

46 About Students Regional Consortium, Riverside

Plans & Goals - Consortium Approved

Executive Summary

The ABOUT STUDENTS Consortium for Adult Education continues to dedicate its efforts and resources to the expansion of the key program areas, including basic and secondary skills, English as a Second Language and immigrant services, and short-term Career Technical Education. The consortium will continue to explore and provide additional opportunities to serve students needing workforce preparation, and support for k-12 success. In the recent local regional data research project, the analysis demonstrates the need for additional services in areas lacking adult education services. As identified in the 2019-2022 3-Year Plan, the ABOUT STUDENTS Consortium goals are: 1. Strengthen industry and community partnerships and short-term CTE program offerings. 2. Strengthen the consortium's approach to connection with students, potential students, and the community at large. 3. Increase student success by clarifying pathways, expanding opportunities (e.g. articulation, certificates), and supporting students in achieving their goals. 4. Improve data collection and reporting practices to more accurately capture student performance and member/consortium effectiveness. For the 2019/20 Annual plan, members will focus on strategies to increase short-term CTE and contextualized course offerings as well as industry recognized certifications/credentials. The consortium will continue to provide course offerings in ABE and ASE academic classes, and ESL to better serve the region and increase enrollment. Additionally, members will focus on expanding current processes for transitioning students to postsecondary education through educational advisors, campus tours and informational workshops. The ABOUT Students Consortium will strategically expand its outreach connecting students to programs needed in the community. Our 2019/20 goals includes: 1. Increasing short-term CTE course offerings 2. Increasing effective outreach in our communities 3. Align and clarify career and educational pathways, 4. Establish communities of practice among members the ABOUT STUDENTS Consortium will emphasize its work to increase student completions and transitions to improve higher education opportunities, workforce attainment and reduce recidivism for incarcerated adults. During the 2018/19 school year, the ABOUT STUDENTS Consortium refined practices and collaborations, provided recognized regional professional development, and built support with community and educational partners, which has resulted in better service to students in our community. Inter-agency communications and support has developed the region into a respected educational partnership. The ABOUT STUDENTS Consortium also conducted a thorough assessment of regional need and compared it to current services offered by its members. The results provided the foundation for the 2019-2022 3-Year Plan. Members of the consortium are committed to share, continue, and expand successful practices that will strengthen our regional adult education programs.

Regional Planning Overview

During the recent Leadership Retreat, the ABOUT STUDENTS Consortium members identified the targeted strategies to implement in 2019/20 from the four goals of the 3-Year Plan. Based on the Logic Model of the 3-Year Plan, a timeline for implementation guides the activities and strategies recognized by the members. The ABOUT STUDENTS Consortium will address each of the four goals implementing some of the activities and strategies of the plan. The consortium members have agreed to provide support and resources to implement the following strategies in the 2019/20 year: 1. Increase short-term CTE and contextualized course offerings as well as industry-recognized certifications/credentials. Members will expand and develop short-term CTE courses appropriate to their sub-region. Members plan to collaborate to share curriculum, facilities, and explore additional ways to work together developing short-term CTE course offerings. 2. Follow recommendations of outreach consultant, develop and promote brand, marketing materials, and website. The consortium members formed a team of representatives to work with a consultant specialist on outreach and marketing. Commissioned to develop a lead generating website, members will guide the consultant work to create direct connections to potential students. The outreach approach addresses the regional need to connect more effectively with potential students. 3. Form data team charged with clarifying and standardizing data collection and reporting procedures. The team will meet regularly to address the goals and objectives of data accountability, discuss challenges and offer solutions to data acquisition practices, and consider member and regional data discrepancies. 4. Increase retention by coordinating persistence training region-wide. To increase student success, members will be trained by experts provide by TAP on strategies and techniques effective to promote learner persistence. The training will be held locally and made available to staff and teachers in the region.

