

INTENTIONAL DESIGN AND THE ELIMINATION OF EQUITY GAPS

Willy Duncan
Sierra College Superintendent/President

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Latino Leadership Council's 6th Annual Forum



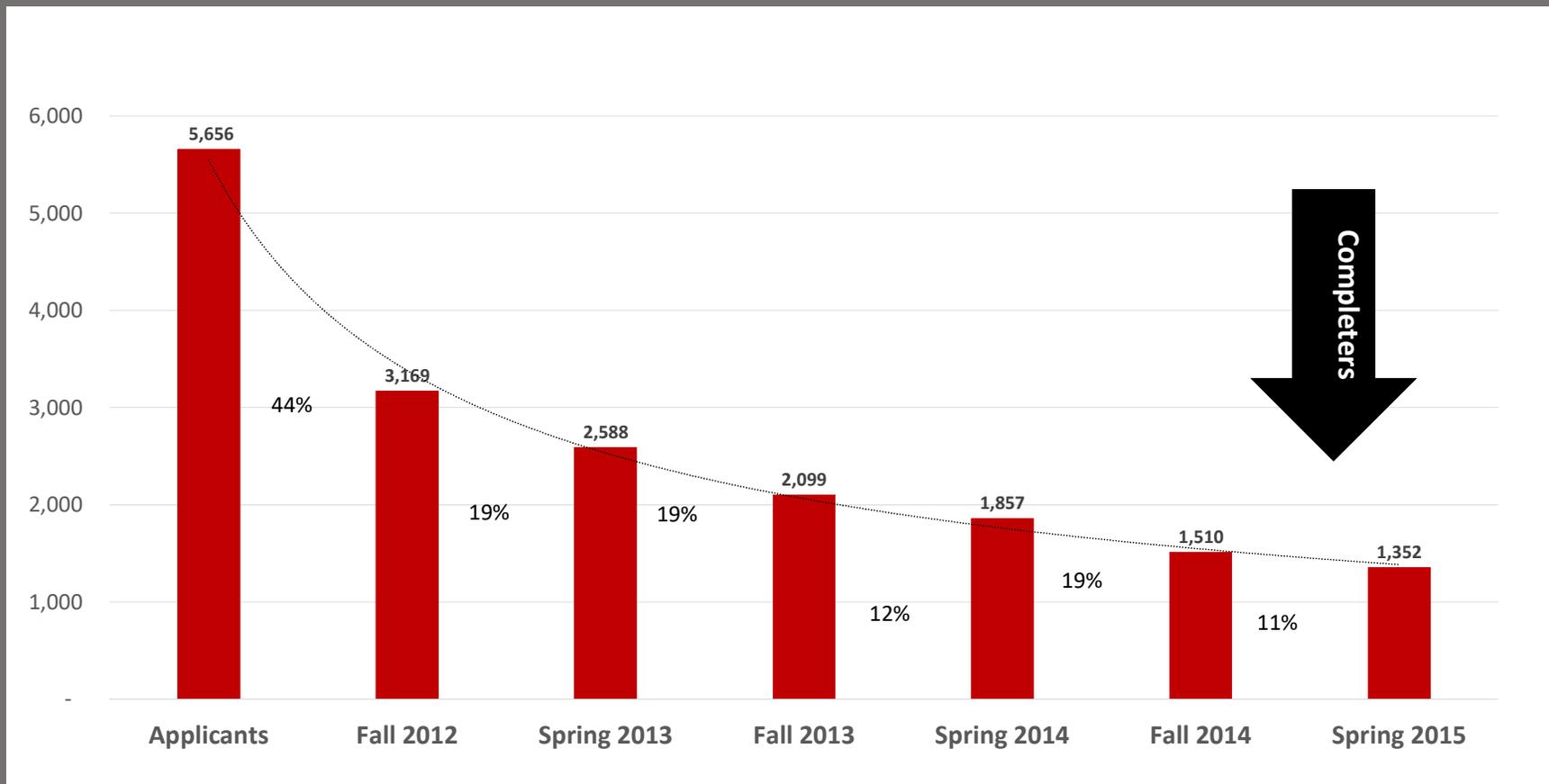
Reengineering For Student Success

Origins of R4S/Guided Pathways at Sierra



