



California Community Colleges



# Reimagine Apply April Task Force Wrap-up PPT

April 10<sup>th</sup>

# Executive Summary

Reimagine Apply Task Force met virtually on April 10 to discuss and align on the proposed target state student application.

The feedback from recent Residency and Fraud Working Groups was shared with the Task Force. Task Force member Rena Martinez-Stluka offered to work with CCACRAO and legal support from the Chancellor's Office to recommend updates to the residency algorithm.

During the review of the work-to-date, more clarity was needed to better understand the option of a commercial technology solution in place of the homegrown solution that currently powers the new application. The vision for the target state was reviewed, generating valuable group feedback on what was needed to communicate this work to the associations, organizations, and constituencies.



# Session Attendees

Name	Stakeholder Group	Role	College/Organization
<b>John Hetts, Chair</b>	Chancellor's Office	Task Force Co-Chair / Executive Vice Chancellor for the Office of Innovation, Data, Evidence and Analytics Office	Chancellor's Office
<b>Michelle Smith</b>	Chancellor's Office	Visiting Assistant Vice Chancellor	Chancellor's Office
<b>Becky McCall</b>	CISO	Associate Vice President of Information Services & Technology	Shasta College
<b>Lynn Neault</b>	Chief Executive Officers	Grossmont-Cuyamaca Community College District Chancellor	Grossmont-Cuyamaca Community College District
<b>Elaine Kuo</b>	Institutional Researchers	Supervisor, Institutional Research Planning College Researcher	Foothill College
<b>Patrick Walton</b>	Chief Student Services Officers	Vice President of Student Services	College of the Siskiyous
<b>LaTonya Parker</b>	Academic Senate	Professor, Counseling Services	Moreno Valley College
<b>Emily Ekenstam</b>	Foundation for California Community Colleges	Executive Director, Technology Solutions	Foundation for California Community Colleges
<b>Michael Odu</b>	Chief Instructional Officer	Vice President of Instruction	San Diego Miramar College
<b>Jane Linder</b>	Tech Center	Director of User Experience, Student Centered Design Lab	Tech Center
<b>Rena Martinez Stluka</b>	Admissions & Records	Director, Admissions and Records	Fullerton College

# Agenda

Agenda
Welcome
Session Objectives
Spotlight: Working Groups
Where We've Been
Target State Recap
Break
Target State & Breakouts
Finalize Vision
Next Steps & Wrap-Up
END

# Working Groups Spotlights

## Discussion Points:

### Residency

- Acknowledged that much of residency is impacted by the legislature and changing laws
- Next Step:** Rena Martinez-Stluka and the Chancellor's Office are going to work together on the Residency algorithm

### Fraud

- Important to share data and information across colleges
- Valuable to share not only Fraud outcomes but the “why” that led to determining if an applicant was or wasn’t deemed fraudulent
- Staff support is desired at local and statewide levels, there is a feeling that no matter what the fraudsters are always “one step ahead”

## March 2024 Residency Working Session

7 Working Group Attendees      5 Districts Represented

**Ideation Boards:**



**Attendees:**

- Ashley Dunn, Director – Los Angeles Valley College
- Veronica Fisher, Director – State Center Community College District
- Sonya Horn, Manager of Enterprise Applications, Yuba College
- Michael Kellogg, Residency Specialist – College of the Siskiyous
- Imanfar Mallor, District Director – Yuba College

**March 2024 Residency Working Group Insights**

In our ideation session, the Residency working group shared the key insights they've heard on their campuses, friction points they're facing and proposed next steps

**Key Insights & Friction Points**

- Applicants Struggle with the User Experience**
  - Applicants struggle to understand the “why” around residency questions and would benefit from clarity on the residency objectives
  - Applicants don't find the questions to be user-friendly and have a hard time understanding what is being asked
- Algorithm Complexities and Nuances**
  - The application doesn't automatically validate addresses, which leads to “flags”, manual interventions, confusion, and unnecessary delays for applicants
  - The algorithm automatically flags certain populations (e.g., foster youth as unable to qualify as status 1 residents)
  - The many nuances in the algorithm code require students to enter a lot of information
- Current Residency Rules & Processes**
  - The residency rules are not generally understood, the group consensus was that it is highly complex
  - Significant amount of money and time spent reconciling residency flags
- Legislative Complications**
  - The nature of the legislature and its constant changes makes it difficult to keep up
  - Some laws have never been evaluated, but they determine how much we can alter the application

