



System  
Office

California  
Community  
Colleges

Education and  
the Economy:

Shaping California's  
Future Today

If you have any questions  
or comments about the  
strategic planning  
implementation process,  
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# Strategic Plan Update

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## Implementation Oversight Committee Meets for the First Time

The System Strategic Plan's Implementation Oversight Committee (IOC) (complete list of members on page 7) held its first meeting on June 22, 2006. The purpose of the meeting was to review the System Strategic Plan and implementation process and hear initial reports from the Goal Area Implementation Team chairs. Executive Vice Chancellor Steve Bruckman opened the meeting, and State Chancellor Mark Drummond welcomed the IOC and provided a background presentation. Daniel Iacofano of MIG facilitated and graphically recorded the meeting. The following provides a summary of the meeting. During self-introductions, IOC members described their interests in participating in the IOC process. Several broad themes characterized their interests:

- Promote access and quality.
- Support linkages between the colleges and businesses and industry.
- Ensure that constituency voices are heard (students, system office employees, faculty, business/industry, CEO's).
- Bring attention to specific issues and opportunities: pay equity for nursing and computer faculty; technology, labor-management training programs, and basic skills education.

— IOC (continued on page 6)

### Strategic Plan Implementation Calendar

- October 19** - Consultation Council
- November 7** - Election Day
- November 13-14** - Board of Governors Meeting
- November 30** - Consultation Council
- December 6** - Implementation Oversight Committee Meeting
- January 16-17** - Board of Governors Meeting

## New Strategic Plan Website Launched

By Bryan Miller

The new System Strategic Plan web site holds true to the collaborative spirit that founded the original System Strategic Plan. With features such as calendaring, discussion boards, blogs, and an easy to use content management system, the web site is a dynamic online workspace.

Using database driven portal software, the web site customizes content specifically for the visitor. For example, when a registered visitor returns to the web site, he or she will be able to access content that is targeted directly to his or her role. Once fully developed, the System Strategic Plan web site will allow visitors to indicate their topics of interest either by directly selecting topics or by answering polls. This information will allow for future issue-specific communication and advocacy.

The web site's ability to customize content will also facilitate the work of the GAIT's by giving team leaders a powerful communication tool. Team leaders are able to update web site content on-screen without the aid of html web authoring software. With the use of a dynamic content management system, leaders can communicate with their teams in real-time.

Cutting edge, easy to manage, and extensible, the new System Strategic Plan web site is the next generation in online communication.



**Mission Statement  
of the California  
Community Colleges  
Board of Governors**

*Empowering the  
Community Colleges  
through leadership,  
advocacy and support*

## CCPRO and the System Office Partner Up for Success!

CCPRO and the System Office have joined forces in order to create a systemwide strategic communications infrastructure. Two workshops were recently conducted by CCPRO and featured Tod Burnett, Vice Chancellor, Strategic Planning and Policy Coordination. Burnett was on hand and participated in an open discussion regarding best practices for creating a strong partnership between representatives of the System Office and CCPRO members. “CCPRO is an organization made up of professional communicators,” said Burnett, “the System Office is looking to communicate effectively throughout the state. It’s a natural match.”

### Sounds simple!

It stands to reason that if we are stronger and more communicative at the state level, then we will be better informed and better prepared to help our students at the local college level. The System Strategic Plan focuses on five goals while maintaining one vision – student access and success. Understanding that vision while working toward the five strategic goals of the plan will be the challenge.

It’s a challenge that CCPROers attending the workshops were ready to take on! “The goals that the System Office has developed in the Strategic Plan are straightforward and will have a very positive impact on our institutions. The one thing they have in common is that they all need to be communicated effectively on so many different levels,” said Sue Michaels from Sierra College. “Working together and developing a consistent message is the only way we can be effective achieving recognition for this important implementation phase of the plan.”

Martha Parham, CCPRO president, said, “Creating and implementing a successful strategic communications plan will benefit all California community colleges well beyond the implementation of the Strategic Plan. By working together with the System Office, we are helping our students and strengthening our messages on the value of community colleges. It really is a win-win for all of us.”

### CCPRO needs your help!

CCPRO is creating a task force that will work to create and implement a systemwide Strategic Communication Plan. We are looking for members that represent all types of community colleges and need volunteers. If you interested or would like to nominate someone to serve on this state-wide committee, please email your request to [mparham@ccd.edu](mailto:mparham@ccd.edu).

