



System
Office

California
Community
Colleges

Education and
the Economy:
Shaping California's
Future Today

Strategic Plan Update

Volume 2, Issue 4

December 2006

A Good First Year

By **Tod Burnett, Ed.D.**

Implementation of the unprecedented System Strategic Plan for the California Community Colleges officially began on January 17, 2006, with its adoption by the Board of Governors. We are pleased to report that in less than one year, the System Office has made impressive gains. Helen Keller once said, *"The only thing worse than being blind is having sight but no vision."* The System Strategic Plan has brought together the community college family under a common shared vision. It is exciting to see all of our partners and stakeholders working in concert to resolve some of the colleges' most pressing challenges while seizing opportunities for improving student access and success.

Chancellor Drummond and the Board of Governors have stated many times that developing the System Strategic Plan was a major accomplishment, but this effort will be for naught if it is not implemented. The System Office has worked hard over the past year to establish an effective implementation process that will ensure success. We created several implementation teams and committees that serve important roles in the implementation process. The Implementation Oversight Committee (IOC), comprised of a wide-range of internal community college constituencies and external partners and stakeholders, was established to oversee implementation of the overall System Strategic Plan by providing important input and guidance to the Chancellor. Five Goal Area Implementation Teams (GAIT), one for each Strategic Goal Area and led by a Vice Chancellor, were established to manage the implementation of corresponding Strategies. In particular, GAIT's consult with internal and external resources and Action Plan Groups (APG) in developing Strategy Action Plans that provide a specific course of action and necessary steps for achieving a Strategy. APG's and Strategy Action Plans have been established for several Strategies with more expected in the coming months. The progress made by the GAIT's and APG's in a relatively short period of time has been impressive. Details on the excellent results thus far achieved for each Strategy are discussed on page 5 and can also be found on the System Office website.

While the most important work is being conducted in the various implementation committees, the System Office has been working diligently to support their efforts and the overall success of the System Strategic Plan. The following are some of our significant accomplishments to date.

- Developed a new System Strategic Plan website (<http://strategicplan.cccco.edu>) that provides timely and comprehensive information on the implementation process and serves as an interactive management tool.
- Wrote, published and disseminated several thousand copies of the System Strategic Plan, Executive Summary and Brochure.
- Published four quarterly Strategic Plan Updates that provide valuable information on the System Strategic Plan and implementation progress.
- Established a Communications Implementation Team, Government Relations Implementation Team and Technology and Telecommunications Advisory Committee to provide systemwide communications/public relations, legislative and information technology support of the System Strategic Plan.
- Acquired a \$50,000 grant from the Irvine Foundation for assistance with the first year of implementation.

If you have any questions
or comments about the
strategic planning
implementation process,
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Strategic Plan Implementation Calendar
January 16-17 - Board of Governors
January 25 - Consultation Council
February 15 - Consultation Council
March 5-6 - Board of Governors
March 15 - Consultation Council
May 2 - Implementation Oversight Committee Meeting

Thank You Jamillah!

Dr. Jamillah Moore, Vice Chancellor for Governmental Relations and External Affairs, is resigning her post and moving on to the private sector. Jamillah was instrumental in leading the System Office on legislative matters and responsible for many of the System's greatest accomplishments over the past years, not the least of which is AB 318. Jamillah will be greatly missed and we wish her the best in her new career.

- Received \$500,000 of one-time budget funds for strategic planning research and development.

Under the leadership of the Board of Governors and Chancellor Drummond, the System Office has taken a major first step in implementing the System Strategic Plan. But as the motto for the U.S. Armed Forces in World War II states, *"The difficult we do immediately. The impossible takes a little longer."* We have a long way to go to fully achieve the results called for in the System Strategic Plan. The coming year will be another critical test of our commitment and resolve to succeed. It will take the continued active support from all community college partners and stakeholders to fully realize our vision—our vision for truly improving the access and success for all California community college students.

Thank You!

We owe a great deal of thanks to the hundreds of people that have been involved in developing the System Strategic Plan and implementation process over the past year. While it is impossible to thank everybody by name, we would particularly like to thank the Board of Governors and outgoing President George Caplan, Chancellor Mark Drummond, Executive Vice Chancellor Steve Bruckman and Vice Chancellors Carole Bogue-Feinour, Linda Michalowski, Jose Milan, Jamillah Moore, Patrick Perry and Robert Turnage. We also appreciate the support from the Consultation Council and acknowledgements from Governor Schwarzenegger and the state legislature. A special thanks goes to the Irvine Foundation for their very generous financial support and to the Foundation for the California Community Colleges.

