

# MiraCosta

*Transforming Lives*



## *Celebrating Excellence*

Meet some of the faculty elevating  
MiraCosta to great heights.

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**FRIENDS OF MIRACOSTA COLLEGE:**



Every year MiraCosta College is honored to celebrate the successes and accomplishments of our students. With the support, guidance, and encouragement of faculty and staff, MiraCosta has proven to impact our students' lives in so many ways. This edition of *MiraCosta, Transforming Lives* highlights the work being done by our faculty in the classroom and on campus, and with industries in the community. Looking forward,

*MiraCosta, Transforming Lives* spring 2020 will highlight the work of classified staff.

At the start of the academic year, the Theatre and Dance Departments celebrated the opening of the Black Box Theatre, where 6,700 square feet of new studio space now provides an area for performances and instruction. In April, Eric Bishop directed *All My Sons*, the first production performed in the new Black Box Theatre.

In May, under the leadership of Dr. Barbara Juncosa, MiraCosta College made history when 22 students became the first to earn a bachelor's degree in biomanufacturing from our college, which is one of only 15 community colleges in California selected to host a groundbreaking baccalaureate degree program. This first-in-the-nation degree is built upon an existing biotech program with strong industry support.

Please enjoy reading about how instructional and counseling faculty transform lives each and every day for our students. We greatly appreciate the support from our community of donors that allows us to expand access to higher education and develop the workforce of tomorrow. From ensuring our underrepresented students feel welcome on campus through the development of a community, to revolutionizing the acquisition of knowledge through "flipped classrooms," MiraCosta thinks outside the box to welcome and meet students where they are and help them traverse the path to a bright future.

*Sunny*

Sunita V. Cooke, Ph.D.  
Superintendent/President  
MiraCosta College

The award-winning *MiraCosta, Transforming Lives* is published by the MiraCosta College Office of Institutional Advancement. We greatly appreciate the participation of those who allowed us to share their stories.

EDITORIAL DIRECTOR  
Cynthia Rice

MAGAZINE EDITOR  
Kristen Huyck, Ed.D.

ART DIRECTOR/PHOTOGRAPHER  
Alex Karvounis

CONTRIBUTING WRITERS  
Elaine Dodge  
Adam Eventov  
Kristen Huyck  
Christi Middlesworth  
Justin Morris  
David Ogul

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COMMENTS OR QUESTIONS  
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# EDUCATION IS THE KEY TO SUCCESS IN LIFE, AND TEACHERS MAKE A LASTING IMPACT IN THE LIVES OF THEIR STUDENTS.

— SOLOMON ORTIZ

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# BREAKING GROUND

**BARBARA**

*Juncosa*



With a love of the ocean and a talent for biology, **BARBARA JUNCOSA** had everything she needed for a promising career in marine biology; but she also had a habit of getting seasick. That revelation, while at the University of Miami, would change the course of her educational path.

Juncosa soon switched to studying bacterial genetics. It was while earning her doctorate at The Rockefeller University that she made two discoveries: first, she loved teaching; and second, she was fascinated with the way biotechnology companies transitioned their discoveries into marketable products.

Seeking a career in academia, Juncosa was given the chance to establish a two-year biomanufacturing program at Citrus College before she found a new opportunity in North San Diego County.

MiraCosta College was one of 15 community colleges in California chosen to offer a four-year bachelor's degree in areas with specific workforce needs. Located in San Diego County's verdant home of 1,225 biotechnology companies, biomanufacturing was an ideal solution to fill an industry need and carry out MiraCosta's mission.

MiraCosta College selected Juncosa to chair the district's cutting-edge Biotechnology Department, where she and her colleagues have developed the nation's first four-year biomanufacturing degree program in conjunction with an identical program at Solano Community College.

"Our big challenge was that there were no other biomanufacturing degree programs anywhere," said Juncosa. "We had to define the program requirements, determine key areas of study, and understand industry needs so we could prepare our students to hit the ground running."

By establishing a relationship of trust with the surrounding biotechnology industry, she and her team were able to not only meet with the companies, but observe first-hand some of the techniques they use to scale discoveries into the commercial volumes needed to meet demand in the marketplace.

With the graduation of the first cohort in spring 2019, news of the program is spreading. At the community college, which typically prepares students to transfer to a four-year university, Juncosa and the team of 14 full- and part-time faculty are working with other community colleges to create transfer pathways that dovetail into MiraCosta College's biomanufacturing baccalaureate program.

