

Community and Technical Colleges Mission Study

Draft Recommendations to Achieve the Goals of the Community and Technical Colleges System Direction

September 30, 2009

System Direction Goals:

Economic Demand: Strengthen state and local economies by meeting the demands for a well educated and skilled workforce.

Student Success: Achieve increased educational attainment for all residents across the state.

Innovation: Use technology, collaboration and innovation to meet the demands of the economy and improve student success.

Draft Recommendations:

To meet the future needs of the state's economy and its residents, over the next 20 years, the community and technical college system will:

Serve more people, including populations with low college attainment rates. To increase educational attainment across the state's population, community and technical college must raise overall participation rates above current levels. The college system will grow capacity to maintain access as the population grows, and prioritize expanded access for underserved populations. Creation of an innovation fund should be considered to provide additional resources for colleges to test new locations and try new access strategies for low income young adults, Hispanics, and underserved areas of the state.

Close the statewide skills gap for technically trained workers. As the major provider of new technically trained workers for the state's labor force, the college system will have to expand capacity in workforce training programs, especially in high demand fields, to close the skills gap between the need for technically trained workers and the supply of new technical workers. Incentives to expand high demand and integrated basic skills and workforce education programs such as I-BEST through targeted funds should be continued.

Change funding for adult basic education programs. To increase the labor force contribution of adults with basics skills and English language proficiency needs, the college system will address funding limitations for Adult Basic Education programs.

Strengthen our role in baccalaureate degrees. The college system should work with universities and the Higher Education Coordinating Board to maintain access for transfer eligible students in baccalaureate degree programs, including main campuses and branch campuses of universities, to expand university center partnerships on community and technical college campuses, and to grow capacity for applied baccalaureate degree programs for technical associate degree graduates.

Design more seamless transitions from high schools to colleges to universities. Promote college and faculty work towards easily transferable curricula and transparent pathways, among community and technical colleges, between K12 and colleges, and between colleges and universities.

Increase student achievement. Reward colleges for increasing student performance. Consolidate and focus state level accountability measures on intermediate student outcomes and program completions. Increase college funding to reward improvements in Student Achievement. Use Achievement Points to identify and share effective practices for increasing student success, especially moving more pre-college students into college level programs and improving student retention.

Accelerate adoption of web and mobile technologies for eLearning and online student services. Provide system wide eLearning tools and support services so that all colleges have the capacity to offer eLearning and online student services to their students, through system level purchases of software licenses, and centralized, outsourced hosting and help desk services. Develop strategies to ensure that all students, especially low income students, have access to technology supported courses and services, and to ensure that all college facilities support wireless technology.

Provide opportunities for all colleges to participate in redesigning instruction for open courseware and open textbooks, and create an online repository for digital content that can be shared by all colleges and all faculty.

Deploy an increasing share of system resources towards student success. Use shared technology to reduce costs and improve the efficiency of administrative functions. Centralize back office functions, and outsource functions that can be provided at less cost with better service. Standardize technology infrastructure to allow for innovation and transfer of innovation among colleges.

Do not create new college districts, but serve emerging needs for new locations through existing college districts. Establish criteria for new locations, including: evidence of underserved populations and growth trends within average travel time for most students, integration of eLearning as well as classroom based opportunities, collaboration with neighboring colleges, evidence of student demand based on enrollments in leased facilities.

Create incentives for colleges to share courses, programs and services.

Work with the college system to examine the purposes of district boundaries and consider eliminating college district boundaries.

Invest in college faculty and staff. Offer accessible, affordable professional development opportunities focused on effective strategies to increase student achievement, especially for underserved populations and on using emerging web and mobile technologies to strengthen teaching and learning. Continue to pursue the system's Compensation Study Task Force recommendations on cost of living adjustments, peer average salaries, faculty increments, part-time faculty salaries, and part-time faculty conversions.

Continue to pursue greater state investments in community and technical college programs and services. As demand for college access, certificates and degrees grows, the community and technical college system will work to redeploy existing resources towards teaching, learning and student success, through administrative efficiencies, system level technology solutions, and increased student productivity. These measures alone, however, will not meet our state's and citizens' needs for greater enrollment capacity to serve more students with relevant, quality programs. The college system will aggressively advocate for additional resources to produce more skilled workers for the state's economy and more transfer students to build baccalaureate degree attainment.