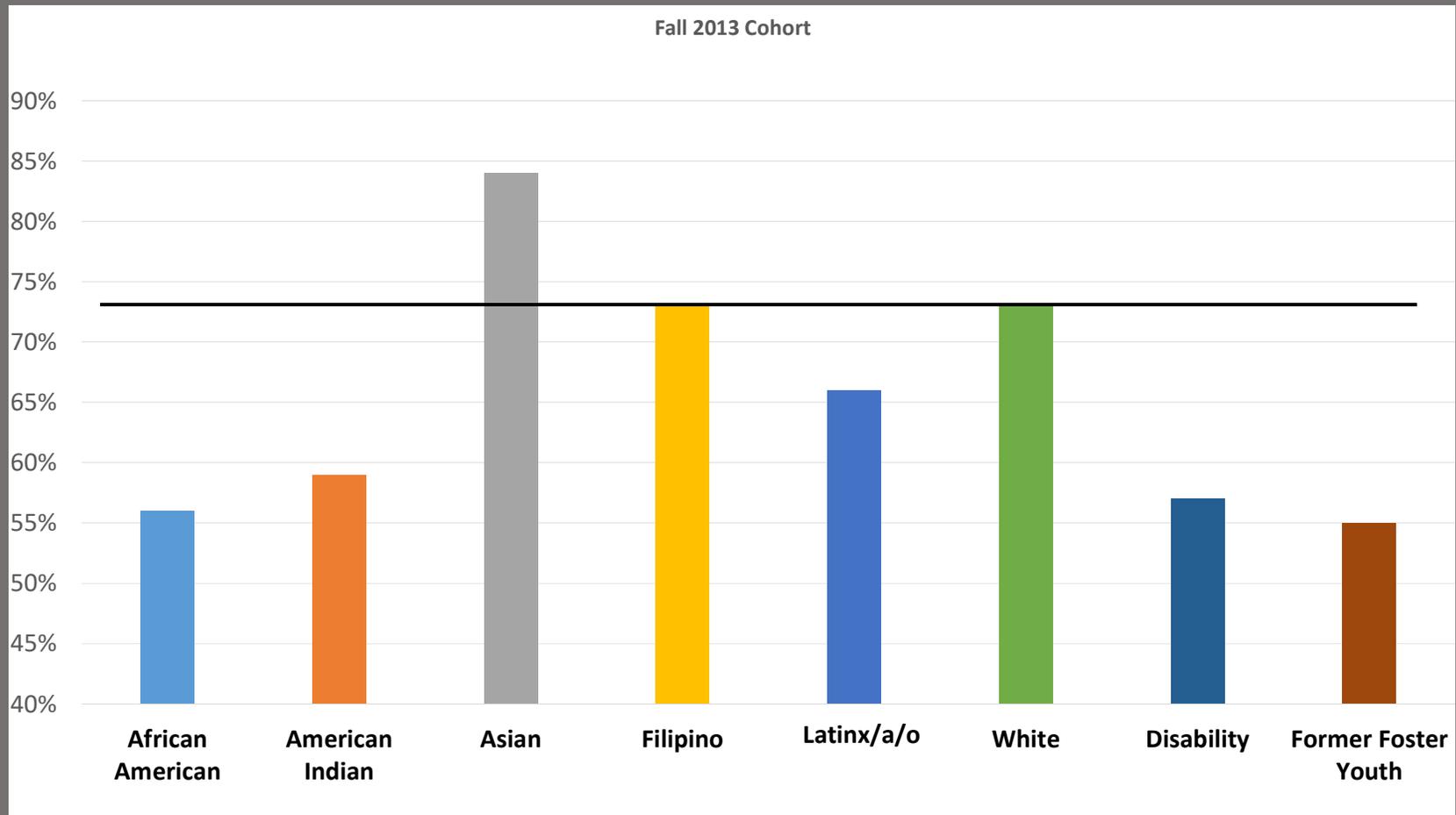
- West Coast meets National Pathways Movement
- The power of disaggregated cohort data
- Making the case to the campus community
 - “Moral imperative”
 - Building a Coalition of the Willing
 - “Culture will Eat Strategy for Lunch”

Attrition of students who indicate they want a degree, certificate or to transfer

