





- **Meeting students' non-academic needs** (housing, food, transportation, childcare, mental health)
- **Supporting credential attainment/statewide attainment goal**
- **Meeting the needs of a changing and more diverse student population** (age, race/ethnicity, academic preparation, disengagement, mental health, disability status)
  - **National leader in diversity and inclusion** (*addressing opportunity gaps*)
- **Addressing interest in increased flexibility and availability** (scheduling of courses, modality of courses, availability of college services...especially for adult learners)
- **Technology access for students** (cited more than transportation in student survey)

#### **4. Addressing Employer Needs, Talent Development, and Economic Mobility**

(workforce/economic development, student interest, faculty availability, incentives for regional collaboration)

- **Addressing skill shortages** (worker shortages identified across industries)
- **Supporting continued expansion of apprenticeships, other work-based learning, and Customized Training** (with support for colleges to listen to employer needs together)
- **Regional solutions** (changing the relationships between colleges and between colleges and the system office; incentives for regional collaboration; convening college leaders to help develop)
- **Further developing pathways, career advising**

#### **5. Improving System Funding & Effectiveness**

- **Funding model** (Funding based on past FTE makes starting new programs difficult, FTE rate for high cost/high impact programs does not cover costs, large/small college funding considerations, services are delivered by headcount not FTE)
- **Funding for capital construction and equipment** (many buildings nearing end of life cycle, especially rural; variable ability to raise local funds; unique needs for buildings, equipment for high-demand fields)
- **Data and innovation** (improved K12 and workforce data sharing; System focus on sharing research and leading innovation)
- **Technology and cybersecurity** (broadband access, computer access, cybersecurity, ERP/technology systems)
- **Enhanced leadership and supports from System Office** (purchasing contracts, subject matter experts, convening colleges, more flexibility, quicker response)