Lessons from the California Community Colleges

State Policy and Funding Levers to Drive Change

Marty Alvarado, Executive Vice Chancellor for Education Services, California Community Colleges
Jodi Lewis, Director of Strategic Initiatives, Foundation for California Community Colleges
Ajita Menon, Senior Advisor to Chancellor Eloy Ortiz Oakley, Foundation for California Community Colleges
Laura Metune, Vice Chancellor for Government Relations, California Community Colleges
Sheneui Weber, Vice Chancellor for Workforce and Economic Development, California Community Colleges
California Community Colleges Snapshot
Challenges Facing California Community Colleges

Most students never complete. California’s higher education system is not producing enough graduates to meet workforce needs.

Students who reach a defined educational goal take a longtime, accumulating excess credits.

Older and working students are often left behind in the system, lacking services and financial aid that suit their needs.

More expensive—both to students and taxpayers—because of time-to-completion and lack of financial aid to cover students’ living expenses.

Serious and stubborn achievement gaps persist across the CCCs and high-need regions of the state are not served equitably.
Vision for Success

Goals

- credential attainment by 20%
- transfer by 35% to UC and CSU
- unit obtainment for a degree
- employment for CE students
- and erase equity gaps
- regional gaps

Creating a Virtuous Cycle

- Design/decide with students in mind
- Pair high expectations & supports
- Use data, inquiry, & evidence
- Own goals & performance
- Enable action & innovation
- Lead partnership across systems
ALIGNED RESOURCES AND PROGRAMS TO PUT STUDENTS FIRST

**THE WHY**
Our Students and Communities

**THE WHAT**
Vision for Success

**THE HOW**
Guided Pathways

**THE TOOLS**
System-level Support

**GOALS**
- Increase certificates and degrees
- Increase transfer to CSU and UC
- Decrease units to complete
- Increase employment in field of study
- Close equity gaps
- Close regional achievement gaps

**PILLARS**
- Clarify the path
- Enter the path
- Stay on the path
- Ensure students are learning

**PROGRAM ALIGNMENT AND SUPPORT**
- Developmental Ed. Reform (AB 705)
- California Promise (AB 19)
- Associate Degrees for Transfer
- Regulatory Reform

**FISCAL REFORM**
- Student Centered Funding Formula
- Guided Pathways allocations
- Student Equity and Achievement Program

**POLICY CONNECTIONS**
- Student Success Metrics
- Vision Resource Center
- Investment in staff and faculty
- Regional support strategy
- Local Board goals (AB 1809)
Six Major Progression Steps

- Successful Enrollment
- Learning Progress
- Momentum
- Success
- Employment
- Earnings
## Student Success Metrics

### Student Types Based on Goals

<table>
<thead>
<tr>
<th>Adult Ed/ESL</th>
<th>Short-Term Career Ed</th>
<th>Degree/Transfer</th>
<th>Undecided/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Improve basic skills in English, reading, or math</td>
<td>- Discover/formulate interests, plans, goals</td>
<td>- Obtain an associate degree and transfer to baccalaureate granting institution</td>
<td>- Undecided Goal</td>
</tr>
<tr>
<td>- Complete credits for high school diploma or GED</td>
<td>- Prepare for a new career</td>
<td>- Transfer to a baccalaureate granting institution with an associate degrees</td>
<td>- Pursue educational development</td>
</tr>
<tr>
<td>- Move from noncredit to credit</td>
<td>- Advance in current job/career</td>
<td>- Obtain an associate degree without transfer</td>
<td>- University/4-year college student taking courses to meet requirements</td>
</tr>
<tr>
<td></td>
<td>- Maintain certificate/license</td>
<td></td>
<td>- No goal data</td>
</tr>
<tr>
<td></td>
<td>- Earn a career technical certificate without transfer</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Student Centered Funding Formula

Base Allocation

Supplemental Funding for Access

Student Success Allocation

Phase-In/Hold Harmless
Supplemental Funding for Access

- California College Promise Grant
- Pell Grant
- AB 540 Students
Supplemental Funding for Success Allocation

<table>
<thead>
<tr>
<th>Success Metric</th>
<th>Point Value</th>
<th>+ Points Promise Grant</th>
<th>+ Points Pell Grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion of transfer math/English in year 1</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Completion of 9+ CTE units</td>
<td>1</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Associate degree/Baccalaureate degree</td>
<td>3</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Associate degree for transfer</td>
<td>4</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Credit certificates requiring 16+ units</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Transfer to a 4-year institution</td>
<td>1.5</td>
<td>1.5</td>
<td>2.25</td>
</tr>
<tr>
<td>Attainment of regional living wage</td>
<td>1</td>
<td>1</td>
<td>1.5</td>
</tr>
</tbody>
</table>
Timeline of State-Level Reform

- **Strong Workforce Program (Budget)**
  - July 2016

- **Vision for Success Adoption**
  - July 2017

- **Guided Pathways Framework Funding (Budget)**
  - July 2017

- **Basic Skills Reform (AB 705)**
  - January 2019

- **Student Centered Funding Formula (Budget)**
  - July 2019

- **California College Promise (AB 19)**
  - July 2019

- **District Goal Setting (Budget)**
  - July 2019

- **New Chancellor**
  - December 2016

- **California Online College (Budget)**
  - July 2019
The Big Picture

“These changes may feel overwhelming in number, scope and pace. Viewed one way, they can be seen as a series of unconnected initiatives that need to be separately implemented… I urge us all to take a broader view – these reforms are all connected to and depend on, one another. It is only when taken together, that they truly form the fabric of transformational change intended to improve student outcomes as envisioned in the Vision for Success.”

– Chancellor Eloy Ortiz Oakley