Meeting Regional Needs

Regional Need #1

Gaps in Service / Regional Needs

The ABOUT STUDENTS Consortium currently offers several short-term CTE courses and has existing partnerships with community organizations. However, based on input received during Leadership Team focus groups meetings, and needs identified in the BW Research report, there is still significant need to increase the number and type of short-term CTE course offerings in the region. The consortium has also identified the need to strengthen and develop new community partnerships. The consortium identified two key strategies to address goal 1. The first strategy focuses on increasing short-term CTE courses, contextualized courses, and industry recognized certifications and credentials. The second strategy will be to leverage the current member and community partner connections to increase industry partnerships. Consortium members plan to increase short-term CTE and contextualized course offerings. Based on the focus groups results and current economic and labor market data assessment, the region identified the need for additional short-term CTE courses either because courses are not yet provided by some members and/or because some members have wait-lists for their existing short-term CTE courses. As part the process of expanding course offerings, the consortium members will review current offerings, develop documentation outlining the short-term CTE courses, certifications, and contextualized course offerings. These lists will be examined across the consortium as a whole to develop a better understanding of the range, frequency, and location of current offerings. Based on their current offerings, the consortium members will work to identify the additional short-term CTE courses and possible certifications some members might consider offering. While the members recognized the importance of not duplicating efforts, they also noted that some neighboring members will have to offer similar short-term CTE programs because transportation was noted as a challenge with their population subgroups and because the need for duplicate short-term CTE program is high. Multiple members also indicated the need to develop short-term CTE courses and certifications that lead to overall quality jobs. Taking into consideration regional economic and labor market needs, some of the short-term CTE programs the consortium is exploring to expand include: Medical Assistant in Jurupa, Welding in Moreno Valley. Some members are also exploring the ideas of contextualizing course offerings. One example is Moreno Valley Adult School's interest in developing a short-term CTE math course for construction. Members also plan to leverage current member and partner connections to increase industry partnerships. Individual consortium members have developed long-standing partnerships in the community. Even with their established partnerships, they recognize the need to develop new relationships with industries in the region. To avoid duplication of efforts in reaching out to the same partners, over the next three-year phase the consortium will develop a repository of current industry partners that will help identify gaps in industry partners they would like to develop. In addition to developing new partnerships, more of an emphasis will be placed in strengthening their existing partnerships. In working with both existing and new partners, consortium members plan to: (1) increase work-based learning opportunities for students; (2) increase possible employment opportunities for students; and (3) better align courses to industry needs. Members have indicated the need to have employment linkages for students that would offer either steady higher pay employment opportunities. To work toward this goal, the consortium will convene an industry partnership community of practice. Community of practice members will include at least one liaison from each interested member site. Together they will collaborate in sharing resources and identifying opportunities that will support students in the region by growing the consortium's connection to industry. The community of practice liaisons will identify ways to more efficiently collaborate with new and existing community and industry partners, including leveraging existing partnership systems (e.g., relationships with industry in the K-12 arena). In addition, the community of practice will gather feedback from representatives from major local industry sectors on how to best align courses to needs they are seeing in the field.

How do you know? What resources did you use to identify these gaps?

Through an independent research and analysis conducted by BW Research Partnership, the ABOUT STUDENTS Consortium obtained valuable information on economic and labor market data, a comprehensive demographic profile of the region's potential adult education students and benefits, and a preliminary assessment of current educational and training offerings. Additionally, the consortium members review enrollment and outcome data provided by the TOPSpro Enterprise system and the college data system to evaluate effectiveness and consider growth areas. Through these resources, the ABOUT STUDENTS Consortium identified the gaps in services and the needs of the region.

How will you measure effectiveness / progress towards meeting this need?

The key outcome to address this goal is the increase in short-term CTE and contextualized course enrollment consortium-wide. Enrollment data from TOPS Pro will be monitored annually using consortium-wide short-term CTE enrollment data. Baseline data will be determined using enrollment data from the 2018-19 school year. By July 2020, the consortium seeks to increase short-term CTE enrollment by 5% compared to baseline. In addition to ongoing analysis of member/regional enrollment numbers, outcomes measures, and improved data collection, the ABOUT STUDENTS Consortium will monitor progress toward addressing the gaps in services in the region through local measures. Members will continue practices which provide students with opportunities to give feedback on program effectiveness. Members will gather follow-up data that reveals information on students' job attainment and post-secondary completions.