#### Key topics discussed at the CCPRO workshop included:

1. Commit to Communicate (two-way communication)
  - CCPRO – adding the System Office to distribution on press releases
  - System Office – sending state-wide news clips
  - System Office – sending a bi-weekly update
  - CCPRO/System Office – monthly or quarterly conference call open to all PIOs
  - CCPRO – support System Office messaging at the local level
  - System Office – support CCPRO messaging at the state level
  - CCPRO – send feature stories to the System Office
2. Create an Information Clearing House/PIO-All Frequently Asked Questions
3. Understand community colleges economic impact at local levels and report them to the System Office
4. CCPRO work to provide an increased awareness of the System Office
5. Create a communication task force to discuss issues between conference calls and create a communications strategic plan to plan messaging for various issues, such as:
  - Strategic Plan implementation
  - Advocacy/Legislative
  - State Bond – Prop 1D

## Thank You Robert!

Robert Turnage, Vice Chancellor for Fiscal Policy, is resigning his post and moving on to the private sector. Robert was instrumental in leading the System Office on budgetary and financial matters and responsible for many of the System's greatest accomplishments over the past several years, not the least of which is SB 361 and increased funding for the community colleges. Robert served as Team Leader for Goal Area Implementation Team E and made a great deal of progress in only a short period of time. Robert will be greatly missed and we wish him the best in his new career.

NOTE: Larry Toy, President/Chief Executive Officer of the Foundation for California Community Colleges, will serve as Team Leader for Goal Area E until a replacement for Robert is identified.

# Goal Area Implementation Team (GAIT) Reports

## A. College Awareness and Access

### A1: EARLY AWARENESS OF COLLEGE AS A VIABLE OPTION

We have developed and submitted a budget request to fund workshops throughout the State to reach out to high school counselors, making sure that they have the latest information available on CCC programs. The request, if funded, will also enable the System Office to support this and other outreach efforts with additional staff. Also, the Board of Governors supported Senate Bill 1563 (Escutia) which would have added 25 community colleges to the California State University (CSU) Early Assessment Program that assesses and provides feedback to 11th graders on their academic preparedness for college. SB 1563 would also have provided for community college outreach advisors to work with high school students and enabled community college faculty to work more closely with CSU and high school faculties to develop 12th grade curriculum that addresses student preparedness. Unfortunately the bill was vetoed by the Governor on September 30. Similar legislation will be proposed for the system's 2006-07 Legislative Program.

### A2: REMOVING BARRIERS TO ACCESS AND STUDENT SUCCESS

An outstanding budget for community colleges in 2006-07 included an almost \$10 million augmentation for services to deaf and hard of hearing students. Colleges will be receiving allocations of the new funds in mid-October. The budget also contained partial restoration of funding for student Matriculation services and an increase of \$9 million to provide additional Work-Study employment for CalWORKs students. We have developed and submitted budget requests for additional funding for student services programs in 2007-08, including a proposal to provide COLA and Growth adjustments for the CalWORKs, Foster and Kinship Care Education (FKCE) and the Board Financial Assistance Program - Student Financial Aid Administration (BFAP-SFAA) programs; a second proposal to provide base funding for student services programs at new colleges; another proposal to strengthen the early alert and follow-up component of Matriculation; and finally, proposals for increased staffing at the System Office to support efforts related to services for under-prepared students, and existing program improvement and technical support.

### A3: INNOVATIVE PROGRAMS AND OUTREACH FOR GROWING POPULATIONS

The Action Planning Group for this strategy met on September 5 to discuss best practices and gaps in outreach and services to students or potential students from special populations. The group includes representatives from programs and organizations that serve out-of-school youth, first generation students, English Language Learners (ELL) and new immigrants, underrepresented groups including African Americans and Latinos, students completing high school without a diploma as a result of the new California High School exit exam (CAHSEE), foster youth, adult learners, and skilled and unskilled workers as well as other groups. Representatives discussed and agreed to research and submit brief descriptions with contact information on the effective programs and/or practices for outreach and student support for these populations. The Action Planning Group members will be holding their second meeting in early November. In addition, in the last few months we have developed and aired new television ads for the "I Can Afford College" campaign that target the workforce audience; new radio ads targeting the same audience are currently in development.

