



The Board of Governors of the California Community Colleges

PRESENTED TO THE BOARD OF GOVERNORS

DATE: March 20, 2017

| | | | |
|---|---|------------------------------|---|
| SUBJECT: Program Integration -- Student Success and Support Program, Student Equity Program and Basic Skills Initiative | | Item Number: 3.6 | |
| | | Attachment: Yes (1) | |
| CATEGORY: | Educational Services | TYPE OF BOARD CONSIDERATION: | |
| Recommended By: |  Pam Walker, Vice Chancellor | Consent/Routine | |
| | | First Reading | |
| Approved for Consideration: |  Eloy Oakley, Chancellor | Action | |
| | | Information | X |

ISSUE: The Board of Governors will be provided with an update on recent policy changes undertaken by the Chancellor’s Office to better align and integrate the Student Success and Support Program (SSSP), Student Equity Program (SE), and Basic Skills Initiative (BSI).

BACKGROUND: Recently, the Chancellor’s Office has taken steps to better integrate SSSP, SE, and BSI. These programs were selected for integration for two main reasons: 1) all three have the same goal of increasing student success while closing achievement gaps; and 2) there is a strong potential for overlapping activities between and among the programs. Despite their shared goals, the three programs have largely operated in silos under separate statutes, regulations, and guidelines. While most community colleges have done their best to develop integrated strategies for using these resources at the campus level, the structure of the three programs as dictated by the state, has made this difficult. The recent policy changes should help alleviate this problem and support more effective integrated planning at the college and district levels. **(Background cont.)**

RECOMMENDATION: This item is presented to the Board for information and discussion.

(Background cont.)

Need to Integrate and Align Student Success Efforts

In recent years, the California Community Colleges have been in a period of unprecedented innovation and reform focused on improving student completion rates and closing achievement gaps. Examples of this work include the Student Success Task Force and its resulting initiatives, the Score Card, SSSP, SE, the Education Planning Initiative, the Common Assessment Initiative, the Institutional Effectiveness Partnership Initiative (IEPI), registration priority, and more. In addition, we have launched other student success innovations to better serve our students such as the Associate Degrees for Transfer, the CCC Baccalaureate Pilot Program, Doing What Matters, the Strong Workforce Program, and the College Promise Program. This work has been both challenging and transformative for our system and as a result we are, today, much better prepared to meet the needs of our students and communities.

As we move into this new era of tremendous innovation, it has become evident that the California Community Colleges must focus on the integration and alignment of these efforts. Doing so will ensure that our numerous initiatives are woven into a cohesive strategy that fully leverages all the independent initiatives. Across our system, many districts and colleges are well into this integration process, using a variety of approaches to create an integrated, cohesive experience that supports our students in achieving their educational goals. For example, Guided Pathways and College Promise initiatives have great potential to drive such change though they are by no means the only approaches to creating an integrated strategy.

Taking steps at the state level to integrate and align student success initiatives will help to fully leverage the connections between the numerous statewide initiatives and to maximize gains in student completion. In addition, the integration and alignment of various initiatives will help to streamline our work at both the college and state levels, making these efforts more efficient and sustainable. The integration and alignment of SSSP, SE, and BSI will be an important part of this work, but we plan to pursue other similar improvements in coming months and years.

Chancellor's Office Partnership Resource Team

To help tackle the integration and alignment of SSSP, SE, and BSI, the Chancellor's Office requested the services of a Partnership Resource Team (PRT) through IEPI. Chaired by Los Rios CCD Chancellor Brian King, the PRT included Mandy Davies, Stephanie Dumont, Ron Gerhard, Louise Jaffe, Barbara McNeice-Stallard, Jane Patton, and Jane Saldana-Talley. This group of expert practitioners met on multiple occasions with Chancellor's Office staff, including senior management and program personnel, asked questions, learned about how our office operates, and ultimately crafted a "menu of options"—essentially a set of recommendations for us to consider. Based on our work with the PRT, we developed an action plan that we used to guide the integration of the three programs. The assistance of the PRT helped to infuse the college perspective into our analysis and planning for integrating the three programs.

ANALYSIS: While SSSP, SE, and BSI share the common goal of increasing student success rates while closing achievement gaps, each was established by separate legislation at different times. Under the three programs, community college districts are awarded funding to implement activities

intended to accomplish these goals. For each program, colleges are required to develop and submit a plan, a budget, and various reports on program outcomes and expenditures. This separation has been mirrored at the Chancellor's Office as well, with the programs split between two divisions with only limited opportunities for program staff to coordinate and collaborate. While most colleges have attempted to develop integrated strategies for using these resources at the campus level, the structure of the three programs as dictated by the state has made this difficult.

Requirements for the three programs are established through a variety of mechanisms. State law establishes the programs and lays out certain requirements. Title 5 regulations are added to provide greater detail and specificity. Lastly, program guidance is established administratively to provide colleges with even more detail and structure for each program. Rather than attempting to implement these integration reforms through changes to state law and title 5 regulations, for expedience, we opted to focus on making changes to administrative guidance. We found that we were able to achieve significant integration using this approach. In the future, we will work with system stakeholders to consider how further integration might be accomplished through changes to state law and regulations. If pursued, such proposals would come to the Board of Governors for consideration.

The new integrated program model for SSSP, SE, and BSI attempts to correct the "silo" problem at colleges and within the Chancellor's Office by requiring colleges to follow a unified process for the three programs. Planning, budgeting, and reporting for the three programs have been integrated into a single, streamlined process. Further, under the new model, colleges will be required to develop integrated goals related to student outcomes that are shared across all three programs. The attached planning template provides additional detail on the integrated model.

This improved policy framework is an important step for our colleges and the system. By better supporting integrated planning at the local level, we will help our colleges fully leverage the various funding streams from the state and use them in a coordinated, cohesive manner that encourages and supports innovation. This will allow our colleges to be even more effective and efficient at helping their students succeed.