Regional Need #2

Gaps in Service / Regional Needs

Although some community members are aware of the adult education services available in the region, consortium members indicated that widespread awareness about the existence of adult schools and community colleges, as well as the services they offer is lacking in the communities they serve. All consortium members agree that over the course of the next three years, the consortium should focus on increasing community awareness about available adult education services. The consortium intends to expand its marketing and branding approach to strengthen its connections with current students and to increase reach with potential students across the region. To address the lack of awareness, members recognize the need to invest in marketing and outreach efforts to continue to connect with current and potential students in the region. The main strategy to accomplish this is to collaborate with Full Capacity, an outreach and marketing consultant that will support the development of branding and marketing efforts for the region. The consortium is investing in strengthening the way it serves current students and potential students. Over the past year, the consortium has been exploring the next phase for their marketing outreach with Full Capacity. In collaboration, they have identified a multitude of marketing and branding strategies to help meet this goal. The Consortium Leadership Team is currently working to prioritize the tasks that will be addressed during the first year of the next three-year phase based on effort, expected benefit, and cost. One task that is of priority is the development of the ABOUT STUDENTS Consortium's website. The consortium has identified the need to host a website that will include lead generating software for all members in the region and direct links to all member sites. This will provide easy access to current course offerings at local and neighboring adult schools for current students and potential students. Recognizing that the website may have to be developed in phases due to possible cost implications, the consortium's first task will be to decide on the key features that will need to be included in the first iteration. Each consortium member will need to review their current and planned course offerings to develop a list that can be included on the newly created website. In addition, the consortium will also need to identify the process of updating course offerings on the website. Courses will change from semester to semester and there will be a need to update the website in a timely manner. Another activity that will serve to promote awareness is the branding of outreach materials. More detail about what the branding and marketing plan will entail will be determined through negotiation with Full Capacity and recommendations of the leadership team. Although the details of this plan are currently to be determined, some strategies under consideration beyond the website include a campaign branding and guidelines, an online pathway tool, media/drip campaign, marketing toolkit, social media capacity building, videos, professional development, and public relations support. In addition to the various strategies, the Consortium and Full Capacity also noted the need to utilize language that holds an emotional appeal to the target audience. This would also contribute to increasing connections with potential students and the community-at-large.

How do you know? What resources did you use to identify these gaps?

One of the primary resources used to determine lack of adult education awareness in the community is reactions from community partners. Often, members experienced feedback from the community that indicates unawareness of adult education course and program offerings. This realization was confirmed by an independent research and analysis conducted by BW Research Partnership, in which the ABOUT STUDENTS Consortium obtained valuable information on economic and labor market data, a comprehensive demographic profile of the region's potential adult education students and benefits, and a preliminary assessment of current educational and training offerings. Additionally, the consortium members review enrollment and outcome data provided by the TOPSpro Enterprise system and the college data system to evaluate effectiveness and consider growth areas. Through these resources, the ABOUT STUDENTS Consortium identified the gaps in services and the needs of the region.

How will you measure effectiveness / progress towards meeting this need?

By strengthening the approach to connect with current students and potential students, the consortium aims to increase overall enrollment in region-wide adult education programs as a result of its outreach efforts. Enrollment data from TOPSPro

will be monitored annually. Baseline data will be determined using enrollment data from the 2018-19 school year. By July 2020, the consortium seeks to increase enrollment by 3% compared to baseline.

Regional Need #3

Gaps in Service / Regional Needs

Although the consortium and individual members currently utilize diverse strategies to promote student success, all members agreed that more can be done to support students as they work toward their goals. Strategies to increase student success can take many forms that vary in their intensity, cost, and impact. The consortium members considered a long list of different approaches to improve student success and through discussion and consensus identified three strategies they believe are most appropriate and feasible within their school contexts. Members recognized that a single strategy is not sufficient to increase student success and instead a combination of strategies is necessary. The strategies that the consortium agreed to engage in over the next three years to increase student success include: (1) Clarifying pathways from adult schools to post-secondary and workforce, as well as identifying opportunities for articulation or concurrent enrollment; (2) Increasing retention; and (3) Forming communities of practice within select program areas. For the current annual plan, the consortium members plan to increase retention. To foster student success, it is vital that students continue coming to school and finish their programs. The ABOUT STUDENTS Consortium members highlighted that retention is a significant challenge due to characteristics of their student population (e.g., highly transient, already employed, limited ability/desire to travel for school, pressing life circumstances). Although different members engage in different practices to increase retention, the consortium is interested in exploring different activities to increase retention over the course of the next year. In particular, consortium members will weigh the value and feasibility of diverse strategies that have been proposed such as changing course timing or structure, utilizing online/hybrid courses, giving faculty time to do student outreach, or examining potential solutions to issues such as transportation and childcare. Based on this initial exploration, the consortium will determine which strategies may be most valuable and feasible to pilot at some or all member sites. Ultimately, the consortium aims to develop a plan highlighting promising practices related to retention based on learning over the three year period. The final strategy to increase student success is rooted in the idea that high quality educational experiences are bolstered by the sharing of best practices. The ABOUT STUDENTS Consortium plans to begin work in this area by developing a community of practice focused on one program area. To develop this community of practice, members will decide on the appropriate program area, who should attend, the frequency of meetings, and the meeting agendas. It is expected that the community of practice will focus on sharing lessons learned and successful strategies and troubleshooting common challenges. The community of practice will be carried out and members will reflect on and document lessons learned to inform the development of subsequent communities of practice related to other program areas.