**Next Steps**

**Quick Wins**

- Implement automatic USPS Database Address Validation Tool
- Provide context to students as to why they are asked the Residency questions

**Long-term Success**

- If legally feasible, require Residency re-validation only for those who are out of district or out of state (i.e., you don't have to apply again unless your address changes to out of district)
- Establish a central resource (including legal) to focus on Residency laws and algorithm maintenance
- Enable an “upload document” feature in the application

## March 2024 Fraud Working Session

10 Working Group Attendees      6 Districts & Organizations Represented

**Ideation Boards:**



**Attendees:**

- Anthony Cervantes, Dean of Enrollment Services - Foothill College
- Devin Crosby, Chief Technology Officer - Yuba College
- Annie Kouraga, Student Senate - Foothill College
- Erica Lai, Director of Financial Aid - Foothill College
- Jackie Lau, Assistant Director of Admissions & Records - Bakersfield College
- Lies Mazzoni, Director of Financial Aid & Scholarships - San Joaquin College

**March 2024 Fraud Working Group Insights**

In our ideation session, the Fraud Working Group shared existing efforts and best practices on their campuses to mitigate fraud, current friction points, and proposed next steps

**Key Takeaways**

- Fraudsters' patterns and technology are constantly evolving, rendering traditional measures and technology of limited effectiveness
- Strengthening fraud defense by centralizing and sharing data is key, as it counters fraud migration to vulnerable points and enables automation that keeps pace with evolving patterns
- College-wide efforts are needed to educate all faculty and staff about the update in fraudulent enrollment
- Measures to mitigate fraud can unintentionally create hurdles for genuine applicants (e.g., requiring additional FAFSA tax information)
- Additional clarity about data handling in ID.me could improve ID.me participation rates by clarifying the data's destination and use
- OpenCCC Spam filter and how colleges interact with it have led to more manual labor and undetected fraudsters at the campuses

**Next Steps**

**Local Level**

- Engage a third-party vendor for thorough vetting of documents and identity verification to enhance security
- Create cross-departmental discussions with Admissions & Records and Financial Aid (possibly facilitated by organizations like CACRAO) to share insights on fraud trends, mutual training, and pattern recognition
- Develop a system to avoid mistakenly flagging returning students
- Enable data lake support to provide local colleges applicant historical view and chosen majors across campuses

**State Level**

- Establish a centralized database to share information on fraudulent activities across campuses for better detection and prevention
- Implement Customer Relationship Management (CRM) software for immediate fraud pattern analysis and student identity validation
- Deploy automation tools / dedicated help desk for tasks like address validation and ID.me confirmations
- Establish a comprehensive institutional strategy to educate all faculty and staff on fraud detection and prevention across departments and campuses

# Target State Recap

## Discussion Points:

### Target State Recap

- Acknowledged and aligned on the target state work that has been done in the design/ student experience, proposed technology upgrades, and target state governance communications

### Application Tools

- Would like to see the options for application tools based on the suite of needs identified by the colleges
- It will be key to define a phased approach to the application tool with clear communication

### Target State: Design & Student Experience

**Key Points:**

- User-friendly design:**
  - The design consisted of a rigorous process of user experience research, literature review, peer comparisons, stakeholder and student interviews, and student testing
  - These insights informed the target application with simplified questions and reorganized content in a structure that better aligns with a student's mental model for applying to college
- Resilient Layered Fraud Detection:**
  - The fraud strategy utilizes multiple methods of detection, including advanced analytics, behavior biometrics, and machine learning algorithms, to identify and mitigate fraudulent activities
  - These methods ensure a secure and trustworthy environment for users and maintain the integrity of the application process



### Art of the Possible: Initial Insights into Application Tools

A commercial CRM Tool can:

- Streamline and modernize the application user experience for applicants, student, and college staff
- Provide robust features to automate administrative efforts
- Modernize and scale accordingly to meet evolving needs
- Deliver self-service options for applicants and staff to expedite troubleshooting
- Reduce cost to operate, maintain, and update a legacy application system

A CRM can consolidate multiple existing solutions into a centralized place:



A CRM can modernize the end-to-end application experience by:

- Improving the user experience for students and stakeholders:**
  - Enhance usability for students seeking to apply to a CCC through a centralized application with improved branching and pagination
  - Streamline and simplify activities for stakeholders, enabling them to focus on supporting students
- Expanding functionality to stay up to date with modern needs**
  - Deliver personalized student communications through multiple channels (e.g., email, SMS, and call)
  - Support students and stakeholders through a variety of self-service support options, such as chatbots and knowledge bases
- Modernizing and scaling technology**
  - Improve scalability and performance to accommodate the diverse needs and growing applicant user base of CCC
  - Enhance security to protect sensitive data and ensure compliance with data privacy regulations

Source: ListedTech 2021 and 2022



### Target State: Updated Technology & App Tools

**Key Points:**

- Updated Technology**
  - Consolidate and modern technology systems that can integrate with District SIS and third-party systems (e.g., CCGI - Ca College Guidance Initiative)
- Application Tools in Higher Education**
  - Improve the user experience for students and stakeholders
  - Allow for better communication and records and student support services to personalize communication and optimize their engagement with the student
  - Providing improved analytics
  - Expand functionality to stay up to date with modern needs



### Target State: Governance

**Key Points:**

**Governance Benefits**

- Governance creates a set of rules to decide what changes will be made to the application ensuring those changes align to legislated requirements, the users' needs and the latest technology

**Governance Structure**

- The collaborative governance structure, involving the Application Team and the Chancellor's Office, ensure all updates support the student experience and are communicated to the field



# Art of the Possible: Insights into Application Tools

## ***A commercial solution can:***



Streamline and modernize the application user experience for applicants, student, and college staff



Provide robust features to automate administrative efforts



Modernize and scale accordingly to meet evolving needs



Deliver self-service options for applicants and staff to expedite troubleshooting



Reduce cost to operate, maintain, and update a legacy application system

## ***A commercial solution can consolidate existing technology into a centralized place:***



## ***Potential commercial solutions can do the following:***

**1**

### **Improving the user experience for students and stakeholders:**

- ✓ Enhance usability for students seeking to apply to a CCC through a centralized application with improved branching and pagination
- ✓ Streamline and simplify activities for stakeholders, enabling them to focus on supporting students

**2**

### **Expanding functionality to stay up to date with modern needs**

- ✓ Deliver personalized student communications through multiple channels (e.g., email, SMS, and call)
- ✓ Support students and stakeholders through a variety of self-service support options, such as chatbots and knowledge bases

**3**

### **Modernizing and scaling technology**

- ✓ Improve scalability and performance to accommodate the diverse needs and growing applicant user base of CCC
- ✓ Enhance security to protect sensitive data and ensure compliance with data privacy regulations

# Breakouts: Communicating the Target State

## Discussion Points:

## Roadshow Material Feedback

- Aligned that the student is the most important focus and how these changes are positively impacting applicants
- Would be helpful to summarize the roadshow deck into a one-pager covering the goals, progress, and next steps of Reimagine CCCApply



# Revised Vision Statement

**V1**

The **CCCAppl** Transformation is a  
reimagining of the student  
admission process that **creates a**  
**welcoming 'front door'** to all



**V2**

The CCCAppl Transformation is creating a **student-  
centric process** to help more Californians **realize  
their potential** through higher education and  
career advancement by **removing unnecessary  
barriers and making it as seamless as possible** to  
succeed in college



**V3**

The reimagination of CCCAppl aims to make the  
application process **quick and easy** to ensure  
**accessibility and equity** in higher education,  
ultimately opening doors to a **brighter future and  
career advancement** for all students

**V4**

The reimagination of the student application aims to make the  
process **quick and easy**, ensuring **accessibility and equity**  
when applying to California Community Colleges, ultimately  
opening doors for **career advancement and a brighter future**  
for all students

# Reimagine Apply Task Force Mtg Feedback

***“This is the right way to go”***

*“I appreciate learning more about the big picture of the project”*

***“I feel more prepared to go to my groups to discuss”***

*“The conversation helped me think about how to get feedback from my constituency group”*

***“I appreciate you listening to us and working through our concerns”***



# California Community Colleges

## Thank you!

Contact Info:

[Reimagine Apply Website](#)

