

Collegewide Service Areas - Comprehensive Program Review

Division: Academic Services

Area/Department: Guided Pathways

1. Summary of Area

Provide a brief, but thorough summary of your area. Include descriptions such as what your area does on a daily basis, who it serves, how it provides services, how it supports the college, any challenges it faces, and any other information that is important for RAPP members to know about your unique area.

Guided Pathways is committed to supporting students in their academic and career journeys through thoughtful guidance and innovative resources. Our original mandate was to institute the four pillars of the program, so we have organized our quotidian tasks under these four important goals:

1. Create clear curricular pathways to employment and further education.
 - a. Degree and Certificate Mapping: We have mapped out hundreds of degrees including transfer degrees and certificates, providing students with clear, up-to-date pathways to achieve their educational goals. These maps help students understand what steps they need to take to successfully complete their programs. We update these maps regularly. Institutional efforts to comply with AB928 are intrinsically tied to this work and this will continue to be an essential task moving forward, until such a time that an automated mapping system can be acquired.
 - b. Transfer Pattern Maps: We mapped the most common majors to the most popular transfer schools for our students. The outcome gives students a clear base for how to achieve their transfer goals.
2. Help students choose and enter their pathway.
 - a. Event Coordination: We support important events like Welcome Day and Enrollment Day, working closely with the Office of Communications. We manage initiatives such as the Guided Pathways Student Internship program and the Villages Ambassadors program to provide valuable opportunities for our students.
 - b. Web Resources: We have our own Canvas pages to support each of the six Villages, and students can connect with resources and events through these pages. We offer workshops for various majors, Village-related panel discussions, and social events to promote networking. All of the information that we regularly send to students is designed to help them find their pathway and achieve their ultimate goals. Cooperation with ETS is needed to automate and expedite student access to these resources.
 - c. Outreach and Orientation Events: Guided Pathways hosts outreach and orientation events throughout the year, with a significant focus in the spring and summer, just before the fall quarter begins. Key events include Enrollment Day, an outreach event and orientation for students considering De Anza, and Welcome Day, which

is centered around the six Villages. On Welcome Day, our employees, including both students and staff, are actively involved at the Welcome tents and tables. Additionally, we participate in orientation events such as Summer Bridge, the International Student Welcome event, the DASG Student Services Resource Fair, and the DALA Bienvenida event. These activities are designed to support students as they embark on their educational journeys and work towards finding fulfilling and rewarding futures.

3. Help students stay on their path.
 - a. Advance Equity: We work to remove barriers that our students face, particularly students of color, first-generation students, students from low-income backgrounds, and working adults. For example, we are currently working to have degrees and certificates automatically awarded so all students are recognized for their achievements. LinC sections are being developed for each village as well.
 - b. Village Centers Management: We operate Village Centers, each associated with a meta-major, that serve as central hubs for academic, career, and social support. These centers are active spaces where students can access workshops, counseling support, and various events tailored to their diverse needs.
 - c. Ensuring Access and Support: We work with faculty and staff to establish office hours in the Village Centers to ensure that students have consistent access to guidance and resources. This ongoing support is vital for maintaining the effectiveness and responsiveness of Guided Pathways.
 - d. Innovative Programs: We continually seek new ways to support students through initiatives such as Rising Scholars. We also introduce practical solutions, like on-campus Zoom spaces, to help students stay connected and engaged, regardless of their physical location.
 - e. Personalized Support: We host counselors, advisors, and other Classified professionals, who offer financial aid information, academic counseling and career and transfer guidance, with a special focus on supporting students from historically underrepresented groups. Our goal is to help each student navigate their challenges and reach their aspirations.
 - f. Program Coordination: We work behind the scenes to align course schedules and integrate support services across various departments. This coordination is crucial for helping students stay on track and complete their degrees or certificates efficiently.
 - g. Fostering Collaboration: We facilitate collaboration among programs such as Learning Communities, Villages, and Open Educational Resources (OER). This collaborative approach creates a strong support network, making it easier for students to access the help they need.