## B. Student Success and Readiness

The Student Success and Readiness Goal Area Implementation Team met on August 11, 2006, and reviewed GAIT and APG roles. In addition, GAIT members discussed the review of literature and best practices in ESL/Basic Skills instruction. This work is scheduled to be completed in Fall 2006. Upon completion of this work that will be conducted in collaboration

with the Academic Senate, results will be analyzed and summarized for the faculty and staff at all colleges. Following this effort, an inquiry tool will be designed to permit all faculty and staff to assess their own practices in light of information shared. GAIT concluded that self assessment should be the first step in the faculty/staff development events that are planned for spring, 2007. The training will occur in the spring and the plan is to link events to existing conferences to showcase the results of the literature review. In addition, it is planned to train a group of trainers to lead faculty and staff through the self assessment process and conduct informative sessions regionally and/or at all college sites.

GAIT also discussed a BCP for basic skills for 07-08 to obtain funding for implementation of programmatic features/strategies selected by the colleges in light of the literature review and their own self assessment.

Since the August 11 meeting, the contract for the review of the literature has been prepared and submitted, and work with the researchers, in consultation with the Senate, has been initiated. Preparation of the RFA package is now underway for the faculty/staff development events that are envisioned for Spring 2007. The next GAIT meeting is scheduled for October 11, 2006 at which time updates on the ESL/basic skills review of literature and best practices, professional development training, the 2007-2008 BCP, and other related items will be discussed.

## C. Partnerships for Economic Development and Workforce

### C1: COORDINATION OF STATEWIDE WORKFORCE PROGRAMS AND POLICIES

The Action Plan Group is working through existing structures such as the Economic Development Program Advisory Committee (EDPAC). The System Office established relationships with state agencies to ensure that Community College programs are aligned and coordinated with state economic and workforce development needs. Working relationships focusing on local economic development have been furthered through work with the California Association for Local Economic Development, The State Chamber of Commerce and The California Manufacturers and Technology Association as an example.

### C2: CAREER PATHWAYS

Work is in progress on the development of a proposal for identifying effective career pathway/bridging strategies and model approaches underway within the system and nationwide, and sharing these elements through faculty/staff development opportunities.

### C3: IMPROVE CURRICULUM & PROGRAM DEVELOPMENT & APPROVAL PROCESS

Action Plan Group has met and work is in progress on the development of a proposal for resources for an initial study including a diagnosis of improvements needed, the assessment of options available and a review of the full array of currently available technologies for support of process improvement as needed for policy consideration and direction. Business and Industry input including surveying is acknowledged as critical to the relevance of curriculum and being incorporated in this process. The APG will be working closely with the following groups for input, guidance and recommendations.

- Academic Senate (including curriculum and oc. ed. committee chairs)
- Community College Assoc. of Occupational Educators (CCAOE)
- Articulation Council
- System Advisory Committee on Curriculum
- Vocational Education Statewide Advisory or Discipline Groups
- System Office
- Academic Senate/vocational committee
- Practitioners, noncredit, fee based, economic development/contract education

## Did You Know...

Two-thirds of California's first-time higher education students begin their academic careers at Community Colleges.

## Did You Know...

Serving more than 2.5 million students annually, the California Community Colleges System is the largest workforce provider in the U.S.

### C4: REGIONAL COLLABORATION THROUGH MULTI-AGENCY NETWORKS

Work is in progress on the development of community college participation in multi-agency regional networks. The group is calling on Regional Consortia Chairs, CCCAOE and the Business and Workforce Improvement Advisory Group for input, advice and guidance on this effort.

## D. System Effectiveness

### DI: ACCOUNTABILITY REPORTING FOR THE COMMUNITY COLLEGES

The Board of Governors adopted Accountability Reporting for the Community Colleges (ARCC), a measurement framework that focused on four performance categories:

1. Degrees, certificates, and transfer
2. Vocational, occupational, and workforce development
3. Basic skills and English as a Second Language (ESL)
4. Participation rates

These metrics will be reported at the college and system levels in 2007 and will provide the colleges and districts with a workable structure for the annual evaluation of college-level performance.

The following College and Systemwide indicators will be presented:

#### SYSTEMWIDE INDICATORS

- Annual number of transfers to four-year institutions
- Transfer rate to four-year institutions from the community colleges
- Annual number and percentage of baccalaureate students graduating from the University of California and California State University who attended a community college
- Annual number of vocational degrees and certificates conferred by a program
- Increase in total personal income as a result of receiving a degree/certificate
- Annual number of basic skills improvements
- Statewide participation rate

#### COLLEGE CORE INDICATORS

- Student progress and achievement rate
- Persistence rate
- Annual successful course completion rate for vocational courses
- Annual successful course completion rate for basic skills courses
- Improvement rate for English as a Second Language (ESL)
- Improvement rate for Basic skills

The report will also include a college profile, with selected demographics for each college. The ESL data in the 2007 report are provisional indicators that the system will complete for the 2008 report.

