



SAN JOAQUIN **DELTA** COLLEGE

San Joaquin Delta College Retreat

Realigning and Redesigning Delta:
How It All Comes Together

Wednesday, June 20, 2018 @ DeRicco 274 & 275



Introductions

Salvador Vargas
Interim VP of Instruction and Planning

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

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?

Welcome

Dr. Kathy Hart
President

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?

Welcome

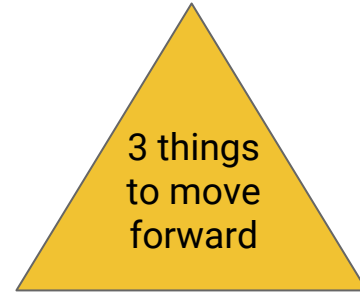
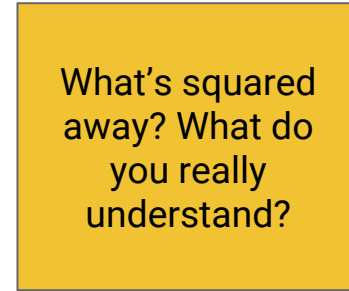
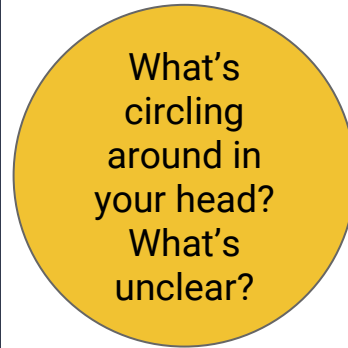
Dr. Kathy Hart
President

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

Luis Chavez & Chase Fischerhall
Career Ladders Project



Circle, Square & Triangle Reflection

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...

Structural

Scaled impact

Structurally
connected

Sourced for scale and
evaluated

Cohesive part of a
larger structure that's
clear

Programmatic

Often limited scope

Often personally
dependent

Often under-sourced and
studied

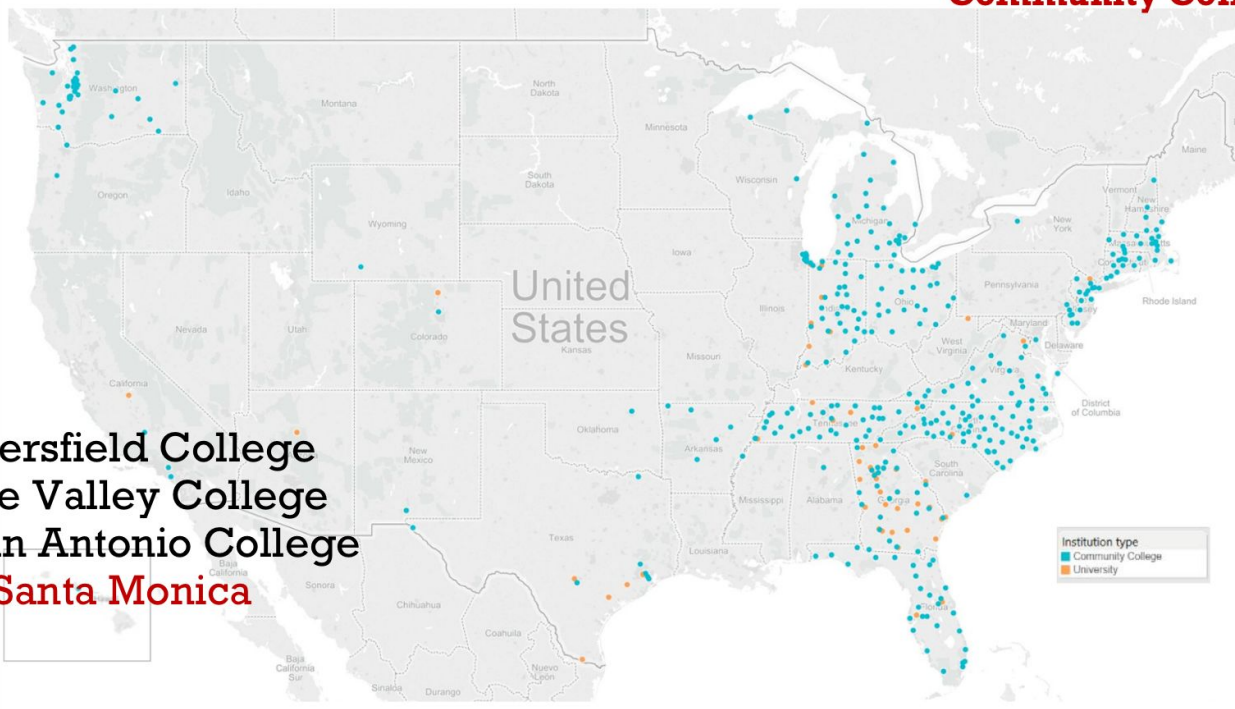
Often adds more
confusion

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.