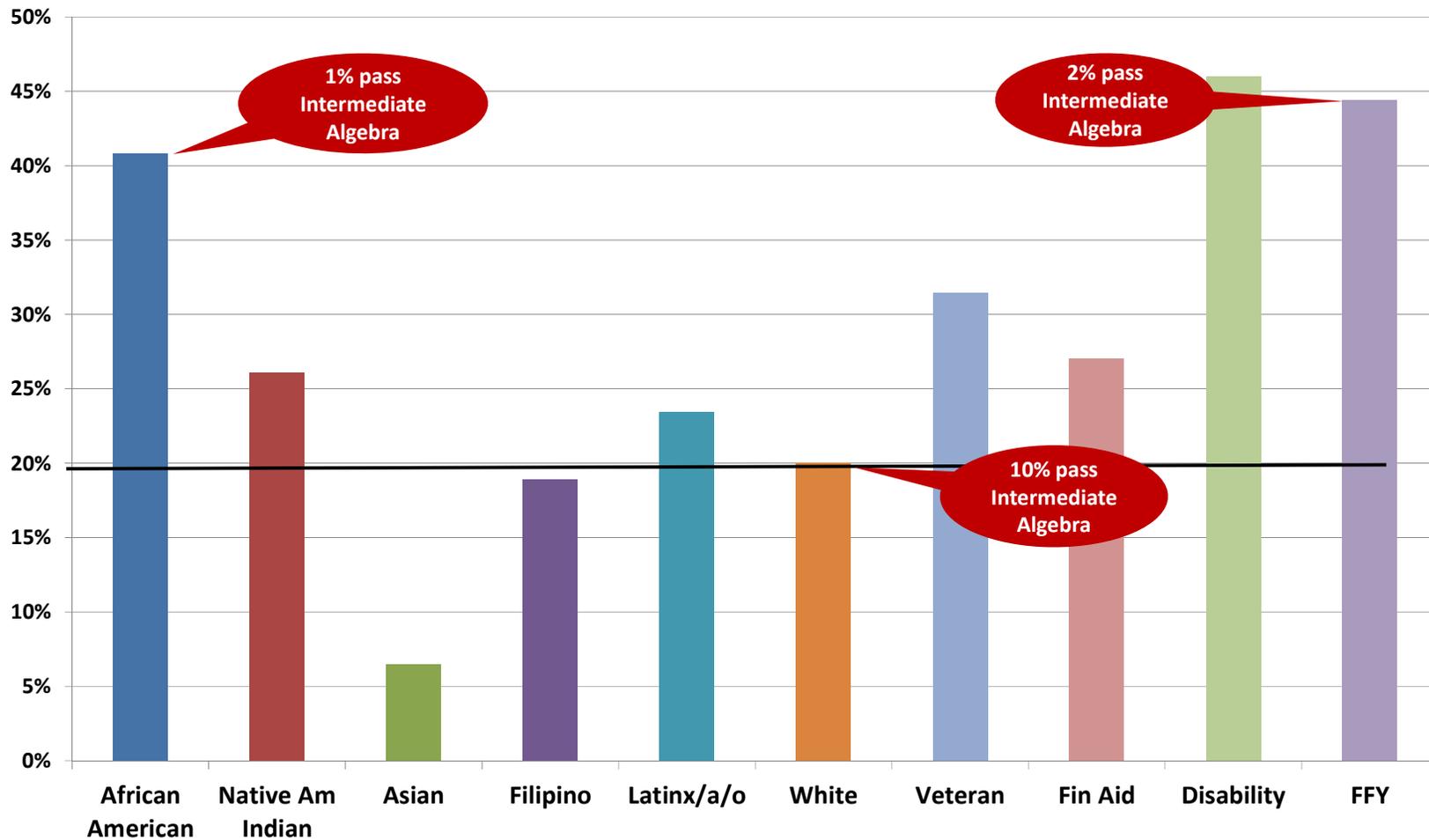


Equity Lens: Completion of English Composition

Required for every degree seeking and transfer bound student



Equity Lens: Who starts four levels below transfer math?



What we see...

Student Services



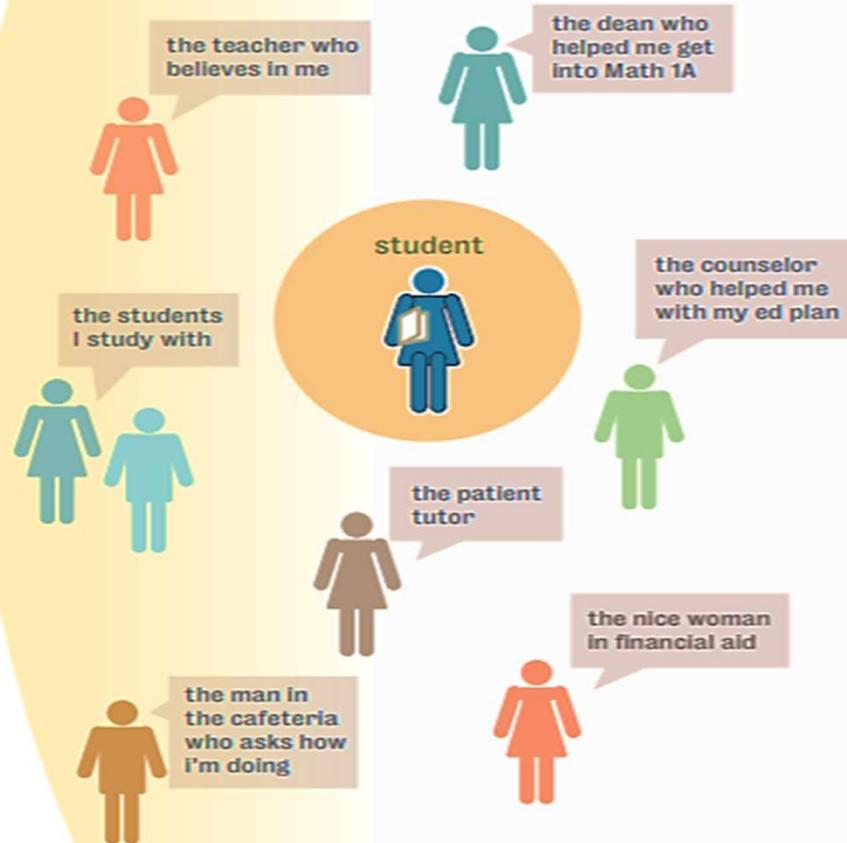
Instruction



Special Populations Programs



What the student experiences...