How do you know? What resources did you use to identify these gaps?

With close monitoring of student persistence rates and completions, the consortium members identified the need to focus efforts on student achievement. Multiple member focus groups shared similar challenges of retaining students long enough for them to reach their educational goals. The independent research and analysis conducted by BW Research Partnership, provided the ABOUT STUDENTS Consortium valuable information on economic and labor market data, a comprehensive demographic profile of the region's potential adult education students and benefits, and a preliminary assessment of current educational and training offerings. Additionally, the consortium members review enrollment and outcome data provided by the TOPSpro Enterprise system and the college data system to evaluate effectiveness and consider growth areas. Through these resources, the ABOUT STUDENTS Consortium identified the gaps in services and the needs of the region.

How will you measure effectiveness / progress towards meeting this need?

Through this combination of strategies, the consortium aims to achieve short, medium, and long term goals related to retention and student success. By July 2020, the consortium seeks to improve both the persistence rate and student success outcomes by 10% compared to baseline (July 2019). Underlying all of these outcomes is the need for consistently collected and reported data that allows for accurate year-to-year comparisons. Achieving greater accuracy in data collection and reporting is an additional short term outcome included in the need to increase student success, as well as the primary focus the next need in the region.

Regional Need #4

Gaps in Service / Regional Needs

The previous three descriptions of gaps and regional needs with the associated strategies and outcomes identified by the ABOUT STUDENTS Consortium require ongoing collection and monitoring of data to determine progress and engage in

continuous improvement. Given the role of data in understanding progress toward goals, it is imperative that the data collected and analyzed by the consortium is accurate. Therefore, the consortium has identified a need to refine practices to comprehensively report accurate data. Although the state provides guidance on definitions to guide data collection, the consortium members agreed that more discussion and norming practices around data collection and reporting would be valuable to ensure all members are collecting and submitting data in the same way. To ensure a shared understanding of data collection and reporting definitions and processes, the consortium will develop a Data Team tasked with this purpose. The Leadership Team has identified the goals and objectives to be addressed by the data team.

How do you know? What resources did you use to identify these gaps?

During analysis, the Leadership Team became aware of inconsistencies and gaps in understanding the data being collected and reported. As a result, it became apparent that a data team could improve member and regional data collection efforts. Through an independent research and analysis conducted by BW Research Partnership, the ABOUT STUDENTS Consortium obtained valuable information on economic and labor market data, a comprehensive demographic profile of the region's potential adult education students and benefits, and a preliminary assessment of current educational and training offerings. Additionally, the consortium members review enrollment and outcome data provided by the TOPSpro Enterprise system and the college data system to evaluate effectiveness and consider growth areas. Through these resources, the ABOUT STUDENTS Consortium identified the gaps in services and the needs of the region using the appropriate data.

How will you measure effectiveness / progress towards meeting this need?

To measure the effectiveness and progress of the data team, consortium members will monitor the group's activities and evaluate changes in practices. The data team will meet regularly producing agendas, minutes and action items. The data team will agree on the approach to data collection and reporting documents. Training will be scheduled and provided by system experts. Ultimately, clear and consistent definitions and practices will be implemented to improve regional data reporting.

Gaps In Service

New Strategies

Strategy #1

To address the need for English language literacy development for immigrants in the region, the ABOUT STUDENTS Consortium will continue to offer, and where appropriate, increase instruction and services to non-native English speakers. Courses may include English as a Second Language, citizenship preparation, speaking and pronunciation, grammar and writing, or vocational courses for English language learners.

Strategy #2

To address the need for basic skill development in the region, the ABOUT STUDENTS Consortium will continue to offer, and where appropriate, increase instruction and services to appropriate candidates needing skill development in basic literacy. Courses may include adult basic education, high school diploma completion, high school equivalency preparation for students lacking secondary completion and proficiency.

Strategy #3

To address the need for short-term career technical education in the region, the ABOUT STUDENTS Consortium will continue to offer and increase instruction and services in areas of career development. Courses may include medical assisting, welding, auto machining, computer technology, and more.

