

HOTEP CONSULTANTS

Equity Audit Presentation of Findings



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EA Background



Purpose

- Assess current practices at the college.
- Provide recommendations for continued improvements
- Ensure equity is embedded in all areas of college: policy, practice, and praxis.

Key Components

- College-wide Survey
- Focus Group Discussions
- Document Analysis
- Professional Learning Experiences

Timeline

- Sept - Surveys and Focus Group Discussion
- Oct - Document Analysis
- Nov-Dec - Presentation of findings to SMC key constituent groups and college-wide.
- March-April - Series of professional learning sessions for employees

S.E.T. Framework

Student Ready
Institutional



Equity Minded
Individual



Transformative
Service



Policy

The record of what we say
we do

Practices

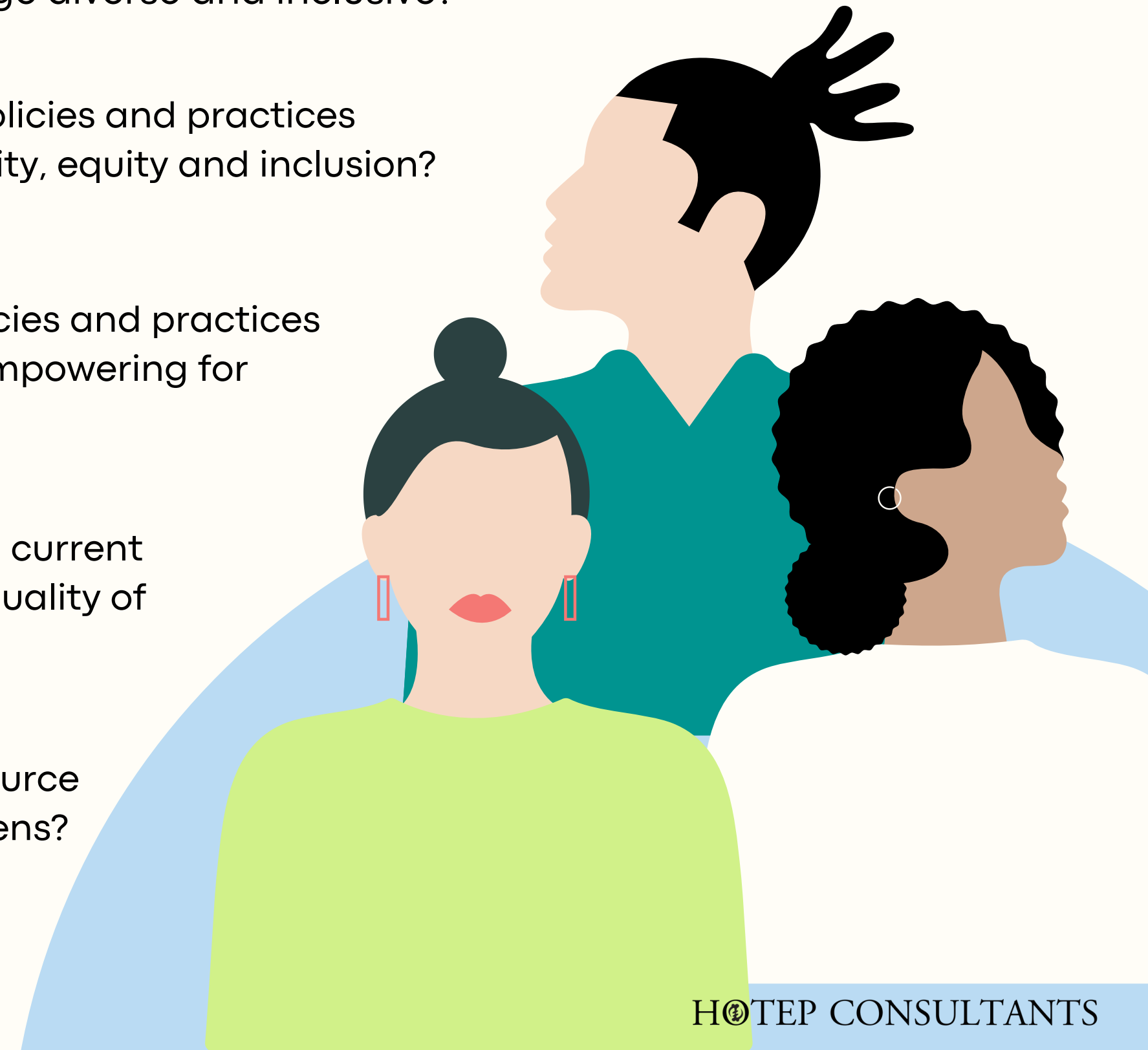
Doing what we said we
would do

Assessment

The result of doing what
we said we would do

Guiding Research Questions

- 1 To what extent is the environment at Santa Monica College diverse and inclusive?
- 2 To what extent do Santa Monica College's administrative policies and practices encourage a systemic and collaborative approach to diversity, equity and inclusion?
- 3 To what extent do Santa Monica College's instructional policies and practices help cultivate a learning experience that is engaging and empowering for historically minoritized students?
- 4 In what ways can Santa Monica College support changes to current policies, practices, and procedures in order to improve the quality of instruction and services for students?
- 5 To what extent are Santa Monica College's budget and resource practices informed by a student-ready and equity minded lens?



