

Executive Summary

Southwestern College 2025–2028 Student Equity Plan

Southwestern College enters the 2025–2028 Student Equity Plan cycle with renewed urgency and commitment to advancing equity, eliminating disproportionate impact (DI), and ensuring that all students can achieve their educational goals. Building on the foundation of the 2022–2025 plan, this new cycle both scales proven strategies and introduces new, innovative initiatives designed to address persistent equity gaps. Our efforts are guided by California Community Colleges' Vision 2030, Southwestern College's Educational Vision Plan 2030, the Student Equity and Achievement Program, and the mission of Southwestern College to serve a diverse, vibrant student body, nearly 90% of whom are students of color.

Goals Set for Disproportionately Impacted Student Groups

Analysis of institutional and statewide data identified the following disproportionately impacted student populations across the five equity metrics. The College has established targeted, disaggregated goals for each disproportionately impacted population to eliminate disproportionate impact and fully close the equity gaps in the following metrics for each of the below DI populations.

- Raising **successful enrollment rates** for American Indian/Alaskan Native, White, Asian, and Black/African American students to systemwide benchmarks.
- Improving **transfer-level math and English completion in the first year** for first-generation, LGBTQ+, White, American Indian/Alaskan Native, Female, DSS, and Black/African American by expanding tutoring, curriculum alignment with feeder high schools, and reducing stigma around seeking academic support.
- Increasing **persistence** rates for first-generation, Black/African American, White, Hispanic male, and male students through proactive advising, culturally relevant learning communities, and intentional in-reach.
- Boosting **completion rates** for first-generation, male, Hispanic male, and economically disadvantaged male students by embedding holistic supports across Guided Pathways fields of study and expanding culturally relevant career exploration opportunities.
- Expanding **transfer outcomes** for disproportionately impacted students, with a particular emphasis on male, Hispanic, economically disadvantaged, and first-generation populations.

Of all the identified disproportionately impacted student populations, Southwestern College has identified the following student populations for intensive focus on during the 2025-2028 equity plan cycle.

- First-Generation Students
- Black/African American
- Hispanic Males

Please see Appendix A for detailed information on the student populations experiencing disproportionate impact. Certain groups were identified by the Chancellor's office as needing to be addressed in the plan.

Initiatives to Achieve These Goals

The 2025–2028 Plan builds on proven interventions while expanding innovative approaches. Key initiatives include:

1. Strengthen Special Population Support Programs

- Continued enhancements to our Learning Communities, Men of Color Success and Excellence program, First Year Experience/Second Year Experience, Extended Opportunities Programs and Services, Disability Support Services, etc.
- Expand student participation in these support programs that have the capacity to grow.
- Expand embedded tutoring, culturally relevant curriculum, and mentorship into these programs.
- Evidence demonstrates that students who meet with embedded tutors at least three times show significantly higher persistence and completion rates. Similar research demonstrates the efficacy of mentorship and culturally responsive teaching.

2. Cross-Functional Student Success Teams (SSTs)

- Continued alignment and collaboration of counseling, instruction, and student services within our Fields of Study (FOS) Student Success Teams.
- Full integration of early support systems and CRM/Student Success technology platform to provide timely interventions.
- Success coaches and peer mentors track individualized student progress and remove barriers to persistence.

3. Culturally Responsive Professional Development

- Scaling of the culturally responsive and inclusive professional development programs, such as our Advancing Equity Teaching Academy, Advancing Equity Academy, and faculty communities of practice.
- Ongoing professional learning focused on racial equity, culturally relevant pedagogy, support for men of color, and instructional innovation.
- Faculty-peer mentoring to support equity-centered teaching practices.

4. Holistic Onboarding and Outreach

- Intrusive onboarding and tailored outreach via CRM/Student Success technology platform, student ambassadors, and staff.
- Marketing campaigns highlighting our support programs for disproportionately impacted student populations, such as Umoja, Puente, Sangam, Chel, Men of Color, and Dreamer support programs.

