Santa Monica College Student Equity Executive Summary
Integrated Plan 2017-19

Introduction

Santa Monica College (SMC) has an enduring commitment to achieve equity in educational outcomes for all students and a rich history of serving a large and diverse student population that is increasingly diverse in race/ethnicity, life experiences, and academic preparedness. The mission of SMC is to create a learning environment that both challenges students and supports them in achieving their educational goals. With an enrollment of more than 30,000 students per major semester, SMC is a Hispanic Serving Institution with 38.3% of students reporting Latinx/Hispanic heritage. And, over 60% of the general student population are students of color (Spring 2016 "Fast Facts").

A broad group of faculty, administrators, and staff have convened to integrate the Student Success and Support Program (SSSP)—both credit and noncredit, Student Equity, and the Basic Skills Initiative into a single plan with equity in educational outcomes for all students at the center. Concurrent with the development of this plan SMC launched the Guided Pathways redesign project which is also squarely focused on equity. The leadership of the Guided Pathways effort joined this work group in order to also integrate the ongoing redesign work with these efforts. During the course of developing the plan, the comprehensive work group developed equity vision and mission statements to guide and inform the plan as follows:

Equity Vision statement, "SMC is a dynamic and culturally responsive educational community that upholds the values of equity, inclusion and social justice as a pathway to personal and academic excellence."

Equity Mission statement, "SMC is an educational institution dedicated to providing an equitable learning and working environment. We intend to make clear, through our lived values and praxis, our commitment to inclusive excellence, which is reflected in our student outcomes and employee satisfaction."

The work group wrote five overarching goals for the Integrated Plan:

1. Santa Monica College will embrace student equity as a core value for which all will take responsibility.
2. Decrease the time to completion for degree, certificate, employment outcomes, and transfer, particularly for groups experiencing equity gaps.
3. Increase the persistence, completion, and success in all courses, particularly the ESL and English and math sequences, for African-American and Latino/a/x students and other groups experiencing equity gaps.
4. Increase the overall number of degrees and certificates awarded and successful employment outcomes for African-American and Latino/a/x students and other groups experiencing equity gaps.
5. Increase the overall number of students who are transfer prepared and successfully transfer among African-American and Latino/a/x students and other groups experiencing equity gaps.

To achieve equity in educational outcomes for all students, SMC is pursuing this work at both the institutional and individual levels. At the institutional level the college community will examine policies, practices, and structures that create barriers for students. Engaging in Guided Pathways redesign, to become a "student-ready college" is one example of these efforts. At the individual level the goal is for each member of the SMC community to become "equity-minded," embrace equity as a core value and recognize the ways in which he/she can help to achieve equity in the work he/she does every day at the college. The goals related to course success, transfer, and degree/certificate completion cannot be achieved without each person engaging in equity-minded work daily. To achieve this SMC will provide professional development to all groups, develop "equity core teams" in departments and divisions, and host all-campus events focused on equity.

Integration
Approximately two-thirds of new SMC students assess at the developmental level in English, ESL, and/or mathematics. The Basic Skills Initiative (BSI) aligns with the Student Equity plan goal of improving and accelerating the rates of developmental course success for African American and Latinx students, which, in turn, supports all academic achievement goals. BSI seeks to close the equity gaps by providing learning support services to students; supporting faculty in developing accelerated course work which is responsive to AB 705; integrating counseling, study skills, and career and transfer information into courses; and supporting the Guided Pathways redesign.

The SSSP team has identified a variety of high impact activities that support the student equity goals, the success of basic skills students, and the implementation of a Guided Pathways redesign of the student experience. In order to ensure all students are served effectively, the SSSP team will regularly conduct disproportionate impact analyses to determine any gaps in core service delivery among impacted populations. In addition, an equity core team of staff and counselors will be formed to inform and improve service delivery to students. For example, training will be provided to new counselors and interns to serve students with a focus on equity. SSSP aligns effectively with the Guided Pathways redesign and will improve practice by providing career information in a systematic way for all first-time freshmen to facilitate major selection and educational planning.

As suggested in the Chancellor's Office publication, "Vision for Success," SMC is using the "… Guided Pathways framework to bring about transformational change, ultimately braiding various funding streams in service of a singular, coherent plan for improvement" (p. 22). Using a student-centered approach, the Guided Pathways redesign is an integrated, inclusive approach to reimagine and comprehensively redesign the student experience, engaging the college as an inquiry-based, networked community to create an equity-driven institution as competent in student completion of programs as it is in student access. The goals of the redesign are to reduce/eliminate equity gaps, reduce time to completion, and increase rates of completion overall. Therefore, the Guided Pathways redesign directly supports the Student Equity goals and activities. The college is engaged in making the student experience more intentional, supported, and clear to help guide and support each student—regardless of academic preparation—to reach their self-defined academic goals effectively and efficiently.