ReimagineApply@Accenture.com



California Community Colleges

# Welcome!

Reimagine Apply  
Task Force  
Session 3

April 10<sup>th</sup>, 2024

# Your Facilitators & Support Team



**Janet Kung**  
Account Lead



**Erica Harrold**  
Delivery Lead



**Garrick Yau**  
Delivery Lead



**Nicole Martinez Whang**  
Functional Lead



**Nicole Allport**  
Consultant



**Gia Ariola**  
Senior Analyst

# Reimagine Apply Working Sessions + Task Force

Working initially with stakeholders directly impacted by potential data usage changes in restructuring questions in CCCApply. Task Force participants will be selected by their state organization to join the Task Force in February 2024. The Task Force will give input on the Target State, new application governance and High-level Roadmap for implementation of a new application system.

	<b>WORKING SESSIONS</b>	<b>TASK FORCE</b>				
 In-Person	Wednesday Feb 14 <sup>th</sup> Target State Vision				Wednesday September 18 <sup>th</sup>	
 Virtual	Oct / Nov / Dec / Jan “Core” Questions Target Concepts + Target State Alignment	Wednesday Mar 13 <sup>th</sup> Application Governance	Wednesday April 10 <sup>th</sup> Target State Refinement	Wednesday May 15 <sup>th</sup> Roadmap	Wednesday June 26 <sup>th</sup>	Thursday August 8 <sup>th</sup>

**Open Invitation (statewide):**  
A&R, Financial Aid, CSSO, CIO,  
IR, Student Senate



**TASK FORCE Members:** Academic  
Senate, Student Senate, A&R, Financial  
Aid, CEO, CIO, CISO, CSSO, IR, PIO, CCCCO

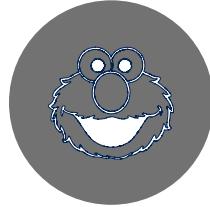
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# Agreements



**Timeboxed**



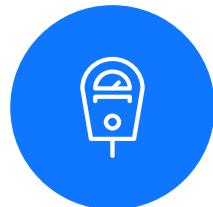
**G E L M O**  
“Good Enough  
Let’s Move On”



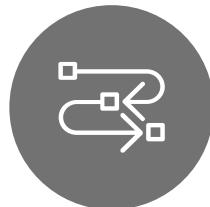
**Assume  
Positive  
Intent**



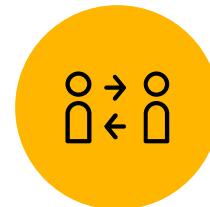
**Be present and  
inclusive**  
(everyone is heard)



**Parking Lot**



**Trust the process**



**Give Grace**



**Be curious and  
solution-  
oriented**

# April Task Force Objectives



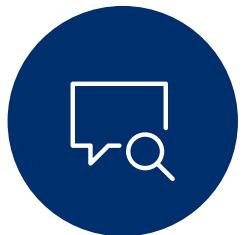
Reflect on  
where we've  
been



Align on the  
Target State  
vision



Collaborate on  
the direction we  
are headed



Identify unanswered  
questions and new  
paths forward



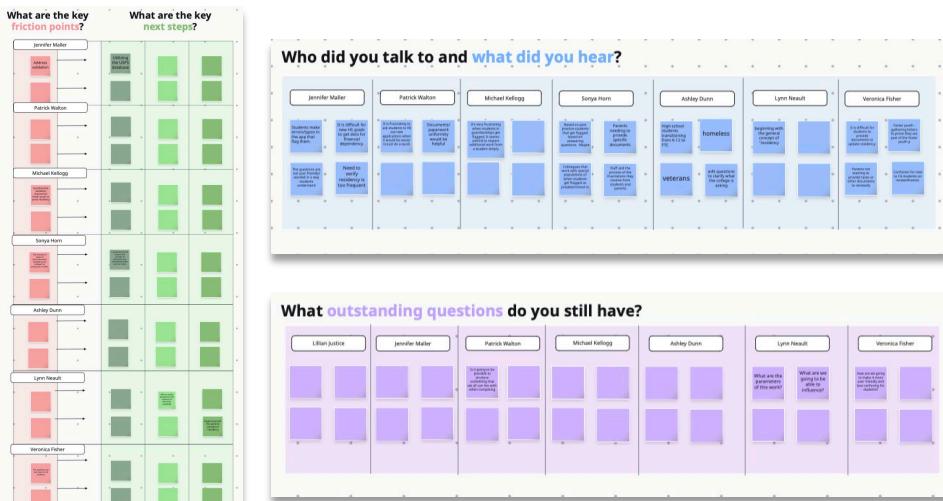
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# March 2024 Residency Working Session