Strategy #4

Continuing to provide and expand academic advisement services is an important component of student success. Members of the consortium will provide academic counseling, transition to post-secondary advisement, and other support students need to continue on their path to advancement.

Strategy #5

To increase the capacity and expansion of services offered in Basic Skills, Immigrant Services, Short-term CTE, and Workforce Preparation, members of the ABOUT STUDENTS Consortium have developed an outreach plan to more effectively recruit students into programs of high need in the region. Outreach activities include website development connecting referrals to services, participation in local events such as town hall meetings, parent advisory meetings, community events, business group activities such as Chamber of Commerce and association meetings, local job fairs, and more. Members will continue to distribute outreach materials and publications while adding or continuing digital connections using social media.

Strategy #6

Providing alternative means of study to adult education students is another strategy identified by the members of the consortium. Some of the alternative methods of study planned in the region include online learning, hybrid course offerings, and other digital support for increasing access for potential students. Tutoring outside the classroom will also be offered to students to provide additional learning opportunities.

Seamless Transitions

New Strategies

Strategy #1

The ABOUT STUDENTS Consortium members have established transition practices within the county office, school and college districts to support the transition of students between institutions. Members of the consortium will continue to expand the collaboration among members and partners to assist students to transition to post-secondary opportunities and the work place. Some of the transition support activities include providing college tours for students, advisement from college transition specialists, hosting workshops on FAFSA and trainings for college applications and financial aid.

Strategy #2

Another strategy to support transitioning students between programs such as ESL, ABE, ASE and CTE is to conduct routine testing cycles assessing student progress and level advancement readiness. By providing students with frequent progress assessment, students can better set and strive for goals that support learning achievement and advancement within levels.

Strategy #3

To support workforce bound students, members will continue to provide workshops on resume writing, interviewing skills, and re-entry training targeting job skill development and job attainment. Members support students transitioning to the workforce by connecting education and labor.

Strategy #4

As one of the goals in the 3-Year Plan indicates, the ABOUT STUDENTS Consortium will work to strengthen industry and community partnerships. Members will continue to develop relationships with local businesses through job fairs, meet and greet opportunities, and on-site interviewing sessions. Some members will hire dedicated staff members to support career development and job navigation.

Student Acceleration

New Strategies

Strategy #1

Members of the ABOUT STUDENTS Consortium plan to continue or implement technology integration into course offerings within varying programs and levels of instruction. Extending learning opportunities outside the classroom using online applications will assist with accelerating student progress. Using online programs such as Burlington English, Google

Classroom platforms and more, connects students to additional digital resources that support learning opportunities and student goal attainment.

Strategy #2

A strategy being implemented to accelerate student progress by some members is to integrate English language and literacy development with contextualized learning with career pathways. Members will use delivery models appropriate for their capability to provide integrated educational opportunities for students. Agencies will share best practices and resources to support regional success to accelerating student progress.

Strategy #3

Advising students using an individualized study plan is a strategy continuing for some members and being implemented by others. Counselors, advisors, teachers and support staff can be effectively influential in supporting student achievement by assisting with goal setting and study planning. Members will share concepts and practices to best meet the needs of their students within the means of its operations.

Strategy #4

Increasing student success by clarifying pathways, expanding opportunities and supporting students in achieving their goals is another identified goal in the 3-Year Plan. Members plan to increase options for articulation and concurrent enrollment. Connecting and offering courses that directly lead to employment and post-secondary education will support upward mobility for students on the educational journey.

Strategy #5

To improve and accelerate student success, consortium members will form workgroups consisting of internal stakeholders to share best practices and make recommendations for needed changes to programs and processes to improve outcomes. Each member will identify the appropriate workgroups, resources needed, and activities to address its program development objectives.

Professional Development

New Strategies

Strategy #1

The ABOUT STUDENTS Consortium will continue to host an annual conference for its members and their staff. During the annual conference, participants have the opportunity to share best practices, attend workshops presented by subject experts, and network within the region. The annual conference connects all regional staff and provides valuable networking opportunities.

Strategy #2

Another strategy to build capacity among consortium members is to establish teams focused on regional growth to equip staff with the support and tools needed for program improvement. A team will be established to target regional policies and practices effective for data gathering and accountability reporting. Additional teams will be considered that focus on student persistence and outcomes.