"We continue to grow the program, which means we must keep up with industry trends, while developing hands-on activities and internship opportunities for students to not only get a job but thrive in companies where they may already work," Juncosa said. ■

# THE SOUL OF AN ARTIST

**YOSHIMI HAYASHI** is introducing MiraCosta College to the world.

Hayashi, chair of the MiraCosta College Art Department, has exhibited his work in Japan, has escorted students to leading Southern California galleries, and has invited acclaimed artists to MiraCosta's Oceanside Campus.

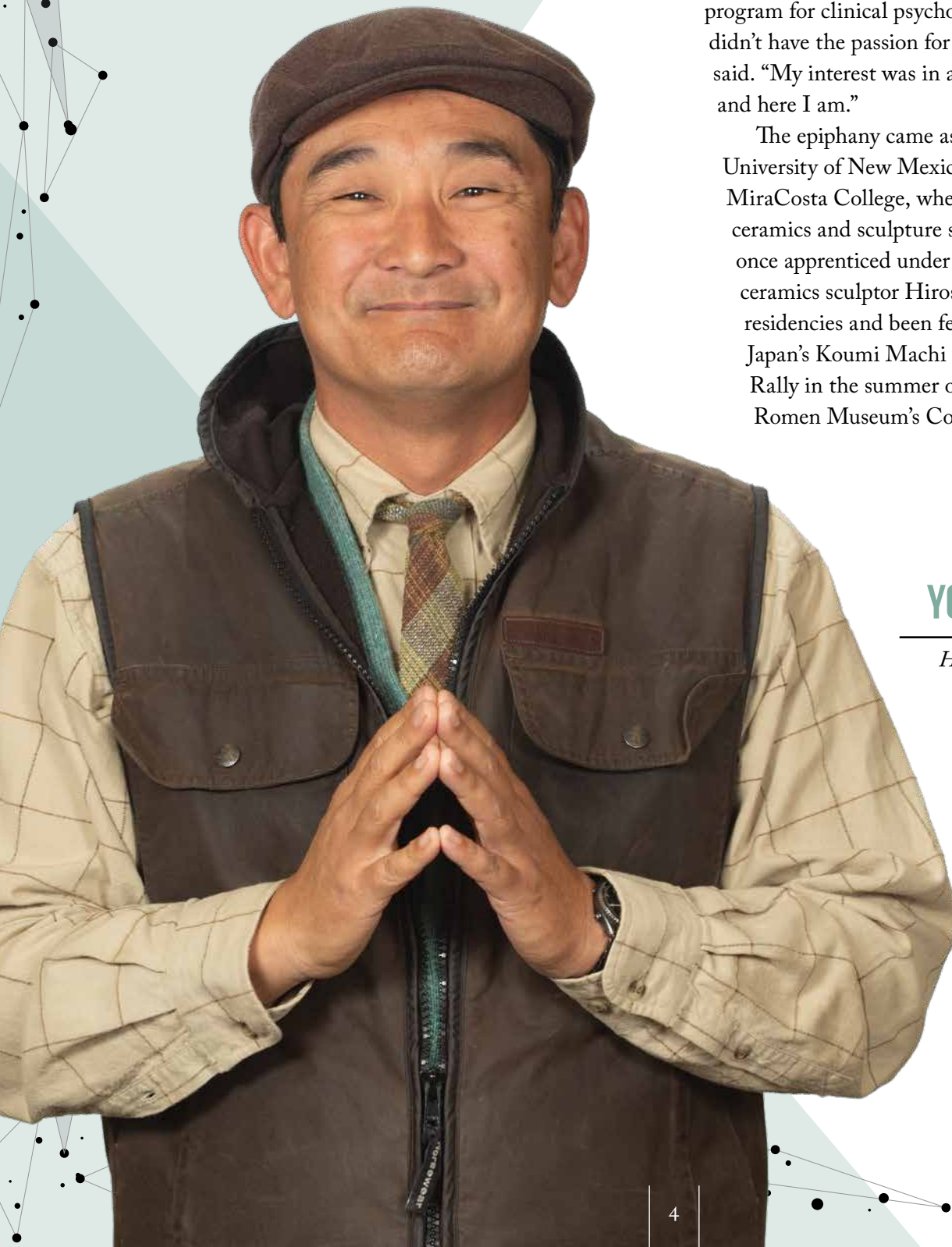
Not bad for a former clinical therapist who was knee-deep into a doctoral program when he decided to switch gears and follow his true love.