Arizona State University (ASU)

- 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%.8

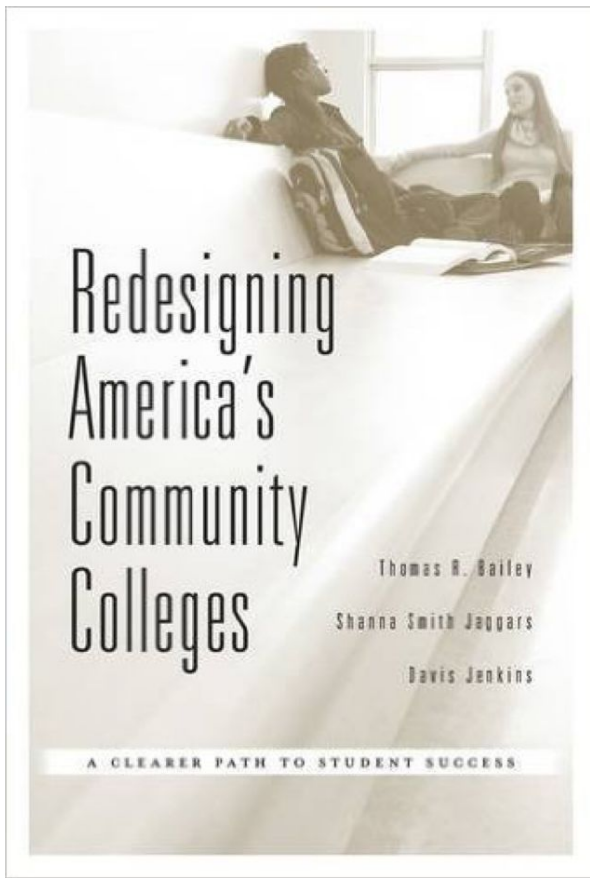
Guttman Community College in New York City

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

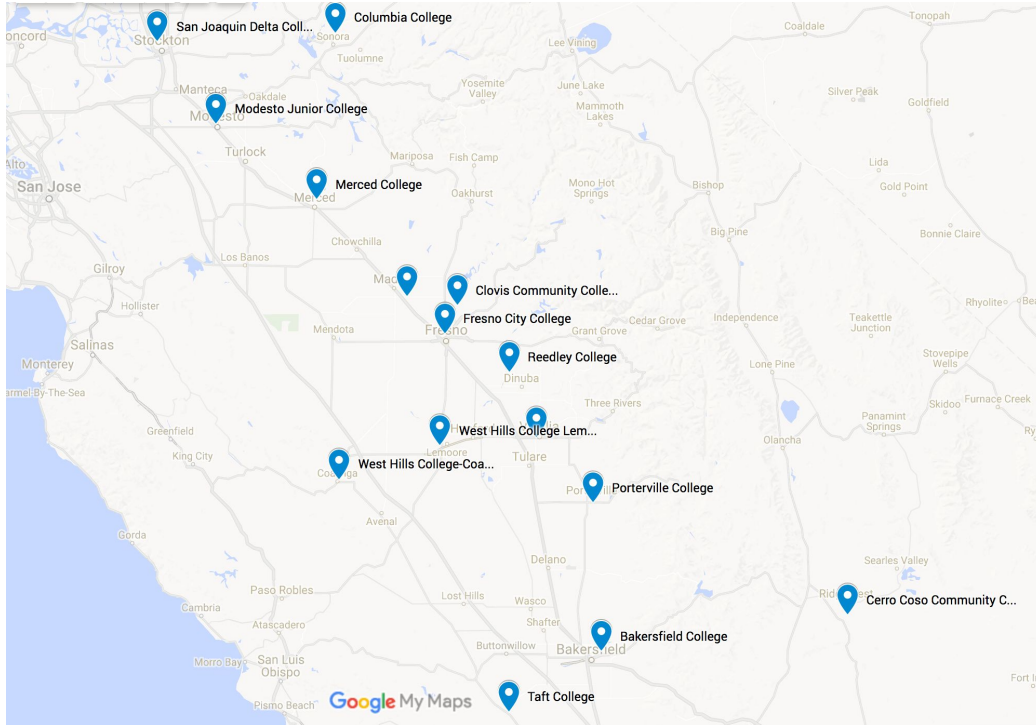
**And then
there's
everyone!**

**114 colleges
and 72
districts**



Statewide Rollout - Regional Focus

Dr. Laura Lara-Brady



First Regional Site- Central Valley

Dr. Laura Lara-Brady

- **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.cvcoreqworkshop.eventbrite.com
- IEPI Guided Pathway Summit - October 16
<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

Chancellor's Office Coordinated Support in the CV

Dr. Laura Lara-Brady
llbrady@cccco.edu



SAN JOAQUIN **DELTA** COLLEGE

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



California
Guided Pathways

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



CALIFORNIA COMMUNITY COLLEGES
CHANCELLOR'S OFFICE

In 2017, California leaders allocated \$150 million from Prop. 98 funds for awards to community colleges to develop Guided Pathway Frameworks to support students.

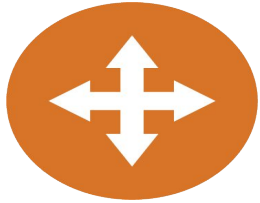
All 114 California Community Colleges are eligible to receive award funding.

First installment of funding from the CCCCO in April 2018
(80% of funding in first three years)

