

Equity in Success



Guided Pathways

ISSUE

Research has shown that offering community college students Guided Pathways and “wraparound” supports increases in retention, persistence and completion of their educational goals. However, this model is more intrusive than the traditional model of community college education and requires additional services and support that are not currently offered, and which will increase the cost of service per student. While colleges can pursue external funding to develop and pilot key components of Guided Pathways, institutionalization and long-term sustainability requires ongoing funding that is not currently available through existing revenue streams.

To ensure that all students have equitable access and success in pursuing and attaining their educational and career goals, every college has implemented Guided Pathways and established engagement centers based on meta-majors. A crucial principle is that each center will provide a similar “standard of care” per student that includes equitable levels of counseling, educational advising and peer mentoring. To provide this equitable Standard of Care, RCCD requires, at a minimum, 50 educational advisors (\$114,538/year per advisor), 10 counselors (\$163,142/year per counselor), 150 peer mentors (\$12,100/year per mentor), and basic equipment for the engagement

centers (\$800,000) for a total budget of \$9,143,898 per year for staff and a one-time allocation of \$800,000 for equipment. Additional funding for mandatory training and development requirements for 10-15 hours are needed for faculty (full-time and adjunct) and classified staff who are crucial for the support and sustainability of this program.

REQUEST

RCCD requests an increase in FTES apportionment funding and/or ongoing annual allocation to implement fully and sustain the Guided Pathways model at all three of the District’s colleges.



BACKGROUND

The Guided Pathways model is nationally recognized for its effectiveness in reducing completion time and cost of education for community college students. As outlined in the 2015 book, *Redesigning America's Community Colleges: A Clearer Path to Student Success* (Bailey, et al, 2015), Guided Pathways is a whole-college redesign model that helps all students explore, choose, plan and complete programs aligned with their career and education goals efficiently and affordably. At RCCD, Guided Pathways emerged from several successful completion initiatives at Moreno Valley College, Norco College, and Completion Counts at Riverside City College. In 2012, Completion Counts was initially funded by the Bill and Melinda Gates Foundation. Working in

partnership with the city of Riverside, local Chambers of Commerce, and the region's school districts, RCC implemented the Completion Counts model, which yielded significant improvements in student completion rates, and more specifically time to completion. A majority of the 700 student Completion Counts cohort was successful in completing their certificates and degrees in three years rather than the more traditional six years. The success of Completion Counts, both locally and in communities across the country, led to a system-wide reform of the community college structure.

The colleges are currently working to fully scale Guided Pathways and ensure that all 60,000 students served by the District have selected a pathway and are making progress toward their educational and completion goals. Specific activities

toward each of the four tenets of Guided Pathways include:

- **Clarity** – Through the Guided Pathways framework, the colleges developed pathways for students, providing clear program maps and support structures to guide students towards achieving their academic, transfer and career goals.
- **Intake** – Through Guided Pathways, the colleges completely redesigned their new student intake process to include academic planning (based on program maps) and student educational plans to ensure students know what courses they need to complete their educational goals in a timely manner.
- **Support** – Collaborative teams of counselors, educational advisors, faculty advisors, librarians, peer mentors, tutors, and supplemental instructors provide integrated and comprehensive academic support for students in the identified instructional pathways.
- **Learning** – Riverside City College and Norco College are using the degree qualifications profile model to create and provide resources for students about program learning outcomes, future educational opportunities, and careers in their desired field of study. Moreno Valley College is creating an apprenticeship program for students that will deliver hands-on learning opportunities for students that lead directly to employment in better than living wage jobs.