San Joaquin Delta College Retreat

Realigning and Redesigning Delta: How It All Comes Together

Wednesday, June 20, 2018 @ DeRicco 274 & 275
Introductions

Retreat Outcomes

● To develop a visual graphic which outlines an integrated model for how guided pathways, campus goals, and presidents’ goals all align to re-design the student experience

● To update our college strategic goals in order to align with the guided pathways framework

External Guests

● Luis Chavez & Chase Fischerhall, Career Ladders Project
● Dr. Laura Lara- Brady, Chancellor’s Office
● Jai, Artist, The Sketch Effect
● Dr. Laurie Scolari, Consultant

Salvador Vargas
Interim VP of Instruction and Planning
Guidelines For Dialogue

Salvador Vargas
Interim VP of Instruction and Planning

1. Try on
2. It’s ok to disagree
3. It’s no ok to shame, blame, and attack self or others
4. Self Focus “I” language
5. Practice both and thinking
6. Be aware of intent and impact
7. Confidentiality
8. Recognize differences in communication styles
9. Assume positive intention
10. Solicit feedback in the moment
11. Ask for clarification by paraphrasing
12. Be mindful of when to step up and when to step back

Table discussion: Do these resonate with you? What revisions or additions do you have?
Objectives

We aim to accomplish the following objectives partially through the retreat:

- To develop shared language about how we talk about Guided Pathways at Delta
- To develop trust and enthusiasm for our college’s redesign
- To develop clarity for Delta College faculty, staff, and administrators around two key guiding questions: What does this new direction mean for our college; and how does this affect what I do day to day?
Daily Theme’s

- June 20: Getting caught up and grounded in Guided Pathways
- June 21: Guided Pathways, SSSP, Basic Skills, Student Equity, Strong Workforce, Technical Education: How does this all connect?
- June 22: What do we want the student experience to be at Delta College?
Opening Activity

Circle, Square & Triangle Reflection

What’s circling around in your head? What’s unclear?

What’s squared away? What do you really understand?

3 things to move forward
The College Redesign Movement: What is it, what it’s not and how other colleges are approaching Guided Pathways

Dr. Laura Lara-Brady, Guided Pathways Regional Coordinator - Central Valley California Community Colleges Chancellor’s Office
Guided Pathways Overview

Chancellor Eloy Oakley
Guided Pathways

- Integrated Plan (Equity, SSSP, BSI)
- Multiple Measures
- Strong Workforce
- Career Technical Education
- AB705 & All others...
<table>
<thead>
<tr>
<th><strong>Structural</strong></th>
<th><strong>Programmatic</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Scaled impact</td>
<td>Often limited scope</td>
</tr>
<tr>
<td>Structurally connected</td>
<td>Often personally dependent</td>
</tr>
<tr>
<td>Sourced for scale and</td>
<td>Often under-sourced and</td>
</tr>
<tr>
<td>evaluated</td>
<td>studied</td>
</tr>
<tr>
<td>Cohesive part of a</td>
<td>Often adds more confusion</td>
</tr>
<tr>
<td>larger structure that’s clear</td>
<td></td>
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</table>

**Structural Rather Than Programmatic Reform**

Dr. Laura Lara-Brady
A National Movement

National Project: American Association of Community Colleges (AACC)

- Bakersfield College
- Irvine Valley College
- Mt. San Antonio College
  - Santa Monica

Guided Pathways is...

Dr. Laura Lara-Brady
Georgia State University

- Ten years after implementing Guided Pathways principles, GSU has eliminated longstanding equity gaps between white, African American, and Hispanic/Latinx students.
- In the same decade, GSU actively recruited a higher number of lower-income students—moving from serving 31% Pell eligible students in 2003 to 58% Pell eligible students in 2013.
- Today, GSU boasts the highest graduation rate for black students in the nation. Before full implementation of these practices, 31.6% of white students, 25.6% of African American students, and 22% of Hispanic/Latinx students had successfully completed their degrees. By 2014, these numbers were 54% to 57% across the board.5
- What is perhaps most compelling is that GSU made these improvements despite simultaneous budget cuts.
After implementing practices included in a Guided Pathways framework, the first-year student retention rate rose from 76% in the mid-2000s to 81% in 2009.