Delta'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



Progress to Date

SPRING FLEX DAY PRESENTATION
AND PILLAR BREAKOUT SESSIONS

INSTITUTE #3: PATHWAYS TO
TRANSFER AND EMPLOYMENT

PILLAR 1 MEETING: CLARIFY THE
PATH

BEGIN ENGAGING COLLEGE
COMMUNITY WITH WORK PLAN

LEADING FROM THE MIDDLE
ACADEMY: FIRST YEAR EXPERIENCE

Jan 19

Feb 08

Feb 08

Feb 22

Feb 27

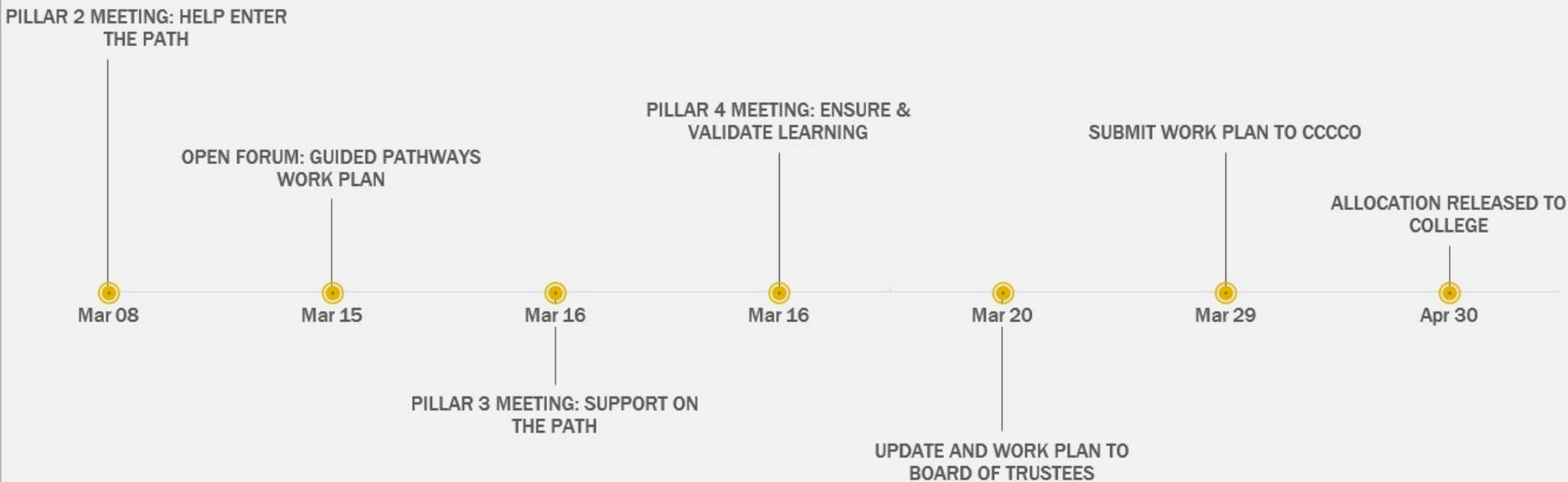
Mar 05

Mar 08

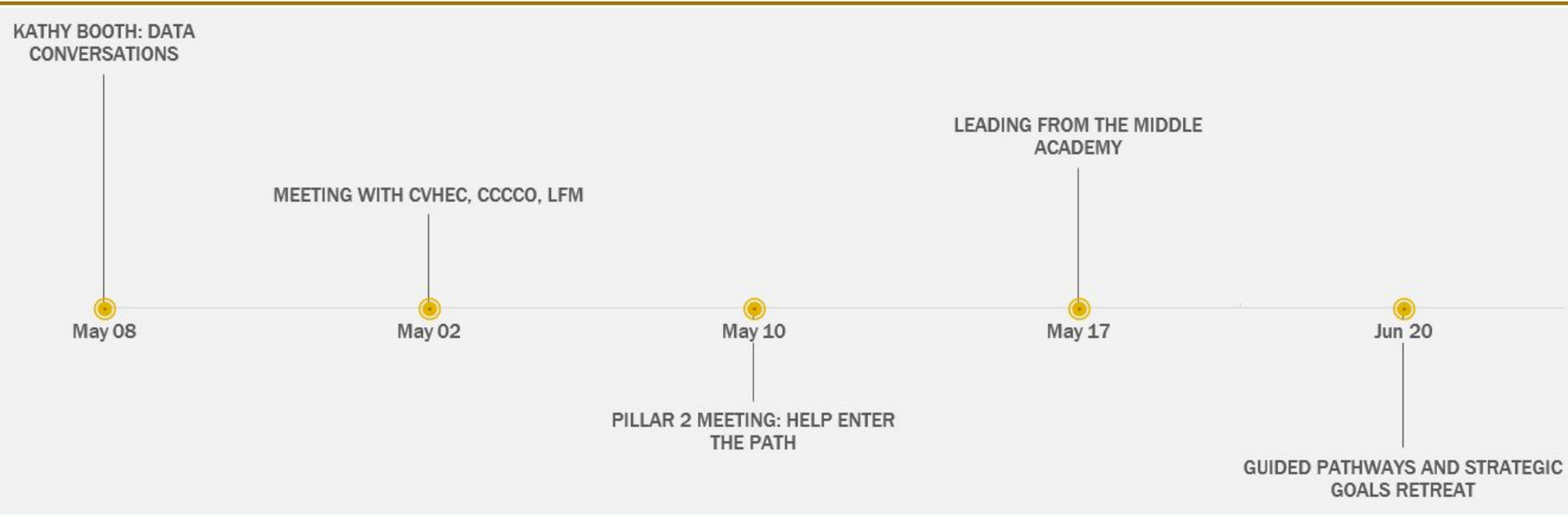
PILLAR 2 MEETING: HELP ENTER
THE PATH

CVHEC GUIDED PATHWAYS
WORKSHOP

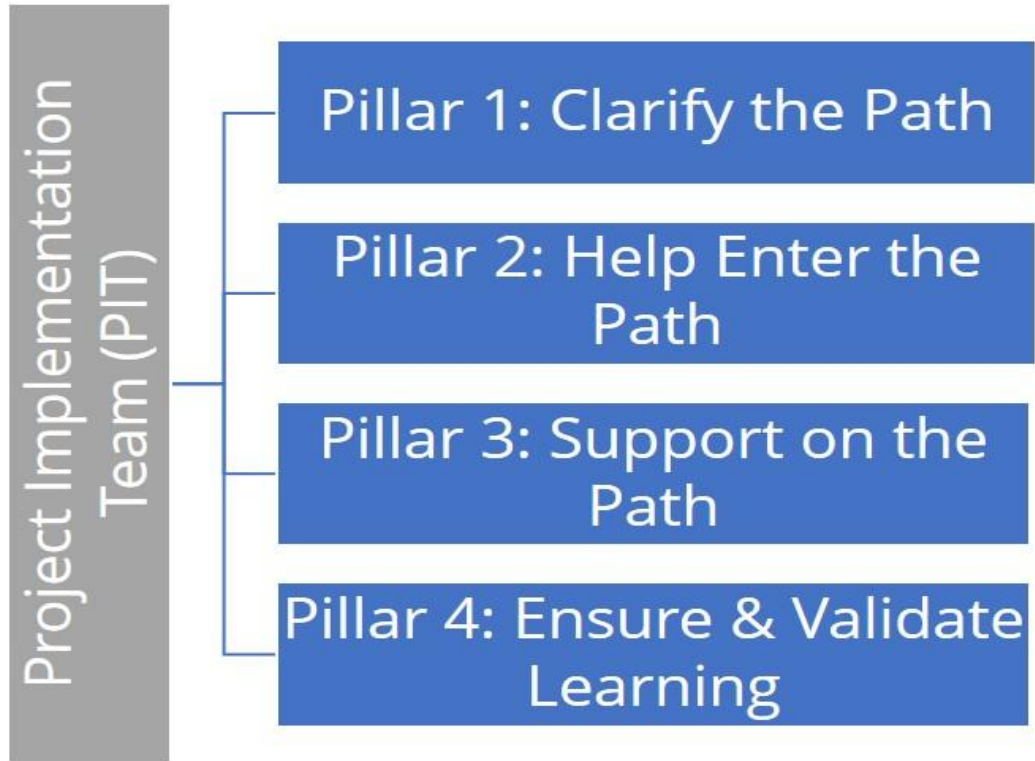
Progress to Date



Progress to Date



Team Structure



Participation To-Date	
Role	Count
Classified	19
Faculty	160
Manager	28
Unknown	2
Grand Total	209



Guided Pathways Pillar Teams Resources

[Guided Pathways Home](#)[Updates and Communication](#)[Pillar Teams](#)[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 a Program Webpages

