 1 Science/Allied Health Computer Lab ✓ 2 Open Computer Labs ✓ 3 Math Classrooms ✓ 2 General Classrooms ✓ Faculty Offices

Library/Learning Resource Center

The Library/Learning Resource Center is a critical component of the physical development of the North County Campus and is required to support the instructional program. This building and other initial buildings will serve as the nucleus for the establishment of the permanent campus. The proposed Library/Learning Resource Center will provide student access to library resources

needed to survive academically and solve problems as well as extend the learning experience of students beyond the classroom to help them prepare to become life long learners and improve their capacity for personal and career growth. The various computer labs included in this project will supplement existing labs currently overrun by the needs of scheduled classes to allow students to complete class assignments and to develop information competency and technology skills.

Table 38: North County Library/Learning Resource Center Building Development

North County Campus Library/Learning Resource Center
Final Project Proposal (F.P.P.) – submitted Spring 2001
Earliest: Completion = 2005 – 2006 Instructional Use = 2007 – 2008
Assignable square footage (27,930) includes: <ul style="list-style-type: none"> ✓ Large Library with Stacks & Study Areas ✓ Large Open Computer Lab ✓ Office space for Disabled Students Programs and Services ✓ Learning Skills/Tutorial Lecture Room ✓ Math Computer Lab ✓ Writing Computer Lab ✓ Learning Skills Computer Lab ✓ General Classrooms ✓ Large Lecture Hall with Stage ✓ Faculty Offices ✓ Instructional Support Center

Trade and Technology Complex

The Educational section of this Master Plan includes descriptions of programs to be developed on the North County Campus in response to conversations with the community, employers, and the workforce. The Trades and Technology Complex will provide an opportunity to respond to expressed need for specialized training in line with economic forecasts for the region. As reflected in the program list that follows, the proposed programs include general Business Education and Engineering as well as multiple other vocational programs offered with an emphasis on agribusiness and related technology.

Table 39: North County Trade and Technology Complex Development

North County Campus Trade and Technology Complex
Final Project Proposal (F.P.P.) – submitted Spring 2001
Earliest: Completion = 2006 – 2007 Instructional Use = 2007 – 2008
Assignable square footage (15,880) includes: <ul style="list-style-type: none"> ✓ Welding ✓ Agricultural Technology ✓ Automotive Technology ✓ Industrial Power ✓ Carpentry ✓ Electronics ✓ Computer Technology ✓ Business Education ✓ Engineering Technology ✓ Viticulture

Performing Arts Complex

A community organization, Project Theatre Foundation, has gained non-profit status with the goal of raising funds for the Performing Arts Complex on the North County Campus. Members of Project Theatre Foundation are working cooperatively with the college to promote the arts through cultivating an audience and donor base as well as enhancing learning opportunities for students. Due to the group's advocacy in 1999, the college Foundation funded the development of conceptual drawings for the Performing Arts Complex as a joint effort between Project Theatre Foundation membership and the Cuesta College Performing Arts Department. The concept embodies elements central to an educational program in the arts and to a center for the community members of North County. Included in the "dream" for this facility is over 46,000 square feet of space devoted to a large auditorium with stage, orchestra pit and lobby, a museum/gallery, a small experimental theatre, a rehearsal room, an art studio, a dance room, a large shop, storage space and offices. The concept is best phrased in the Project Theatre Foundation vision statement. "Envision a theatre complex that is both performer and audience friendly with an art gallery, museum, and flexibility to accommodate all forms of the arts coupled with education, and available to the community."

It is acknowledged that in order to achieve such a Performing Arts Center, private funds or a combination of state and private funds would be required as the conceptual drawing extends well beyond the allowable square footage for a state funded educational facility. If private funds are not available to the extent needed, the college will need to adjust the scope of the project accordingly.

Other Potential Projects

Other collaborative ventures outlined in the 1999 North County Campus Master Plan are moving forward as well. In Fall 2000, the Board of Trustees approved a contract and property transfer agreement with the Museum of Natural Science, Inc. to develop a museum facility including a classroom facility for college use. Conversations have begun with a second organization, North County Aquatics, who are exploring the concept of establishing a Regional Swim Complex on the North County Campus. Preliminary discussions have also begun with the City of Paso Robles Parks and Recreation Advisory Committee regarding potential development of playing fields.

A Look to the Future

The North County Campus looks forward to growing with the community. In the few short years of its existence the landscape "just outside the window" has changed radically. Where there were open fields along Buena Vista Drive in 1998, the campus now sits directly across from a residential development that will ultimately include over 500 units of single family homes. Kermit King Elementary School, nested in that housing development is slated to open fall 2001. Slightly to the north, Paso Robles Hot Springs has opened its first phase and just to the south, at the corner of Buena Vista and highway 46, Martin Weyrich Winery has undergone a face lift and is in the process of adding villa style condominiums. Dallons Drive has been built, running the full length of the campus and a planned industrial park, linking Buena Vista Drive to Golden Hill Road. A successful technology company, Nanometer, is expanding and relocating to a newly constructed Dallons Drive location within the year.

As is evidenced in all of this change, there is tremendous potential in North County and Cuesta College looks forward to an active role in that change.