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

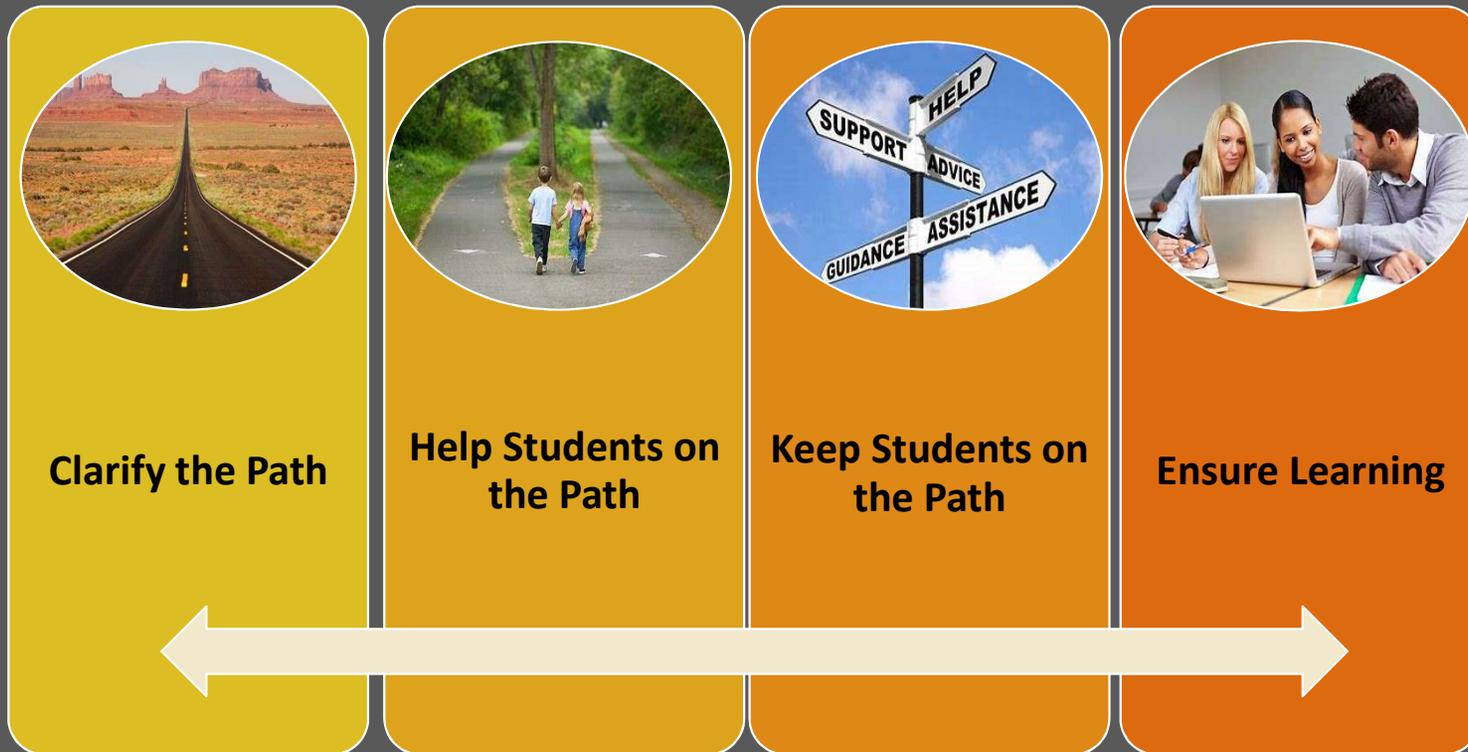


Guiding Principles



- 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 – Interest Areas

BEFORE: 150+ Degrees and Certificates

AFTER: 9 Interest Areas

- Administration of Justice
- Administration of Justice for Transfer: AS-T Degree
- Administration of Justice—Corrections Concentration: AA/AS Degree
- Administration of Justice—Courts Concentration: AA/AS Degree
- Administration of Justice—Law Enforcement Concentration: AA/AS Degree
- Raise the Peace Officer: Skills Certificate
- Agriculture
- Sustainable Agriculture: AS Degree
- Sustainable Agriculture: Certificate of Achievement
- Sustainable Agriculture Business: Skills Certificate
- Anthropology
- Anthropology for Transfer: AA-T Degree
- Applied Art and Design
- Applied Art and Design—Graphic Design Concentration: AA/AS Degree
- Applied Art and Design—Illustration Concentration: AA/AS Degree
- Applied Art and Design—Multimedia Concentration: AA/AS Degree
- Applied Art and Design—Graphic Design Concentration: Certificate of Achievement
- Applied Art and Design—Illustration Concentration: Certificate of Achievement
- Applied Art and Design—Multimedia Concentration: Certificate of Achievement
- Digital Illustration: Skills Certificate
- Graphic Design: Skills Certificate
- Video Production and Editing: Skills Certificate
- Visual Arts and Media: Skills Certificate
- Web Design: Skills Certificate
- ART
- Studio Arts for Transfer: AA-T Degree
- Studio Art: AA Degree
- ART HISTORY
- Art History for Transfer: AA-T Degree
- Art History: AA Degree
- Automotive Technology
- Automotive Analysis: AA/AS Degree
- Air Conditioning and Body Electrical: Certificate of Achievement
- Alignment and Brake: Certificate of Achievement
- Automatic Transmission: Certificate of Achievement
- Automotive Engine Machining: Certificate of Achievement
- Emission and Troubleshooting: Certificate of Achievement
- Master Automotive Technician: Certificate of Achievement
- Powertrain: Certificate of Achievement
- Entry Level Automotive Service and Repair: Skills Certificate
- Biological Sciences
- Biology for Transfer: AS-T Degree
- Biological Sciences: AS Degree
- Watershed Ecology: Certificate of Achievement
- Business
- Administrative Administration for Transfer: AS-T Degree
- Accounting: AA/AS Degree
- Administrative Professional: AA/AS Degree
- Business Administration: AA/AS Degree
- Business Entrepreneurship: AA/AS Degree
- General Business: AA/AS Degree
- Management: AA/AS Degree
- Marketing: AA/AS Degree
- Real Estate: AA/AS Degree
- Accounting: Certificate of Achievement
- Administrative Professional: Certificate of Achievement
- Business Entrepreneurship: Certificate of Achievement
- General Business: Certificate of Achievement
- Management: Certificate of Achievement
- Marketing: Certificate of Achievement
- Real Estate: Certificate of Achievement
- Small Business: Skills Certificate
- Chemistry
- Chemistry for Transfer: AS-T Degree
- Chemistry: AS Degree
- Communication Studies
- Communication Studies for Transfer: AA-T Degree
- Journalism for Transfer: AA-T Degree
- Communication Studies—General Concentration: AA/AS Degree