The System Office's Research and Planning Unit (unit) has primary responsibility for calculating and reporting on these performance measures using feedback and data provided by the colleges. The unit is refining the evaluation approach, obtaining and analyzing performance data, and reporting and interpreting results with assistance from a technical advisory workgroup that includes institutional researchers from the Community Colleges Research and Planning Group, as well as representatives from the California Department of Finance (DOF) and the Legislative Analyst's Office (LAO).

The unit made six regional ARCC field presentations in April and May 2006. In June 2006, the unit provided data specifications for the college indicators to the field. Currently, the unit is preparing the first draft of the ARCC report, to be submitted to the colleges and districts for data quality review in October 2006. The ARCC Technical Advisory Workgroup will meet in October to discuss the first draft. The final draft will be released in January 2007, and colleges will write brief self-assessments, which will be included in the final report to the legislature in March 2007.

## Did You Know...

Almost 60% of all graduates of the California State University system and 30% of the University of California system transferred from a California Community College

### E. Resource Development

#### E1. ALIGNMENT OF BUDGET PRIORITIES WITH STRATEGIC PLAN.

We developed a System Budget Request for the 2007-08 fiscal year, with the assistance of a consultation work group that included, for the first time, “outside” participants (that is, outside of community college representatives). These outside participants are individuals who had helped in the development of the strategic plan, and included Ruben Lizaldo of California Tomorrow, Nancy Shulock of the Center for Higher Education and Peggy Edgert of the Education Roundtable. The workgroup examined each budget proposal from the standpoint of its relationship to the strategic plan and arrived at a recommended budget that gained consensus support from the Consultation Council in August, and gained unanimous approval from the Board of Governors in September.

#### E3. FUNDING FOR INCREASED ACCESS AND STUDENT SUCCESS.

The 2006-07 Budget Act was almost unprecedented in terms of additional resources for the community colleges. We were able to secure the support of the Governor and the Legislature for an increase in ongoing Proposition 98 funds of about \$667 million (approximately 13 percent) and an unprecedented amount of one-time funds (over \$300 million). The additional resources will in many ways aid student access and success. For example, the budget provides the system’s recommended restoration of \$24 million for matriculation and counseling of students. It also includes \$30 million for the enhancement of basic skills programs at the local level, as well as funds for statewide research into improved delivery of basic skills programs.

#### E6. EQUITY IN DISTRICT FUNDING.

In August, the system secured passage of SB 361, the proposed funding reform legislation, by unanimous votes in both the Assembly and the Senate. With the anticipated signing of the legislation by the Governor in September, the System Office will be able to distribute more than \$159 million of equalization funds and \$30 million of enhanced funding for noncredit programs. For the first time in the history of the California Community Colleges the funding of credit instruction will be equalized on a per-student basis.

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### Implementation Oversight Committee *(continued from page 1)*

- Promote accountability for results.
- Provide institutional memory of the colleges’ history.
- Communicate new approaches and conceptual models emerging from the planning process back to the colleges.

Daniel Iacofano and Tod Burnett, Vice Chancellor for Strategic Planning and Policy Coordination, provided an overview of the strategic plan and the implementation process. IOC member comments included:

- Develop immediate action steps.
- Clarify the IOC role. Why was the IOC not involved earlier? How are decisions made?
- Pursue long-term initiatives to ensure sustainable change.
- What is the planning horizon?
- We as IOC members can act as advocates for the plan to our constituencies.
- Ensure that the Strategic Plan is a living document. Continue to update it as circumstances change.

- Ensure that there is ongoing dialog and feedback between the IOC and the GAITs.
- Focus on improvements to counseling and advising.
- Provide quarterly GAIT updates.

Patrick Perry, Vice Chancellor for Technology, Research and Information Systems, provided an overview of student preparedness data. IOC member comments included:

- Provide clear data definitions, for example, stating whether data include transfer or vocational students. It is important to note that there is significant variation among the colleges.
- The definition of success as a grade of C or better is not a good gauge of actual success. It sets too low of a standard.
- The problem of unprepared students is far worse than presented in these data.
- It would be useful to present the employment gains data in terms of return-on-investment.
- We should focus on what the colleges can do to raise success, not just external factors like geography or prior preparation level.
- We need data on the problems facing students who use all of their financial aid eligibility during their time at community colleges, and then cannot access aid for further education.
- We can learn from CSU, which assesses students in high school and then provides advising to students and develops curriculum to respond to the results.
- Improving assessment and counseling is a key strategy to address the issue of unprepared students.