Strategy Highlight

Strategy B1: Basic Skills as the Foundation for Student Success. Ensure that basic skills development is a major focus and an adequately funded activity of the Community Colleges.

A strategy that is crucial to the System Strategic Plan is focused on programs and services which must be strengthened to increase student success, especially for students who need to increase performance levels in English as a Second Language (ESL)/basic skills. While Goal B is focused on ensuring that all students reach their educational goals, Strategy B1 addresses the best possible basic skills education that should be provided to all students who need to improve their performance levels. To successfully participate in college-level courses, many community college students need pre-collegiate math, reading, and writing skill development. The goal is to identify key features and components of successful ESL/basic skills instruction and services and ensure their implementation.

Strategy B1 has drawn deep commitment from the Board of Governors, System Office, Academic Senate, Chief Instructional Officers (CIO) and the Chief Student Services Officers (CSSO) – all entities consider this to be the highest, ongoing priority. Unprecedented cooperation among these groups has moved this goal forward.

California's Reality. Presently, about 50 percent of all California community college first-time freshmen drop out within the first year and among these dropouts are a substantial proportion of recent high school graduates (42 percent). Current assessments across the state indicate that the majority of all new freshmen are under-prepared for college level math and English. Likewise, student success data indicates a strong need to improve our remediation efforts. The reality for community colleges is that the majority of new freshmen are under-prepared for college level work. This coupled with the large proportion of students who are unable to pass the California High School Exit Exam (CAHSEE), should indicate that under-prepared students represent a serious problem for community colleges that is not going away anytime soon.

Strategy Action Plan. The Goal Area Implementation Team (GAIT) and Action Plan Group (APG) for Strategy B1 have been meeting regularly and have reached conclusions on necessary action steps to achieve Strategy B1:

- The three deliverables of a current contract supporting Strategy B1 will be “Theory, Practice and Tool”.
 - o The “review of literature” represents what we know about basic skills teaching and learning (the theory). The literature review will be available February 1, 2007.
 - o The “practice” provides us with information about those who have successfully applied the theory. Best practices will be clearly identified in the literature review.
 - o The “tool” is how to look at ourselves in relation to what is learned from the review of the literature. A self-assessment inquiry tool that will be used at the local level is being prepared by the Center for Student Success as part of the literature review effort.
- In Spring 2007 there will be three statewide conferences at which the results of the literature and best practices review will be presented: Teaching Institute scheduled February 16-17, 2007, in San Francisco; CIO/CSSO Spring Conference scheduled March 21-23, 2007, in San Francisco; and Curriculum Institute scheduled July 12-14, 2007, in San Diego. Faculty and staff from many instructional areas and student services will be participating in these events. We strongly encourage Chief Executive Officers to support their participation in the statewide events as well as the on-campus workshops.
- On-campus workshops will be scheduled to summarize the findings of the literature and best practices review. A team of “experts” will then lead faculty/staff through the inquiry tool that will ask them to assess a number of ESL/basic skill efforts/functions at the college. For example, the inquiry tool will have faculty/staff examine assessment and placement practices, counseling, tutorial services, programmatic features currently implemented in ESL/basic skills classrooms and labs, and other instructional practices and services. Through this effort the changes implemented will have an impact on the success, retention and persistence rates of ESL/basic skills students.

California’s Future. Since the majority of our students need to improve performance in one or more of the basic skills, the goal is to provide the most effective instruction and student services possible to help students complete courses, obtain an AA degree (or certificate) and/or successfully transfer to a four-year institution. When fully implemented, Strategy B1 will provide a strengthened basic skills infrastructure for student success which will greatly contribute to California’s social and workforce vitality.

Implementation Oversight Committee Holds Second Meeting

The California Community Colleges System Strategic Plan Implementation Oversight Committee (IOC) held its second meeting on December 6, 2006. The purpose of the meeting was to review progress made in implementing the System Strategic Plan. Steve Bruckman, Executive Vice Chancellor and Chair of the IOC, opened the meeting and Chancellor Mark Drummond gave opening remarks. Daniel Iacofano and Paul Downs of MIG facilitated and graphically recorded the meeting and provided a discussion on the meeting purpose and agenda overview.