ASU currently has one of the highest student retention rates in the nation at 86%.

Guttman Community College in New York City

In 2017, three-year graduation rates were at 46%, which is triple the national average (16%) of students graduating in three years at two-year urban colleges.
The Country of California

Dr. Laura Lara-Brady
1. American River
2. Butte*
3. Cabrillo*
4. Canyons*
5. Cosumnes River
6. Chaffey
7. Cuyamaca
8. LA Trade Tech
9. Long Beach City
10. Mira Costa
11. Modesto Junior
12. Norco
13. Reedley
14. Rio Hondo
15. Riverside
16. San Joaquin Delta
17. Santa Ana
18. Santa Barbara*
19. Southwestern
20. Yuba

California Demonstration Project

Dr. Laura Lara-Brady
And then there’s everyone!

114 colleges and 72 districts
First Regional Site – Central Valley

Dr. Laura Lara-Brady
Upcoming Events

- CVHEC Co-requisite Workshop - August 23
  cvcoreqworkshop.eventbrite.com
- IEPI Guided Pathway Summit - October 16
  ○ Counselor focused event - October 15
Chancellor’s Office Support to the Central Valley

● Workshops
  ○ CVHEC Co-requisite Workshop- August 23 [www.cvcoregworkshop.eventbrite.com](http://www.cvcoregworkshop.eventbrite.com)
  ○ IEPI Guided Pathway Summit - October 16
    - [http://iepi.cccco.edu/professional-development](http://iepi.cccco.edu/professional-development)
    ■ Counselor focused event - October 15

● Learning Communities
  ○ Meta Majors -online monthly gathering beginning in September
  ○ LFM - in person support

● In person
  ○ College specific
The State of Guided Pathways at Delta College: Where things stand now

Tina Merlino and Joel Beutel, Guided Pathways Co-leads
Overview

- Statewide Context
- Progress to Date
- Pillar Teams
- Work Plan for 2018-19
- Upcoming Events
Statewide Context

In 2017, California leaders allocated $150 million from Prop. 98 funds for awards to community colleges to develop Guided Pathway Frameworks to support students. All 114 California Community Colleges are eligible to receive award funding. First installment of funding from the CCCCO in April 2018 (80% of funding in first three years).

Delta College is one of 20 California Community Colleges selected to participate. Colleges send teams to six institutes from 2017-2019. Pathways coaches help guide and support the implementation process.

Delta’s Total Five-Year Allocation over $1.8 Million
Four Pillars

Clarify the Path
Create Clear Curricular Pathways to Employment and Further Education

Enter the Path
Help Students Choose and Enter Their Pathway

Stay on the Path
Help Students Stay on Their Path

Ensure & Validate Learning
Follow Through and Ensure that Better Practices are Providing Improved Student Results.
Progress to Date

PILLAR 2 MEETING: HELP ENTER THE PATH

OPEN FORUM: GUIDED PATHWAYS WORK PLAN
Mar 08

PILLAR 4 MEETING: ENSURE & VALIDATE LEARNING
Mar 16

SUBMIT WORK PLAN TO CCCC0
Mar 29

ALLOCATION RELEASED TO COLLEGE
Apr 30

PILLAR 3 MEETING: SUPPORT ON THE PATH
Mar 16

UPDATE AND WORK PLAN TO BOARD OF TRUSTEES
Mar 20
Progress to Date

- KATHY BOOTH: DATA CONVERSATIONS
  - May 08

- MEETING WITH CVHEC, CCCCO, LFM
  - May 02

- PILLAR 2 MEETING: HELP ENTER THE PATH
  - May 10

- LEADING FROM THE MIDDLE ACADEMY
  - May 17

- GUIDED PATHWAYS AND STRATEGIC GOALS RETREAT
  - Jun 20
Team Structure

Project Implementation Team (PIT)

- Pillar 1: Clarify the Path
- Pillar 2: Help Enter the Path
- Pillar 3: Support on the Path
- Pillar 4: Ensure & Validate Learning