Student Equity Goals, Activities, and Budgeted Resources

Goal: Santa Monica College will embrace student equity as a core value for which all will take responsibility. *Total Equity Budget: $859,765*

- **Data Coaching Training***:* Develop a team of equity data practitioners to deepen the institution's understanding of *why* the equity gaps exist for departmental and program metrics within the context of instructional support services and curriculum delivery.
- **Faculty Summer Institute:** 2 week training program designed to increase faculty use of culturally responsive pedagogy and promote equity practices in the classroom.
- **Professional Development:** Ongoing professional development focused on culturally responsive pedagogy and high impact practices. Contractual speakers (Veronica Neal, Kimberley Papillion, Frank Harris, J. Luke Wood) to assist with delivering high impact practices aimed at shifting institutional culture. Send groups of faculty, staff, and students to relevant conferences (National Conference on Race and Ethnicity, A2MEND, UMOJA, 3CSN, Equity Retreats). Prepare a more equity-focused, comprehensive hiring and human resource onboarding process.
- **Equity Evaluation and Research***:* Associate Dean and Project manager work with equity research analyst to expand pilot projects and determine efficacy and sustainability of new efforts to close identified equity gaps.
- **Support ongoing SMC Equity Research**: Senior Analyst directs and assists with evaluation of interventions and provides critical data and information to inform planning.
- **Equity Summit, Student Equity Committee, and Informational Materials/Web Development:** Planning and communication activities to promote student equity and related activities at the College.

Goal: Decrease the time to completion for degree, certificate, employment outcomes, and transfer, particularly for groups experiencing equity gaps. *Total Budget: $575,808*

- **Veteran Resource Center Service Expansion**: Increase capacity for connecting Veterans at SMC to centralized psychological and counseling services in the Veterans Resource Center.
- **Guardian Scholars:** Provide Guardian Scholars (foster youth) with a dedicated program coordinator/counselor to connect participants with student support services and closely monitor academic progress. Provide mental health referrals and additional staff to support foster youth.
- **African American Collegians/Latino Centers**: Student Services Assistant, part time counselors, and social worker/mental health professionals to provide program support, expand academic and personal counseling, referrals to mental health and other community-based resources.
- **Dreamers Advising**: Provide counseling to support our ally training program and student workers to act as peer mentors for undocumented students.
- **STEM counseling**: Part time counseling to support all STEM students at SMC to assist with the STEM education planning process.

- **Direct Student Support**: Provide assistance with book, transportation, and child-care costs.

Goal: Increase the persistence, completion, and success in all courses, particularly the ESL and English and math sequences, for African-American and Latino/a/x students and other groups experiencing equity gaps. *Total Budget: $447,697*

- **Supplemental Instruction (SI), Tutoring, and Learning Center Support:** Expand support for embedded tutoring and learning centers to improve access and quality of service across disciplines. Instructional Assistant support for African American Collegian and Latino Centers in Math and English, Student Services Specialist in Supplemental Instruction.
- **Embedded Tutoring during intersessions:** Provide student tutors to individual sections during the short-term, intensive winter and summer intersessions. Targeted tutoring for African American and Latinx students to promote course success.
- **History Peer Learning Program**: Expand peer-learning program to build history specific reading and writing skill building workshops.
- **Sociology Coaching Program**: Promote successful course completion among African American and Latino/a students.
- **Chemistry Bootcamps and Math Workshops:** Boost math/chemistry skills among African American and Latinx students that lead to successful course completion.
- **English Academy Summer Acceleration Program:** Continue two-week, intensive workshops to accelerate placement for students placed in pre-collegiate English into transfer-level English.
- **Black Collegians/Latino Center instructional support:** Provide full-time math Instructional Assistant to provide support for African American and Latinx students. Expand peer-mentoring program.

Goal: Increase the overall number of degrees and certificates awarded and successful employment outcomes for African-American and Latino/a/x students and other groups experiencing equity gaps.

- **Integration of Career Services in Black Collegians/Latino Center programs:** Provide comprehensive career services in the centers where target group students receive core services.

Goal: Increase the overall number of students who are transfer prepared and successfully transfer among African-American and Latino/a/x students and other groups experiencing equity gaps.

Total Budget: $111,500

- **Equity Transfer Programs and Research Projects**: Expand and promote transfer immersion programs, coursework, and opportunities to engage with SMC faculty mentors.
- **Scholars Program outreach:** focused outreach to African American and Latinx students eligible for the SMC scholars transfer program.

- **Transfer fee assistance program:** establish a system for assisting students who apply for transfer and are denied fee waivers.

Progress made on identified goals through funded Student Equity activities for 2014-15, 2015-16, and 2016-17

In 2014-15 Santa Monica College Student Equity Plan had three overarching goals:

- To build institutional capacity to address the achievement gap by engaging in systematic quantitative and qualitative inquiry, and by implementing interventions and student support that directly address the identified equity gaps.
- To establish a standing college committee on Student Equity, which will monitor progress on the plan, submit required annual reports, and develop future plans.
- To develop consensus on determining the performance measures for monitoring progress toward achieving the desired outcomes and establish target dates for achieving these outcomes.

The current overarching goals for the Santa Monica College Student Equity plan are:
1. To build institutional capacity to address the achievement gaps experienced by target group students.
2. To assess and evaluate all equity funded projects to determine the most effective practices for closing the achievement gaps identified in campus-based research.
3. To communicate evaluation results widely and develop plans for expansion of best practices, leveraging projects to maximize the impact on target group students

Santa Monica College accomplished two of the goals in the 2014-15 Student Equity plan by establishing a Student Equity committee with representation from all campus constituencies and by developing consensus on the performance measures for monitoring progress toward achieving the desired outcomes and establishing target dates for achieving these outcomes. Santa Monica College conducted campus-wide research and inquiry, and designed student support interventions that culminated with data evaluation to identify the most successful intervention strategies. The SMC Equity committee also examined paths for successful pilot programs to be brought to scale to close the equity gaps.

To continue to build capacity as a college to address this challenge, student equity has been integrated in institutional planning, program evaluation and improvement, and accreditation. Resources have been dedicated to the following activities.

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018
Budget for Building Institutional Equity	$228,373	$579,320	$698,893	

- **Equity Evaluation and Research**: Associate Dean and Project manager work with pilot projects to determine efficacy and sustainability of efforts to close identified equity gaps.

- **Support ongoing SMC Equity Research**: Senior Analyst directs and assists with evaluation of interventions and provides critical data and information to inform planning.
- **Equity Summit, Student Equity Committee, and Informational Materials/Web Development:** Planning and communication activities to promote student equity and related activities at the College.
- **Minority Male Community College Collaborative (M^{2}C^3):** conducted the Community College Survey of Men, interviews with faculty, and student and staff focus groups to get a full picture of institutional culture. Presented results to multiple groups across campus to inform institutional change, target professional development to areas of need, and create relevant student success workshops.
- **Faculty Summer Institute:** 2 week training program designed to increase faculty use of culturally responsive pedagogy and promote equity practices in the classroom.
- **Professional Development:** Ongoing professional development focused on culturally responsive pedagogy and high impact practices. Contractual speakers (Veronica Neal, Kimberley Papillion, Frank Harris, J. Luke Wood) to assist with delivering high impact practices aimed at shifting institutional culture. Send groups of faculty, staff, and students to relevant conferences (National Conference on Race and Ethnicity, A2MEND, UMOJA, 3CSN Equity Retreats).
- **Center for Organizational Responsibility:** Provided access and stipends to faculty who completed "Teaching Men of Color" modules.
- **Learning Resources and Academic Support Service Tracking System:** Identification of a tracking system to assess efficacy of services, frequency of use and impact on student outcomes, as well as curriculum development to address student needs.

Overall the campus-based research indicates that the target group students who experience the greatest disproportionate impact are African American and Latino/a/x students, particularly males. There are also areas in which foster youth, veteran students, and students with disabilities experience gaps in achievement. Goals to eliminate equity gaps experienced by target groups by the year 2021 were initially set in the 2014-2015 Student Equity Plan. Equity gaps were calculated using the percentage point gap methodology, which measures equity gaps by subtracting the success rate of the target group from the success rate of the highest achieving group for each metric. Gap values of 0% indicate that the equity goal has been achieved. The following describes the equity gaps experienced by target groups for each metric for the last four cohort years.

Indicator A: Access
Access was defined as access to the institution as well as access to critical services. The target groups identified in the data are part of the programs represented in these activities. SMC is committed to diminishing challenges that act as barriers to student success such as financial constraints, mental health, and access to critical support services. Students experiencing psychological distress, for example, are not ready to learn when they enter the classroom. For many of the equity-funded projects individuals have been hired to improve outcomes across all indicators which requires an increase in service and people to perform the high touch, high-engagement work.

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018	
Budget	$443,505	$653,776	$759,673		
	Cohort Year				
Target Population	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Compared to Baseline Year (Fall 2016 – Fall 2013)
Male	-2.5%	-3.3%	-3.7%	-3.9%	-1.4%
Black	-1.4%	-1.6%	-1.5%	-1.8%	-0.4%
Latinx	-2.2%	-1.0%	-0.5%	+0.4%	+2.6%

- **DSPS and Veterans Collaborative**: Improve outreach to Veterans to offer disability screenings.
- **DSPS:** Updated handbook for faculty and staff, purchased supplies for DSPS student support.
- **Veteran Resource Center Service Expansion**: Increase capacity for connecting Veterans at SMC to centralized psychological and counseling services in the Veterans Resource Center.
- **Guardian Scholars:** Provide Guardian Scholars (foster youth) with a dedicated program coordinator/counselor to connect participants with student support services and closely monitor academic progress. Provide mental health referrals and additional staff to support foster youth.
- **African American Collegians/Latino Centers**: a Student Services Assistant, Counselors, Social Worker to provide program support, expanded academic and personal counseling, referrals to mental health and other community-based resources.
- **Dreamers Advising**: Provide student workers to act as peer mentors and walk undocumented students through the process of applying for state aid and scholarships.
- **STEM counseling**: Part time counseling to support for all STEM students at SMC through the complex STEM education planning process.
- **Outreach and SMMUSD Collaborative:** Develop a model to be applied across top feeder high schools to reduce the number of target group students matriculating to SMC at the basic skills level by articulating curriculum and developing interventions in the senior year of high school.

Indicator B: Course Completion

Santa Monica College's faculty and staff believe that the biggest difference in closing the equity gaps will be in the classroom, which is the one place that all community college students share and can be reached. Therefore, the SMC Student Equity Plan has focused on improving teaching and learning experiences in the classroom and expanding access to instructional support services for target student groups**.**

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018
Budget	$280,417	$488,460	$341,527	

	Cohort Year				Compared to Baseline Year (2015/16 – 2012/13)
Target Population	2012-2013	2013-2014	2014-2015	2015-2016	
Black	-14.3%	-13.6%	-13.6%	-13.9%	+0.4%
Latinx	-5.8%	-6.6%	-6.8%	-6.6%	-0.8%
Low-Income	-9.2%	-4.5%	-4.7%	-5.1%	+4.1%
Veterans	-3.8%	-3.2%	-3.6%	-3.5%	+0.3%
Foster	-19.1%	-10.3%	-26.7%	-16.4%	+2.7%

- **Supplemental Instruction (SI), Tutoring, and Learning Centers:** Expand SI, tutoring, and learning center support to improve access and quality of service across disciplines. Instructional Assistant support for African American Collegian and Latino Centers in Math, Student Services Specialist in Supplemental Instruction.
- **Embedded Tutoring during intersessions:** Provided student tutors to individual sections during the short-term, intensive winter and summer intersessions. Targeted tutoring African American and Latinx students to promote course success.
- **History Peer Learning Program**: Establish a peer-learning program to build upon and expand on the history department's reading and writing skill building workshops.
- **Sociology Coaching Program**: Faculty coach to promote successful course completion among African American and Latino/a students.
- **Early Childhood Education (ECE) Lending Library:** Provide books for ECE courses to target group students.
- **Chemistry Bootcamps and Math Workshops:** Boost math/chemistry skills that lead to successful course completion.

[1]**Indicator C: ESL and Basic Skills Completion**

SMC invested in interventions that create pathways from basic skills to college level courses. Examples of these interventions include the English Academy and expanded access to instructional support services for target group students.

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018
Budget for Items ESL and Basic Skills	$108,148	$134,195	$85,177	

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[1] A note about the Basic Skills/ESL Completion, Degree/Certificate Completion, and Transfer metrics: For the earlier cohorts, the data monitors the performance of students *before* the implementation of equity- or success-related strategies and interventions. For example, the baseline data tracks the performance of students in 2007-2008 for six years (to 2012-2013). This group of students would not have had the opportunity to participate in any program, strategy, or intervention developed as part of the Student Equity Plan. As a result, for these metrics, the college expects that the impact of the equity strategies and programs will not be reflected in the data immediately.

