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Dear Colleagues,

This week the Board of Governoascepted new Strategic Visiofor the California Community Colleges. The vision articulates what the state affornia 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 of st

- x Reduce the average number of excess credits accumulated by students who complete their degrees or certificates. Students earning an associate degree cappilexemately 87 total units on average, 27 more units than requifed most degrees or transfer preparation.
- x Increase the number of students in career education programs who secure jobs in their field of study by 15 percent.
- x 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 Pathwaysframework. 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; englaging college faculty, administrational fif, students and trustees in enacting comprehensive change.

The State of California's \$150 million or time investment in the Guided Pathways Award Program will give each of our 114 colleges the opportunity to begin implementation of utilide CFathways framework. This investment will support an intensive five arplanning and implementation process at each participating college. Using the Guided Pathways framework, colleges will rethink and redesign programs and services into cohesive, campide strategies to achieve the outcomes expected by the state, our system, and our students he 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. the death six months, my office has worked with partners throughout the system, as well as national leaders in the Guided Pathways mov

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