"I was sitting in a class one day in my Ph.D. program for clinical psychology and just realized I didn't have the passion for this anymore," Hayashi said. "My interest was in art. So I switched gears, and here I am."

The epiphany came as a student at the University of New Mexico some 20 years ago. At MiraCosta College, where he has been teaching ceramics and sculpture since 2001, Hayashi—who once apprenticed under internationally renowned ceramics sculptor Hiroshi Ikehata—has completed residencies and been featured in exhibitions at Japan's Koumi Machi Kouhen Museum of Art Rally in the summer of 2017, at the Shiga Kogen Romen Museum's Core Exhibition last summer,

**YOSHI**

*Hayashi*





and at the Nagano Prefectural Shinano Art Museum 'Shinbism' last fall. He's also curated exhibits around the country, as well as being involved in a project with the Yale School of Forestry & Environmental Studies.

His students, meanwhile, are treated to tours of Los Angeles art museums and field study programs to the Laguna mountains, the Anza-Borrego desert, and the Southern California coastline as part of his Landmarks of Art program.

Hayashi's dedication to his craft, and even more so to his students, has yielded a pair of Outstanding Tenured Faculty of the Year awards.

Born in Tokyo, raised in Palos Verdes, and having earned degrees from University of California, Los Angeles; California State University, Stanislaus; and the University of New Mexico, Hayashi is clearly at home at MiraCosta College.

"I've found my path," he said. "I enjoy what I'm doing. And I enjoy getting my students inspired about art." ■



## *Jeff & Carol*

Music struck a chord with Jeff Sell at an early age. Starting with a simple violin in elementary school, a love of music was born.

He grew to fine tune his expertise getting his first solos in eighth grade, becoming a principal clarinetist in college, entertaining his fellow servicemen in the Air Force band, singing, and conducting ensembles.

The call to teach was clear as a bell for Jeff and he soon found the welcoming campus of MiraCosta College. Between 1966 and 1992, he taught music classes and developed a music library for MiraCosta's choirs and orchestra. Thousands of students benefited from Sell's passion for music.

When MiraCosta began to drum-up support for Music Department scholarships, Jeff and his wife Carol led the band with a \$100,000 donation to fund students with a lifelong interest in pursuing music.

For Sell, the beat goes on. Presently, you can catch him directing a senior choir, the Seaside Singers, in Carlsbad.

# SERVING A DIVERSE POPULATION OF STUDENTS



**KARINA**

*Duarte-Braunstein*

College can appear intimidating, especially for students who are the first in their families to pursue a degree. For some, the difference between graduating and dropping out is finding the peer-to-peer support that pushes students to carry on.

At MiraCosta College, students can find a welcoming community thanks to the general counseling team. Counselors provide support to students by helping them define their goals and achieve their educational objectives.

For counselor **KARINA DUARTE-BRAUNSTEIN**, guiding students is far more than helping them select classes, teaching them time management, or leveraging all the resources available at the college. For Duarte-Braunstein, counseling is a higher calling.

“College is a way out of poverty and a way for students to pursue a higher quality of life,” explains Duarte-Braunstein.

Once an advertising professional specializing in marketing to the Latinx community, Duarte-Braunstein took a different path with her life, earned a master’s in counseling and has been guiding students at MiraCosta College since 2014.

Seeing a need to serve the undocumented and mixed status student population, Duarte-Braunstein helped secure a privately funded grant in collaboration with California State University, San Marcos to implement the Undocumented People Rise in Solidarity and Empowerment, or UPRISE program.

Through its share of the \$235,000 grant, MiraCosta College has been able to provide free legal services, immigration information, and psychological counseling to help undocumented and mixed status students, as well as their loved ones, cope with the stresses that come from lack



**AFIFA**

*Zaman*

of documentation. At the college's Oceanside Campus, the program offers workshops to help undocumented and mixed status students and their families make legal preparations in the event of a deportation or other family emergency. "As a college, we have the responsibility to reflect, embrace, and serve our community," said Duarte-Braunstein. "When more people have the opportunity to learn, we all benefit. Education builds vibrant and healthy communities far into the future."

At MiraCosta College, students from nearly any background can find support and acceptance from a variety of campus organizations, including the recently created Arab, Middle Eastern, Muslim, and South Asian+ (AMEMSA+) organization. Created in part by counselors **LAURA HAYEK** and **AFIFA ZAMAN**, AMEMSA+ is led by students, faculty, and staff committed to raising awareness of the cultures, issues, and challenges faced by these communities from a diverse portion of the globe.

