

California Community Colleges: "Reimagine Apply" Approach to Change Assessment

Prepared for: Higher Digital



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August 13, 2025

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1) Contextual Snapshot

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Strategic Context

- Enrollment rebounding post-pandemic; streamline onboarding to capture demand.
- Open-access mission and affordability; clarify residency, AB 540, and aid pathways.
- Heightened ID/fraud concerns require stronger proofing and anomaly detection.

Reimagine Apply Objectives

- Modern, mobile-first, plain-language application to replace CCC Apply.
- Reduce time-to-submit with progressive disclosure and accessibility by design.
- Harden identity verification; deter bots; secure data exchange with FA systems.
- Standardize data elements and consent; clean APIs; privacy-first governance.
- Interoperate from application → onboarding (orientation, placement, counseling) via OpenCCC SSO.

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Initial Success Metrics

- Completion rate, time-to-submit, and drop-offs by step/device.
- Accessibility score, CSAT/NPS, and % onboarded within 7 days.
- Equity gaps closed for priority groups; fraud-prevention KPIs.

Risks & Mitigations

- Legacy integrations → phased rollout with adapter layer.
- ID proofing equity risks → multi-path verification + human fallback.
- Change fatigue → statewide comms & staff training.

Key Project Metrics*

- 116 Colleges across 73 Districts
- Students (systemwide): ≈2.1M (public comms)
- Unduplicated headcount: 1,923,761 in 2022–23 (+5% YoY)
- Scale: Largest higher-ed system in the U.S.
- Baseline: CCCApply/OpenCCC SSO in use
- Governance: Chancellor's Office Task Force; CCC Tech Center

*For internal planning; figures reflect available public reports and communications gathered online.

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2) Change Assessment (DRAFT)

The following represents a potential approach to Change Assessment (intended for discussion purposes only).



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1) Context & Objectives

Clarifies the scope of the change (what's changing, why, and the intended outcomes).

Aligns the assessment with organizational strategy, culture, and priorities.

2) Stakeholder & Impact Analysis

Identifies who will be affected (leaders, employees, customers, partners).

Maps the degree and type of change impact for each group (processes, roles, technology, behaviors).

3) Readiness Assessment

Measures the organization's current state of awareness, willingness, and ability to adopt the change.

May include surveys, interviews, focus groups, and review of past change efforts.

4) Organizational & Cultural Factors

Examines leadership alignment and sponsorship strength.

Reviews decision-making speed, communication patterns, and cultural openness to change.

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2) Change Assessment (DRAFT)

Change Assessment (continued).



5) Risk Identification

Pinpoints potential resistance points, capability gaps, and operational risks.

Prioritizes where intervention or extra support is needed.

6) Change Capability & Resources

Evaluates existing change management processes, tools, and skills.

Assesses capacity of change agents, HR, communications, and training teams.

7) Recommendations & Roadmap

Provides high-level actions to mitigate risks and close readiness gaps.

Outlines the sequence and focus areas for the change management plan.