7 Working Group Attendees

5 Districts Represented

## Ideation Boards:



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- Veronica Fisher, Director – State Center Community College District
- Sonya Horn, Manager of Enterprise Applications, Yuba College
- Michael Kellogg, Residency Specialist – College of the Siskiyous
- Jennifer Maller, District Registrar – Yuba College
- Lynn Neault, CEO – Grossmont Community College District
- Patrick Walton, Vice President of Student Services – College of the Siskiyous

# March 2024 Residency Working Group Insights

In our ideation session, the Residency working group shared the key insights they've heard on their campuses, friction points they're facing and proposed next steps

## Key Insights & Friction Points

### Applicants Struggle with the User Experience

- Applicants struggle to understand the "why" around residency questions and would benefit from clarity on the residency objectives
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### Algorithm Complexities and Nuances

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- The algorithm automatically flags certain populations (e.g., foster youth as unable to qualify as status 1 residents)
- The many nuances in the algorithm code require students to enter a lot of information

### Current Residency Rules & Processes

- The residency rules are not generally understood, the group consensus was that it is highly complex
- Significant amount of money and time spent reconciling residency flags

### Legislative Complications

- The nature of the legislature and its constant changes makes it difficult to keep up
- Some laws have never been evaluated, but they determine how much we can alter the application

## Next Steps

### Quick Wins

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### Long-term Success

- If legally feasible, require Residency re-visititation only for those who are out of district or out of state (i.e., you don't have to apply again unless your address changes to out of district)
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# March 2024 Fraud Working Session



**10**

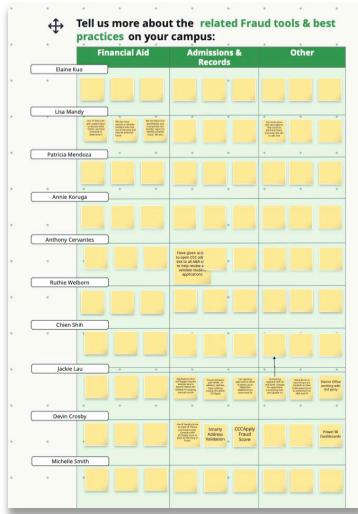
Working Group  
Attendees



**6**

Districts &  
Organizations  
Represented

## Ideation Boards:



## Attendees:

- Anthony Cervantes, Dean of Enrollment Services – Foothill College
- Devin Crosby, Chief Technology Officer – Yuba College
- Annie Koruga, Student Senate
- Elaine Kuo, College Researcher – Foothill College
- Jackie Lau, Assistant Director of Admissions & Records – Bakersfield College
- Lisa Mandy, Director of Financial Aid & Scholarship, De Anza College
- Patricia Mendoza, Director of Financial Aid, Foothill College
- Chien Shih, Associate Vice Chancellor – Foothill De Anza CCD
- Michelle Smith, Visiting Assistant Vice Chancellor – Chancellor's Office
- Ruthie Welborn, Assistant Director of Financial Aid – Bakersfield College

# March 2024 Fraud Working Group Insights

In our ideation session, the Fraud Working Group shared existing efforts and best practices on their campuses to mitigate fraud, current friction points, and proposed next steps

## Key Takeaways



- **Fraudsters' patterns and technology are constantly evolving**, rendering traditional measures and technology of limited effectiveness
- **Strengthening fraud defense by centralizing and sharing data is key**, as it counters fraud migration to vulnerable points and enables automation that keeps pace with evolving patterns
- College-wide efforts are needed to **educate all faculty and staff about the updates in fraudulent enrollment**
- Measure to mitigate fraud can **unintentionally create hurdles for genuine applicants** (e.g., requiring additional FAFSA tax information)
- **Additional clarity about data handling in ID.me could improve ID.me participation rates** by clarifying the data's destination and use
- **OpenCCC Spam filter and how colleges interact with it** have led to more manual labor and undetected fraudsters at the campuses