Tod Burnett, Vice Chancellor for Strategic Planning and Policy Coordination, provided an update on the strategic plan process. New IOC members were introduced and a report given on significant activities occurring since the prior meeting, including a CEO/Trustee mailing, new System Strategic Plan website and the allocation of \$500,000 in one-time funds for strategic planning research. Responses to overall comments from the prior meeting were presented. Finally, Strategy Action Plans were introduced and discussed.

Team Leaders for each Goal Area Implementation Team (GAIT) summarized implementation progress, and the IOC discussed considerations and questions regarding each of the GAIT strategy goals (see section on Implementation Progress).

The IOC concluded the meeting with an overall discussion and provided the following comments:

- Address the system office role in each strategy - not just in D4.
- We need five hours for IOC meetings to cover all the material.
- This is an incredible amount of work on very complex issues. We need a “Marshall Plan” to tackle the issues comprehensively. We need to galvanize champions to articulate needs.
- The issues are critical and will impact the future of the state and the future of the nation.
- We need to craft a compelling message.

The next IOC meeting is tentatively scheduled for Wednesday, May 2, 2007 in Sacramento.

Strategy Action Plans

Strategy Action Plans are a communication and management tool to gage the implementation progress being made with each Strategy. These plans are the ultimate responsibility of the five Goal Area Implementation Teams (GAIT), but typically they are developed and maintained by Action Plan Groups (APG) that are formed by GAIT’s to assist with implementing a Strategy. Strategy Action Plans have already been drafted for several Strategies and can be found on the System Strategic Plan website.

Strategy Action Plans provide the following information:

STRATEGY LEADER – The Strategy Leader has ultimate responsibility for ensuring that the strategy action plan is carried out. This is a senior management role to provide guidance, secure resources, and conduct oversight to ensure task achievement.

STRATEGY PROJECT MANAGER – The Strategy Project Manager has day-to-day responsibility to ensure that the strategy action plan process stays on track. Manages detailed implementation activities necessary for a successful collaborative planning effort.

ACTION STEP – Specific course of action or necessary step for achieving strategy.

LEAD PERSON – Ensure that the action step is carried out. Provide guidance, secure resources, and conduct oversight to ensure task achievement.

SUPPORT PERSON(S) – Partner groups, experts, task managers, etc. These are people that have content expertise or are actually doing work, not consultative groups or individuals.

TARGET COMPLETION DATE – Date that action step is expected to be completed.

STATUS – Update on progress of completing action step.

Goal Area Implementation Team (GAIT) Reports

The Team Leaders for each of the five Goal Area Implementation Teams presented to the Implementation Oversight Committee an update on the progress made in implementing several Strategies. Their progress updates included an overview of the Strategy Action Plan, results to date, lessons learned and remaining challenges. The following is a summary of what was presented. Note that detailed information on Strategy Action Plans can be found on the System Strategic Plan Website.

A. College Awareness and Access

A1: Early Awareness of College as a Viable Option

Encourage early awareness of the California Community Colleges as an option and the need for K-12 students and parents to prepare for college success

RESULTS TO DATE

- Sustained funding for “I Can Afford College” campaign. Developed and aired new television and radio ads for the workforce audience for the campaign
- Reinstated student financial aid outreach conferences
- Submitted Board of Governors supported legislative proposal for community colleges Early Assessment program

LESSONS LEARNED

- Using early assessment results for placement is in conflict with some current matriculation regulations
- Individualized attention is important in the outreach process
- Youth from certain cultural backgrounds worry about loss of cultural identity if they attend college
- There is a strong need to address the perception of youth from special populations that they are not “college material”
- There is a critical need to be sure that high school counselors, parents, caregivers and other adult “influencers” understand and convey that youth from special populations are “college material”

REMAINING CHALLENGES

- Need to address data sharing and student confidentiality and regulatory issues related to Early Assessment issues
- Inadequate academic preparedness
- Supporting individualized attention in outreach

A2: Removing Barriers to Access and Student Success

Ensure that the colleges remain affordable and fulfill their primary mission of providing open access to all Californians

RESULTS TO DATE

- Obtained \$10 million for services to deaf and hard of hearing students, \$26 million for restoration of matriculation funding, \$9 million for CalWORKS Work-Study employment
- Successfully advocated passage of Assembly Bill 2813 to increase the number of students eligible for Cal Grants
- Implemented the revised categorical program site visit model
- Submitted requests for funding for the 2007-2008 fiscal year

LESSONS LEARNED

- Funding for access and student success has eroded or is not institutionalized, reducing the number of students served

