



OFFICE OF THE PROVOST AND SENIOR VICE-PRESIDENT —
ACADEMIC AFFAIRS

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October 23, 1997

TO: ASSIST Board of Directors

FROM: Steve Handel (on behalf of the ASSIST Workgroup)

RE: Review of ASSIST Strategic Plan and Proposals for Board of Director review on November 3.

In preparation for our meeting on November 3, I am attaching for your review and comment several documents relating to a recent review of the ASSIST Strategic Plan conducted by the ASSIST Workgroup, whose members include Vivian Franco, Kathleen Nelson, Eric Taggart, Cathy Robin, and, most recently, Judy Osman. This review was initiated to determine the extent to which the Plan's goals, objectives, and activities have been implemented or otherwise completed. As you know, such a review is one of the responsibilities of our Workgroup. Primary Goal 1, Objective 6, Activity 1 directs the ASSIST Board Workgroup to "conduct an initial review of Project goals and objectives and ... [to] develop recommendations for consideration and adoption by the ASSIST Board of Directors."

The first document is an overall review of the Strategic Plan, outlining goals, objectives, and activities that have been completed, are in the process of being completed, or require additional Board of Directors' action or guidance. The remaining three documents are specific proposals developed by the Workgroup designed to address Strategic Plan goals, objectives, or activities. These proposals require Board review and approval on November 3.

In summary then, please find:

- **Attachment 1:** Overall Inventory of Strategic Plan (Goal 1, Objective 6, Activity 1);
- **Attachment 2:** Proposal to Obtain Endorsement of ASSIST as the Official, Statewide Repository of Articulation and Transfer Information by the Three Governing Entities of California Postsecondary Education (Goal 2, Objective 3, Activity 1);
- **Attachment 3:** Proposal to Inform Higher Education Institutions and Agencies of ASSIST's Plan to Become the Official, Statewide Repository of Articulation (Goal 2, Objective 4, Activities 1 and 2); and
- **Attachment 4:** Proposal to Develop and Implement Marketing Strategies to Raise the Awareness of ASSIST (Secondary Goal 2, Objective 1, Activities 1 and 2).

I am looking forward to seeing all of you on November 3 at the Office of the President. In the meantime, if you have questions or need additional information, please contact me at (510) 987-9559 or via e-mail at stephen.handel@ucop.edu.

Attachments

cc: Vivian Franco, CSU Chancellor's Office
Judy Osman, CSU Chancellor's Office
Kathleen Nelson, CCC Chancellor's Office
Cathy Robin, ASSIST Coordination Site
Eric Taggart, ASSIST Coordination Site

Status Report Regarding Implementation of ASSIST Strategic Plan Goals, Objectives, and Activities¹

ASSIST Board of Directors' Workgroup²

Primary Goal 1: Secure broad-based commitment to and support of the mission and vision of Project ASSIST.

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
1. Complete & adopt a Strategic Plan.	1. Prepare a summary of the Strategic Plan.	ASSIST Coordination Site (ACS)	September 17, 1996	Completed
	2. Create draft Strategic Plan for review by the ASSIST Board of Directors (ABD).	ABD	October 25, 1996	Completed
	3. Adopt Strategic Plan	ABD	November 18, 1996	Completed. (ABD approved Plan at its November 1996 meeting.)
2. Communicate adoption of Strategic Plan to ASSIST-participating campuses.	1. Issue statement to all CC, CSU, & UC campuses regarding adoption of Plan.	ABD	December 31, 1996	<ul style="list-style-type: none"> ◆ UC letter issued to all Chancellors from President Atkinson on 2/14/97. ◆ CSU letter issued to all Vice Presidents from Sr. Vice Chancellor Lindahl on 3/7/97. ◆ CCC?

¹ As specified in the ASSIST Strategic Plan (Goal 1, Objective 6, Activity 1), a workgroup of the Board of Directors was directed to review the implementation of the Plan at the end of its first year and submit a report to the Board at its November 1997 meeting regarding the progress and success of the Plan's implementation.

² The Workgroup was established by the ASSIST Board of Directors and included representatives from the California Community Colleges Chancellor's Office (Kathleen Nelson), California State University Chancellor's Office (Vivian Franco), University of California Office of the President (Stephen Handel) and the ASSIST Coordination Site (Eric Taggart and Cathy Robin).