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## Next Steps



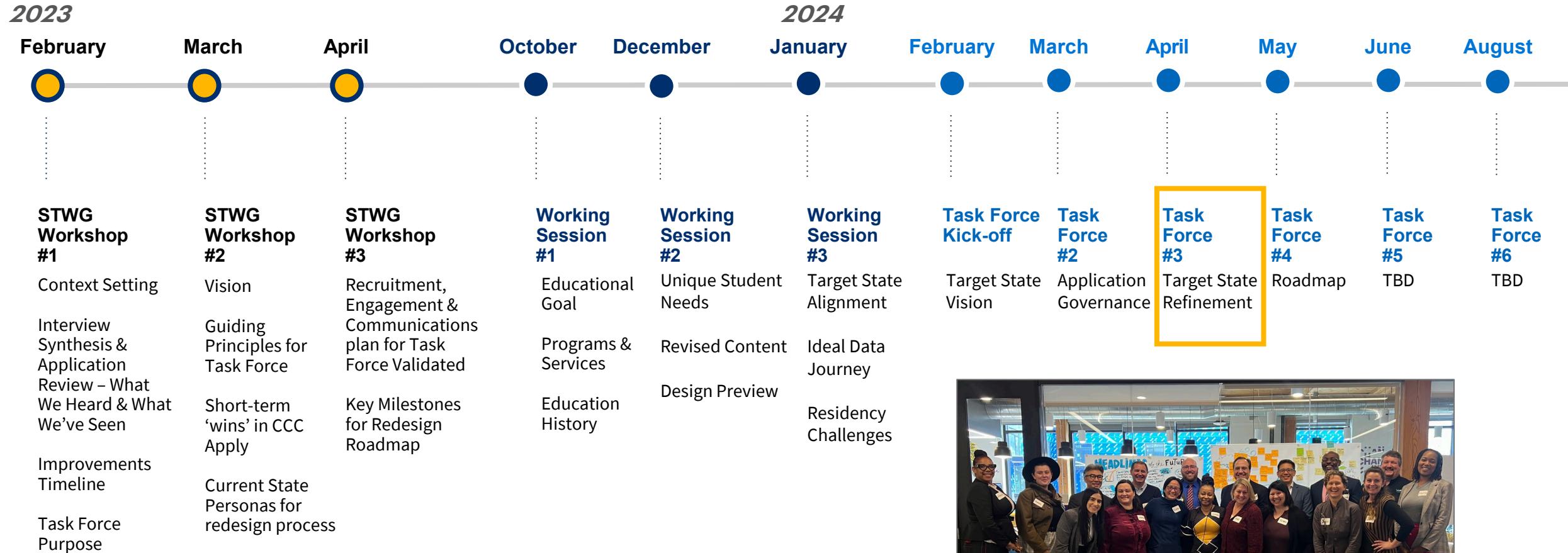
### Local Level

- Engage a third-party vendor for thorough vetting of documents and identity verification to enhance security
- Create cross-departmental discussions with Admissions & Records and Financial Aid (possibly facilitated by organizations like CACCRAO) to share insights on fraud trends, mutual training, and pattern recognition
- Develop a system to avoid mistakenly flagging returning students
- Enable data lake support to provide local colleges applicant historical view and chosen majors across campuses

### State Level

- Establish a centralized database to share information on fraudulent activities across campuses for better detection and prevention
- Implement Customer Relationship Management (CRM) software for immediate fraud pattern analysis and student identity validation
- Deploy automation tools / dedicated help desk for tasks like address validation and ID.me confirmations
- Establish a comprehensive institutional strategy to educate all faculty and staff on fraud detection and prevention across departments and campuses

# Where We've Been & Where We're Going



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STWG – Short-term Working Group (of the Consultation Council)