REMAINING CHALLENGES

- Identifying legislative, legal and regulatory challenges associated with implementing strategies
- Securing adequate and stable funding for student support services in the colleges and the System Office

A3: Innovative Programs and Outreach for Growing Populations

Increase college access among growing population groups that will emerge from current demographic trends

RESULTS TO DATE

- Successfully advocated for Senate Bill 1383 to give high school students until December 31 to pass the CA High School Exit Exam while maintaining eligibility for the Entitlement Cal Grant
- Launched the Foster Youth Success initiative to improve outreach and retention for former foster youth

LESSONS LEARNED

- There are statutory, regulatory and policy barriers associated with implementing strategies
- Individualized attention is important in the outreach process
- Youth from certain cultural backgrounds worry about loss of cultural identity if they attend college
- There is a strong need to address the students’ perception that they are not “college material”
- There are successful models for these populations operating on a limited basis with potential for replication
- There is a critical need to be sure that high school counselors, parents, caregivers, and other adult “influencers” understand and convey that youth from special populations are “college material”

REMAINING CHALLENGES

- Securing funding to student support services in the System
- Developing effective delivery systems replicating effective models
- Identifying and removing legislative, legal and regulatory barriers associated with implementing strategies

B. Student Success and Readiness

BI: Basic Skills as the Foundation for Student Success

Ensure that basic skills development is a major focus and an adequately funded activity of the Colleges

RESULTS TO DATE

- Obtained \$100,000 grant to fund speakers and experts for statewide, regional and on-campus basic skills workshops
- Literature and Best Practices review in process
- Strengthened relationships with Chief Student Services Officers, Chief Instructional Officers and Academic Senate

LESSONS LEARNED

- Collaboration works!

REMAINING CHALLENGES

- Implementation and 2008-2009 funding to make this real
- Work as quickly as possible
- Support colleges in effectively implementing effective basic skills improvements through tracking of student progress ensuring accountability for new monies

- Getting the whole college involved
- Communicating information about English as a Second Language/Basic Skills and describing Strategy B1/Basic Skills Initiative

C. Partnerships for Economic Development and Workforce

C1: Coordination of Statewide Workforce Program and Policies

Ensure that community college programs are aligned and coordinated with State and local economic and workforce development needs

RESULTS TO DATE

- Worked with state agencies and industries, community colleges, and other educational partners to establish coordinated approaches in the following areas:
 - Health care
 - CalTrans Basic Skills education
 - California Transportation Logistics Institute
 - California Corporate College

LESSONS LEARNED

- Agency and private participants are strongly motivated to participate in achieving economic development goals
- System office efforts are critical in facilitating success through leadership, priority setting and development of funding
- Top leadership agreement among partnering agencies on overall goals is a critical success factor

REMAINING CHALLENGES

- Ensuring accountability for follow through
- Demonstrating results and replicability of models to Legislature
- Identifying and resolving institutional barriers to innovative program structures and new uses of funds
- Recognition that implementation of new models for delivery of services will take time, effort and agility when needed because not everything is going to work
- Acquiring and maintaining enough staff resources to meet the demands generated by new program development and implementation

C2: Career Pathways

Create linkages between academic and career fields to provide clearly defined career pathways that encourage and support a lifetime of educational and career advancement opportunities. Build on specific pathway initiatives to improve ongoing coordination and collaboration across academic, career/technical and economic development programs

RESULTS TO DATE

- Career pathways: Identification of best practices and development of a strategy for institutional infusion of best practices. Next steps are the development of vehicles to replicate and implement findings
- Career Advancement Academy Request for Applications submitted in September; awards to happen in March for implementation in July 2007

LESSONS LEARNED

- Helpful to identify areas of congruence between System Strategic Plan and administration priorities
- Involvement of system office at the genesis of policy initiatives is very effective
- An appreciation and use of lessons learned from ongoing efforts of local colleges and building upon these success
- There is a need for partnerships with community based organizations and other “constituency advocates” to help get people into the Career Advancement services

REMAINING CHALLENGES

- Implementation! Launching and managing support for startup and delivery of services
- Addressing System Office workload: Every new categorical program adds reporting, accountability and assessment workload
- Opportunity: Building support mechanisms in the system office to integrate efficiency and flexibility in reporting mechanisms into new program design at the front end

C3: Curriculum and Program Development and Approval Process Improvements

Ensure high standards and academic rigor in Community College programs while delivering timely, relevant and high quality offerings that meet the needs of business and industry

