

<p style="text-align: center;">III. THE BOARD OF GOVERNORS' BASIC AGENDA: POLICY DIRECTIONS FOR STUDENT SUCCESS</p>
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THE NEW BASIC AGENDA:

The California Community College Board of Governors periodically sets forth its vision in a basic agenda for the California Community College system. The most recently published document, *The New Basic Agenda: Policy Directions for Student Success*, was adopted by the Board of Governors in March, 1996, and published in August, 1996. In its preface, members of the Board place their agenda in the context of the current conditions that exist within the State of California:

Dramatic changes are occurring in the workplace and in the basic social fabric and demography of California. Consequently, the skills and knowledge individuals need to lead productive and satisfying lives are changing in significant ways. As the primary provider of post-secondary education in the state, community colleges need to adapt to this rapidly changing environment so their services are relevant, timely, and effective. To do this, there must be a long-range vision, an agenda, and an implementation plan.

The New Basic Agenda describes four challenges and policy directions for the California Community College system:

- A. California Community Colleges must deliver high quality education in a manner that achieves student success.
- B. California's future depends on its community colleges meeting the expanding educational needs of its population.
- C. California Community College education must adapt to the changing educational needs of Californians...to be relevant and timely.
- D. The human and physical infrastructure of California Community Colleges must be enhanced, better organized, and better utilized.

For each of these challenges, the Board identifies major policy directions that it thinks is important through statements of *existing policy* and *issues* that need to be addressed. The following excerpts from *The New Basic Agenda* summarize the Board's position.

A. CHALLENGE: California Community Colleges must deliver high quality education in a manner that achieves student success.

Existing Policy

- 1. The Board of Governors will lead and coordinate the community college system through planning and policymaking and by providing technical assistance, positive incentives, and accountability in support of student success.
- 2. Districts and colleges should be supported in their efforts to (a) respond effectively to student needs; (b) understand, articulate, and serve their communities' interests; and (c) formulate a clear vision for the effective delivery of their educational services.

3. The Board of Governors will continue to engage in collaborative activities and joint meetings with K-12, California State University, University of California, job training agencies, and with business and industry in California and nationally.

Issues

1. Degrees and certificates conferred by colleges should be reviewed to ensure that they continue to have value to students, businesses, and four-year institutions.
2. There should be examination of strategies that enable the colleges to identify more effectively student educational objectives and to measure and formally acknowledge the achievement of these objectives by students.
3. Measures of student performance—in acquiring skills and knowledge—should be analyzed to ensure that they are objective and that they can be and are used to improve student learning.
4. Incentives—through supplemental funding or other means—should be studied to see if they can help improve those college programs and services that result in superior student learning performance.
5. There should be a review of the Education Code, Title V regulations, and various guidelines...to clarify and make more effective the directions contained therein, and to ensure that they support improved student learning.

B. Challenge: California’s future depends on its community colleges meeting the expanding educational needs of its population.

Existing Policy

1. Open access to the community colleges should be maintained through the admission of any California resident who possesses a high school diploma or the equivalent, and the admission of any person...18 years of age [or over] who is capable of profiting from instruction.
2. Students who are eligible to attend a community college should not be impeded because of fees. Future changes in fees should be fair, moderate, and predictable...to maximize educational opportunity and student success.
3. As student financial aid becomes increasingly important, continued support should be provided to ensure ease of application and adequate funding.
4. The Board will continue to encourage the use of alternative delivery and other methods that help colleges expand their ability to instruct and serve more students.

Issue

1. As districts continue to manage enrollments, they should review their practices in light of such objectives as improving the access, diversity, retention, and persistence of students.

C. Challenge: California Community College education must adapt to the changing educational needs of Californians...to be relevant and timely.

Existing Policy

1. The existing comprehensive mission and priorities of the community colleges provide an effective framework for change and should be maintained:
2. Transfer and vocational education.
3. Remedial instruction, English as a Second Language (ESL), support services...[that] help students succeed, and noncredit adult education.
4. Economic development and business training and assistance.
5. Community service.

Issues

1. District and college curriculum should be predicated, to a greater degree, on the rapidly changing learning styles of students and the learning needs of a knowledge-based and increasingly multicultural society.
2. Ways to initiate and support the needed expansion of teaching with and about new technologies must be identified, including funding for the purchase of state-of-the-art instructional equipment and for professional development.
3. The transfer of community college students needs to be strengthened by strategies such as refining the core lower division curriculum, expanding course articulation agreements with district high schools and other colleges, devising more common course designations, and establishing common and consistent eligibility and admissions criteria.
4. Community colleges should continue their efforts to educate students better about other cultures, societies, and economies, and to assist business and industry in becoming more competitive in the global economy.

D. Challenge: The human and physical infrastructure of California Community Colleges must be enhanced, better organized, and better utilized.

Existing Policy

1. The Board will continue to seek ways to make the Chancellor's Office more effective.
2. The Board of Governors will play a continuing leadership role in advocating for adequate funding from public and private sources for the colleges.
3. The community college capital outlay planning and funding process should be streamlined and new funding sources must be developed.
4. While affirmative action programs for staff help ensure that the Colleges are relevant to the changing needs and diversity of Californians, the conduct of the programs must not violate the constitutional rights of individuals.
5. A review and possible enhancement of professional development programs in the colleges...[are] needed to address changes in students and the ways in which they learn.

Issue

1. District and college decision-making processes should reflect, at a minimum, the spirit and intent of AB 1725 (1988).

THE COMMISSION ON INNOVATION: *CHOOSING THE FUTURE*

In response to the economic challenges that face the California Community College system, the Board of Governors formed the Commission on Innovation in November, 1991. This independent, citizens' panel was asked to make recommendations for how the system could accommodate the demand for growth of a student population that is increasingly more diverse, less prepared to do college-level work, economically more disadvantaged, and in need of a higher level of achievement in order to compete in today's multicultural, global, information-based society. The Commission's charge included making this accommodation in the face of static financial resources.

The Commission's findings were summarized in a document, entitled *Choosing the Future: An Action Agenda for Community College (October, 1993)*, which concluded that the California Community College system must find ways to:

- a. Enhance learning opportunities.
- b. Expand its economic development role.
- c. Modernize operations.

Their report includes thirteen specific strategies for accomplishing these objectives. The following excerpts from *Choosing the Future* summarize the Commission's recommendations:

a. Enhance Learning Opportunities

1. Create a permanent, system-level fund to stimulate innovations and professional development throughout the system.
2. Develop new instructional approaches and student services that match the varied learning styles of a diverse student population.
3. Introduce an articulated system of degrees and certificates that sets clear milestones for academic accomplishments, progress toward transfer to four-year universities, and advancement on professional career ladders.
4. Pilot a system of assessments for students to demonstrate their competence to obtain community college degrees or certificates and to transfer to four-year colleges or universities.
5. Undertake a major review of the State's Adult Basic Education and English as a Second Language (ESL) programs.

b. Expand Economic Development Role

1. Define the colleges' mission to include State and local economic development focused on providing training and technical assistance to business and industry.

2. Develop a State investment strategy for expanding the colleges' services to business.
3. Eliminate barriers to the colleges delivering training to business.
4. Support community colleges to collaborate with other agencies to develop Workforce Transition Centers that provide one-stop education, training, and employment services.

c. Modernize Operations

1. Adopt collaborative planning and management processes at each college to assure continuous improvements in quality and efficiency.
2. Develop a pervasive technological infrastructure at and between colleges to equip them to increase productivity, enhance management efficiency, and become premier institutions for the application of technology to learning.
3. Restructure community college governance to enhance local autonomy, strengthen system-level capacity to provide overall direction, and reinforce accountability.
4. Implement more cost-effective facility policies that reduce the need for new facilities, that support innovations, and that streamline the construction approval process.

The recommendations found in *The New Basic Agenda: Policy Directions for Student Success* and in *Choosing the Future* complement the *Hartnell College Mission and Vision Statements* in forming the basis for the Hartnell College Educational and Facilities Master Plan outlined in this document.

