

Thinking About State Policies as They Affect Access and Success

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Factors that Complicate Policymaking

- Multiple Target Audiences
- Multiple Providers
- Multiple Objectives
 - Basic Skills
 - Job Entry
 - Skill Upgrading

(continued)

Factors that Complicate Policymaking (cont.)

- Program-Oriented Structure
 - State and Federal
 - Different Oversight Bodies/Committees
 - Different Accountability Requirements

The Domain of Community and Technical College Services

COMMUNITY AND TECHNICAL COLLEGE SERVICES	CLIENTS			
	In-School Youth (Secondary Education)	Recent High School Graduates	Adults	Employers
Remedial and Developmental Education				
General Education				
Transfer Preparation				
Career Preparation				
Customized Training, Rapid Response Workforce Development				
Community Service (Non-Credit and Other Services to the Community)				
Brokering and Serving as a Delivery Site for Other Providers				

Key Policy Levers

- Planning
 - Goal Setting
 - Policy Leadership
- Finance
- Governance
 - Allocation Authority
 - Structure
- Regulation
- Accountability

Most Importantly—The Alignment of All of the Above

Step 1: A Policy Audit

Ask the Following Questions

- Is there a clear set of goals specifying:
 - Target audiences?
 - Outcomes to be achieved?

- Is there state-wide policy leadership for this agenda?

- Do financing policies support pursuit of these goals—or serve as barriers? Are multiple funding streams working in sync or at cross-purposes?

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Step 1: A Policy Audit (cont.)

- Is the governance structure for provider institutions appropriate to this agenda?
 - Is it splintered?
 - Do the institutions have other (higher) priorities?
- Are the state's policies and procedures inhibiting pursuit of this agenda?
- Is there an accountability mechanism aligned with this agenda? Are the results measured (and broadly reported) annually?

Step 2: Develop an Action Plan

- What barriers need to be removed?
- What proactive steps:
 - Can be accomplished in the short run?
 - Require a longer-term agenda?