"Our goal is to increase visibility of these groups on campus, as well as create a welcoming space for our students," Hayek said. AMEMSA+ History and Heritage Month does just that. Through lectures, art, music, food and more, Hayek and Zaman strive to build community on campus, celebrate diverse cultures, and

see **DIVERSE** page 9



**LAURA**

*Hayek*





## Syreeta

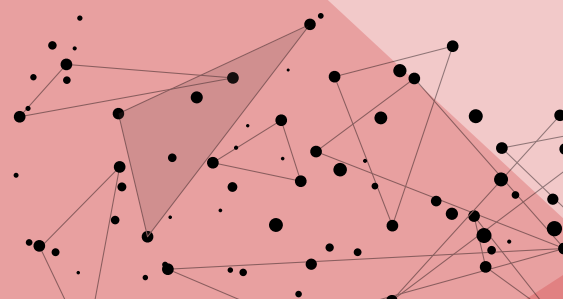
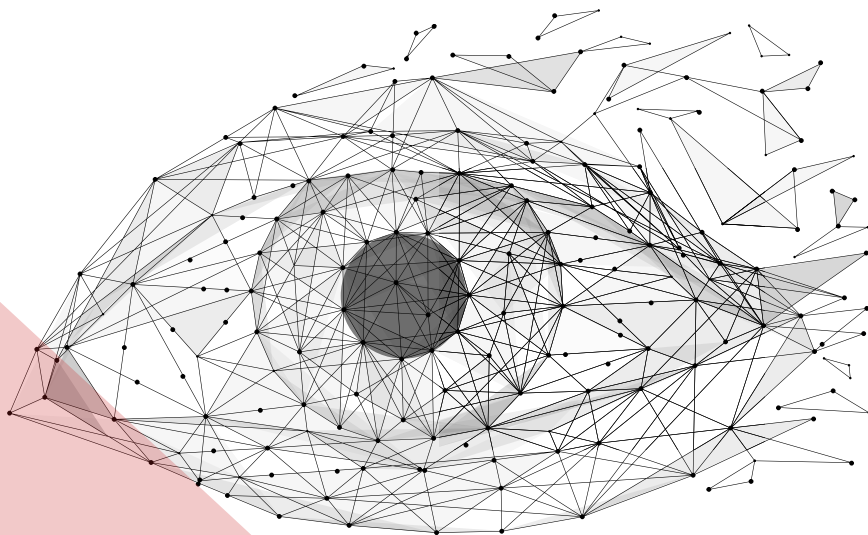
First introduced to MiraCosta College in 2013 upon her move from Florida, Syreeta Nolan found herself struggling to juggle multiple jobs and an unhealthy marriage while living in her car. When she returned to the Oceanside Campus in 2017, she was greeted with the support from counseling faculty Don Love and Karina Duarte-Braunstein. She explains Love taught her to be intentional about building a support group and, “embrace community, even if you don’t know what community you are looking for.”

With the guidance from Don Love, Nolan began to recognize her gifts. She became involved in communities like Umoja where she learned what it meant to be African American, and the Honors Scholar Program that connected her to scholarships and internships.

Recently accepted to the University of California, San Diego, Nolan will pursue a bachelor’s of science degree in cognitive and behavioral neuroscience.



My mission is to  
give students a  
greater vision  
of their lives...



dismantle the misconceptions and discrimination these communities and students face.

“We want to help students of all backgrounds know there is a place for them both on campus and in the community,” Hayek said.

Like Duarte-Braunstein, Hayek, and Zaman, creating a welcoming environment at MiraCosta College is deeply personal for **DON LOVE** as well.

A defensive back in college, Love was injured on the field and soon found himself off the team. Alone to struggle through his college coursework, he dropped classes and soon lost his financial aid and path toward a degree. After entering the workforce, he worked his way up from warehouse worker to sales manager for an audio-visual supplier, but wanted more. Love worked his way through college and graduate school, never forgetting the support he got from his fellow students and key faculty.

Now a counselor for the Umoja Program at MiraCosta College, Love is transforming lives by building a support network for African American students—often the first in their families to go to college.

“My mission is to give students a greater vision of their lives beyond where they are today,” Love said.

A Kiswahili word meaning unity, Umoja is a statewide program that enhances the cultural and educational experiences of African American and other students on college campuses.

