

**CALIFORNIA COMMUNITY COLLEGES
CHANCELLOR'S OFFICE**

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Dear Colleagues,

This week the Board of Governors accepted a [new Strategic Vision](#) for the California Community Colleges. The vision articulates what the state of California needs our system to do over the next decade to keep our state economically vibrant and to improve social and economic mobility. It describes the stark imperative we face and lays out bold goals and commitments. Achieving these goals will require shifts both in mindset and in the way we do business. Consider how vastly our state will be improved when we:

- Increase by at least 20 percent annually the number of students earning an associate degree, credential, certificate, or specific skill set.
- Increase the number of students who transfer to UC and CSU by 35 percent each year.
- Reduce the average number of excess credits accumulated by students who complete their degrees or certificates. Students earning an associate degree complete approximately 87 total units on average, 27 more units than required for most degrees or transfer preparation.
- Increase the number of students in career education programs who secure jobs in their field of study by 15 percent.
- Close achievement gaps once and for all. Cutting achievement gaps by 40 percent within five years and eliminating those achievement gaps for good within 10 years.

Some may say our goals are too ambitious. In response, we say we don't have a choice. More and more Californians are turning to community colleges to connect to this new economy, which is unforgiving to those without skills or credentials. Even though these goals are aggressive, I am confident that we can achieve them, especially as we move together toward a thoughtful implementation of the Guided Pathways framework. As your college develops or updates the goals for your strategic or educational master plan, the expectation is that you will align your local goals with the Board of Governors Strategic Vision goals and commitments.

Many California colleges have already begun to implement the Guided Pathways philosophy to great success. Others have yet to begin the conversation on their campuses. No matter where your college is in the process, my office aims to provide the support you need to move forward in examining your data; examining your students' college experience; and engaging college faculty, administration, staff, students, and trustees in enacting comprehensive change.

The State of California's \$150 million one-time investment in the Guided Pathways Award Program will give each of our 114 colleges the opportunity to begin implementation of the Guided Pathways framework. This investment will support an intensive five-year planning and implementation process at each participating college. Using the Guided Pathways framework, colleges will rethink and redesign programs and services into cohesive, campus-wide strategies to achieve the outcomes expected by the state, our system, and our students. The ongoing resources to support implementation will come from the system's existing funding of more than \$8.5 billion, as well as potential philanthropic resources, which should be integrated within the Guided Pathways framework. Over the last six months, my office has worked with partners throughout the system, as well as national leaders in the Guided Pathways movement, to develop the award process and to provide tools for successful implementation, including a self-assessment that will serve as a learning tool and a method to measure future progress. Colleges interested in applying for the Guided Pathway award will be asked to complete and submit this self-assessment tool during the fall semester, and the Chancellor's Office Institutional Effective Partnership Initiative (IEPI) will be holding statewide workshops in the fall to provide assistance. Details will be located on the new [Guided Pathways web site in the next month](#) and information will be updated on a weekly basis.

For colleges interested in participating in this exciting movement, it is crucial to build awareness and support on your campuses. My office has developed a toolkit that will help you communicate the key tenets of the Guided Pathways framework and the details regarding the state Guided Pathways Award Program. This [toolkit](#), which is temporarily housed on the [IEPI web site](#), includes a video that I hope you will show to your college at upcoming events (i.e. convocations or board meetings). The toolkit also features handouts, customizable presentation slides and more. In addition, my office will be pursuing other strategies to promote awareness and understanding of the Guided Pathways framework and promising practices now occurring within our system. Additional details will be available on the new [Guided Pathways web site](#).

The challenges facing California today require that our colleges focus much more intentionally on our students' end goals, whether those be earning a degree or certificate, transferring to a four-year institution, or building job skills. This intentionality is the cornerstone of Guided Pathways, and I am confident that through the engagement of our college faculty, administration and staff, we will more effectively assist our students in achieving success.

Sincerely,



Eloy Ortiz Oakley