4. Ensure that learning is happening with intentional outcomes
 - a. We serve all students, with a focus on those from historically underrepresented groups. Our services are tailored to help students navigate their educational paths,

offering personalized support through academic counseling, career advising, and targeted workshops. By using data-driven insights, such as enrollment patterns and feedback from students, we continually adapt our programs to better meet emerging needs and institutional priorities.

- b. Guided Pathways supports the college by enhancing student retention and success. We work closely with faculty, staff, and administrators to integrate academic and support services, ensuring a cohesive approach to student development. This alignment with the college's Educational Master Plan and Equity Plan Re-Imagined underscores our commitment to outreach, retention, and student-centered instruction. Ongoing program- and degree-mapping efforts within Guided Pathways facilitate all AB928 compliance work as well.

While we have seen many successes, we do face challenges, particularly with our reliance on grant funding, which affects the program's stability and growth. The current staffing structure, largely supported by temporary grants, limits our ability to expand and ensure long-term sustainability. Addressing these challenges is crucial for continuing to enhance the impact of Guided Pathways.

The Guided Pathways program plays a key role in fostering a supportive and inclusive environment at De Anza College. By remaining adaptable and focused on student needs, we help ensure that students have the resources and support they need to thrive, contributing to the overall success and growth of the program.

2. Mission

Collegewide Service Areas are multi-functional areas that address many of the out-of-classroom needs of students, faculty, staff and visitors on campus. Collegewide Service Areas must follow business practices and principles in their service design and must operate enterprises that provide goods and services on campus.

Collegewide Service Areas must adhere to ethical, effective, efficient, and sustainable business practices in the provision of relevant, quality, services that support and enhance the campus environment for students, faculty, staff, and visitors, and provide opportunities for student development.

The area's mission must be consistent with the mission of their division as well as the college and applicable professional standards. The Collegewide Service Area's mission must be appropriate for the college's students, stakeholders and constituents in which the area serves.

- a. What is your area's mission statement?
- b. How does your area's mission statement relate to the mission, vision, and values of the college?
(<https://www.deanza.edu/about-us/mission-andvalues.html>)

Our Mission Statement:

The De Anza College Guided Pathways Initiative provides students opportunities to explore prospective majors and careers while still making progress towards their academic goals; it

keeps equity at the core of our decision-making while understanding that improving academic and support services for underserved populations will also benefit all students; it proactively and holistically addresses students and their needs by offering wrap-around services, and it helps students to gain self-efficacy in navigating their educational journeys.

The Guided Pathways Initiative at De Anza College is deeply connected to the college's mission, vision, values, and core competencies, as it began as a program with the goal of supporting the college's mission.

5. Alignment with the College Mission Statement

- h. Academically Rich, Multicultural Learning Environment: Guided Pathways is all about providing structured support and exploration opportunities for every student, especially those from underserved backgrounds. This fits perfectly with our mission to create a diverse and stimulating academic environment through activities and events offered for each community of learning.
- i. Challenge Students of Every Background: We continue to grow comprehensive, wrap-around services that meet students' needs from all angles. By doing this, it helps students from every background navigate their educational paths more effectively, which is at the heart of our mission.
- j. Develop Intellect, Character, and Abilities: Guided Pathways builds students' self-confidence through professional development and leadership opportunities, and equips them with the tools they need to make informed decisions about their futures. This supports their intellectual and personal growth, aligning with our goal of developing well-rounded individuals.
- k. Socially Responsible Leaders: By focusing on equity and college engagement, Guided Pathways helps prepare students to be leaders who are aware of their social responsibilities and ready to make a positive impact in their communities.

6. Alignment with the College Vision

- l. Empower All Students: Our vision is to empower students, and Guided Pathways is designed to do just that. It offers personalized support to help all students reach their educational goals and develop their leadership potential. Our student employees receive support from a personal mentor, professional development training, media training, and leadership opportunities. In alignment with the ethos driving AB 928, Guided Pathways program- and degree-maps empower students to make course decisions in efficient and informed ways.
- m. Develop an Equity-Based Mindset: Guided Pathways is committed to putting equity at the forefront, ensuring that all students, particularly those from marginalized backgrounds, have the support they need. Our hiring vision includes creating a diverse team, both of students and employees. This approach helps foster an equity-based mindset, which is central to our vision.
- n. Become Civic Leaders: The initiative's emphasis on holistic support and building self-efficacy helps students develop the skills and confidence needed to become

engaged and informed civic leaders. Each student employee has a staff mentor, and all student users have access to staff working in the Villages.