- Communication Studies—Graphic Design/Multimedia Concentration: AA/AS Degree
- Communication Studies—Mass Communication Concentration: AA/AS Degree
- Computer Information Systems
- Computer Information Systems—Computer Applications Concentration: AA/AS Degree
- Computer Information Systems—Technical Support Concentration: AA/AS Degree
- Computer Information Systems—Networking Concentration: AA/AS Degree
- Computer Information Systems—Technical Support Concentration: Certificate of Achievement
- Virtual Office Professional—Administrative Concentration: AA/AS Degree
- Computer Information Systems—Computer Applications Concentration: Certificate of Achievement
- Computer Information Systems—Networking Concentration: Certificate of Achievement
- Computer Information Systems—Technical Support Concentration: Certificate of Achievement
- Virtual Office Professional—Administrative Concentration: Certificate of Achievement
- Digital Literacy: Skills Certificate
- Information Assurance and Cyber Defense: Skills Certificate
- Information Assurance Technician (Level 1): Skills Certificate
- Business Administration for Transfer: AS-T Degree
- Information Assurance Technician (Level 2): Skills Certificate
- Computer Science
- Computer Science for Transfer: AS-T Degree
- Computer Science—Computer Science Concentration: AA/AS Degree
- Computer Science—Management Information Systems Concentration: AA/AS Degree
- Computer Science—Embedded Systems Concentration: Certificate of Achievement
- Computer Science—Web Programming Concentration: Certificate of Achievement
- Construction and Energy Technology
- Construction Management: AS Degree
- Energy Technology: AS Degree
- Residential Building Construction: AA/AS Degree
- Energy Technology: Certificate of Achievement
- Residential Building Construction: Certificate of Achievement
- Photovoltaic: Skills Certificate
- Photovoltaic: Advanced: Skills Certificate
- Deaf Studies
- Deaf Studies—American Sign Language: AA Degree
- Deaf Studies—American Sign Language: Certificate of Achievement
- Drafting and Engineering Support
- Drafting and Engineering Support—Architectural/Civil Concentration: AA/AS Degree
- Drafting and Engineering Support—Mechanical/Civil Concentration: AA/AS Degree
- Drafting and Engineering Support—Architectural/Civil Concentration: Certificate of Achievement
- Drafting and Engineering Support—Mechanical/Civil Concentration: Certificate of Achievement
- Architectural Drafting Specialist: Skills Certificate
- Drafting Essentials: Skills Certificate
- Mechanical Drafting Specialist: Skills Certificate
- Drama
- Theatre Arts for Transfer: AA-T Degree
- Theatre Arts: AA Degree
- Lesbian, Gay, Bisexual and Transgender Studies
- Costuming: Skills Certificate
- Earth Science
- Geology for Transfer: AS-T Degree
- Geology: AS Degree
- Economics
- Economics for Transfer: AA-T Degree
- Elementary Teacher Education for Transfer: AA-T Degree
- Liberal Studies—Elementary Education: AA Degree
- Engineering
- Engineering: AA/AS Degree
- Civil Engineering Technology: Certificate of Achievement
- General Engineering Technology: Certificate of Achievement
- English
- English for Transfer: AA-T Degree
