





# The Board of Governors of the California Community Colleges

PRESENTED TO THE BOARD OF GOVERNORS

DATE: January 19-20, 2016

SUBJECT: Strategic Plan Final Report		Item Number: 4.2	
		Attachment: Yes	
CATEGORY:	Executive	TYPE OF BOARD CONSIDERATION:	
Recommended By:	 Brice W. Harris, Chancellor	Consent/Routine	
		First Reading	
Approved for Consideration:	 Brice W. Harris, Chancellor	Action	
		Information	X

**ISSUE:** This item presents the final report on the System Strategic Plan.

**BACKGROUND:** The *System Strategic Plan for the California Community Colleges* provides a comprehensive road map for restoring student access and improving student success. The Plan addresses the major demographic, economic and educational challenges that California will face over the coming decades. It presents clear system goals, specific strategies and implementation measures, as well as methods for assessing implementation and ensuring its ongoing renewal. Originally developed in 2006 through consultation with the colleges' educational leaders and external partners, and revised by the Board of Governors in 2013, this Plan builds on the planning and work done by the individual colleges and districts, and provides a framework for all constituencies to work together. As the Board prepares for a new round of strategic planning, this presentation will be the final report on this System Strategic Plan.

**RECOMMENDATION:** This item is presented for information and discussion.

**ANALYSIS:** Below is an overview of the System Strategic plan and the process used to develop it.

## **PLAN FRAMEWORK**

The System Strategic Plan includes five elements:

- **Vision.** The preferred future for the system.
- **Planning Principles.** The foundational assumptions that recognize the benefits and limits of strategic planning for a diverse “system” of autonomous colleges and districts.
- **Values.** Qualities and principles that will guide implementation of the plan.
- **Missions.** Cores focus areas of the colleges.
- **Strategic Goals.** Directions for change. The strategies under each Strategic Goal present the specific initiatives that will implement the plan.

## **PARTICIPATORY AND BILATERAL GOVERNANCE**

California’s Education Code specifies the roles and responsibilities for governance of California’s Community Colleges. In 1988, AB 1725 established the current structure for the colleges, including the bilateral governance structure and the role of students, faculty, classified staff and administrators in the governance process. The *System Strategic Plan* presents areas of collaboration and coordination between the local governance structures, the statewide governance bodies, and the system’s partners—while maintaining all existing bilateral and participating governance roles.

## **STRATEGIC PLANNING PROCESS**

The Strategic Plan was developed with input from a wide range of internal constituencies of the California Community College system, as well as external stakeholders and partners including other segments of education, businesses and state agencies. A Strategic Plan Steering Committee, with representation from these stakeholder groups, developed recommendations for review by the California Community Colleges Board of Governors.

The original planning process was initiated with ten Regional Planning Meetings held throughout the state supplemented with additional input from other interested parties. The Strategic Plan, originally adopted in 2006, provided guidance to the Chancellor’s Office. In the spring of 2013 the Board of Governors revisited the original 2006 plan to revise and update the document expeditiously. As part of its annual Board retreat it updated the Plan and then asked the Consultation Council to review the revisions and provide feedback prior to their final approval.

The next chapter in statewide strategic planning took place in the context of the recommendations of the Student Success Task Force.

In January 2011, the Community Colleges Board of Governors embarked on a 12-month strategic planning process to improve student success. Pursuant to Senate Bill 1143 (Chapter 409, Statutes of 2010), the Board of Governors created the Student Success Task Force composed of a diverse group of community college leaders, faculty, students, researchers, staff, and external stakeholders. It worked for seven months to identify best practices for promoting student success and to develop statewide strategies to take these approaches to scale while ensuring that educational opportunity for historically underrepresented students would not just be maintained, but enhanced.

The 22 recommendations of the Student Success Task Force were unanimously adopted by the Board at its January 2012 meeting. Since that time, the recommendations have shaped the direction and efforts of the Chancellor's Office and Board. The Chancellor's Office, in cooperation with system stakeholders, has implemented those recommendations through regulatory changes, budget initiatives, and dissemination of best practices. State leaders, including the Governor and Legislature, have supported this work and been key allies in bringing the plan to fruition. At this time, 21 of the 22 recommendations have been successfully completed.

A summary of the progress on each goal is on the following page and a detailed report will be distributed at the meeting.