RESULTS TO DATE

- Preliminary identification of regulatory and process barriers

LESSONS LEARNED

- This will be a labor and resource intensive effort

REMAINING CHALLENGES

- Securing additional resources to support identified project work

C4: Regional Collaboration through Multi-Agency Networks

Encourage and support Community College initiatives to collaborate with other economic and workforce development agencies and industry sectors to develop regional partnerships and networks

RESULTS TO DATE

- Colleges are building relationships and partnerships because of new funding imperatives and incentives accessed this past year
- Colleges are working more with Workforce Investment Boards and One Stops
- Implementation of a model program in LA City is tying colleges to local one stop center focusing on workforce literacy
- Implemented a Central Valley food processing and construction industry collaborative model for workforce development

LESSONS LEARNED

- Actively engage the workforce development systems within the nine economic regions in the state; tailoring the services to the unique regional workforce needs
- Need to develop and provide incentives, monetary and other to promote regional partnerships
- Partnerships demonstrate that its more efficient to work together, maximize and focus resources in order to get more done

REMAINING CHALLENGES

- Moving away from a traditional lack of communication between colleges and workforce development service providers
- Working on removal of systemic barriers to accessing funding from sources other than state apportionment

C5: Defining and Addressing Long-Range Economic and Workforce Trends

Build on the California Community College’s Economic Development Initiatives to define and develop emerging career clusters. Ensure that the Colleges have access to the tools and resources needed to track and respond to long-term economic and workforce trends

RESULTS TO DATE

- Completed 29 Environmental Scan Documents
- The ten Centers of Excellence working with colleges and employers in nine regions of the state
- Providing information and technical assistance regarding business and occupational growth sectors

LESSONS LEARNED

- There are constant changes in the nine regional economies of California and we need to continually invest in the upfront identification of new and changing workforce education and training needs of business and employers
- Development of Environmental Scan documents provide excellent vehicle for dialogue and partnership development with business and employers

REMAINING CHALLENGES

- Utilization of the data is planning for education and training services
- Scaling up capacity to meet future demand for the scan products
- One new center to serve the San Diego region which is currently not served. All other regions have a center

D. System Effectiveness

DI: Accountability Research for the Community College

Implement the performance framework developed by the System Office

RESULTS TO DATE

- Established Technical Advisory Group with participation by faculty, Chief Executive Officers, Chief Instruction Officers, Legislative Analyst Office and Department of Finance
- Published first draft of metrics for review
- Acceptance by Department of Finance and Legislative Analyst Office
- Began to conduct peering work
- Expanded knowledge of community college accountability
 - Created new metrics for measuring success
 - Student progress and achievement
 - Wage study

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LESSONS LEARNED

- Ensure acceptance by including all of the stakeholders in the detail work of metric development: researchers, faculty, Chief Executive Officers, Legislative Analyst Office, Department of Finance and legislative staffs
- Use a strategic information “dashboard” approach as opposed to creating direct linkages to financial incentives

REMAINING CHALLENGES

- Ensuring data accuracy
- Getting users to understand and interpret the results; purpose is not institutional comparison, but focus should be on self assessment and improvement

D2: Comprehensive Measure of Success

D3: Analytical Capacity for Measuring Success

Develop additional measures of success based on student outcomes and the unique role of the Colleges in providing open access, lifelong learning and career exploration opportunities

Enhance the research and analysis capability at the System Office to support the College and the Board of Governors in tracking performance, planning and budgeting, and setting policy

RESULTS TO DATE

- Half of districts have been mapped for use in geographic information systems
- System Advisory Research Committee has been approved in concept
- Some comprehensive measures of success have been created in Accountability Research for the CA Community Colleges

LESSONS LEARNED

- Seek multiple funding strategies
- Establishing outcomes for non-credit metrics is difficult as there are non grades, difficult to establish student intentions and many possible paths upward
- Grassroots efforts can support implementation of the System Strategic Plan

REMAINING CHALLENGES

- Finishing district boundaries in more challenging geographies
- Creating a warehouse and repository for GIS data
- Establishing noncredit metrics that will satisfy the state
- Continually seeking other data sources that are additive to Management Information Systems, e.g. Economic Development Department wage data, national student loan clearinghouse
- Leveraging and focusing system and external institutional research capacity

D4 System Office Roles and Functions

Support the System Office in its roles as an advocate and facilitative leader of the Colleges

RESULTS TO DATE

- Technology III plan
- Identified twelve priority technology projects that support system needs and System Strategic Plan
- Annual planning and retreat now ongoing