From our Task Force Kick-off

# Target State: Design & Student Experience

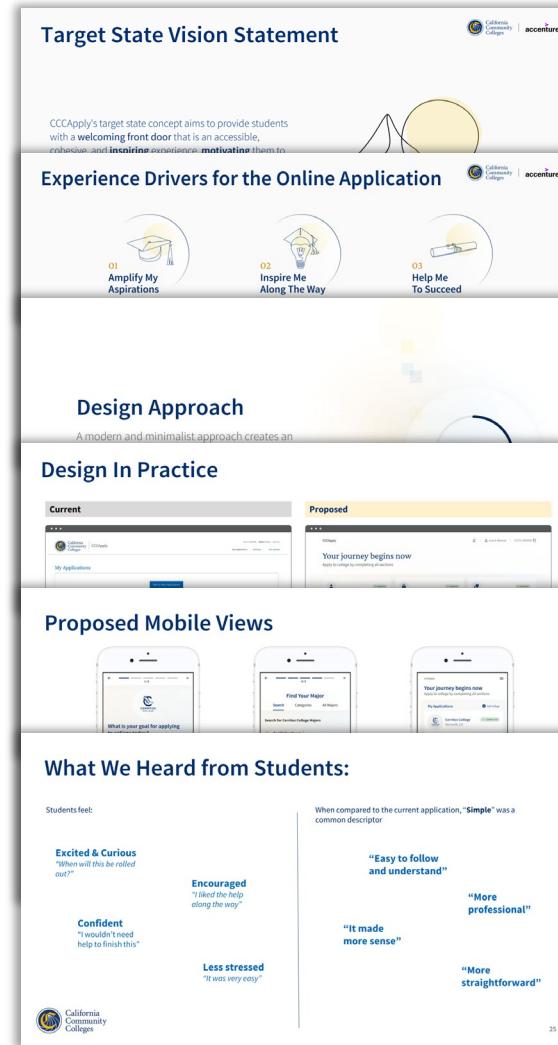
## Key Points:

### User-friendly design:

- The design consisted of a rigorous process of user experience research, literature review, peer comparisons, stakeholder and student interviews, and student testing
- These insights led to a mobile-first application with simplified questions and reorganized content in a structure that better aligns with a student's mental model for applying to college

### Resilient Layered Fraud Detection:

- The fraud strategy utilizes multiple methods of detection, including advanced analytics, behavioral biometrics, and machine learning algorithms, to identify and mitigate fraudulent activities
- These methods ensure a secure and trustworthy environment for users and maintain the integrity of the application process



**Target State Vision Statement**

CCCApply's target state concept aims to provide students with a welcoming front door that is an accessible, cohesive, and inspiring experience, motivating them to apply.

**Experience Drivers for the Online Application**

- 01 Amplify My Aspirations
- 02 Inspire Me Along The Way
- 03 Help Me To Succeed

**Design Approach**

A modern and minimalist approach creates an intuitive and accessible user experience.

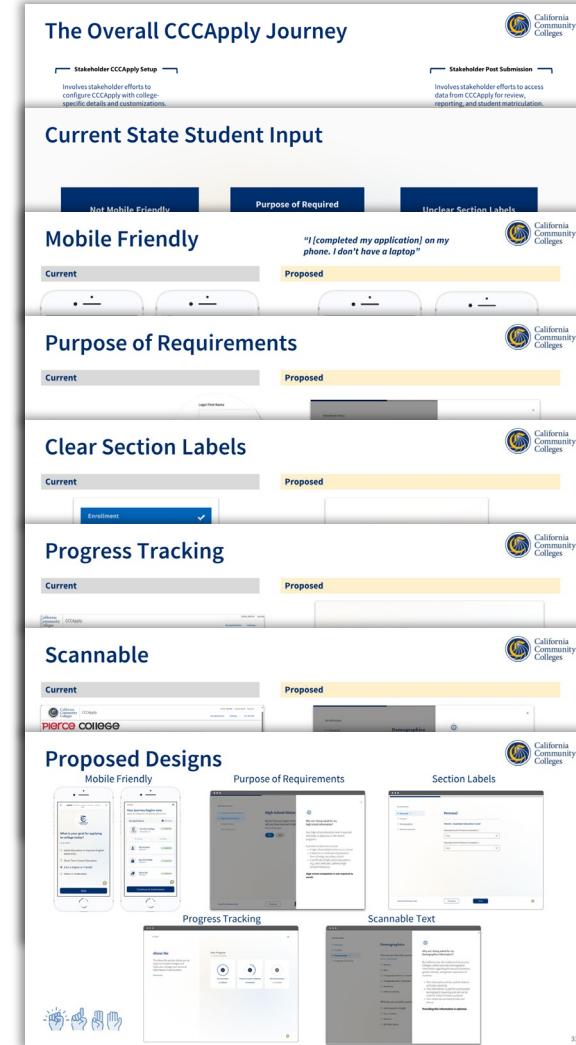
**Design In Practice**

**Proposed Mobile Views**

**What We Heard from Students:**

Students feel:	When compared to the current application, "Simple" was a common descriptor
<b>Excited &amp; Curious</b> "When will this be rolled out?"	"Easy to follow and understand"
<b>Encouraged</b> "I liked the help along the way"	"More professional!"
<b>Confident</b> "I wouldn't need help to finish this"	"It made more sense"
<b>Less stressed</b> "It was very easy"	"More straightforward"

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**The Overall CCCApply Journey**

**Stakeholder CCCApply Setup**  
Involves stakeholder efforts to configure CCCApply with college-specific details and customizations.