- **Number of Meetings: 4**

- **Participation: 61**



Team Leads: Tara Cuslidge-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 successful students to empower them to navigate college and 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

Work Plan 2018-2019

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



SAN JOAQUIN **DELTA** COLLEGE

Q&A Session

What outstanding questions do you have about Guided Pathways?

Tina Merlino, Joel Beutel & Dr. Laura Lara-Brady



SAN JOAQUIN **DELTA** COLLEGE

Coffee Break





SAN JOAQUIN **DELTA** COLLEGE

Data Intake Activity

Why Guided Pathways? Why Now?

Luis Chavez & Chase Fischerhall
Career Ladders Project

Silent Data Reflection

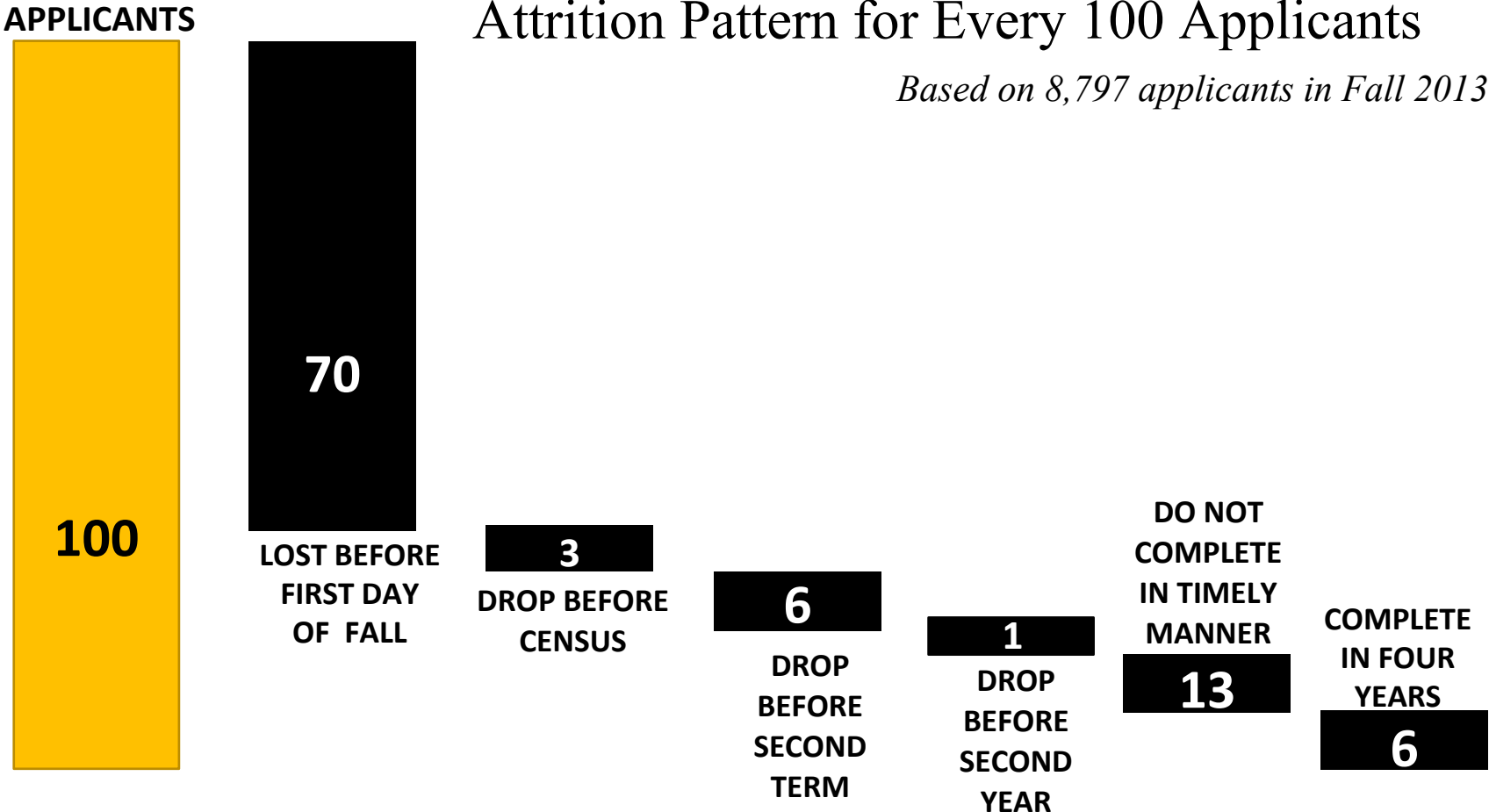
Write down: questions, feelings, thoughts,
doubts, everything that comes up...