Basic Skills Math Completion

Basic skills math completion describes the percentage of credit students who first enrolled in a course below transfer-level math in the cohort year and completed a college-level math course within six years of the cohort year (Source: Student Success Scorecard).

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018	
	Cohort Year				
Target Population	2007-2008	2008-2009	2009-2010	2010-2011	Compared to Baseline Year (2010/11 – 2007/08)
Black	-27.2%	-29.6%	-21.3%	-26.0%	+1.2%
Latinx	-16.7%	-19.8%	-9.3%	-12.8%	+3.9%

Basic Skills English Completion

Basic skills English completion describes the percentage of credit students who first enrolled in a course below transfer-level English in the cohort year and completed a college-level English course within six years of the cohort year (Source: Student Success Scorecard).

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018	
	Cohort Year				
Target Population	2007-2008	2008-2009	2009-2010	2010-2011	Compared to Baseline Year (2010/11 – 2007/08)
Black	-26.9%	-27.3%	-28.2%	-32.4%	-5.5%
Latinx	-16.8%	-14.3%	-13.8%	-16.6%	+0.2%
Low-Income	-1.8%	-1.7%	-2.1%	0%	+1.8%

Basic Skills ESL Completion

Basic skills ESL completion describes the percentage of credit students who first enrolled in a course below transfer-level ESL in the cohort year and completed a college-level English or ESL course within six years of the cohort year (Source: Student Success Scorecard).

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018	
	Cohort Year				
Target Population	2007-2008	2008-2009	2009-2010	2010-2011	Compared to Baseline Year (2010/11 – 2007/08)
Black	**	-30.5%	-21.8%	-15.2%	+15.3%*

| Latinx | -17.9% | -17.8% | -14.4% | -22.5% | -4.6% |

**The equity gap for the Black student population for the Basic Skills ESL Completion metric was not measured for the baseline year as the cohort size was too small (fewer than 10). As a result, the 2008-2009 year was used as the baseline year for this target group.

- **English Academy Summer Acceleration Program:** Two-week, intensive workshops to accelerate placement for students placed in pre-collegiate English into transfer-level English, saving students up to two semesters of remedial coursework.
- **Black Collegians/Latino Center instructional support:** Hired a full time Math Instructional Assistant to provide support in these centers for target group students. Developed a peer mentor program.
- **Mathematics Faculty Professional Development:** Engaged in targeted research using the Community College Survey of Men and interviews and focus groups with math faculty and students to promote understanding and change. Project is ongoing.

Indicator D: Degree and Certificate Completion

For Indicator D, Degree and Certificate Completion, the 2008-09 cohort is examined. In 2014-15 SMC implemented an innovative strategy, leveraging technology and in-house data to award degrees and certificates to students who did not realize they were eligible. Those results are not yet reflected in these data.

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018	
Leveraged SSSP funding and other grant funding sources					
	Cohort Year				
Target Population	2007-2008	2008-2009	2009-2010	2010-2011	Compared to Baseline Year (2010/11 – 2007/08)
Black	-13.1%	-3.6%	-4.5%	-12.8%	+0.3%
Latinx	No gap	No gap	No gap	No gap	NA

- **MyEdPlan integrated with Counseling services:** Educational planning tool integrated with degree audit to give students clear pathways for degree and certificate completion.
- **Integration of Career Services in Black Collegians/Latino Center programs:** Provided comprehensive career services in the center where target group students receive other services.

Indicator E: Transfer

The Student Equity committee created a timeline and primary focus for each year. Basic Skills, Access and Course completion addressed the bottleneck in transfer for African American and Latinx students and therefore was the primary focus of the equity activities in prior year plans. Transfer programming support in the form of counseling overlaps largely with several indicators to increase student support services.

Equity Plan Year	2014-2015	2015-2016	2016-2017	2017-2018	
Budget	$29,305	$48,080	$65,605		
	Cohort Year				
Target Population	2007-2008	2008-2009	2009-2010	2010-2011	Compared to Baseline Year (2010/11 – 2007/08)
Black	-10.5%	-19.8%	-15.7%	-5.7%	+4.8%
Latinx	-14.9%	-16.6%	-14.0%	-15.8%	-0.9%

- **LMU Transfer Program and Black Collegians/Adelante Research Projects**: Summer Research Academy at Loyola Marymount University and Library Research Projects conducted at University of California, Los Angeles promote transfer and preparation for success at a university.
- **Scholars Program outreach:** The Scholars program conducts focused outreach to African American and Latinx students eligible for this important transfer program.

Name of the College/District: Santa Monica College

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