

## EXECUTIVE SUMMARY

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### **OVERVIEW**

The update of the 1991 Educational and Facilities Master Plan began during Spring 2000 under the leadership of Superintendent/President Marie E. Rosenwasser and the 30 member Educational and Facilities Master Planning Taskforce. Because hiring planning consultants was not budgeted and there were advantages in having substantial involvement by faculty, staff, administrators/managers, and students, the college administration took responsibility for leading the Master Plan update. The scope of this master planning went from revising the mission/visions/values statement, completing an environmental scan for the District's service area and a South County Needs Assessment, developing a plan for expanding educational offerings and services in South San Luis Obispo County, planning enrollment and educational programs for the next 10-15 years, to planning facilities for the next decade and beyond. An important distinction of the 2001 Educational and Facilities Master Plan is to conceptualize the San Luis Obispo County Community College District/Cuesta College as a one college, multi-campus district. In the 1991 Master Plan, "Cuesta College" is the language used to refer to the San Luis Obispo Campus as though plans to develop the North County Campus related to a separate college. However, in 1999 the planning clearly established a campus that was part of the San Luis Obispo County Community College District/Cuesta College, i.e. Cuesta College North County Campus. Expansion in southern areas of San Luis Obispo County are referred to in the 2001 Master Plan as Cuesta College South County Centers until such time as one center is large enough to become a small campus.

The purposes of this master planning update were to: 1) assess the progress made on and changes since the 1991 District and 1999 North County Campus Master Plans; 2) establish long-range educational and enrollment goals and plans, which along with annual planning enable the District to fulfill its mission; 3) conduct an environmental scan and South County Needs Assessment that can guide planning for extending the educational program and services in South San Luis Obispo County; 4) evaluate and prioritize long-term facilities and land usage needs; 5) initiate an analysis of student housing needs and options; and 6) increase employees' understanding of and ability to plan strategically and think long-range and with vision. Groups involved in the planning included all Cuesta College San Luis Obispo and North County Campus Units and Clusters, Cuesta College Foundation Board of Directors and staff, the Business Partners, South County residents and community leaders, students, and the Board of Trustees.

This master planning involved a large, collaborative process to analyze and revise the mission statement. The planning resulted in a new Mission Statement, which includes the Vision, Mission, and core Values of the San Luis Obispo County Community College District. The Board adopted this revised Mission Statement in September 2000.

### **2000 ENVIRONMENTAL SCAN AND SOUTH COUNTY NEEDS ASSESSMENT**

The environmental scan consisted of a review of physical, climatic, and geographical features of the San Luis Obispo County Community College District. A focus on South County included analysis of vehicular access routes, adjoining districts, population projections, South County incorporated areas, and ethnicity features of the population. An examination of pre-college enrollment and high school graduation rates and Cuesta College participation rates was done. Analysis of "out-of-area" students and discussion of the general economic forecast as well as land use and economic conditions in northern Santa Barbara County and Santa Maria Valley was completed. The economic conditions of the entire San Luis Obispo County were analyzed for purposes of comparison with southern San Luis Obispo and northern Santa Barbara Counties.

## EXECUTIVE SUMMARY

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The South County Needs Assessment consisted of community meetings and completion of a survey by telephone, Internet, or in-person. The survey was prepared in Spanish as well as English, and it was conducted during the month of June 2000. A total of 379 usable responses were received. Responses to each survey question and major findings are reported in Chapter II: Environmental Scan and South County Needs Assessment.

### **PLANS FOR SOUTH COUNTY AND NORTH COUNTY CAMPUS**

Chapter III contains the phased approach for expansion of Cuesta College into the southern sections of San Luis Obispo County, as well as an update on plans for and growth at the North County Campus. The three recommended phases for expansion of Cuesta College into southern San Luis Obispo County are: 1) Phase 1 (2001-2003) increase presence and offerings at the Arroyo Grande Center (includes Lucia Mar District facilities) and begin offering classes and services in Nipomo (probably by leasing space in Nipomo High School; 2) Phase 2 (2003-2006) expand breadth of classes at Arroyo Grande Center and if funds are available locate a portable classroom/office building on the Nipomo High School Campus; and 3) Phase 3 (2006-2011) develop a South County Campus, provided over 1,000 students are being served at the two to three aforementioned sites. Because the sizes of cities, differences in economic bases, small number of high schools, and proximity to Allan Hancock Community College are factors that will affect the development of expanded Cuesta College educational program and services in South San Luis Obispo County, more assessment and planning will be needed during the next 10–15 years. It is possible that three or more smaller sites rather than one centralized campus in between Arroyo Grande and Nipomo would better serve the San Luis Obispo County Community College District. The needs assessment and environmental scan revealed the differences from North County; therefore, planning must differ.

Plans for the North County Campus are in line with those made in 1999 and result from the careful planning done then, the realization of more growth in the early years than projected, and the fact that the educational programming, staffing and administrative organization are working well. Consequently, the 2001 Master Plan makes no significant changes in programming of facilities planning; however, the priorities of permanent facilities have been changed as is explained in Chapter V.

### **EDUCATIONAL PROGRAM FOR THE DISTRICT**

The fourth chapter presents the results of substantial planning by each discipline, all of Instructional Services, and Student Services. Under the leadership of Vice President Susan Dressler, the Deans, Division Chairs, and faculty were asked to determine whether each discipline or program needed to shrink, grow or maintain itself on each campus and for the District as a whole. This information was analyzed by the Educational Subcommittee of the Master Planning Taskforce who brought recommendations to the whole taskforce for decisions about program addition, expansion, or maintenance. New programs proposed for the District include Multi-media, Paralegal, Sign Language, Facilities Maintenance Technology, Hospitality and Tourism, Culinary Arts (in cooperation with Paso Robles Culinary Arts program), Viticulture, Career Studies: Teaching, All Risk Emergency Management, Dental Hygiene and Dental Assisting, Citizenship: Non-Credit, Dance, Economics, Emeritus College, ESL/VSL: Non-Credit, Family and Consumer Studies, Honors Program, Information Technology, Legal Studies, Other Foreign Language, Photography, Supervision, Vocational: Non-Credit, and Aeronautics: Flight Ground Schools. Programs to be added include both academic transfer and vocational/technical.

Educational Programs, Academic Support, Student Services, Administrative Services, and short-term facilities needs are presented for each Cuesta College campus or center. While program expansion could be seen as ambitious, all programs recommended for addition are being recommended on the basis of community, professional, and faculty/administrative recognition of need. However, funding for new program development has been minimal, and then largely through federal vocational or Chancellor's

## EXECUTIVE SUMMARY

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Office grants. While the state and nation are in economic recession, new funds for developing new programs will be very difficult to obtain. Therefore, the projected timeline for starting each program and the number of new programs that can be started may need to change. Possibly the time to develop all of these programs may be twenty years because the funds may not be available. Programs such as a fully developed viticulture and dental hygiene program will require specialized faculty, facilities, and significant funding. Nevertheless, the Taskforce recommended including costly programs because of the identified needs and District's history in forging partnerships and gaining community financial and advocacy support to provide more and stronger college education throughout the county.

### **FACILITIES PLANS FOR THE DISTRICT**

Before facilities needs and future capital outlay requests could be prioritized, it was necessary to analyze historical enrollment growth patterns against state WSCH requirements in order to qualify for state capital project funds. The 2001 Master Plan proposes to cap San Luis Obispo Campus growth at 103,000 WSCH or approximately 9,000 students so that growth can be distributed primarily to North County Campus over the next decade. In order to qualify for the planned permanent buildings and infrastructure for the North County Campus, enrollment and WSCH have to produce a load ratio of less than 100%. A permanent building with 75% capacity load ratio by the year it was to be built would be more likely to receive state funding than one at 110% capacity load ratio. In addition to capacity load ratio, the District must address the new state requirement of providing local matching dollars for capital outlay projects. Those districts that have passed facilities bond measures and have significant local dollars to help pay for the planning and construction of a building will be more competitive for state capital outlay funds. One of the recommendations in Chapter V is that the District seriously consider a facilities bond measure to help fund the construction and equipment needed for building permanent buildings on the North County Campus and renovating the science and technical labs on the San Luis Obispo Campus.

The order of priority for district projects eligible for state funding, as summarized in Chapter V, is: Art/Music Lab, San Luis Obispo Campus, Fall 2001; Classroom/High Tech Center, San Luis Obispo Campus, Spring 2002; Child Development Center, San Luis Obispo Campus, Spring 2002; Library Expansion and Reconstruction, San Luis Obispo Campus, Fall 2004 (if statewide Facilities Bond passed in 2002); North County Science/Math Building, Fall 2004 (if state bond passed); Performing Arts Theater, San Luis Obispo Campus, Fall 2006 (if state bond passed); North County Learning Center/Library, Fall 2005-06 (if state bond passed; may need local matching dollars); Reconstruction of Laboratories, San Luis Obispo Campus, Fall 2006 (dependent on state bond and possibly local match); Trades and Technology Complex, North County Campus, Fall 2007 (dependent on state bond and local match); North County Campus Early Childhood Education Building, Fall 2007-08 (dependent on state bond and local match). A five-year capital outlay plan is submitted to the Chancellor's Office each year. Requirements for the proposal process, criteria for qualifying projects, and the categorization of projects change every year or few years; consequently, the planned building construction identified in Chapter V will undoubtedly change several times during the next ten to fifteen years.

While Chapter V contains campus footprints, discussion of parking facilities and needs, lists of new construction and leased buildings and their uses, the chapter does not include the floor plans of most of the planned new buildings after the High Tech Center because those preliminary plans and working drawings have not yet been approved by the state. The work on Initial and Final Project Proposals, Preliminary Plans and Working Drawings, and Equipment for every building or major renovation is a highly collaborative process that has included and will need to include the faculty, administrators and architect. The Phillips, Metsch, Sweeney, and Moore Architectural firm is planning and designing facilities for the North County Campus and the Spencer/Hoskins Associates, Architecture & Planning, has been doing the designing for the San Luis Obispo Campus.

## EXECUTIVE SUMMARY

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are not counted in the capacity load ratio. Secondary effects will happen for all the construction and the District has had opportunities to move all programs off the “old campus.” Within the next five to twenty years the District will probably move modular buildings to other parts of the District, put self-supporting or entrepreneurial programs in some of the modular buildings, or sell them.

Landscaping needs for the San Luis Obispo Campus are extensive, and the master planning process included hiring Oasis Landscaping to analyze current landscaping needs and recommend improvements. The improvements have been presented as projects, and the Taskforce’s Landscaping Committee and the Cabinet have recommended priorities for completing the work. Because local money will be needed for most, if not all, of the landscaping improvements, college staff and student volunteers, as well as community volunteers, may be asked to assist with landscaping projects, insofar as is feasible.

Also included in the last chapter of the 2001 Educational and Facilities Master Plan is the Executive Summary of the Student Housing Study. Although many steps have to be completed before the District will be ready to stop or go forward with a contract for construction of on-campus student housing, it should be noted that when the Master Planning Taskforce began its work, the work did not include studying student housing.

### **PUBLIC/COLLEGE REVIEW OF THE DRAFT**

Once this updated Master Plan had been produced as a draft report, it was made available for review by the Master Planning Taskforce and any interested College employee. The public was informed they could review it at their local libraries throughout the County.

The Superintendent’s for K-12 reviewed it and the Board of Trustees responded to this draft at two Board meetings.

This final version has incorporated the feedback and projected capital projects needs for the next twenty years.