Primary Goal 1 (Continued)

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
3. CCC, CSU, & UC issue a statement endorsing ASSIST.	1. CCC, CSU, & UC issue a statement to their respective campuses endorsing ASSIST.	CCC, CSU, & UC systemwide offices.	January 15, 1997	Completed for UC and CSU (see Objective 2, Activity 1 above). CCC?
4. Segments secure campus' commitment to ASSIST as: 1) official, Statewide repository; 2) enter articulation by 4-year universities; & 3) use ASSIST as advising tool.	1. Define CCC "participation criteria." (CSU and UC participation criteria developed under Primary Goal 2 below)	Workgroup	April, 1997	Completed (Definition reviewed and approved by ABD at May, 1997 ABD meeting.)
	2. ABD sends letter to all campuses explaining participation criteria; requesting names of staff who will manage ASSIST; and requesting signature of senior manager overseeing ASSIST.	Systemwide offices and ASSIST Board of Directors	April, 1997	Completed (Letter sent by ABD Chair in June, 1997.)
5. CCC/CSU/UC shall work jointly to maintain adequate funding for ASSIST.	1. Budget analysis of ASSIST needs.	ACS	February 1, 1997	Completed (Budget analysis reviewed and approved by ABD at May 1997 meeting.)
	2. Draft BCP for submission to 1998 Inter-segmental Budget Task Force	ABD	May, 1997 Board Meeting	No BCP submitted for 1998. BCP to be considered for submission in 1999.

Primary Goal 1 (Continued)

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
6. ABD will review/revise annually the goals & objectives of the Project.	1. Annual review of Strategic Plan	Workgroup	September, 1997	In-process (Workgroup will conduct review & report to ABD at its November 1997 meeting.)
	2. ABD will schedule a retreat every 2 years to update Strategic Plan.	ABD	July 1998.	
7. ABD to clarify and standardize meeting procedures.	1. Refine ABD operating procedures. (More...)	ABD	November 18, 1996	Completed. (Governance Plan and meeting procedures reviewed and approved by ABD at its November 1996 meeting.)

Primary Goal 2: Establish ASSIST as the official, Statewide repository of articulation and transfer information for California.

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
1. Define “official, Statewide repository...”	1. Discuss at December, 1996 ASSIST User Group Meeting.	ACS and Workgroup	December, 1996	Completed
	2. Establish <i>ad hoc</i> committee to address this topic.	Workgroup	March, 1997	Completed.
2. Adopt the definition of “official, Statewide repository...”		ABD	April, 1997	Completed. (<i>Definition and Policies</i> reviewed and approved by ABD in July '97.)
3. Obtain endorsement of ASSIST by each of the three post-secondary segments.	1. Bring ASSIST to the attention of the governing entities of each segment.	ABD and segmental representatives.	July 1, 1997	In-process (Draft proposal to be presented to ABD at its November 1997 meeting.)
4. Inform higher education agencies/groups of ASSIST’s plan to become “official, Statewide repository...”	1. Identify relevant groups and agencies and select appropriate communications.	Workgroup	December, 1997	In-process (Draft proposal to be presented to the ABD at its November 1997 meeting.)
	2. Contact groups & agencies identified in Activity 1.	Workgroup	December, 1997	In-process

Primary Goal 3: Develop and implement procedures to ensure complete and comprehensive articulation and transfer information in ASSIST.

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
1. Identify procedures for implementing a timely, on-going, articulation update process.	1. Develop specific working procedures...	ACS, Workgroup and 3 campus articulation officers	March, 1997	Draft proposal to be submitted to ABD at November 1997 Board meeting.
2. Ensure that campuses adhere to procedures (outlined in Objective 1)	1. Develop monitoring process.	Workgroup	July, 1997	Draft proposal to be submitted to ABD at November 1997 Board meeting.
	2. Implement monitoring process.	To be determined.	Fall, 1997	To be determined.
3. Evaluate relationship of emerging degree audit implementations to ASSIST and determine commonality for a positive relationship.	1. Study degree audit implementations at UC, CSU, and CCC campuses and write report outlining possibilities for integration.	TAC and ACS	June, 1997	Degree audit extracts for CSU and UC developed by ACS and will be delivered in October, 1997. ACS plans to hold meeting with CCCs to discuss use of these extracts.
4. Add data to the database from universities who are not entering own data directly.	1. CSU Chancellor's Office sends letter to non-participation campuses...	CSU Chancellor's Office	October 31, 1996	Completed.
	2. Data entry of CSU articulation by ACS staff.	ACS	Following completion of Activity 1	On-going
5. Ensure complete submission and entry of all community college course list data.	1. Evaluate potential for use of CCCCCO MIS course list data.	ACS and CCCCCO staff	December 31, 1997	Meeting scheduled for October 1997 with CCCCCO MIS staff.

Primary Goal 3 (Continued)

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
	2. Develop process for inputting CCC course list data into ASSIST.	ACS and Workgroup	March, 1998	To be determined (based on results of October 1997 meeting).
	3. Implement a process for inputting complete community college course list data into ASSIST.	ACS and Workgroup	June, 1998	To be determined (based on results of October 1997 meeting).

Primary Goal 4: Utilize the established Technical Advisory Committee process to implement the Technology Plan to promote universal access to logically centralized applications and data using an open architecture web browser clients, and modern database management system technology.

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
1. Adopt a specific database environment.	1. Research, review, and adopt a specific database environment.	ACS, TAC, ABD	November 18, 1996	Completed.
2. Adopt and communicate a web browser as the client for future access to ASSIST.	1. Research, review, and adopt a specific browser.	ACS, TAC, ABD	November 18, 1996	Completed
	2. Communicate related information to campuses.	ACS, TAC	February, 1997	Completed
	3. Convert/migrate ASSIST functionality to new environment.	ACS, TAC, ABD	December 31, 1998	In-process
4. Assess campus-based information systems for linkages with articulation data in ASSIST.	1. Identify and study representative campus-based information systems for linkages with ASSIST.	ACS, TAC	December, 1998	In-process.

Secondary Goal 1: Assure the availability of a Statewide transcript analysis tool by December 1999.

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
1. Define the requirements for a Statewide transcript analysis tool.	1. Convene a task force of technical and student service representatives.	ACS	Convene Task Force by February 1997; Conclude deliberations by May 1, 1997	ABD Executive Board and TAC met to establish system requirements in June 1997.
	2. Task Force report for submission to Board of Directors	Task Force	May 1997 Board of Directors' meeting.	Draft report to be submitted to ABD at its November 1997 meeting.
2. Evaluate existing systems against requirements for a Statewide transcript analysis tool.	1. Identify and study representative systems and provide a report to the ABD.	TAC and key campus/systems representatives.	November 1997 Board meeting.	To be determined (based on ABD response to draft report – see above).
3. Identify a preferred solution.	1. Identify a preferred solution based on TAC evaluation information.	ABD	November 1997	To be determined (based on ABD response to draft report – see above.)

Secondary Goal 2: Increase the use of ASSIST by students and counselors.

OBJECTIVES	ACTIVITIES	ASSIGNMENT	TIMELINE	STATUS
1. Develop and implement marketing strategies to raise the awareness of ASSIST.	1. Develop a marketing strategy to raise the awareness of ASSIST among students and counselors.	Workgroup	January 1998	Draft proposal to be presented to ABD at its November 1997 meeting.
	2. Implement the marketing strategy developed in Activity 1.	To be determined	Spring 1998	To be determined (based on ABD response to proposal – see above).

**ASSIST Board Workgroup
Recommendations Regarding
Implementation of the ASSIST Strategic Plan**

**Obtain Official Endorsement of ASSIST by the Governing Bodies
of Each Postsecondary Segment**

(Draft Only – 10/23/97)

Background

Objective 3 of Primary Goal 2 specifies that ASSIST should obtain the endorsement of the governing bodies of each segment. During the development of the Strategic Plan, it was felt that the endorsement of the CCC Board of Governors, CSU Board of Trustees, and UC Board of Regents was critical to ensure the long-term viability of the Project, demonstrate intersegmental commitment and cooperation to the Legislature, and portray the larger significance of ASSIST to participating campuses, counselors, and students.

The Strategic Plan specifies that the responsibility for obtaining this endorsement should come from the Workgroup (since it consists of representatives from the three postsecondary education segments). It also specifies a deadline of July 1997.

At the May 1997 ASSIST Board of Directors' meeting, the Board revised this aspect of the Strategic Plan by specifying that: 1) the endorsement of ASSIST should be quite specific, ratifying the Project as the "official, Statewide repository of articulation and transfer information;" and 2) ASSIST should pursue the endorsement at a joint meeting of the governing entities rather than three separate endorsements.

Since the May meeting of the Board, the anticipated joint-meeting of the Board of Governors, Board of Trustees, and Board of Regents has not been scheduled. In addition, no such joint meeting is currently planned. This turn of events requires the Board to reexamine its plans in meeting this objective.

The Workgroup discussed two options to meet this objective of the Strategic Plan. The first was to request the endorsement of ASSIST separately from each of the three governing entities. This idea was dropped for two reasons. First, this was discussed by the ASSIST Board and rejected for a variety of reasons last May. Second, logistics prevent the presentation of ASSIST during the current academic year; for example, there are no agenda spots available for the CSU Board of Trustees until Fall of 1998 at the earliest. The second option is presented below.

Alternative Proposal – Obtain the Endorsement of the California Higher Education Roundtable

The Workgroup proposes that ASSIST should seek the endorsement of the California Higher Education Roundtable rather than the three governing entities. The Roundtable includes the chief executives of the three higher education segments, as well as the Director of CPEC. An endorsement from this group, though not as estimable as the segmental boards, would nevertheless provide ASSIST with some measure of intersegmental support as it pursues its mission as the official, Statewide repository of articulation and transfer information.

The presentation before each governing entity should:

- provide background regarding the development of ASSIST;
- demonstrate its use in helping community college transfer students;
- describe ASSIST's database components; and
- conclude with an on-line demonstration of ASSIST, presenting examples of ASSIST's articulation database.

Consistent with the Strategic Plan, all three presentations should be completed no later than June, 1998.

**ASSIST Board Workgroup
Recommendations Regarding
Implementation of the ASSIST Strategic Plan**

**Initiating Contact with Higher Education Agencies
Regarding the Capabilities of Web ASSIST**

(Draft Only – 10/23/97)

Background

Objective 4 of Primary Goal 2 specifies that the Workgroup should, “Update and inform all public higher education institutions and other relevant higher education agencies/groups of ASSIST’s plans to become the official repository of articulation and transfer information.” Within Objective 4 are two specific activities. The first requires the Workgroup to identify relevant groups and agencies, in addition to all public higher education institutions, and determine what method of communication would be most appropriate. The second activity is to contact these institutions and agencies.

The ASSIST Coordination Site has already fulfilled a significant component of this objective by contacting all the higher education institutions in the State, informing them of the deployment of ASSIST on the World Wide Web and its role as the official, Statewide repository of articulation and transfer information. Chancellors/Presidents, Vice Chancellors/Vice Presidents (of student services) were contacted at CSU and UC campuses. At community colleges, these individuals also were contacted, along with transfer center directors, directors of counseling and MIS directors.

Proposal

Given that the public colleges and universities throughout the State have already been contacted, the Workgroup recommends that the following higher education agencies/organizations be contacted and provided with information concerning: 1) ASSIST’s migration to the World Wide Web; and 2) ASSIST’s plans to become the Statewide repository of articulation information.

Higher Education Agencies/Groups:

- Higher Education Subcommittees of the California Legislature
- Department of Finance
- California State Department of Education
- California Postsecondary Education Commission
- Intersegmental Coordinating Council
- Intersegmental Academic Development Programs (e.g., MESA, Puente)

The Workgroup also recommends that this contact be initiated subsequent to the (anticipated) endorsement of the California Higher Education Roundtable.

To initiate this contact (Activity 2 of Objective 4), formal communication should occur via letter from the ASSIST Board of Directors, with accompany material that provides background and context for ASSIST and delineates relationship between ASSIST and the group being contacted. Follow-up communications should occur as needed.