LESSONS LEARNED

- System Strategic Plan spurred
- Cross-functional
- Retreat very successful: external facilitator; cell phones and personal computers turned off; free wine at dinner

REMAINING CHALLENGES

- Securing funding is a challenge; projects must entice State and Legislature as well
- Getting vendor buy-in, especially licensing aggregation

D8 External Relations

Improve the visibility and positive awareness of the College and the System Office

Communications

RESULTS TO DATE

- First time for System Office to reach out to Community Colleges Public Relations Organization
- First time to develop a System Office communications plan

LESSONS LEARNED

- Strong need for coordinated communications and messaging approach

REMAINING CHALLENGES

- Achieving widespread college participation in developing and utilizing a coordinated statewide messaging strategy
- Balancing statewide and local messaging needs

Governmental Relations

RESULTS TO DATE

- Integrate System Strategic Plan into the Legislative Agenda
- Established Government Relations Implementation Team website (grit.cccco.edu)

LESSONS LEARNED

- Must work with legislative unit at inception

REMAINING CHALLENGES

- Convincing community colleges and their advocates/lobbyists to support a Legislative Program based on the System Strategic Plan

E. Resource Development

E1: Alignment of Budget Priorities with System Strategic Plan

Provide enhanced resources and allocation methods to ensure high-quality education for all

RESULTS TO DATE

- Successfully included outside partners in the budget development process
- System's 2007-2008 budget request with over \$800 million in new funding is aligned with the System Strategic Plan

LESSONS LEARNED

- We're in transition towards true strategically driven budgeting
- Improve analytical foundation for budget requests to demonstrate linkages to student outcomes and support accountability
- Start budget development earlier to allow for more analysis and inclusion of additional outside participants

REMAINING CHALLENGES

- Working with the Administration to encourage a longer-range policy perspective
- Cultivating relationships with new Legislature to support the community colleges' strategic planning process
- Involving our partners in building legislative and administrative support

E2: Resource Diversification

Develop alternative sources of revenue to reduce overall reliance on State funding and maintain open access in times of state budget shortfalls

LESSONS LEARNED

- None

REMAINING CHALLENGES

- Developing appropriate recommendation based on White Paper
- Community College CEO's have shorter tenures, which limits ability to develop relationships with funders

E3: Funding for Increased Access and Student Success

Ensure that the Colleges receive their share of State resources to fulfill the primary mission of providing open access and ensuring student success

RESULTS TO DATE

- Strategic planning informed and bolstered successful 2006-2007 adopted budget, which provides over \$677 million in new on-going funds:
 - COLA \$294 million
 - Equalization \$160 million
 - Growth \$97.5 million (additional access)
 - Student services \$45 million

- Strategic planning informed and bolstered successful 2006-2007 adopted budget, which provides over \$300 million in one-time funds:
 - \$95 million instructional materials and equipment
 - \$100 million unrestricted funding
 - \$40 million Career Tech equipment and facilities repair
 - \$40 million State mandate reimbursements
- Strategic planning led to additional state resources:
 - \$500,000 for strategic planning
 - \$750,000 for Basic Skills dissemination
 - \$30 million redirection to Basic Skills

LESSONS LEARNED

- The Governor is a strong supporter of community colleges
- Some System 2006-2007 budget priorities not funded, despite the robust level of funding
- Greater advocacy efforts by the System and the System's stakeholders are needed in future years

REMAINING CHALLENGES

- Convincing the Legislature and Administration during budget deliberations about the need to fully fund the System Strategic Plan budget priorities
- Encouraging a long-range strategic perspective in state budgeting

E6: Equity in District Funding

Support the System Office legislative initiative to address District funding mechanisms

RESULTS TO DATE

- Changed funding to guarantee for the first time in the history of the community colleges that credit instruction funding will be equal for the vast majority of districts on a per-student basis
- Simplified and improved transparency of community college funding
- Removed a long-term source of conflict within the System
- Enhanced Non-Credit funding by \$30 million for sequenced courses leading to certificates or employment (Basic Skills, ESL, vocational)

LESSONS LEARNED

- Long-term structural problems within the system can be fixed
- Strong collaborative effort and system consensus

REMAINING CHALLENGES

- Need to secure additional \$60 million to close the gap between credit and noncredit funding rates
- Need to develop an overall strategy for funding high-cost vocational programs

Please go to the System Office website at www.cccco.edu for a copy of the Strategic Plan and updated information on the implementation process.