7. Alignment with the College Values

- o. Integrity: Guided Pathways upholds integrity by providing transparent and proactive support to all students. It ensures that every student feels seen and valued, reflecting our commitment to honesty and respect.
- p. Innovation: Guided Pathways is all about innovation—finding new ways to support students and continuously improving their experience. The Villages themselves were born from innovation and are the first of their kind in a Guided Pathways program. All growth in the Villages is innovated by employees and students and everyone learns through trial and error. Our Interns do research projects based on the six communities, and from those outcomes, student solutions and innovation becomes reality. This mirrors our value of embracing new ideas and approaches to better serve our community.
- q. Equity: Equity is a core principle of Guided Pathways, and as such, we endeavor to stay closely aligned with De Anza’s department of Equity. The initiative is designed to meet the needs of a diverse student body and improve outcomes for underserved groups, directly supporting our commitment to diversity and inclusion.

8. Alignment with Institutional Core Competencies

- r. Communication and Expression: Guided Pathways helps students articulate their goals and navigate their academic paths via employee support, counseling resources, and service connections. This support enhances their communication skills as they plan their educational journey.
- s. Information Literacy: Our staff and our website aids students in exploring and understanding different academic and career options. Furthermore, our research interns undergo rigorous training in ethical research and data collection. This enhances their ability to gather, evaluate, and use information effectively in making important decisions.
- t. Physical/Mental Wellness and Personal Responsibility: Guided Pathways offers holistic support, including referrals to mental health services and academic advising, which contributes to students' overall well-being and fosters a sense of personal responsibility. Social activities further enhance their well-being by offering community and peer support.
- u. Civic Capacity for Global, Cultural, Social, and Environmental Justice: The program helps students gain a deeper understanding of global and social issues, by virtue of working and socializing with a diverse community of employees and other students in their Villages, preparing them to engage thoughtfully in their communities and address justice challenges.
- v. Critical Thinking: Guided Pathways encourages students to make informed choices about their academic and career paths through workshops, panels, and one-to-one support. Both leadership opportunities and research components add to

our strength in developing critical thinking skills. Students develop further as they weigh different options and make decisions about their futures.

9. Guided Pathways at De Anza is a strategic effort that aligns with De Anza College’s mission, vision, values, and core competencies. By focusing on equity, holistic support, and student empowerment, it helps students achieve their goals and prepares them to be effective and responsible leaders in their communities.

3. Goals

Collegewide Service Area should be guided by a set of written goals and objectives that are directly related to its stated mission. The goals should be aligned with institutional priorities and expectations of the Collegewide Service Area. The area should regularly develop, review, evaluate, and revise its goals and communicate progress towards meeting its goals to appropriate constituents.

- a. Enter 2-3 goals for your area to be achieved by spring 2027. These can be aspirational goals that your area will work towards achieving over the next four years with the resources available to improve the services provided to the campus and community. Include a description of the goal, responsible persons, and collaboration that is required to achieve the goal. Each annual reflection will ask your area to report on progress in meeting its goals. Each goal should be aligned to your division’s mission and the college mission. All resource requests should be aligned with your area’s mission and goals.

Goal title	Goal description	Responsible parties	Collaboration with	What evidence will be used to monitor progress?	How will you assess achievement of the goal?
Guided Pathways Student Research Internship	Interns will gain hands-on experience in research, learning how to design and conduct studies on ways to better support students, boost retention and graduation rates, and foster a more inclusive and engaged community, while working closely with faculty and staff mentors.	Guided Pathways Faculty Lead; Guided Pathways Program	Campus Programs and Services	Conference presentations to evaluate student research proficiency. SARS data concerning Villages growth and student engagement	Surveys, SARS data, Institutional Research.
Integrating More Village Services	Bringing Student Services into Village Centers makes it simpler for students to get all the help they need in one place, right where they’re already focused on their studies	Guided Pathways	Caring Campus and Student Services	Enhanced representation of services in Village Centers	SARS data concerned with student engagement with various Village Services

	and goals. This setup not only cuts down on the hassle of bouncing between offices but also builds a supportive community, helping students feel more connected and successful				
Outward facing Program Maps	Make clear academic pathways available to all students and community members	Guided Pathways	Enrollment Services, Office of Communications,	Software procurement, Process analysis, map integration, final product goes live	The existence of program maps for all students and community members via De Anza College website

4. Culture of Assessment

Collegewide Service Areas must develop Administrative Unit Outcomes (AUOs) aligned to their mission to evaluate the ways in which the area has identified a need specific to the population they serve and ways to improve or create a process to address that need. As part of the AUO process, areas are required to monitor progress of the AUO and how it helps them achieve its mission and goals in an ongoing cycle of assessment.

- a. List your areas AUO’s.
 1. Student-Readiness and Resource Access: Provide essential resources to support student success from the start.
 2. Clear and Direct Information: Offer clear, actionable information to prevent confusion and disengagement.
 3. Diverse Access Points and Goals: Adapt support to meet the varied needs and goals of all students.
 4. Valuing Student Experiences: Use student feedback to improve and tailor support strategies.
 5. Culture of Engagement and Respect: Create a campus environment of mutual respect and active engagement.
 6. Streamlined Processes: Simplify and remove bureaucratic barriers to enhance efficiency.
 7. Community and Partnership Support: Collaborate with local partners to boost student success and community impact.

- b. Summarize the dialogue that has resulted from AUO assessment.

In our discussions around AUOs, we’ve focused on several key areas to enhance student support and success. We’ve identified specific challenges where current practices fall

short, such as inadequate resource access and unclear communication, and are actively addressing these issues. By listening to feedback from students and staff, and reviewing institutional research data, we're refining our strategies to better meet student needs. We've shared successful approaches from various Village Centers, including effective workshops and social events, to inspire broader improvements. We're also tackling obstacles like bureaucratic inefficiencies and communication breakdowns, with initiatives such as granting automatic degrees and certificates. Our efforts include enhancing campus engagement through collaborations with programs like Rising Scholars and Guardian Scholars, and building stronger community partnerships, exemplified by outreach to local high schools to better bridge the gap between high school and college coursework.

c. What specific strategies has your area implemented, or plan to implement, based on the results of the AUO assessment conducted?

- Centralized Resources: We're setting up a services schedule in a central spot in our Village Centers where students can easily find out when the kind of help they need is available in each Village, making it simpler to get started on their paths and stay on track.
- Clear Communication: We're improving how we share information by using different methods to ensure students get clear and helpful updates without any confusion. We use both our Village Canvas pages and a centralized media team, composed of one faculty leader and a team of students.
- Flexible Support: We're creating more and different kinds of workshops, events, and social interactions to fit the diverse needs and goals of our students, so everyone gets the support that works best for them.
- Using Feedback: We're putting student feedback surveys, SARS data, and Institutional research to good use by regularly reviewing what's working and what's not and making changes based on what we learn. Lately, our outreach efforts target those groups who least use the Villages as a resource.
- Simplified Processes: We're cutting through red tape by simplifying our processes and working towards automatic degree and certificate awards to make college smoother for students. Likewise, we are looking to implement automated enrollment into the Villages.
- Building Community: We're supporting events and programs like Welcome Day, Enrollment Day, Summer Bridge, ISP, Rising Scholars, Guardian Scholars, OER/ZTC, and LinC to build a more engaged and supportive campus environment.
- Expanding Partnerships: We worked with local high schools to help students transition more smoothly from high school to college and to expand the support network available to them.

d. How do these strategies align with the areas' mission and goals?

1. Centralized Information

- How It Helps:
 - Easier Access to Help: By putting all the info about services in one place, we're making it easier for students to get the support they need. Whether it's academic

support, financial aid advice, or career counseling, students won't have to hunt for it—they'll know exactly where to go.

