

Mesa Pathway's **WORK PLAN**

President's Cabinet – March 20, 2018

Mesa Pathways Planning Taskforce

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THE WORK PLAN

- 1 Plan
- 2 Implementation Timeline
- 3 Key Performance Indicators
- 4 Estimated Allocation
- 5 Additional Questions

Important points to remember

- Our Work Plan is due Friday, March 30, 2018
- The plan covers activity for Spring 2018 – Summer 2019
- This work plan is a snapshot of our current efforts. Things will change
- Flexibility is built into the system
- Feedback Overview
 - Some of the feedback was already included in the plan
 - Other items can be used to inform the actual work (i.e. it spoke to the “how” not the “what”)
 - Funding Allocation suggestions (clarified that allocations are guestimates and will be finalized in the implementation phase)
 - Include Mental Health
 - Grammar
 - Kudos
 - Next Steps: Feedback will be shared with the appropriate teams during our next phase
- Actions taken since the March 1st draft
 - Added Mental Health Services to the Proactive & Integrated Academic/Student Support element
 - Completed the Implementation Timeline
 - Answered required and optional question regarding Chancellor’s Office Support

PRIORITIZED ELEMENTS

Element 2: Shared Metrics

Element 4: Inclusive Decision-Making Structures

Element 6: Guided Majors & Career Exploration Opportunities

Element 7: Improved Basic Skills

Element 8: Clear Program Requirements

Element 9: Proactive and Integrated Academic and Student Supports

Shared Metrics

Element	Plan	Existing Efforts to Build Upon	Outcomes	Resources
<p>#2 Shared Metrics: College is using clearly identified benchmarks and student data to track progress on key activities and student academic and employment outcomes. Those benchmarks are shared across key initiatives.</p> <p>Current Scale: Pre Adoption</p>	<ol style="list-style-type: none"> 1. <u>Integration</u> <ol style="list-style-type: none"> a. Create Key Performance Indicators Framework that integrates new Chancellor's office metrics, ACCJC Institution Set Standards, Mesa Pathways Metrics, Strong Workforce Program metrics, and Equity metrics. b. Integrate framework into College wide strategic plan/Master plan and program review c. Develop college wide goals for metrics. 2. <u>Communication</u> <ol style="list-style-type: none"> a. Develop communication plan to enhance faculty, staff, administrator, and student awareness of metrics, goals, and progress 3. <u>Accessibility</u> <ol style="list-style-type: none"> a. Develop and distribute crosswalk for metrics within 6 key plans that address equity (HSI Title III, HSI Title V, Equity, BSSOT/BSI, SSSP, SWP) b. Create Key Performance Indicators dashboard for campus use 	<p>Bullets apply to #1-3 of plan</p> <ul style="list-style-type: none"> ● Integrated Student Success Plan KPI framework ● Partnership with USC Center for Urban Education ● Partnership between Career services and industry 	<ol style="list-style-type: none"> 1. Utilize metrics framework that is easily accessible 2. Faculty, staff and administrators will be aware of the metrics and goals established by the college to measure and monitor progress. 3. Begin broadly training faculty staff and administrators to actively use KPI dashboard to monitor programs. <p>Change to scale of adoption: Early Adoption</p>	<ol style="list-style-type: none"> 1. None 2. None 3. Resources can be paired with Element #9