- Strategic outreach partnerships with high schools and workforce partners to reach underrepresented students, with a specific focus on our adult learner populations, which are expected to grow within our service area.

5. Academic Support Expansion

- Increased tutoring availability for math and English, integrated into both classroom instruction and co-curricular workshops (“Pizza & Papers,” MEFIRST campaign).
- Faculty–tutoring partnerships to normalize tutoring as a core component of learning.

6. Career Exploration and Work-Based Learning

- Embedding career development, guest speakers, and internships into classrooms.
- Leveraging Pathful Connect and local workforce partnerships to highlight diverse career pathways.
- Culturally relevant career engagement activities to increase persistence and long-term completion.

Resources Budgeted

Southwestern College has strategically allocated Student Equity and Achievement (SEA) funds to:

- **\$500,000.00** for embedded tutoring and peer mentoring.
- **\$190,000.00** for CRM/Student Success platform expansion, early support systems, and student success dashboards.
- **\$180,000.00** for equity-centered and culturally responsive professional development.
- **\$150,000.00** for outreach campaigns, special population support programs, and cultural/equity-centered programming.
- **\$80,000** for embedding career exploration/development in the classroom and work-based learning.

District Official to Contact

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Expenditures from the 2022–2025 Student Equity Plan

During the previous cycle, SEA funding supported:

- Expansion of Umoja and Puente learning communities. Double cohorts and additional funding for transfer and culturally relevant programming.
- Implementation of Men of Color Initiative programming, including mentoring and early alerts.
- CRM/Student Success platform and early alert system piloting for intrusive advising.
- Embedded tutoring in math and English courses, integrated with the Power Study Program.
- Professional development on equity, anti-Blackness, culturally responsive pedagogy, and support for men of color.
- Cross-functional student success teams aligned with Fields of Study.

Student Equity Plan 2022-2025 Expenditures

Student Equity	2022-2023	2023-2024	2024-2025
1000-Instructional Salaries	\$2,475,363	\$2,643,761	This allocation is currently being spent in the year 2025-2026.
2000 - Non-Instructional Salaries	\$1,830,266	\$1,903,212	2025-2026
3000 - Employee Benefits	\$1,563,230	\$1,891,471	2025-2026
4000 - Supplies and Materials	\$158,538	\$38,047	2025-2026
5000 - Other Operating Expenses and Services	\$351,506	\$347,236	2025-2026
6000 - Capital Outlay	\$0	\$0	2025-2026
7000 - Other Outgo	\$70,000	\$38,599	2025-2026
	\$6,448,903	\$6,862,327	2025-2026

Assessment of Progress Made (2022–2025 Plan)

Southwestern College achieved measurable progress during the 2022–2025 cycle:

- **Successful Enrollment:** Increased successful enrollment rates among Black or African American students between baseline year 2020-2021 and 2023-2024.. The rates went from 10.1% to 13.6%. The equity gap decreased from 3.1% to 2.4%; however, it was not closed.
- **Transfer-level Math and English:** Eliminated DI among Black or African American students. The baseline year 2020-2021 recorded a 4.5% equity gap. By 2023-2024, the equity gap was reduced to 1.3%, effectively closing the gap.

- **Persistence:** Eliminated DI among Black or African American students. The baseline year 2019-2020 recorded a 12.3% equity gap. By 2022-2023, the equity gap was reduced to 4.5%, effectively closing the gap.
- **Completion:** Increased the completion rate among Hawaiian Native and Pacific Islander and Hispanic students between the baseline year 2017-2018 and 2020-2021. The rates went from 6.7% to 7.7%, and from 8.5% to 9.1%, respectively. While the equity gap closed among Hawaiian or Pacific Islander students, it increased among Hispanic students by 2020-2021.
- **Transfer:** Increased transfer rates among Hispanic students between the baseline year 2016-2017 and 2019-2020. The rates went from 20.1% to 24.2%. The equity gap decreased from 9.4% to 5.1%; however, it was not closed.