**Stakeholder Post Submission**  
Involves stakeholder efforts to access data from CCCApply for review, reporting, and student matriculation.

**Current State Student Input**

**Mobile Friendly**  
Not Mobile Friendly: Current (Grey), Proposed (Yellow)  
Purpose of Required: Current (Grey), Proposed (Yellow)  
Unclear Section Labels: Current (Grey), Proposed (Yellow)

**Purpose of Requirements**

**Clear Section Labels**

**Progress Tracking**

**Scannable**

**Proposed Designs**

Mobile Friendly, Purpose of Requirements, Section Labels, Progress Tracking, Scannable Text



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# Target State: Updated Technology & App Tools

## Key Points:

### Updated Technology

- Commercially powered modern technology system that can integrate with District SIS and third-party systems (e.g., CCGI – Ca College Guidance Initiative)

### Application Tools in Higher Education

- Improve the user experience for students and stakeholders
- Allow financial aid, admissions and records and student support services to personalize communication and optimize their engagement with the student
- Providing improved analytics
- Expand functionality to stay up to date with modern needs



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# Art of the Possible Insights into Application Tools

## ***A commercial solution can:***



Streamline and modernize the application user experience for applicants, student, and college staff



Provide robust features to automate administrative efforts



Modernize and scale accordingly to meet evolving needs



Deliver self-service options for applicants and staff to expedite troubleshooting



Reduce cost to operate, maintain, and update a legacy application system

## ***A commercial solution can consolidate existing technology into a centralized place:***



## ***Potential commercial solutions can do the following:***

**1**

### **Improving the user experience for students and stakeholders:**

- ✓ Enhance usability for students seeking to apply to a CCC through a centralized application with improved branching and pagination
- ✓ Streamline and simplify activities for stakeholders, enabling them to focus on supporting students

**2**

### **Expanding functionality to stay up to date with modern needs**

- ✓ Deliver personalized student communications through multiple channels (e.g., email, SMS, and call)
- ✓ Support students and stakeholders through a variety of self-service support options, such as chatbots and knowledge bases

**3**

### **Modernizing and scaling technology**

- ✓ Improve scalability and performance to accommodate the diverse needs and growing applicant user base of CCC
- ✓ Enhance security to protect sensitive data and ensure compliance with data privacy regulations

# Target State: Governance

## Key Points:

### Governance Benefits

- Governance creates a set of rules to decide what changes will be made to the application ensuring those changes align to legislated requirements, the users' needs and the latest technology

### Governance Structure

- The collaborative governance structure, involving the Application Team and the Chancellor's Office, ensure all updates support the student experience and are communicated to the field

## Governance Objectives



## Governance 101

Governance is like the rulebook for how an organization operates. It details:



## Communications in the Target State



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# Breakout

1. What additional information do you need to effectively communicate the Reimagine Apply Target State with your associations, organizations, and constituencies?
2. When are you planning to communicate this content to your associations, organizations, and constituencies?



# Revised Vision Statement: Version 3

V1

The **CCCAppl**  
**Transformation** is a  
**reimagining** of the  
student admission  
process that **creates**  
**a welcoming 'front**  
**door' to all**

V2

The CCCApply Transformation is  
creating a **student-centric**  
**process** to help more Californians  
**realize their potential** through  
higher education and career  
advancement by **removing**  
**unnecessary barriers and**  
**making it as seamless as**  
**possible** to succeed in college

V3

The reimagination of CCCApply  
aims to make the application  
process **quick and easy** to  
ensure **accessibility and equity**  
in higher education, ultimately  
opening doors to a **brighter**  
**future and career advancement**  
for all students



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# Next Steps

## Upcoming Task Forces:

