

**Sierra College Innovation in Higher Education Report
on Proposed Use of Funds**

Name of Fiscal Agent: *WHD* **William H. Duncan IV, Superintendent-President, Sierra College**
Email: wduncan@sierracollege.edu
Amount of Award as Approved: **\$2,000,000**

Narrative of purposes for which funds would be expended

As was described in Sierra College's application for an Innovation Award, the College has embarked on a multi-year effort to completely restructure Sierra College from a traditional and complex self-service model to one that is easily understood and successfully navigated by students – ***Re-Engineering Sierra College for Student Success, or R4S***. The multi-pronged R4S approach deploys and institutionalizes many operational, organizational, and policy changes. The college has already invested one-time resources (e.g.: \$2,000,000 Basic Skills Pilot Partnership grant, \$750,000 Promise Grant, Student Success and Support Program (SSSP) and an Open Educational Resource grant of \$50,000) complemented with an integrated application of on-going general fund, Student Equity, SSSP and Basic Skills funds. The college will apply the infusion of \$2 million in one-time funds from the Innovation Award over a four-year period to help ensure successful implementation and institutionalization of the following key objectives:

1. **Encourage earlier awareness of career interests** by partnering with high schools to begin career exploration in 9th grade using the *Get Focused...Stay Focused* curriculum.
2. **Increase college-going rates** and reduce the time to complete a degree or certificate for **historically under-represented** groups by:
 - a. **Expanding Dual Enrollment** in high schools. Dual enrollment increases college going rates for high risk students and reduces time to completion to as little as 3 years;
 - b. **Launching the college's PROMISE program** to increase participation and completion rates for under-represented students.
3. **Solidify alignment of high school English and math** courses ready by expanding Sierra's EAP senior math program and incorporating CSU's high school English curriculum.
4. **Accelerate pathways through developmental math and English sequences** to ensure core competencies are achieved in the student's first year.
5. **Publish completion maps** organized by **Interest Areas** degrees, certificates and transfer pathways using web-based technology to identify careers and jobs for each program.
6. **Customize DegreeWorks**, the college's degree audit system, to provide students and advisors with progress updates and with built-in alerts for students who fall off track.
7. **Establish success teams** oriented to each **Interest Area** to include counselors in a case management approach and proactively support students.
8. **Redesign all aspects of new student onboarding** processes and timelines.
9. **Expand RISE program for under-represented students** through efficiencies gained in the R4S effort.
10. **Create a career exploration program** by leveraging Strong Workforce categorical funds to provide a capstone internship opportunity for every student.
11. **Redesign class scheduling processes** to build a year-round schedule from courses in students' educational plans to ensure access to the courses students need to meet their goal.

12. Use the Open Educational Resources grant to **expand the use of free or low cost course materials** as a means to reduce the cost of texts by at least 30%.
13. Increase the efficacy of faculty by **restructuring professional development** to focus on effective teaching and learning practices and build cultural competencies.

Specifically, the \$2 million Innovation Award one-time funds will be allocated for:

1) **Administrative Leadership**

Funds will be used to continue the full-time reassignment of both Executive Deans representing Instruction and Student Services. These leadership positions are fully dedicated to the R4S effort and critical to the full-scale adoption of priorities.

2) **R4S Faculty and Staff Work Groups**

The funds will be used to continue to resource workgroups who are tasked with developing, designing and implementing the specific components of the R4S efforts. Associated costs include reassigned time for faculty, professional development and contracting services for technical expertise.

3) **Technology**

Funds will be used to assist the college in R4S related technology procurement processes, Business Process Analyses (BPA's) to inform and guide critical change processes, and consultants to augment existing IT resources and bring technical expertise to assist with implementation

4) **Professional Development**

Funds will be dedicated to launch the college's Professional Development program. With nearly 1,000 full- and part-time employees, this resource will help to create and institutionalize massive cultural change for the entire college community.

5) **Research, Planning and Data Analysis**

Funds will be used to expand data available for analysis and research capabilities to inform the R4S efforts and assess and evaluate the success of the R4S efforts.

The amounts and timeline are as follows:

	2017-18	2018-19	2019-20	2020-21	Award Total
1 Administrative Leadership	\$200,000	\$400,000	\$200,000	-	
2 R4S Faculty and Staff Work Groups	\$ 60,000	\$ 80,000	\$ 40,000	\$ 20,000	
3 Technology	\$60,000	\$150,000	\$150,000	\$150,000	
Professional Development					
4 Leadership	\$150,000	\$ 70,000	-	-	
5 Expanded Research Analysis	\$90,000	\$ 90,000	\$ 90,000	-	
	\$560,000	\$790,000	\$480,000	\$170,000	\$2,000,000

Please let us know if you require additional detail or information.