<table>
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<th>Role</th>
<th>Count</th>
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<tr>
<td>Classified</td>
<td>19</td>
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<tr>
<td>Faculty</td>
<td>160</td>
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<tr>
<td>Manager</td>
<td>28</td>
</tr>
<tr>
<td>Unknown</td>
<td>2</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>209</strong></td>
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</table>
Guided Pathways Pillar Teams

Resources

Fall 2018 Pillar Meeting Calendar At-A-Glance

Participants List

Pillar Teams

Pillar 1: Clarify the Path

Meeting Notes

Responsibilities:

- Metamajors
- Program maps
- Website
- Application
- K12/Adult School Outreach
Pillar 1: Clarify the Path

- Responsibilities:
  - Metamajors
  - Program maps
  - Website
  - Application
  - K12/Adult School Outreach

- 2017-18 Progress:
  - Developed Program Mapping Template
  - Developed Guided Principles for Program Mapping
  - Preparing for Fall Flex Day Program Mapping Process Launch
  - GP Funds allocated for Career Information on all Program Webpages

- Number of Meetings: 4
- Participation: 61

Team Leads: Tara Cuslide-Staiano, Salvador Vargas
Pillar 2: Help Enter the Path

- **Responsibilities:**
  - Assessment Placement
  - Basic Skills Reforms
  - First Year Experience (FYE)
  - Orientation
  - Education Planning
  - Career Exploration

- **2017-18 Progress:**
  "We believe that we should help develop success behaviors, foster support, and eliminate barriers for students to empower them to navigate college in order to contribute to society."
  
  - Leading from the Middle Team focused on First Year Experience
  - Drafted specific ideas for a summer orientation, outreach at feeder high schools, career assessment and exploration, and library resources/research skills

- **Number of Meetings:** 6
- **Participation:** 74

**Team Leads:** Diane Feneck, Angela Tos
Pillar 3: Support on the Path

- **Responsibilities:**
  - Advising/Mentoring
  - Early Alert
  - Tutoring/SI
  - Student Experience (services, extracurriculars, facilities, technology)

- **2017-18 Progress:**
  - Prioritized activities: enhanced student welcome day, extending tutoring hours/centralized center
  - Counselors in discussions about improving the student experience
  - LFM Team focused on FYE
  - Technology being refined in new ERP System (Oracle PeopleSoft)

- **Number of Meetings:** 2
- **Participation:** 52

**Team Leads:** Joel Beutel, Lisa Cooper Wilkins
Pillar 4: Ensure & Validate Learning

- **Responsibilities:**
  - Learning Assessment
  - Workforce Outcomes
  - Transfer Success
  - Curricular Alignment with 4-Years & Employers

- **2017-18 Progress:**
  - Prioritization of activities:
    - Ensure Learning: ensure course outcomes aligned with transfer institutions; integrate more support resources into classroom; expose students to employability skills; and review best practices
    - Validate Learning: examine transfer data and writing proficiency exam results; compare distance education with face-to-face outcomes; assess how SLOs align with industry and transfer institutions; and continue to review outcomes data

- **Number of Meetings:** 2
- **Participation:** 41

**Team Leads:** Steve Graham, Ginger Holden
Funding Allocated for:

- Guided Pathways Research Analyst
- Faculty Release Time (Appendix C)—PIT
- CA Guided Pathways Project Participation
- Leading from the Middle—First Year Experience
- Visits to Other Colleges
- Travel Expenses
- Programmer Analyst
- Career Information on Program Webpages
- Student Text Messaging
- Marketing Materials, Publication Costs
Upcoming...

• Pillar Team Fall Meetings

• Fall Flex Days: Program Mapping Launch
  • August 23-24, 2018
QUESTIONS?

Tina Merlino
kmerlino@deltacollege.edu

Joel Beutel
jbeutel@deltacollege.edu

Resources:  https://www.deltacollege.edu/div/planning/guided_pathways.html
Q&A Session

What outstanding questions do you have about Guided Pathways?
Coffee Break
Data Intake Activity
Why Guided Pathways? Why Now?

Luis Chavez & Chase Fischerhall
Career Ladders Project
Silent Data Reflection
Write down: questions, feelings, thoughts, doubts, everything that comes up...

