CCRC WEBINAR

Funding Guided Pathways in California

Wednesday, February 3
11–12 PT / 2–3 ET

Davis Jenkins
Senior Research Scholar,
Community College Research Center

Sonya Christian
President, Bakersfield College

Anthony Culpepper
Executive Vice President of Administrative Services, Glendale Community College

Lizette Navarette
Vice Chancellor for Finance & Facilities Planning, California Community Colleges Chancellor’s Office
Guided pathways has become a national movement for institutional transformation at scale.

Nearly **400 community colleges** are part of formal state and national guided pathways reform initiatives. Others are implementing pathways reforms on their own.
Guided pathways | Redesigned for access and success

Clarify paths to student end goals

- Backward map all programs from good jobs and/or transfer in a major
- Organize programs by field (meta-major) to facilitate exploration and engage students in an academic and career community

Help students get on a path

- Help all new students (including high school dual enrollment and adult ed students) explore options and interests, connect with an academic/career community, and make a purposeful program choice
- Replace prerequisite remediation with teaching students to be effective learners in college-level program foundation courses
- Ensure all new students have a term 1 “light the fire” learning experience
- Help all new students develop a full-program learning and financial plan by end of term 1

Keep students on path

- Schedule courses and monitor students’ progress based on plans

Ensure students are learning along their path

- Introduce students to practice of the field through active learning in classes
- Ensure every student gains program-relevant experience
College leaders have questions about GP costs.

- How much will guided pathways cost?
- What are the initial and ongoing costs?
- Are other colleges funding pathways reforms with new money, or are they reallocating funds?
- Is guided pathways a good value for students and the college?
- How can we estimate the costs and develop a funding plan for our college?
The Economics of Guided Pathways: Cost, Funding, and Value

Are other colleges funding pathways reforms with new money, or are they reallocating funds?

What reforms should we prioritize?

Is guided pathways a good value for students and the college?
Implementation costs are much higher than operating costs, and advising is by far the most costly element.

<table>
<thead>
<tr>
<th>Estimated Costs of Guided Pathways at an “Average” Community College</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STUDENT ADVISING</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>PROGRAM MAPPING</strong></td>
</tr>
<tr>
<td><strong>IT INVESTMENTS</strong></td>
</tr>
<tr>
<td><strong>GOVERNANCE AND MANAGEMENT</strong></td>
</tr>
<tr>
<td><strong>PROFESSIONAL DEVELOPMENT</strong></td>
</tr>
<tr>
<td><strong>SUCCESS COURSES</strong></td>
</tr>
<tr>
<td><strong>TEACHING AND LEARNING</strong></td>
</tr>
<tr>
<td><strong>OTHER DIRECT COSTS</strong></td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
</tr>
</tbody>
</table>

**COST PER FULL-TIME EQUIVALENT STUDENT**

- **IMPLEMENTATION COST**: $450/Year
- **ANNUAL OPERATING COST**: $350/Year

Source: The Economics of Guided Pathways: Cost, Funding, and Value (Belfield, 2020).
Estimates for smaller and larger colleges show that there are some economies of scale.

<table>
<thead>
<tr>
<th></th>
<th>Implementation Cost (Over 4 Years)</th>
<th>Operating Cost (Price-Adjusted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total resource cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,000 FTEs</td>
<td>$4.47m</td>
<td>$0.89m</td>
</tr>
<tr>
<td>4,000 FTEs</td>
<td>$7.14m</td>
<td>$1.41m</td>
</tr>
<tr>
<td>10,000 FTEs</td>
<td>$17.72m</td>
<td>$3.46m</td>
</tr>
<tr>
<td>Total cost/FTE (annualized)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,000 FTEs</td>
<td>$670</td>
<td>$450</td>
</tr>
<tr>
<td>4,000 FTEs</td>
<td>$450</td>
<td>$350</td>
</tr>
<tr>
<td>10,000 FTEs</td>
<td>$370</td>
<td>$350</td>
</tr>
</tbody>
</table>
New CCRC Guide

Funding Guided Pathways: A Guide for Community College Leaders

Are other colleges funding pathways reforms with new money, or are they reallocating funds? What reforms should we prioritize? Is guided pathways a good value for students and the college?
Six case study institutions
Strategies for funding and sustaining guided pathways

Funding strategies

• GP colleges use grant funding for start-up engagement, planning, and capacity building
• GP colleges rely as much or more on reorganization, reassignment, and reallocation of staff and other resources as on raising new income to fund ongoing costs
• GP colleges make a strategic shift from numerous small, often disconnected interventions to large-scale changes in roles, practices, and systems under GP model
Strategies for funding and sustaining guided pathways

Value to student and college

- GP offers clear economic value for students that would offset tuition increases
- GP college leaders say GP improves program value, student momentum/outcomes, COVID responsiveness

A new community college business model

- Guided pathways represents a new community college business model focused on attracting and retaining students with affordable, high-value programs and strong student supports