“Surprised” “Angry”
“Hopeful”

Low Student Success

Attrition Pattern for Every 100 Applicants

Based on 8,797 applicants in Fall 2013



Low Student Success

If they do attend here's how they do:

46%

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

GENDER

FEMALE

45.8%

MALE

46.9%

ETHNICITY/RACE

AFRICAN
AMERICAN

34.5%

AMERICAN INDIAN/
ALASKA NATIVE

66.7%

ASIAN

53%

EUROPEAN

53.7%

HISPANIC

42.3%

PACIFIC
ISLANDER

46.7%

WHITE

49.2%

Low Student Success

5%

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

0%

are African American
students

are Hispanic students

3%

Low Student Success

5%

of students **complete 30+ college credits** in the first year

0%

are African American students

are Hispanic students

4%

Low Student Success

Median time to
degree is almost

4 years

(3.7) for those
who complete

Source: Guided Pathways
Launchboard Data

On average, students
complete

87 units

units at time
of degree

Source: Sys2020 1617 Grads

289

of

1,617

AA/AS grads had
completed over 100
units

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 $\frac{3}{4}$ 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.



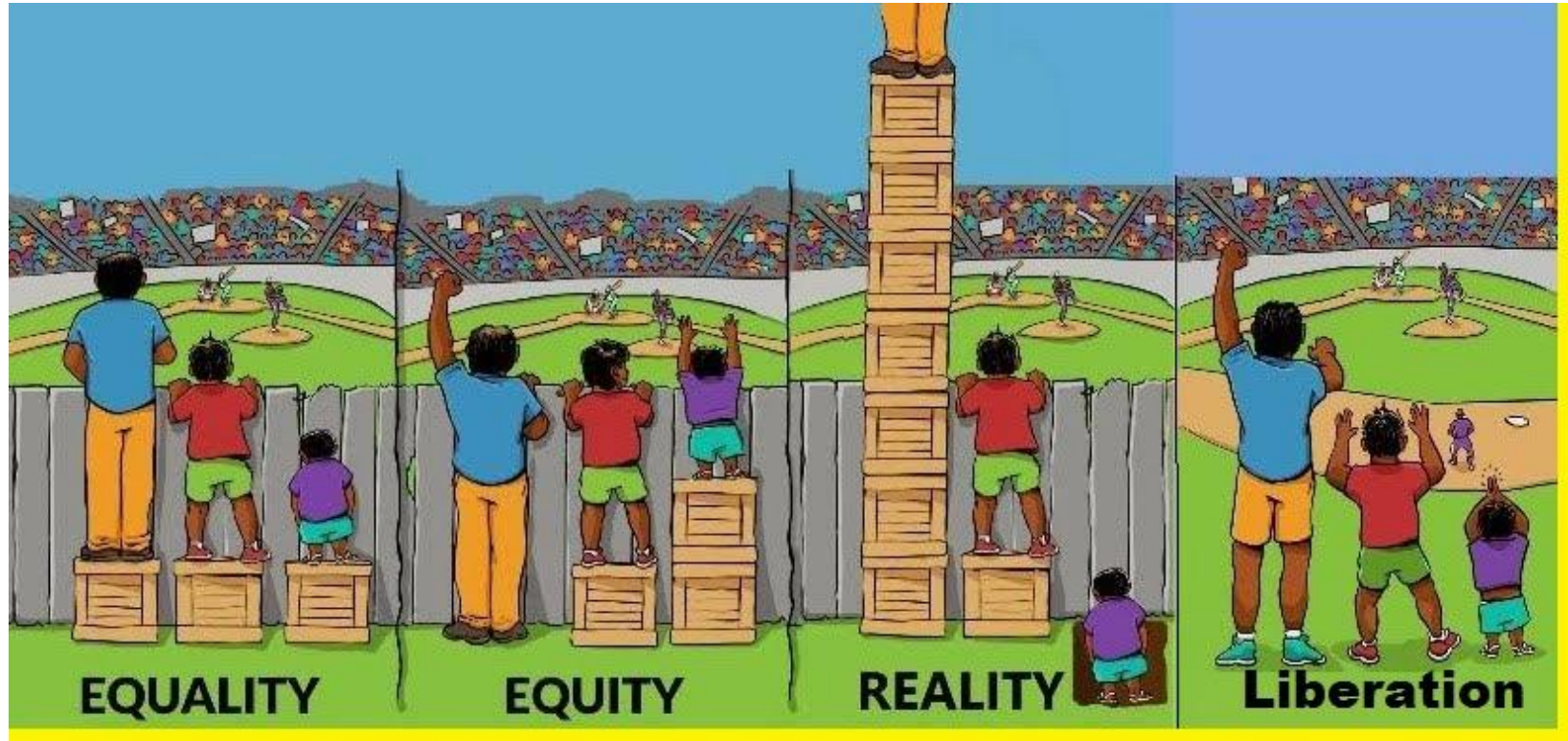
SAN JOAQUIN **DELTA** COLLEGE

