INTENTIONAL DESIGN
AND
THE ELIMINATION OF EQUITY GAPS

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Sierra College Superintendent/President

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Latino Leadership Council’s 6th Annual Forum
Reengineering For Student Success
Origins of R4S/Guided Pathways at Sierra

- West Coast meets National Pathways Movement
- The power of disaggregated cohort data
- Making the case to the campus community
  - “Moral imperative”
  - Building a Coalition of the Willing
  - “Culture will Eat Strategy for Lunch”
Attrition of students who indicate they want a degree, certificate or to transfer

- Applicants: 5,656
- Fall 2012: 3,169 (44%)
- Spring 2013: 2,588 (19%)
- Fall 2013: 2,099 (12%)
- Spring 2014: 1,857 (19%)
- Fall 2014: 1,510 (11%)
- Spring 2015: 1,352

Completers:
Equity Lens: Completion of English Composition
Required for every degree seeking and transfer bound student

Fall 2013 Cohort
Equity Lens: Who starts four levels below transfer math?

- African American: 10% pass Intermediate Algebra
- Native American: 2% pass Intermediate Algebra
- Asian: 1% pass Intermediate Algebra
- Filipino: 50% pass Intermediate Algebra
- Latinx/o: 25% pass Intermediate Algebra
- White: 2% pass Intermediate Algebra
- Veteran: 10% pass Intermediate Algebra
- Fin Aid: 10% pass Intermediate Algebra
- Disability: 25% pass Intermediate Algebra
- FFY: 25% pass Intermediate Algebra
What we see...

Student Services

Instruction

Special Populations Programs

What the student experiences...

the teacher who believes in me

the students I study with

the dean who helped me get into Math 1A

the counselor who helped me with my ed plan

the patient tutor

the man in the cafeteria who asks how I'm doing

the nice woman in financial aid
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| October 2015 | R4S Task Force Formed  
- Resources: re-assign time, administrative support, office budget |
| Spring 2016  | Research; collaborative process analysis (onboarding)                |
| May 2016     | Academic Senate approves comprehensive Guided Pathways approach and Board of Trustees adopts Guided Pathways as a top priority |
| Fall 2016    | Academic maps; enhancement of early alert technology; ramp up professional development |
Guiding Principles

- Make navigating the institution user-friendly to all students
- Help students understand, explore, and choose appropriate educational goals
- Give students clear and efficient paths to reach those goals
- Ensure those paths are available
- Provide support and resources to keep students on those paths
- Measure institutional progress toward/success at these goals and respond accordingly
Achieving Our Goals Through the Guided Pathways Framework

Clarify the Path  
Help Students on the Path  
Keep Students on the Path  
Ensure Learning
Clarify the Path – Interest Areas

BEFORE: 150+ Degrees and Certificates

AFTER: 9 Interest Areas
Organizing principles for Interest Area (IA) holistic support

- Case management approach with a single point person
- Student success/first year experience course
- Sierra Connect (formerly Starfish) and DegreeWorks
- Increased opportunity for activities and faculty engagement
- Professional Development
Help Students Stay on the Path – Acceleration

English Now
- Transfer English
- 1 level below reading/writing combined

English Before
- Transfer English
- Reading 1 level below
- Writing 1 level below
- Reading 2 levels below
- Writing 2 levels below

Math Now
- Transfer Math
- Math non-STEM
- Math for STEM
- Math Foundations

Math Before
- Transfer Math
- Intermediate Algebra
- Elementary Algebra
- Pre-Algebra
- Math Review
**Strong Partnership with High School Districts**

- **Sierra Promise in 27 High Schools**
  - Fall 2019: Pop-up events generated 4,300 student contacts
  - 84% of Promise students completed the FAFSA

- **High School Transition Counselors**
  - 20 counselors completed 2,411 student education plans

- Additional services for Financial Aid and FAFSA/Dream workshops

- **Dual Enrollment Program**
  - 12 High Schools
  - 115 course section; approaching 3,000 students
  - Over $500,000 in tuition savings over the last 3 years
Re-Engineering Sierra College for Student Success (R4S) Road Map

Clarify the Path
Connect Programs to Careers and Jobs
Career Development

Promise Program
- 15 units
- Financial Aid
- Attend Summer Bridge
- Follow Education Plan

High School College & Career Readiness
- Math & English Alignment and Placement
- Career Development

Workforce Development
- Adult Ed Block Grant
- Non-Credit Certificates
- Continuing Education

Help Students Get on the Path
Schedule Classes to Meet Students’ Needs
Career Development

Redesign SSSP Onboarding with Integrated Career Planning and Development

Summer Bridge
- Career Exploration
- Math and English Jam
- College Success Strategies

Financial Aid Expansion Incentivize Successful Behaviors

Ensure Students are Learning
Campus Engagement, Career Development, Learning Centers, Progress Checks, Student Ambassadors, Success Coaches,

Ensure Students are Learning
Align Programs to Regional Needs

Calworks
CAFYES /Foster Youth
DSPS
EOPS, TRIO
International
Puente and Umoja
Veterans Center

RISE - Take Equity Program to Scale

SSSP Counseling Services Shift to Case Management Provide Nudges and Interventions

Legend
Existing
New Construction
Redesign/Expansion

Advisory Committees
Business and Industry
County Office of Education
CSU
Department of Education
K-12 Partners
Regional Community Colleges
Professional Development
Strong Workforce Initiative
University of California

Key Progress Indicators
- English and Math 1st Year
- 15 units, 30 units
- 3+ Courses in Major

Focus on Relational Strategies

Recommendations:
- Connect with people, not services
- Validating messages
- Demonstrate authenticate care
- Engage in appropriate disclosing
- Educating other ‘educators’
Identify and close success and equity gaps amongst underserved and/or underrepresented student populations.

a) Support the work of the Presidential Equity Advisory Committee.

b) Build partnerships and programs with local K-12 districts that increases access for underrepresented student populations.

c) Expand practices to recruit, hire, and train employees that have the skills and characteristics necessary to close achievement gaps.
Completion - Degree, Certificate or Transfer*

- Current Completion Rate
- 2021-22 Increase
- 2026-27 Increase
• Equity Summit – Campus Wide Conversations
• Annual Equity & Inclusion 3-day Retreat
• Essential Competencies for all employees
  - Professional development training
  - Hiring Practices
  - Mandated Training on Avoiding Bias
• Equity Educator Intern Program
• Student Engagement Centers
  - New Undocumented Student Center
• HSI Designation
• Student Success Center
• Food Pantry
• Presidential Equity Advisory Committee
• Faculty Equity Task Force
• AB705 Implications
EQUITIZING SIERRA COLLEGE

- Employee Equity
- Student Equity
- Institutional Equity

STUDENT SUCCESS
Organizational Redesign

- Clarify and narrow goals
- Strong Collaborative Partnerships
- Commitment = Resources
- Intentional Design