“When you join the Umoja Program at MiraCosta College, you immediately become part of a family,” said Love. Through these bonds, African American students improve transfer readiness and academic success.

On campus, Umoja students have academic and career counseling, peer-to-peer support, and mentoring that helps them use the many student support services available to all MiraCosta College students. The Umoja Program offers educational and professional development conferences, student leadership training, and weekly “Porch Talks” where students share their experiences. Culturally responsive practices are used as a vehicle for creating a strong sense of community among the students, faculty, and staff. In the process, Umoja students develop strong voices and become confident students ready to pursue leadership roles on campus and in their communities.

As part of the program, Umoja students host a fundraiser called Soul Fusion that provides scholarships for transferring and returning students. The money raised also provides emergency assistance for students experiencing a financial crisis that might derail their path to a degree, such as assisting with a car repair or medical bill.

“Our goal for Umoja students is for them to learn to successfully navigate the college system, achieve their associate degrees, and transfer to a four-year college or university,” Love said. “Our Umoja Program is becoming a power base on campus and changing lives, while helping students to achieve their goals and dreams.” ■



**DON**

*Love*

# SETTING THE STAGE FOR SUCCESS

Sometimes finding a place to belong can make all the difference for a student, whether that place is a computer club, science lab, or classroom. For **ERIC BISHOP**'s students, they belong in the theatre.

As chair of The MiraCosta College Theatre and Film Department, Bishop fosters an ensemble approach where the actors and production team look out for one another, anticipate each other's needs, and encourage each other to grow.



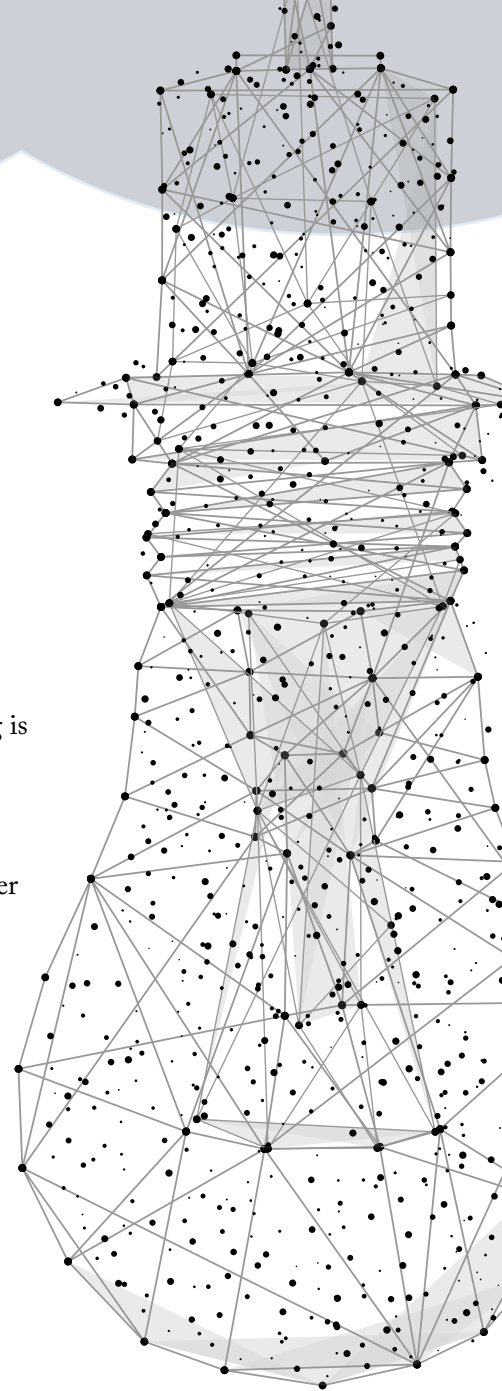
“The best part of teaching is seeing students develop their craft, right before your eyes,” said Bishop. “They become better storytellers and discover things about themselves. In the process, they develop confidence and a new way of looking at the world.”

Bishop who earned his master of fine arts from California State University, Fullerton, has been acting, competing in theatre competitions, and teaching at the college level since 1992. When he came to MiraCosta College, Bishop saw an opportunity to build a program that prepared students for all aspects of the real world, whether the student chose a career in the theatre or another path.

Bishop leads a robust program where students take on a variety of responsibilities in front of and behind the curtain as they stage a wide array of theatre productions. In addition to stage productions at the college's new Black Box Theatre in Oceanside, the college offers The Actor's Academy, an intensive actor's conservatory approach over the summer, where students explore acting techniques, vocal training, movement, and Shakespeare.