Inclusive Decision Making

<p>#4. Inclusive Decision Making: College has identified key leaders that represent diverse campus constituents to steer college-wide communication, input and decisions regarding the Guided Pathways framework. Constituents have developed transparent cross-functional work-teams to provide the Guided Pathways effort with momentum and regularly provide opportunities for broad college-wide input. In addition, this plan strategically engages college governance bodies college-wide.</p> <p>Current Scale: Pre Adoption</p>	<p>1. Steering Committee</p> <ul style="list-style-type: none"> Form an inclusive, cross-functional steering committee that includes campus-wide constituencies for Guided Pathways that is embedded sustainability within the college governance structure. Explore ways to create a formal process to incorporate student voices in a consistent and meaningful way, encouraging input, leadership, and ownership. <p>2. Assessment</p> <ul style="list-style-type: none"> Assess, in an ongoing manner, the inclusiveness of the committee, making recommendations for additional voices/departments/constituencies. <p>3. Feedback/Communications Plan</p> <ul style="list-style-type: none"> Develop an effective communications and feedback plan to <i>host broad, inclusive discussions and forums.</i> 	<p>1. Steering Committee</p> <ul style="list-style-type: none"> Mesa has a strong existing cross-functional and inclusive governance structure and culture to build upon. Mesa created an inclusive, cross-functional ad hoc work plan team on which the future steering committee may be based. <p>2. Assessment</p> <ul style="list-style-type: none"> Mesa has begun a broad governance evaluation process upon which this can build. This is led by the Governance Evaluation Taskforce. <p>3. Feedback/Communication Plan</p> <ul style="list-style-type: none"> N/A 	<p>1. Steering Committee</p> <ul style="list-style-type: none"> Mesa will form an inclusive, cross-functional Guided Pathways steering committee. <p>2. Assessment</p> <ul style="list-style-type: none"> Mesa will assess steering committee for inclusiveness, and will recommend innovative means to ensure active and engaged student participation. <p>3. Feedback/Communication Plan</p> <ul style="list-style-type: none"> Mesa will form a communication/feedback plan. <p>Change to scale of adoption: Early Adoption</p>	<p>1, 2, and 3</p> <ul style="list-style-type: none"> Student stipends to participate in ongoing discussions: \$10,000 Reassigned time /Stipends/ESUs/NANCE backfill to have dedicated committee leaders from all constituency groups: \$25,000
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Guided Majors & Career Exploration

#6 Guided Major and Career Exploration:

College has structures in place to scale major and career exploration early on in a student's college experience.

Current Scale: Pre Adoption

1 Guided major and career exploration incorporated as a performance indicator

- Align organization structures and resources to support student career preparation and exploration as an integral aspect of learning.

2 Investigate technological access to career exploration software

- Investigate electronic resources, databases for career exploration that facilitates student career exploration

3 Establish a community of practice between student services and instruction focusing on career exploration

- Review gap analysis regarding career exploration and services
- Explore ways to integrate work-based learning in the student experience
- Strengthen Counselor liaisons to instruction programs
- Develop training to increase Personal Growth 130 courses; focus on career and life planning
- Build dialog in improving career exploration with feeder high schools
- Investigate career exploration activities/assignments that

1) College currently has career center and limited career exploration services

2) Software identification has been ongoing; however student access has been limited

3) Strong workforce gap analysis has been completed and ready for review; Limited counseling liaisons; one section of Personal Growth 130 is offered every semester; Commencement of work based learning; Pilot Career Ambassadors programs to serve in feeder high schools; Several one-unit courses currently schedule focused on career opportunities in a few programs.

Work-Based Learning Coordinator hired

1) Creation of a strategic implementation plan focused on majors and career exploration which includes both instruction and student services

2) A concrete and accessible "interface" for students who can access information at their convenience;

3) Creation and scheduling of one-unit courses on career industry exploration within a program of study; Increase the offerings of Personal Growth 130 courses; Build stronger ties between Counseling Faculty and Instruction to better support the varied student needs with in the programs ; increase understanding of suggested sequence course-taking patterns through the lens of instruction in order to support student education planning and for instructional faculty to understand scheduling challenges faced by students from Counseling faculty; Strengthen dissemination of information to students regarding skill development in each of the

1, 2, and 3:

- Reassign/Stipend to have committee leaders: \$30,000
- Assign/Reassign counseling faculty to strengthen liaison work: \$25,000

2:

- Career exploration and portfolio technology: \$20,000

1 and 3:

- Professional development: \$30,000

Improved Basic Skills

	<p>instructional faculty may choose to incorporate in their classroom</p> <ul style="list-style-type: none"> ● Build a system to support faculty in assisting career guidance and majors with students 		<p>college's programs.</p> <p>Change to scale of adoption: Early Adoption</p>	
<p>#7. Improved Basic Skills: College is implementing evidence-based practices to increase access and success in college and/or transfer-level math and English.</p> <p>Current Scale: Scale in progress</p>	<p>1. Integrated Support</p> <ul style="list-style-type: none"> ○ Investigate how to provide more information literacy and low-to-no cost options to support student success ○ Scale up tutoring support for language acquisition, reading, writing, and math across the curriculum ○ Embedded counselor specializing in placement (retrain BSSOT counselors?) <p>2. Professional Learning</p> <ul style="list-style-type: none"> ○ Scale up Professional Learning in support of language acquisition, reading, writing, and math across the curriculum ○ LRAS included in BSI curriculum redesign <p>3. Placement Changes</p> <ul style="list-style-type: none"> ○ Replace Accuplacer for all students (including CE and ESOL), with new processes, including the Placement Assistant. ○ Investigate multiple measures options for CE students, international students, and returning adults. 	<p>1. Integrated Support</p> <ul style="list-style-type: none"> ● Tutoring: PL, coordination, tutors ● Embedded counseling ● CE Partnership ● Writing Workshops <p>3. Placement</p> <ul style="list-style-type: none"> ● Multiple Measures/Placement Assistant <p>4. Curricular Changes</p> <ul style="list-style-type: none"> ● Acceleration and PL for Acceleration ● Curriculum redesign in accelerated math and English courses 	<p>1 to 4</p> <ul style="list-style-type: none"> ● Reduced equity gaps in transfer level placement in both math and English <p>3 and 4</p> <ul style="list-style-type: none"> ● Increase transfer-level placement in both Math and English by 50% ● Increase in access to and completion of transfer level math and English in first year ● Implementation of new ESOL/ELAC pathway <p>Change to scale of adoption: Full Scale</p>	<p>1. More tutors, Tutor Coordination/clerical, Librarian compensation, and Counseling: \$101,405 <i>(Note: this amount is not rounded to help match our total allocation)</i></p> <p>2. Conferences, Hosting Experts, Reassign Time, Adjunct Compensation: \$25,000</p> <p>3. No Cost</p> <p>4. Reassign, Stipends: \$10,000</p>

Clear Program Requirements

	<ul style="list-style-type: none"> o Explore options to use Directed Self Placement for English <p>4. Curricular Changes</p> <ul style="list-style-type: none"> o Develop a phase-out plan for English 42,43,48,49 o Continue math course redesign o Development of AB705 compliant ESOL/ELAC pathway o Development of transfer level English courses for Multilingual learners 			
<p>#8. Clear Program Requirements: College is clarifying course sequences for programs of study (including key milestones) and creating predictable schedules so that students can know what they need to take, plan course schedules over an extended period of time, and easily see how close they are to completion. College offers courses to meet student demand. In order to meet these objectives, college is engaging in backwards design with</p>	<ol style="list-style-type: none"> 1. <u>Curricular cleanup</u>- deactivation of courses/degrees that are no longer relevant, offered, etc.; develop common criteria and consideration points for deactivation; provide curriculum trainings and sessions across campus; explore funding to support work; inspire continued inquiry in regard to what we offer and what students want/need. 2. <u>Increased melding of student services and instructional work</u>-explore models and supports to assist faculty in classrooms with discipline/degree/career information; reinstate a "Majors Day"; create lists of campus experts and implement methods for sharing expertise with students; formalize structures for continuous dialogue and communication between counselors and instructors (refer to liaison enhancement) 	<ol style="list-style-type: none"> 1. Minimal work through 2- and 6-year review process could possibly be leveraged to support this process. 2. Not applicable (no direct efforts currently) 3. CTE and some STEM (Engineering) programs use or are engaged in mapping work. <u>3a. Strategic Enrollment Management</u> - Continue to develop a strategic enrollment management committee designed to maximize pathways through dynamic scheduling, effective research, and effective room assignments. 	<ol style="list-style-type: none"> 1. Clearer choices for students; no unoffered courses; more effective catalog. 2. Create more points of contact/support for student services on campus; free up time for counselors to focus on their areas of expertise; reach more students; allow us to focus on important skills sets, not just careers; one more way to promote guided career exploration. 3. Clearer picture for students; increased faculty/student knowledge; more specific and informed resource requests, better informed enrollment management. Students will have direct access to information that is vital to their success. Such information will be presented in concise but effective means to empower our students to 	<ol style="list-style-type: none"> 1. \$35,000 faculty stipends/curriculum work and training of faculty to complete the work 2. \$25,000 faculty stipends/ reassign time for research and implement models 3. \$25,000 faculty stipends/discipline work