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



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

Closing Summary & Next Steps

DeAnna Solina
Vice President of
Human Resources

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...



SAN JOAQUIN **DELTA** COLLEGE

Realigning and Redesigning Delta: How It All Comes Together

Thursday, June 21, 2018 @ DeRicco 274 & 275

Introductions & Welcome

Dr. Lisa Cooper Wilkins
VP of Student Services

Today's Theme:

Guided Pathways, SSSP, Basic Skills,
Student Equity, Strong Workforce,
Technical Education
How Does This All Connect?



Guided Pathways

Student
Success
& Support
Programs
(SSS)

Student
Equity

Strong
Workforce

Basic
Skills

Technical
Education

Guidelines For Dialogue

Dr. Lisa Cooper Wilkins
VP of Student Services

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**



SAN JOAQUIN **DELTA** COLLEGE

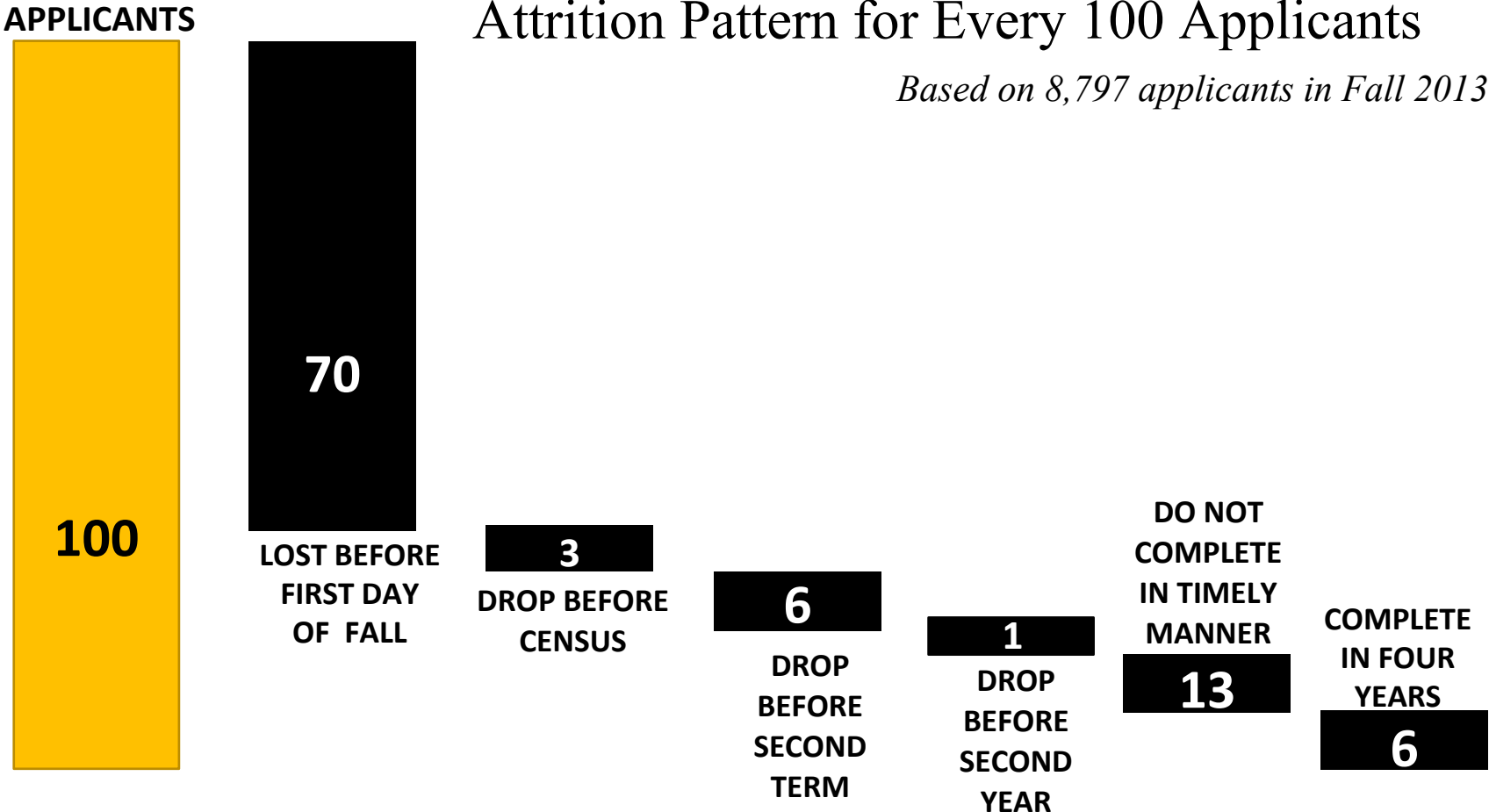
Loss & Momentum Points in the Student Pathway

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



Loss & Momentum Points in the Student Pathway

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

Loss Points and Momentum in the Student Pathway



- 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.