Strategy #3

Participation and attendance at professional development opportunities offered through CALPRO, OTAN, and CASAS will continue with most members in the consortium. Local workshops and internal trainings will be attended when appropriate, including networking and collaboration meetings. Local and state conferences will be attended by members, including the CAEP Summit.

Strategy #4

The ABOUT STUDENTS Consortium sponsors an annual Leadership Retreat for the official representatives and one other staff member. The Leadership Retreat provides meetings that include strategizing and networking, planning activities for the

upcoming year, as well as team building. The retreat is an important part of the region's efforts to work collaboratively and share in the regional adult education efforts.

Leveraging Resources

New Strategies

Strategy #1

Increasing opportunities with school districts facilities to provide services for adult students is an ongoing opportunity for many of our members. By providing short-term CTE classes on high school campuses or ESL classes at other school campuses, members have been able to increase services to their students and will continue to explore additional usages on district campuses. Partnership with the neighboring districts and continuation high schools, which offers CTE classes during the day, will continue to benefit adult students and communities.

Strategy #2

Adult Education funding will be braided with college financial resources to develop, and ensure the necessary infrastructure for, noncredit certificates, individual counseling to prospective students after they have worked with an advisor to advance to the final stages of the matriculation process, and support the outreach services that complement the educational advising offered at the adult schools.

Strategy #3

Adult school and college members will continue to work together to share facilities and ensure easier access to services for potential college transitions. Individual educational advisors from each of the member colleges work with transitioning students and conduct workshops at adult school classrooms and campus facilities.

Strategy #4

Members have partnerships with community organizations and educational institutions, such as the AUMT Institute ("The Phlebotomy School"). Adult students benefit from the instruction, the certification, and assistance with job placement after completing the course. Other partnerships with United Way, local cities, the Department of Public Social Services, and more provide classroom space with little or no cost to the member.

Strategy #5

A member partners with a temporary employment agency for job placement for students who have completed portions of CTE coursework. Students can earn work experience while being paid.

Strategy #6

A member collaborates with Riv-Co Probation Dept. to increase ASE offering. Probation staff at community correction sites recruit and enroll their clients in CTE offerings at their sites.

Strategy #7

A member partners with the Riverside County Youth Treatment Facility (YTEC) to provide CTE online and workforce readiness skills to 18-year old transitional students who have already completed diploma or HSE.

Fiscal Management

A narrative justifying how the planned allocations are consistent with the annual adult education plan which is based on your CAEP 3-year plan.

Members of the ABOUT STUDENTS Consortium utilize the planned allocations to provide instruction and support services in accordance to CAEP guidelines. Allocations will be spent in direct alignment with the goals identified in the 2019/20 Annual and 3-Year Plans. Funding to support personnel and program development and expansion involves the majority of expenses. The

additional funding received for the 2019/20 year will be distributed to members with potential to grow and expand instructional services in their sub-regions. The consortium is determined to focus funding resources to prepare students for academic growth, transition, or workforce. Increasing short-term CTE programs, connecting with community through outreach and student support services, aligning transitions and pathways, and increasing access and capacity continue to be the emphasis of the ABOUT STUDENTS Consortium. The funding allocation will be spent exclusively on the described activities, which will advance the consortium’s goal of preparing students for higher education and the workforce. Members are using their CAEP allocation to increase capacity in basic skills, secondary education, English as a Second Language, and short-term Career Technical Education for all students. Within the county jail, allocation will be used to build up the logistics program, and incorporate more online CTE offerings to assist student job seekers in a wider range of industry areas.

An approach to incorporating remaining carry-over funds from prior year(s) into strategies planned for 2019-20.

Consortium members are strategically utilizing carry-over funds from prior years to complete activities planned in program development. Additional staff and instructors are being hired into vacant positions, equipment and materials are being purchased, expenses related to program expansion and growth are also reducing carry-over funds. Additionally, carryover funds will be used to increase program expansion of ABE and ASE courses, short-term CTE certificate offerings, and additional member costs for outreach and community collaborations. Some members’ allocations have not increased based on consortium funding decisions, but personnel and materials costs have increased, thus requiring carryover funds to be leveraged to cover base costs. Carryover funds will be spent down over the next three years to adjust to increasing costs of operations. Carryover funds will be used to maintain and sustain the programs and services which have been established. The college member will attempt to locate outside funding to maintain current levels of operation. Another member plans to incorporate carryover funds in preparation for its WASC Self-Study process and committee visitation. Its carryover funds will provide the resources to support all the activities needed for an effective program analysis and implement steps toward continuous improvement.

Certification

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