Findings - Overarching Themes

1

Clarity and Connection

There is a lack of clarity around the institution's equity advancing priorities and lack of guidance on the how the institution intends to implement those priorities.

2

Challenges to developing an Equity Ecosystem

Equity efforts are siloed and polarized which creates a barrier to developing a system of equity that can be easily entered into by a community of people with different backgrounds and levels of understanding about the issues.

3

Competencies for Student Success

SMC's programs offerings and reputation attract diverse students into the SMC community, but there is substantial progress to be made with regards to the campus climate and culture, to improve outcomes for disproportionately impacted students.

A Way Forward - Recommendations

	SET Framework		
Theme	Student-Ready (Institutional)	Equity-Minded (Individual)	Transformative (Service)
Administrative Capacity Building	5	1	2
Employee Relations & Support	3	2	2
Equity Advancing Initiatives	2	0	0
Professional Learning Experiences	0	4	2
Transformative Service	0	0	4

- 27 recommendations
- Recommendations are organized by the S.E.T framework and various categories.

A Way Forward - Recommendations

Administrative Capacity Building

- **Confirm and solidify the College's overarching institutional goals** via Educational Master Plan, Strategic Plan, or Board of Trustee Goals. These Goals should serve as the leading goals for which all institutional activities, individual group goals, and governance bodies should be in alignment to support.
- **Access tools and resources that help support individuals in using their agency and locus of control to practice equity in their work.**
- **Engage in Cultural Humility and Healing Centered Leadership & Engagement training/practices to re-establish a clear culture of trust, understanding, and collegiality.**

A Way Forward - Recommendations

Employee Relations & Support

- **Develop an internal “how-to” guide** (sharing the college’s current and updated processes and practices) for conducting an inclusive and equitable search process.
- **Update job descriptions and templates** across job categories to be explicit about the expectations of potential employees to engage in equity advancing practices.
- **Conduct a review of employee review, onboarding, and evaluation forms** to incentivize equity-minded practices, provide support needed for employee learning and growth, and to address behaviors not aligned with SMC’s vision, mission, and goals.
- **Establish a staff ombudsperson (or office)** dedicated to being a resource to the community and campus employees

A Way Forward - Recommendations

Equity Advancing Initiatives

- **Conduct an equity map** to catalog all of the equity related efforts on campus. Additionally, establish a calendar for Diversity, Equity, Inclusion (DEI) that is organized to bring together all DEI related activities in one place.

Transformative Service

- **Establish a forms committee** to review the effectiveness of required forms, update language, and evaluate the submission and review process on a regular basis (annually).
- **Departments create opportunities to address student equity issues** that are discovered through feedback of students, staff, and faculty.

A Way Forward - Recommendations

Professional Learning Experiences

- **Develop Employee Learning Pathways** to guide employees in accessing activities and programs best aligned with their interests and needs as it pertains to professional growth. This would include an inventory of all organized PD activities, when they take place during the year, expertise levels, modality, and resources.
- **Develop leadership training (modules/workshops) for students leaders & student employees.**
- **Develop a cohorted professional learning series** that features external experts, focused on developing cultural and racial literacy for employees.

A Way Forward - Recommendations

- Additionally, there is a column representing the numbered strategic goals found within the 2017-2022 Strategic Plan document for each of translation within the following recommendation tables.
- P, P, A = Policy, Practice or Assessment - refers to the three areas of which Hotep Consultants reviewed and analyzed data received from SMC.

Recommendation	Resource/Example	SP Goal*	P, P, A
Administrative Capacity Building			
<p>Confirm and solidify the College’s overarching institutional goals via Educational Master Plan, Strategic Plan, or Board of Trustee Goals. These Goals should serve as the leading goals for which all institutional activities, individual group goals, and governance bodies should be in alignment to support.</p>	<p><i>Example:</i> College of San Mateo - Education Master Plan - CSM Forward 2028, Institutional Priorities, Integrated Plans & Action Steps (pg. 105-109)</p>	1-6	Practice

A Way Forward - Recommendations

- It will be important to embed any recommendations gleaned from this report into the forthcoming Educational Master Plan or future strategic plans and program review processes in order to ensure that equity is embedded within the policies, practices, and procedures of SMC moving forward.

Recommendation	Strategic Plan Goal	Strategic Body - Responsible	Accountable	Consulted	Informed	Timeline
All job descriptions should include information regarding SMC's commitment to Equity, Diversity, and Inclusion and expectations of how each role might engage in equity advancing efforts within the college community	1, 4	HR, Management Association	HR, Senior Leadership	Academic Senate, CSEA	Hiring committees, recruiters, BOT	
Establish a process to review and revise course syllabi and canvas pages on a regular basis.	1, 2	Academic Senate, VP Academic Affairs	Instructional Faculty	Faculty Association,	Instructional Deans	

Discussion/Questions