Clear Program Requirements

<p>desired core competencies and/or student outcomes in mind (including time-to-goal completion and enhanced access to relevant transfer and career outcomes).</p> <p>Current Scale: Pre-Adoption</p>	<p>3. <u>Discipline/degree</u> - routes for students to get from point A to B; explore technologies available to support this work; plant seeds regarding the benefits of master schedules to match maps/plans/guides; identify terminology that works for students.</p>		<p>achieve their academic goals more effectively.</p> <p>Change to scale of adoption: Pre-Adoption</p>	
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Proactive & Integrated Academic/Student Support

#9. Proactive & Integrated Academic/Student Support

College provides academic and non-academic support services in a way that is proactive and aligned with instruction, so that all students are explicitly engaged in these services.

Current Scale: Pre Adoption

1. Meet Students Where they Are

- Assess student needs and gaps in understanding related to support services.
- Inquire into methods and opportunities for building direct relationships with students through student- and academic-support services. For example, through enhanced counseling, library services, and tutoring hot spots.
- Investigate early alert methods and follow-up services to monitor student performance and progress. Include student services, non-instructional faculty, and instructional faculty in the process.

2. Assess Departmental Capacities & Needs

- Assess the capacities of Tutoring, Library Services, Counseling, Mental Health Services, Current Grants, and Professional Learning to provide these expanded services.
- Assess resource needs (e.g., personnel, materials, space, professional learning) to accomplish them.

3. Broad Collaboration Among Support Areas (LRAS and Student Services)

- Investigate opportunities for student- and academic-support services personnel (e.g., counselors, librarians, tutors, and classified) to meet in larger-scale and/or innovative forums for collaborating and sharing information.

1. Meet Students Where they Are

- Mesa has a dedicated research office to support efforts of assessing student perceptions and needs.
- Tutoring, Library Services, and Counseling have instituted innovative, high-impact practices on which greater capacity can build.
- Mesa has ensured that many students already have educational plans through SSSP.
- Mesa has hired personnel to assist with the early alert follow-up.

2. Assess Departmental/Programmatic Capacities & Needs

- Mesa has a strong culture of inquiry, program assessment, and improvement.

3. Broad Collaboration Among Support Areas

- Mesa has instituted some broad means of communications, through the President's *First Mondays on the Mesa* and Student Services *Monthly Update*.

1. Meet Students Where they Are

- Student research related to service perceptions and gaps will be explored.
- Proposals for enhanced services will be developed.

2. Assess Departmental Capacities & Needs

- Assessments will help determine needs.

3. Broad Collaboration Among Support Areas

- Opportunities for large-scale/innovative means for collaboration will be recommended.

Change to scale of adoption: Pre Adoption

1, 2, and 3

- Institutional Research Office Support: \$35,000
- Student stipends: \$10,000
- Marketing, promotional materials: \$15,000
- See #7 for additional resources

Implementation Timeline

CCC GP Implementation Timeline – **NOTE: The Taskforce will complete this section at our final meeting. Our priority has been on prioritizing elements through Spring 2018-19. Feedback is appreciated.**

Please complete the following GANTT chart to indicate the timeframe during which you would anticipate incorporating each of the 14 key elements included in the CCC GP Self-Assessment into your plan. Use the PAINT function by selecting the appropriate cells and then click on the Paint dropdown menu to select a color to fill in the cells. Please use blue for Inquiry, green for Design, and orange for Implementation elements.