However, challenges remain in closing persistent gaps for Black/African American, male, and first-generation students, particularly in math/English completion and long-term persistence. These insights guide the 2025–2028 plan, ensuring that proven strategies are scaled and that new approaches address emerging needs.

Conclusion

The 2025–2028 Student Equity Plan positions Southwestern College to accelerate equity-focused transformation by combining proven strategies with bold innovations. Through strengthened learning communities, technology-enabled student support systems, culturally responsive professional development, and intentional focus on disproportionately impacted students, the College commits to eliminating equity gaps and achieving its mission of serving as a model of educational equity.

This plan is not merely a compliance document—it represents a collective roadmap to dismantle systemic barriers, advance racial equity, and empower every student at Southwestern College to thrive.

Appendix A

Student Populations Experiencing Disproportionate Impact

			GOAL 1 Eliminate Disproportionate Impact		GOAL 2 Fully Close Equity Gap	
DI Student Population	% of Students for Baseline Year	# of Students for Baseline Year	% of Increase Needed to Eliminate DI	# of Increase Needed to Eliminate DI	% of Increase Needed to Fully Close Equity Gap	# of Increase Needed to Fully Close Equity Gap
Successful Enrollment - DI Populations (Baseline Year 2022-2023)						
Asian	16.9%	56	5.4%	19	9.5%	32
Black or African American	15.3%	100	8.5%	56	11.3%	74
White	12.4%	539	17.4%	760	19.4%	847
American Indian/Alaskan Native*	4.4%	2	15.7%	8	21.7%	10
Completed Transfer-Level Math and English - DI Student Populations (Baseline Year 2022-2023)						
White	5.4%	34	5.3%	34	7.3%	47
First Generation	9.1%	191	2.5%	54	4.5%	96
LGBT	9.1%	37	0.1%	1	2.9%	12
American Indian/Alaskan Native*	0.0%	0	2.1%	1	11.8%	1
Black or African American*	4.3%	7	4.7%	8	7.8%	13
Female*	10.9%	287	0.2%	0	1.8%	0
DSS*	9.3%	31	0.5%	0	2.7%	0
Persistence: First Primary Term to Secondary Term - DI Student Populations (Baseline Year 2021-2022)						
Black or African American	61.6%	90	2.9%	5	10.8%	16
White	65.8%	175	1.0%	3	6.7%	18
Male	69.8%	1,258	2.2%	40	4.3%	79
First Generation	67.2%	969	5.5%	79	7.9%	114
Hispanic Male	69.8%	902	0.9%	12	3.4%	44
Completion - DI Student Populations (Baseline Year 2019-2020)						
Male	7.8%	171	4.5%	99	6.5%	143
First Generation	10.2%	224	0.1%	4	2.1%	48
Hispanic Male	7.7%	121	3.5%	55	5.5%	87
Economically disadvantaged Male	8.0%	126	3.1%	50	5.1%	81
Transferred to a Four-Year - DI Populations (Baseline Year 2018-2019)						
Male	20.1%	162	8.7%	71	11.5%	93
Hispanic	23.9%	323	7.8%	106	10.0%	136
Economically Disadvantaged	24.6%	366	7.8%	116	10.0%	149
First Generation	22.8%	234	5.9%	61	8.4%	87

Notes:

- Student groups with an asterisk were identified in institutional data that reviewed DI trends over 5 years.
- Student groups without an asterisk were identified by Chancellor Office Data from 2022-2023 data only.
- While our processes to mitigate fraudulent enrollments have improved, it is unlikely that all such activity has been eliminated. These enrollments can affect institutional data such as enrollment counts, course success rates, and persistence, particularly if concentrated within specific groups, courses, or modalities. Southwestern College is interpreting recent trends with care, especially where they appear inconsistent with longer-term patterns.