SAN JOAQUIN **DELTA** COLLEGE

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

Gerardo Calderon
VP of Operations

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...



SAN JOAQUIN **DELTA** COLLEGE

Realigning and Redesigning Delta: How It All Comes Together

Friday, June 22, 2018 @ DeRicco 274 & 275

Introductions

Shelly Valenton
Director of Marketing,
Communication & Outreach

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



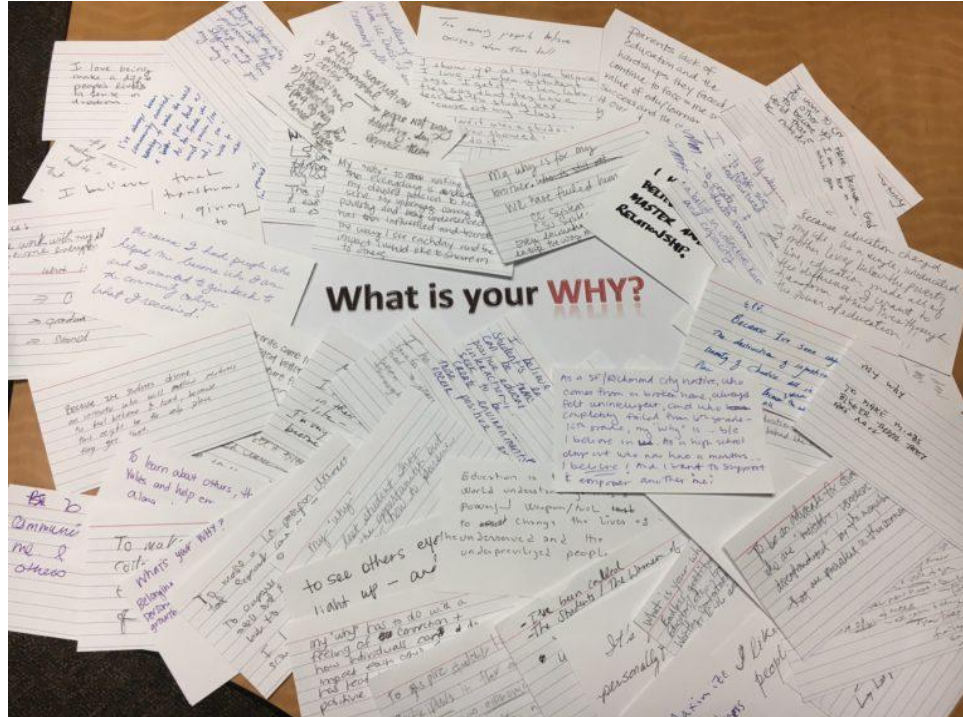
Start with Why

Edward Aguilar
Manager Student Equity & Diversity



Edward Aguilar
Manager Student Equity & Diversity

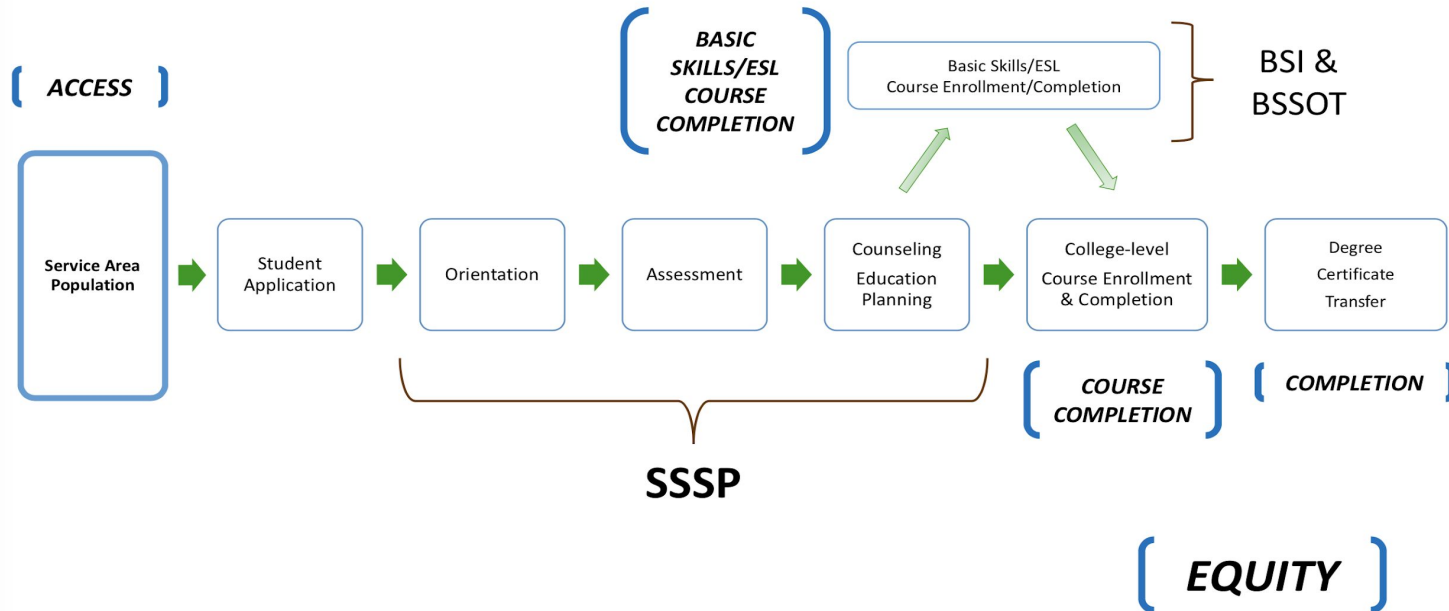
Group:
What is
Delta
College's
Why?