- English: AA Degree
- English as a Second Language Academic Preparedness: Skills Certificate
- Environmental Studies and Sustainability
- Environmental Studies and Sustainability: AS Degree
- Fashion
- Fashion Industries: AS Degree
- Fashion Industries: Certificate of Achievement
- Fashion Design: Skills Certificate
- Fashion Merchandising: Skills Certificate
- Fire Technology
- Fire Technology: AA/AS Degree
- Fire Technology: Certificate of Achievement
- Geography
- Geography for Transfer: AA-T Degree
- Geographic Information Systems (GIS): Skills Certificate
- History
- History for Transfer: AA-T Degree
- History: AA Degree
- Human Development and Family
- Early Childhood Education for Transfer: AS-T Degree
- Early Childhood Education: AA/AS Degree
- Early Childhood Education—Master Teacher: AA/AS Degree
- Early Childhood Education—Site Supervisor: AA/AS Degree
- Early Childhood Education Teacher: Certificate of Achievement
- Early Childhood Education Associate Teacher: Skills Certificate
- Humanities
- Humanities—Asian Studies: AA Degree
- Humanities—Diverse Perspectives: AA Degree
- Humanities—General: AA Degree
- Theater Arts: AA Degree
- Lesbian, Gay, Bisexual and Transgender Studies
- Arts and Cultures: AA Degree
- Mathematics
- Mathematics for Transfer: AS-T Degree
- Mathematics: AA/AS Degree
- Mechatronics
- Mechatronics Technology: AA/AS Degree
- Mechatronics Technology: Certificate of Achievement
- Electro-Mechanical: Skills Certificate
- Music
- Music for Transfer: AA-T Degree
- Music: AA/AS Degree
- Natural Science
- Natural Science
- Nursing, Registered
- Registered Nursing: AA/AS Degree
- Nutrition and Food Science
- Nutrition and Dietetics for Transfer: AS-T Degree
- Nutrition and Fitness: Certificate of Achievement
- Philosophy
- Philosophy for Transfer: AA-T Degree
- Philosophy: AA Degree
- Photography
- Photography: AA/AS Degree
- Photography: Certificate of Achievement
- Alternative Processes in Photography: Skills Certificate
- Color Photography: Skills Certificate
- Digital Imaging: Skills Certificate
- Landscape Photography: Skills Certificate
- Narrative Photography: Skills Certificate
- Photographic Processes: Skills Certificate
- Portrait, Fashion and Wedding Photography: Skills Certificate
- Kinesiology for Transfer: AA-T Degree
- Physical Education: AA/AS Degree
- Physics
- Physics for Transfer: AS-T Degree
- Physics: AS Degree
- Political Science
- Political Science for Transfer: AA-T Degree
- Psychology
- Psychology for Transfer: AA-T Degree
- Psychology: AA/AS Degree
- Recreation Management
- Recreation Management: AA/AS Degree
- Recreation Specialist: Certificate of Achievement
- Social Science
- Social and Behavioral Sciences: AA/AS Degree
- Sociology
- Sociology for Transfer: AA-T Degree
- Spanish
- Spanish for Transfer: AA-T Degree
- Welding Technology
- Welding Technology: AA/AS Degree
- Welding: Certificate of Achievement
- Gas Metal Arc Welding: Skills Certificate
- Gas Tungsten Arc Welding: Skills Certificate
- Metal Fabricator and Designer: Skills Certificate
- Shielded Metal Arc Welding: Skills Certificate
- Welding Entrepreneurship: Skills Certificate
- Women and Gender Studies
- Women's Studies: AA Degree