Key Elements	Spring 2018-Summer 2019	Fall 2019-Summer 2020	Fall 2020-Summer 2021	Fall 2021-Summer 2022
EXAMPLE 1. Cross-functional inquiry				
EXAMPLE 5. Intersegmental alignment				
EXAMPLE 14. Applied learning opportunities				
Inquiry (1-3)				
1. Cross-functional inquiry				
2. Shared metrics				
3. Integrated planning				
Design (4-8)				
4. Inclusive decision-making				
5. Intersegmental alignment				
6. Guided major and career exploration opportunities				
7. Improved basic skills				
8. Clear program requirements				
Implementation (9-14)				
9. Proactive and integrated student supports				
10. Integrated technology infrastructure				
11. Strategic professional development				
12. Aligned learning outcomes				
13. Assessing and documenting learning opportunities				
14. Applied learning opportunities				

KPI Data

The KPI data will be automatically updated each planning period to invite reflection and inform future planning.

Key Performance Indicators	Current KPI Data (Autofill from Launchboard)	Spring 2018- Summer 2019	Fall 2019- Summer 2020	Fall 2020- Summer 2021	Fall 2021-Summer 2022
PARTICIPATION					
Number of students		To be pre-populated in advance of next work plan; make these columns unfillable.			
Average number of credits attempted in year one					
Average number of degree-applicable credits attempted in year one					
Full-time students					
Persisted from term one to term two					
College-level course success rate					
TRANSFERRABLE MATH & ENGLISH COMPLETION					
Successfully completed transfer-level math in year one					
Successfully completed transfer-level English in year one					
Successfully completed both transfer-level English and math in year one					
FIRST TERM MOMENTUM					
Successfully earned 6+ college credits in first term					
Successfully earned 12+ college credits in first term					
Successfully earned 15+ college credits in first term					
Attempted 15+ college credits in first term					

Estimated Allocations

Sample Categories	Element	Use	Anticipated Amount
Personnel Release Time Stipends	4	Student Stipend	\$10,000
	4	Reassign/Stipend	\$25,000
	6	Reassign/Stipend (2 committee leads)	\$30,000
	6	Reassign/Stipend (Counseling)	\$25,000
	7	Tutoring/Library Services	\$101,405
	7	Reassign/Stipends	\$10,000
	8	Faculty Stipends (curriculum/Training)	\$35,000
	8	Faculty Stipends (reassign time for research)	\$25,000
	8	Faculty Stipends (discipline work)	\$25,000
	9	IR Office Support (research)	\$35,000
	9	Student Stipends	\$10,000
Professional Development	6	Professional Development	\$30,000
	7	Conferences, Hosting Experts	\$25,000
Software	6	Career Portfolio Tech	\$20,000
Other	9	Marketing, Promotional Materials	\$15,000
Total State-wide Allocation			\$421,405

Additional Questions

Required per EC Section 88922 (c)

Briefly describe the college's efforts on the following issue:

The inclusion of high school grades into the assessment/placement process

Describe here

In Summer 2017, Mesa College launched our Placement Assistant (PA). PA identifies math and English courses for enrollment using students' prior academic history, including cumulative, unweighted high school GPA, courses, and grades. To be eligible to use PA students must have recently (≤ 10 yrs) graduated from a US high school. Some students may also need to take the English and/or mathematics assessment tests.

Based on the college's planning and self-assessment dialogue and activity, what support could the Chancellor's Office provide to expand or support the next steps (optional question):

We would like to see webinars that are pathways vs vendor focused

A repository of promising practices (i.e. engaging student voices etc)

Work Plan Timeline

- Hold 1st MPPT Meeting
- Prioritize elements
 - Element 2: Shared Metrics
 - Element 4: Inclusive Decision-Making Structures
 - Element 6: Guided Majors and Career Exploration Opportunities
 - Element 7: Improved Basic Skills
 - Element 8: Clear Program Requirements
 - Element 9: Proactive and Integrated Academic and Student Supports
- Outline a plan
 - Identify existing efforts or initiatives (if any) that will align and be integrated to make progress
 - Indicate outcomes
 - Anticipate Change
- Complete implementation timeline
- Verify that KPI's load properly
- Estimate GP Allocations for Summer 2018- Summer19

1,685,619	\$	421,405	\$	505,686	\$	421,405	\$	168,562	\$	168,562
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- Answer required questions
- Vet throughout campus
- Submit Report to Presidents Cabinet March 20, 2018
- Submit Report to the State by March 30, 2018

THANKS!

Any questions?

For more information visit <http://bit.ly/mesapathways>