- More Confidence: When students know where to find help and when it's available, it's easier to stay on track and feel in control of their journey.
- Aligns With Our Goals:
 - We Want to Be Ready for Students: Our goal is to be as student-friendly as possible. Centralizing information is a step towards that.
 - Straightforward Info: We're working to make sure students get clear, direct information so they don't waste time bouncing around.

2. Clear Communication

- How It Helps:
 - Less Confusion: We're improving how we share updates and important info so students are always in the loop and know exactly what's happening.
 - More Involvement: By involving students in creating communication materials, we're making sure our messages are relevant and helpful.
- Aligns With Our Goals:
 - Listening to Students' Stories: We're using different ways to communicate because we want to make sure students' feedback helps shape our approach.
 - Respectful Engagement: Clear and consistent updates contribute to a respectful and engaging campus environment.

3. Flexible Support

- How It Helps:
 - Something for Everyone: We're offering a variety of workshops and events to match students' unique needs and interests, making it easier for them to find the support that works best for them.
 - Personal Touch: The diverse range of support options helps ensure that everyone finds something that fits their goals and learning style.
- Aligns With Our Goals:
 - Understanding Diverse Needs: We recognize that every student's path is different and are committed to providing support that reflects that diversity.
 - Removing Barriers: By offering flexible support, we're making it easier for students to get the help they need without unnecessary obstacles.

4. Using Feedback

- How It Helps:
 - We're Listening: We're regularly checking in with students through surveys and data to see what's working and what needs improvement, so we can make changes that actually benefit them.
 - Better Services: Students' feedback helps us refine our services and support to better meet their needs.
- Aligns With Our Goals:

- Proactive Support: We're committed to using feedback to be as responsive and helpful as possible.
- Continuous Improvement: Regularly reviewing feedback helps us stay engaged and respectful of students' experiences and needs.

5. Simplified Processes

- How It Helps:
 - Less Red Tape: We're working to make processes like degree and certificate awards simpler and more automated, so students can focus on their studies rather than paperwork.
 - Streamlined Experience: Simplified enrollment and other processes mean fewer hurdles for students as they work towards their goals.
- Aligns With Our Goals:
 - Making It Easier: Our goal is to reduce unnecessary obstacles and make the college experience smoother and more straightforward for students.
 - Student-Friendly Systems: By automating and simplifying, we're working to be more student-ready and less bureaucratic.

6. Building Community

- How It Helps:
 - Feel Connected: Programs and events like Welcome Day and Summer Bridge help students feel more connected to the campus and their peers, making the college experience more engaging and supportive.
 - Support Network: Engaging in campus activities helps build a sense of community and belonging, which can be crucial for students' success.
- Aligns With Our Goals:
 - Creating a Welcoming Environment: These initiatives foster a culture of engagement and respect, helping everyone feel part of the campus community.
 - Supporting Each Other: Building community supports our goal of creating an environment where all students can thrive.

7. Expanding Partnerships

- How It Helps:
 - Smooth Transitions: Collaborating with local high schools helps ease students' transition from high school to college, giving them a better start and more support.
 - Broader Support: Expanding partnerships means students have a wider network of support from both educational and community organizations.
- Aligns With Our Goals:
 - Supporting Students' Journeys: We worked with local schools to ensure students had a smoother path from high school to college.
 - Community Engagement: Building these partnerships reflects our commitment to working with the larger community to support students' success.

5. Staffing Needs

Collegewide Service Areas must have fiscal, human, professional development, and technological resources to develop and implement assessment plans and meet its mission and goals.

Provide a brief overview of your area's staffing needs. Personnel requests are to be submitted on a separate form.

- a. What is the staffing need(s) to ensure the area is able to meet its mission in serving the college?

To fully realize its mission and goals, the Guided Pathways program at De Anza College needs both a permanent faculty position and a permanent classified position. These roles are essential for sustaining and expanding our initiatives, ensuring consistent support, and adapting to evolving student needs and institutional priorities. Currently, our program relies on grant funding, student employees, and temporary staff, which puts our stability and long-term success at risk.

Staffing Needs to Meet Mission

Permanent Faculty Position: A full-time, permanent faculty member is crucial for the program's continued vitality and growth. This role includes:

- **Coordinating and Aligning Schedules:** Managing course schedules across disciplines to help students progress smoothly through their academic paths.
- **Leading and Integrating Programs:** Overseeing initiatives like Learning Communities (LinC), Villages, and Open Educational Resources (OER)/Zero Textbook Cost (ZTC).
- **Enhancing Services:** Improving outreach, retention, and student-centered services in line with our Educational Master Plan.
- **Providing Consistent Support:** Offering steady mentoring, advising, and support to our diverse student body.

Permanent Classified Position: This role focuses on supporting the Guided Pathways framework by:

- **Organizing and Aligning Schedules:** Coordinating course and event schedules across disciplines and Villages to enhance completion rates.
- **Facilitating Collaboration:** Boosting cooperation between programs and departments to provide integrated support services.
- **Managing Recruitment and Placement:** Overseeing the hiring and placement of both staff and student workers.
- **Providing Continuous Support:** Offering academic advising and mentoring to strengthen our support network for students.

Both positions are key to improving student retention, success, and equity by ensuring that our Guided Pathways initiatives continue to develop and succeed.

- b. What strategies does your area have in place to ensure it is meeting its mission and goals when faced with the current staffing ratios?

- **Grant-Based Funding:** The program currently relies on grant funding, which is set to end. Without additional permanent staff, maintaining our current level of service will be challenging.

- **Leveraging Volunteers and Interns:** Employee volunteers and student interns contribute significantly, but their support is intermittent and limited by their commitments and funding regulations. While we will continue to utilize them, they cannot cover all the program's needs.
- **Efficient Resource Allocation:** We will prioritize key functions and delegate tasks based on expertise and availability to make the most of our current staff and resources.
- **Collaborative Efforts:** We'll work closely with other departments and community partners to share resources and enhance our support services.
- **Data-Driven Adjustments:** By regularly analyzing data, we can identify areas for improvement and adjust our strategies to fill gaps and optimize resource use.

What strategies does your program have in place to ensure all staff have access to professional development opportunities and technological resources appropriate to their job?

Professional Development Opportunities:

- **Workshops and Training:** We will offer regular workshops and training tailored to staff needs, focusing on student support, program management, and use of college resources.

Technological Resources:

- **Access to Tools:** Ensure that all staff have access to essential technological tools and platforms, such as computers, tablets, and big screens in each Village.
- **Training Support:** Provide ongoing training to help staff use these tools effectively and adapt to new technologies.

Continuous Feedback and Improvement:

- **Regular Reviews:** We'll regularly review staff needs and the effectiveness of our resources to make timely adjustments and improvements.
- **Feedback Mechanisms:** Implement mechanisms to gather staff feedback on professional development and technology needs, ensuring support aligns with their roles.

By addressing these staffing needs and implementing these strategies, the Guided Pathways program will continue to thrive, effectively supporting student success and aligning with the college's mission and goals.

6. Any Additional Information

Use this space to provide any additional information about your area/department that you feel is important to include in a program review that has not been discussed above.

Guided Pathways is a unique framework. Fully-embedded in the State Chancellor's Vision 2030, Guided Pathways serves as an essential programmatic intersection point between instruction, student services and

academic services. The nature of that intersection is designed both to break down barriers for students navigating complex bureaucratic functions, and to make these interstitial spaces work for students. The development of degree—and program—maps that currently drive templates being used for AB 928 compliance represent a tangible first step in the overall alignment and simplification of degree attainment for students. This intention is reflected in AB 1111 as well, and in the local Academic Senate’s recent adoption of a much-simplified local GE pattern. Transparency for students, accountability for the institutional accuracy of information and wrap-around support services for students seeking degrees and certificates are at the core of the Guided Pathways construct. De Anza College has appropriately used one-time State funding to accomplish this work thus far and to establish working programs. Now, we must make the shift from grant funding to institutional funding, as was the intention of that one-time funding and as emphasized in the State Chancellor’s Vision 2030.