The Student Pathway

Kathleen Bruce
Academic Senate President

Student Life Cycle: From Recruitment to Completion



For an improved student pathway:

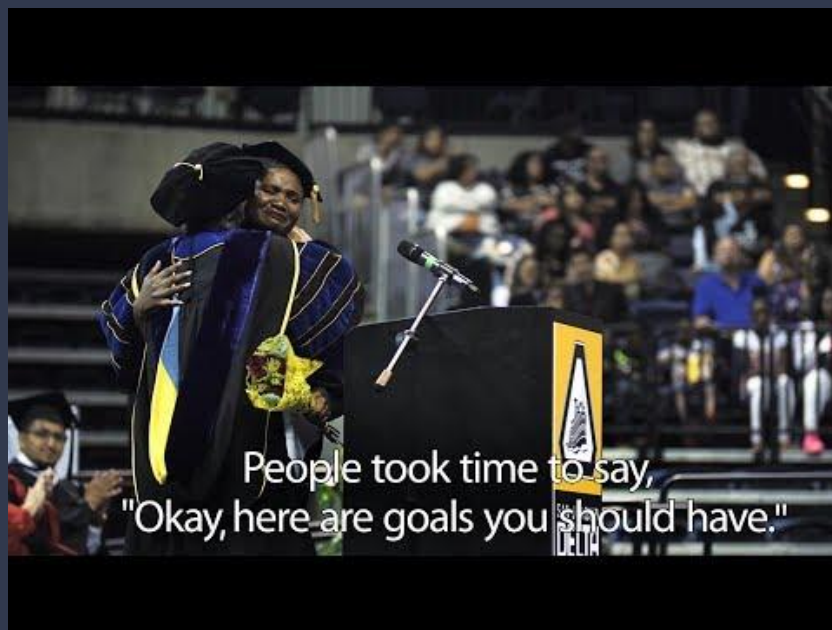
What do we need more of?

What is missing?



SAN JOAQUIN **DELTA** COLLEGE

Coffee Break



Insights from Yesterday

THE DELTA WAY



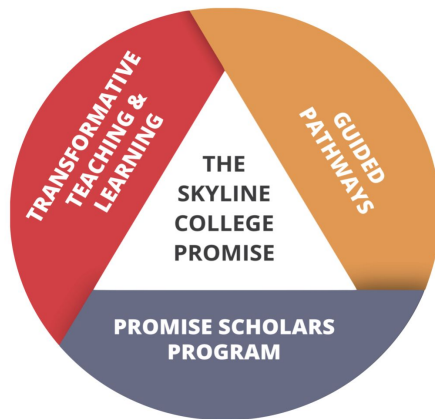
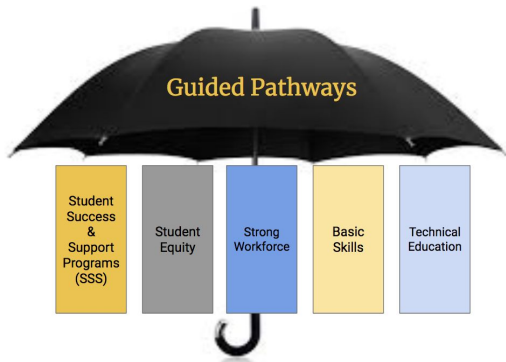
THE DELTA WAY FORWARD



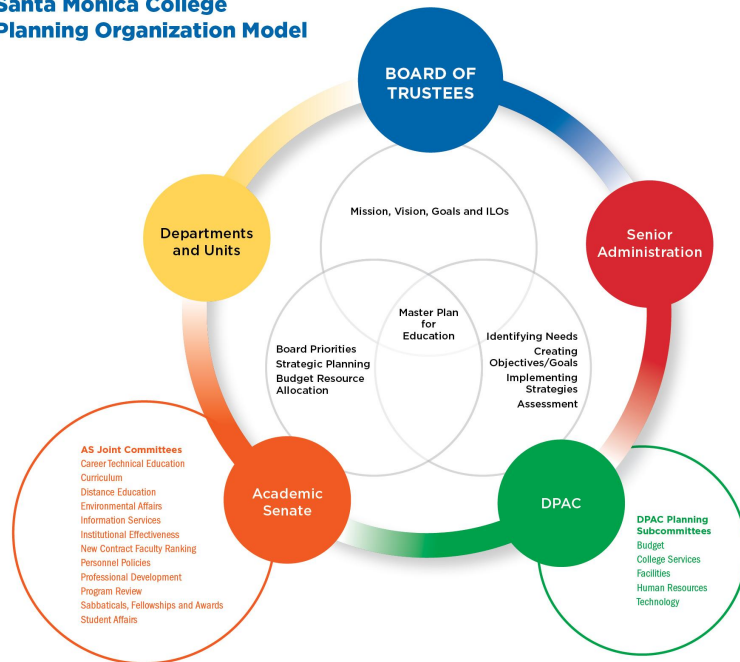
What Does True Integration Look Like To You?

Elizabeth Maloney
CTA President

Guided Pathways, SSSP, Basic Skills,
Student Equity, Strong Workforce,
Technical Education.



Santa Monica College Planning Organization Model



Closing Summary & Next Steps

Sheli Ayers
Acting Division Dean
Languages, Library &
Learning Resources

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.