SIERRA COLLEGE
FIND YOUR INTEREST



Applied Technology



Business and Innovation



Earth and Environment



Education



Language and Literature



People, Culture and Society



Public Safety, Health and Wellness



Science, Technology, Engineering and Math



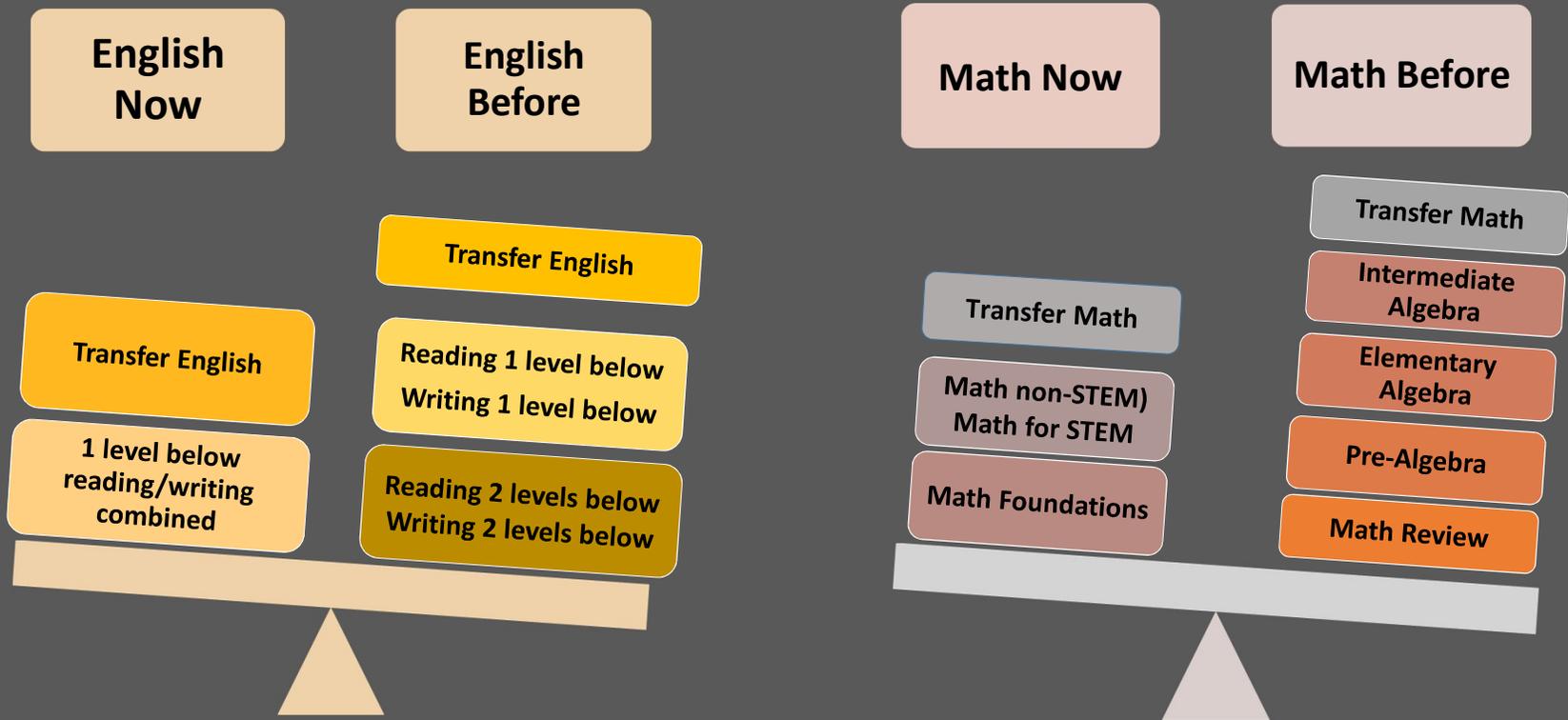
Visual and Performing Arts

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



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

Dual Enrollment

- College classes in HS
- HS students at college

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

Accelerate Basic Skills Pathways to College Level: English, Math, ESL

Keep Students on the Path

Career Development

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

Ensure Students are Learning

Align Programs to Regional Needs

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

Legend

Existing

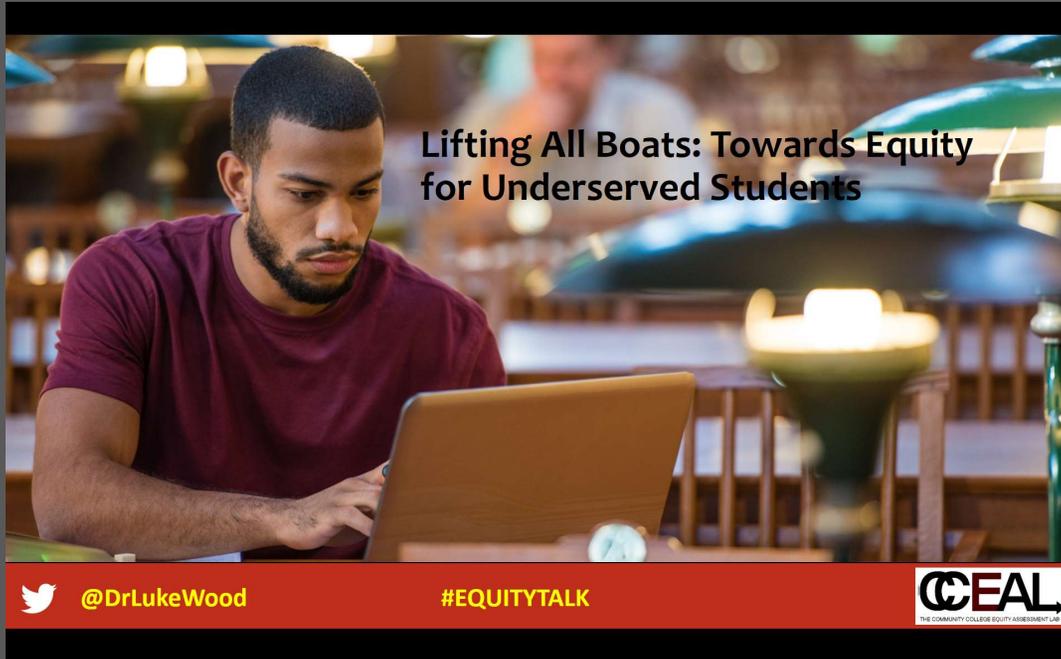
New Construction

Redesign/Expansion

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

Credentials, Employment

Equity Summit (January 2019)



➤ Focus on Relational Strategies

Recommendations:

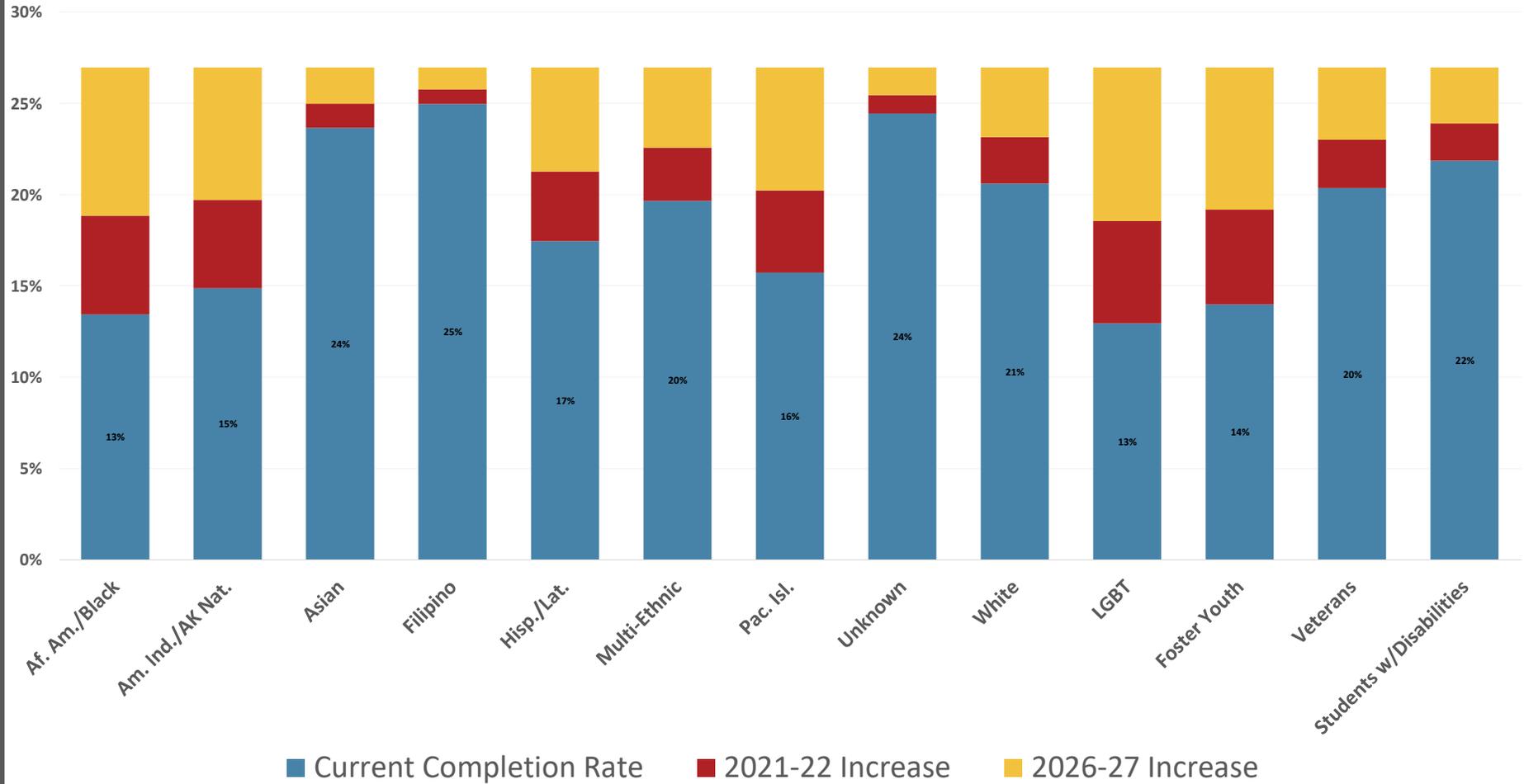
- Connect with people, not services
- Validating messages
- Demonstrate authentic care
- Engage in appropriate disclosing
- Educating other 'educators'

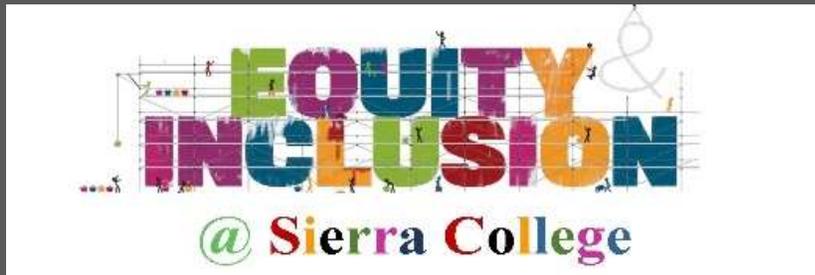


Identify and close success and equity gaps amongst underserved and/or underrepresented student populations.

- 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*



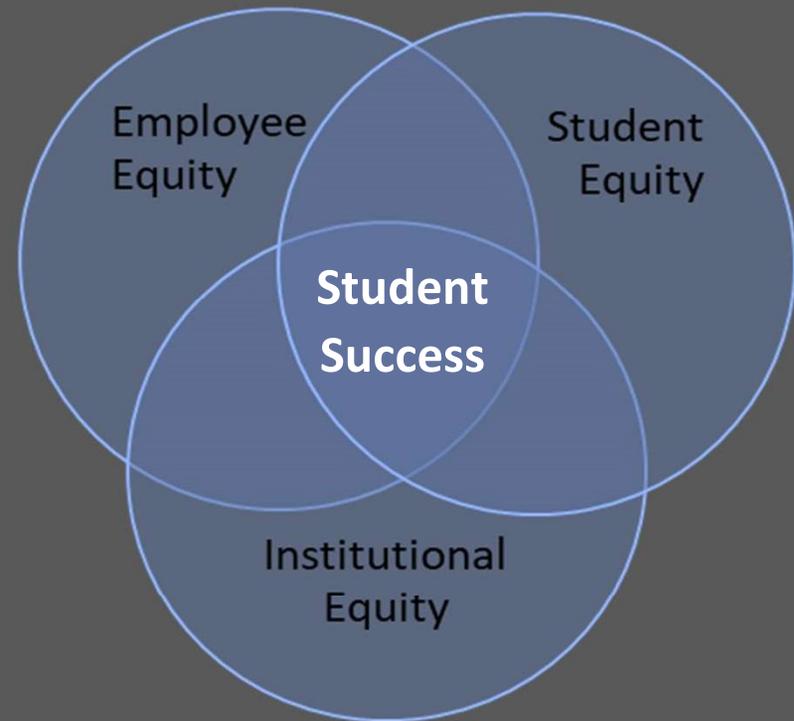


- Equity Summit – Campus Wide Conversations
- Annual Equity & Inclusion 3-day Retreat
- Essential Competencies for all employees
 - Professional development training
 - Hiring Practices
 - Mandated Training on Avoiding Bias
- Equity Educator Intern Program

- 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



Organizational Redesign



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



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