“Surprised” “Angry” “Hopeful”
Low Student Success

Attrition Pattern for Every 100 Applicants

Based on 8,797 applicants in Fall 2013

APPLICANTS

100

LOST BEFORE FIRST DAY OF FALL 70

DROP BEFORE CENSUS 3

DROP BEFORE SECOND TERM 6

DO NOT COMPLETE IN TIMELY MANNER 13

COMPLETE IN FOUR YEARS 6
Low Student Success

If they do attend here’s how they do:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Female</td>
<td>45.8%</td>
</tr>
<tr>
<td>Male</td>
<td>46.9%</td>
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</table>

<table>
<thead>
<tr>
<th>Ethnicity/Race</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>34.5%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>66.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>53%</td>
</tr>
<tr>
<td>Filipino</td>
<td>53.7%</td>
</tr>
<tr>
<td>Hmong</td>
<td></td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>46.7%</td>
</tr>
<tr>
<td>White</td>
<td>49.2%</td>
</tr>
</tbody>
</table>

Less than half of our students are completing degree/certificate/transferring within 6 years (77% had this as their goal).

Source: 2017 CCCCO Scorecard
Low Student Success

5% of students **complete both transfer-level English and math** in their first year.

0% are African American students.

3% are Hispanic students.
Low Student Success

5% of students complete 30+ college credits in the first year

0% are African American students

4% are Hispanic students
Low Student Success

Median time to degree is almost 4 years (3.7) for those who complete.

On average, students complete 87 units at time of degree.

289 of 1,617 AA/AS grads had completed over 100 units.

Source: Guided Pathways Launchboard Data

Source: Sys2020 1617 Grads

Source: Sys2020 1617 Grads
Low Student Success

Of those who started two levels below transfer in math, only 26.7% attempted a transfer level math class within six years – so ¾ of the students didn’t even attempt transfer level math.

This means 593 students out of the original 809 did not even attempt transfer math, much less complete it.

Source: Basic Skills Progress Tracker, Fall 2011- Spring 2017
Take a few minutes to finish writing any last thoughts.

Table discussion:
1) Spread out and share post-its
2) What additional data might you be curious to see?

Share out.
What’s Equity Got To Do With it?

Dr. Lisa Cooper Wilkins,
Vice President of Student Services
What’s Equity Got To Do With It?

Dr. Cooper Wilkins
Vice President of Student Services
As we redesign Delta, what are our equity-driven principles?

**Equity** • Draw on data and research based practices to guide our actions and decisions • Address the needs of disproportionately impacted populations • Confront brutal truths

**Inclusivity** • Solicit all campus perspectives • Honor perspectives regardless of rank • Recognize the value of alternative opinions • Communicate respectfully

**Student-Centered** • Design with the student in mind • Engage students in the process • Be “student ready” • Promote student agency – allow students to make informed and guided decisions • Lead to student completion

**Transparency & Accountability** • Design aspects that can be measured • Set clear goals • Open and honest communication (transparency) • Create a strong understanding in the community • Promote values of simplicity, honesty and efficiency

**Flexibility** • Challenge/Disrupt our assumptions • Be flexible in design • Think outside the box • Allow for risk, innovation and creativity
Activity - Three C’s: Cheers, Concerns & Contemplations

After today’s event,

- I’m cheering about this...
- I’m concerned about this...
- I’m contemplating this...
Realigning and Redesigning Delta: How It All Comes Together

Thursday, June 21, 2018 @ DeRicco 274 & 275
Introductions & Welcome

Today’s Theme:
Guided Pathways, SSSP, Basic Skills, Student Equity, Strong Workforce, Technical Education
How Does This All Connect?