Team Leaders summarized the progress of their Goal Area Implementation Teams. Daniel Iacofano started the session by reviewing the inter-relation between the five goal areas. Then he facilitated questions and answers for each area.

The IOC concluded the meeting with an overall discussion. The following questions and comments were presented:

- Are there measurable quantitative benchmarks to gauge progress?
- We need to clarify which of the goals will result in near-term change, so the IOC can sell the plan to constituencies.
- What are the next deliverables and timetables?
- Provide an interactive and easily accessible website.
- Provide membership of APGs quickly.
- Provide a timeline for all strategies in six months.
- Provide quarterly updates.
- Provide a summary of today's discussion.
- Provide Patrick Perry's PowerPoint presentation.

The next IOC Meeting will be held on December 6, 2006, in the System Office.

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## Implementation Oversight Committee Members

1. Arnold Bojorquez – Member, Service Employees International Union Local 21
2. Steve Bruckman (Chair) – Executive Vice Chancellor, California Community Colleges System Office
3. George Caplan – President, Board of Governors of the California Community Colleges
4. Michael Gallo – President and CEO, Kelly Space and Technology, Inc.
5. Elsa Garcia – Student, Cypress College
6. Marlene Garcia – Principal Consultant for Senate Office of Research
7. Dr. Russell Hancock – President & Chief Executive Officer, Joint Venture Silicon Valley Network

## Did You Know...

One-quarter of all community college students in the nation are enrolled in the California Community Colleges.

8. Scott Himelstein – Deputy Secretary/Chief of Staff, Office of the Secretary for Education
9. Marty Hittelman – President, Community College Council of California/California Federation of Teachers
10. Walt Howald – Trustee, Coast Community College District
11. Dr. Patricia Hsieh – President, San Diego Miramar College
12. Michael Jackson – Vice President of Student Affairs and Enrollment Services, University of Southern California
13. Allison Jones – Assistant Vice Chancellor of Academic Affairs, Student Academic Support, The California State University
14. Dr. Joyce Justus – Interim Vice Provost for Educational Relations and Student Affairs, University of California, Office of the President
15. Dr. Martha Kanter – Chancellor, Foothill-DeAnza Community College District and Past Chair, Technology and Telecommunications Advisory Committee and Dr. Bill Scroggins (Alternate) – President/Superintendent, College of the Sequoias and Member, Technology and Telecommunications Advisory Committee
16. Dr. Ed Kawahara – Principal Consultant, California Economic Strategy Panel
17. Chi-Chung Keung – Executive Director of Public Affairs & Marketing, Long Beach City College and Martha Parham (Alternate) – Director of Marketing and Public Relations, Coast Community College District
18. Chris Koch – Student, Folsom Lake College
19. Dr. Jim Lanich – President, California Business for Education Excellence
20. Dr. Guy Lease – President, Lake Tahoe Community College and Ben Duran (Alternate) – President, Merced College
21. Georgia Mercer – Trustee, Los Angeles Community College District
22. Alice Murillo – Vice President of Academic Affairs, Diablo Valley College
23. Dr. Mari Pearlman – Senior Vice President and General Manager of Higher Education Division, Educational Testing Service
24. Lupe Perez – Associate Vice President, DMJM Management
25. Tim Rainey – Director of Workforce and Economic Development Program, California Labor Federation AFL-CIO
26. Solomon Rivera – Executive Director, Californians for Justice and Carmen Iniguez (Alternate) – State Campaign Coordinator, Californians for Justice
27. Doug Smith – Vice President of Finance and Administration, Sierra College
28. Anette Smith-Dohring – Program Manager for Workforce Development, Sutter Center for Health Professionals
29. Sue Stickel – Deputy Superintendent of Curriculum and Instruction Branch, California Department of Education
30. Tanna Thomas – Chairperson of the Community College Committee, California School Employees Association
31. Dr. Larry Toy – President/Chief Executive Officer, Foundation for California Community Colleges
32. Ian Walton – President, Academic Senate for California Community Colleges
33. Peter White – Vice President of Student Services, San Diego Miramar College

*Please go to the System Office website at [www.cccco.edu](http://www.cccco.edu) for a copy of the Strategic Plan and updated information on the implementation process.*