**ASSIST Board Workgroup
Recommendations Regarding
Implementation of the ASSIST Strategic Plan**

Marketing Plan for ASSIST

(Draft Only – 10/23/97)

Background

Secondary Goal 2 specifies that there should be increased use of ASSIST by students and counselors. The single objective of this goal is to develop and implement marketing strategies to raise the awareness of ASSIST with students and counselors.

1. General Information Campaign

One of the advantages of moving ASSIST to the Web is the increased access it provides to students and counselors. The previous version of ASSIST required students to contact one or more “gatekeepers” in order to access articulation in the database. Thus, an ASSIST marketing strategy becomes both easier and more elusive as a result. While access to ASSIST is now greater, it is not altogether clear that knowledge of ASSIST or an understanding of articulation is much improved. Marketing, as a result, must address the following:

- What is ASSIST?
- How does it work?
- For whom was it designed?
- Why is it important (to transfer students and others)?

Addressing these topics should form the major part of any information campaign designed to update the higher education community about ASSIST. These topics have great utility to the extent that they are not campus or segment-specific and provide useful information for anyone interested in the topic, from Regents to counselors to middle school students only just considering their college plans.

The main message embedded within the topics should be that transfer from a community college to a four year institution need not be troublesome or complex, so long as students are willing to do some planning and use ASSIST as a regular part of their course-scheduling practices.

Another important aspect of this informational campaign should be a focus on linking ASSIST with Web sites on the Internet. Attention should be given to linkages with CCC, CSU, and UC campus Web sites (especially if such sites have information especially for transfer students), as well as linkages with CSU and UC’s electronic application systems, *Mentor* and *Pathways*.

2. Specific Information Campaigns

In addition to a general information campaign, the ASSIST Board may wish to consider the development of more specific campaigns directed to the unique needs of three ASSIST constituencies:

Students Lacking Access to the Web: While deployment to the Web increases access to ASSIST, it nevertheless remains inaccessible to students without a Web connection. While Internet connectivity continues to increase, there is legitimate concern that, in the short-term at least, many students will not benefit from the data in ASSIST. To the extent that a larger percentage of students from low-income backgrounds initially enroll in a community college, this

problem is likely to persist. Therefore, a second informational campaign should be addressed to this cohort of students via community college counselors, articulation officers, and CSU/UC outreach and recruitment staff. It is

Attachment 4

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from these individuals that students without access to the Web are best able to gain information about the courses they should take and the transferability of these course to CSU and UC. Staff in these areas should be fully informed about the capabilities and advantages of the ASSIST database and also made aware (if not already) that many students do not yet have access to the Internet and that they may, in fact, be the sole source of articulation information.

Community College Counselors: A second group requiring special attention are community college counselors. In addition to providing information regarding the issue noted above, this group should also receive special information on the policies and practices regarding the ASSIST articulation update process. This will give them a fuller understanding of how courses are reviewed and approved, the timing of such reviews, and how information is added or deleted from the ASSIST database.

Four-Year University Outreach and Articulation Personnel: At a recent conference of UC outreach and recruitment staff, Web ASSIST was presented. Although the responsive was enthusiastic, some staff appeared unaware of ASSIST or had not accessed the database in a number of years. Thus, there may be a need to “re-educate” outreach personnel, especially those involved in community college recruitment, regarding the capabilities and advantages of ASSIST. Our informational campaign should be quite specific. Outreach staff are on the road for long periods of time and must respond to a dizzying array of questions from great numbers of students. Thus, any presentation of ASSIST should demonstrate to them the ease of accessing the database and gaining specific information quickly and effectively.

Proposal

- The Workgroup recommends that ASSIST continue to inform students, staff, and faculty within the three postsecondary education segments about ASSIST and its capabilities (as described in the “General Information Campaign” section above).
- The Workgroup recommends that additional data collection be initiated to determine if students are using Web ASSIST and the extent to which ASSIST, in its current form, is meeting their needs for articulation and transfer information. In addition to surveys and other data collection activities, the Workgroup recommends that focus groups be used as major element in this data collection process.
- To support marketing efforts targeted to specific audiences (as described in “Specific Information Campaigns” section above) and the collection of student-use data, the Workgroup recommends that the Board consider the appropriation of ASSIST resources for a marketing budget.