Dr. Lisa Cooper Wilkins
VP of Student Services
Guided Pathways

- Student Success & Support Programs (SSS)
- Student Equity
- Strong Workforce
- Basic Skills
- Technical Education
Guidelines For Dialogue

1. Try on
2. It’s ok to disagree
3. It’s no ok to shame, blame, and attack self or others
4. Self Focus “I” language
5. Practice both and thinking
6. Be aware of intent and impact
7. Confidentiality
8. Recognize differences in communication styles
9. Assume positive intention
10. Solicit feedback in the moment
11. Ask for clarification by paraphrasing
12. Be mindful of when to step up and when to step back
13. **No rank in the room**
14. Be gracious
15. Ask appropriate pronouns
16. Listen first
17. From self focus to team focus
18. Focus on solution versus problem
19. Focus on process and develop comfort with process
Loss & Momentum Points in the Student Pathway

Dr. Angela Tos, Dean of Enrollment Services & Student Development
Delecia Robertson, Dean of Counseling & Special Services
Low Student Success

Attrition Pattern for Every 100 Applicants

Based on 8,797 applicants in Fall 2013

100 Applicants

- 70 Lost before first day of fall
- 3 Drop before census
- 6 Drop before second term
- 1 Drop before second year
- 13 Do not complete in timely manner
- 6 Complete in four years
Loss & Momentum Points in the Student Pathway

Dr. Angela Tos, Dean of Enrollment Services & Student Development
Delecia Robertson, Dean of Counseling & Special Services

- **Step one:** Each table pick a facilitator, a note taker, and a presenter
- **Step two:** Facilitator - use the worksheet in your packet to guide the discussion. You’ll see guiding questions on that worksheet. You’ll only need the worksheet for your assigned loss point.
- **Step three:** Notetakers: please use the notepad and markers to document the discussion.
- **Step four:** Presenters be prepared to summarize your group’s work to the entire group.
- We will give you 45 minutes of group work and then allow about 15 min for group report outs.
Coffee Break
Rewriting Our Strategic Goals
Dr. Lisa Cooper Wilkins, Vice President of Student Services

Resources
- Strategic Goals
- Equity-driven principles
- Guided Pathways Overview document

Your Goal
Rewrite the strategic goal to better align with these resources

Instructions
- Each table assigned one goal
- Each table selects a facilitator
- Guiding questions for facilitator:
  - As it’s written, does our goal align with the guided pathways model & the equity principles? How would we rewrite it?
- Once your group agrees upon a revised goal, write it up on your poster board.
- After all goals are written - everyone will rotate room and rate the goals.
- Use stickies for rating from 1 to 3:
  - 1: Needs to be totally rewritten
  - 2: I can live with it with minor tweaking
  - 3: It’s great as it is.
- Each facilitator reports out on goal and how it was rated overall
Closing Summary & Next Steps

Activity - Three C’s: Cheers, Concerns & Contemplations

After today’s event,

- I’m cheering about this...
- I’m concerned about this...
- I’m contemplating this...
Realigning and Redesigning Delta: How It All Comes Together

Friday, June 22, 2018 @ DeRicco 274 & 275
Today’s Theme: What do we want the student experience to be?

Agenda for today:

- Student Perspective Jill Hilliard
- Re-writing our mission statement
- Redrawing the student pathway
- Graphic for Guided Pathways
Why We Need A College Redesign

Jill Hilliard, Student
Individual: What is your personal why?

Group: What is Delta College’s Why?
The Student Pathway

Kathleen Bruce
Academic Senate President

For an improved student pathway:

What do we need more of?

What is missing?
Coffee Break

People took time to say, "Okay here are goals you should have."
What Does True Integration Look Like To You?

Elizabeth Maloney
CTA President

Guided Pathways, SSSP, Basic Skills, Student Equity, Strong Workforce, Technical Education.
Closing Summary & Next Steps

Activity - Three C’s: Cheers, Concerns & Contemplations

After the entire retreat:

- I’m cheering about this...
- I’m concerned about this...
- I’m contemplating this...
Closing Remarks

Dr. Kathy Hart
President

Retreat Objectives

- To develop a visual graphic which outlines an integrated model for how guided pathways, campus goals, and presidents’ goals all align to re-design the student experience
- To update our college strategic goals in order to align with the guided pathways framework

Homework

- First day of retreat, we developed elevator speeches for what guided pathways is.
- We need your help spreading the word about Guided Pathways.
- Each person to speak to two people at this college about what Guided Pathways is.
- Leadership give two presentations on GP.

Next Steps

- Please participate in one of the existing GP meetings.
- We will announce other meetings based on your feedback.