**ERIC**

*Bishop*



From the time he was a student to his leadership role in the Kennedy Center American College Theater Festival, Bishop's passion for the theatre extends well beyond MiraCosta College. With more than two decades of involvement in the festival, Bishop became the chair of the 2020 regional competition, set to bring together 1,400 theatre students from Hawaii, California, Arizona, Utah, Nevada, and Guam in categories ranging from one-act productions to original script writing.

"The festival is really a celebration of college theatre," said Bishop. "While there is a competitive aspect of it with winning scholarships, the emphasis is on bringing students together to honor their work on a regional and national scale."

Not only do his students sharpen their skills, they raise MiraCosta College's profile nationally.

While not all his students go on with a career in theatre and film, his students have found success in television and film productions and live theatre. Even when they graduate, his students know they can always come back and find a welcome place on campus.

"A mentor of mine once told me there is a place for everyone in the theatre," Bishop explains. "He couldn't have been more right." ■



The best part of teaching is seeing students develop their craft, right before your eyes.



*Maria*

"She was such a dear person to us," shares theatre faculty Eric Bishop. By the time she passed away in January at age 95, Maria Grant's character and generosity had been sewn into the fabric of MiraCosta College theatre productions.

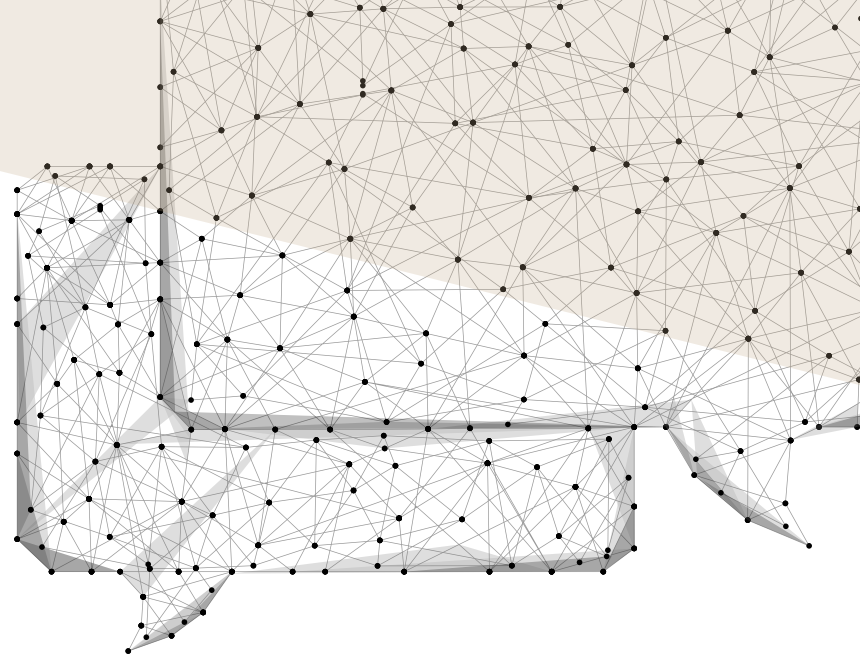
In retirement, Grant volunteered in the Theatre Department carrying on a devotion to costume production from her days as a high school teacher. "Maria even came to our awards nights in costume for the party theme. She was definitely more than just a financial supporter of our students," said Tracy Williams.

Her legacy of connection and goodwill continues on at MiraCosta with Charitable Gift Annuities (CGAs) she established with the Foundation. Now that she has passed, the remaining value of her CGAs support the Theatre Department through, as she called it, her "needles and thread" fund\*. Through her gift annuities, Grant made a difference in the lives of students, one stitch at a time.

\* Along with other campus programs she identified at the time she set up her CGAs.

KRISTI

*Reyes*



## SHARING A BOND THROUGH LANGUAGE

It's all about giving back to the profession. That's the message from Noncredit ESL Faculty **KRISTI REYES**, who is not only helping immigrants become comfortable with the language of their new home, but is a leader with professional development organizations helping other ESL instructors improve their skills.

Born and raised in Rapid City, South Dakota, Reyes said a turning point in her life came during a year of study abroad in France. While studying French and English at the University of South Dakota, "I stepped off the plane and didn't understand anything," she said. "That really helped me understand what students learning English are going through."

Reyes later spent two years in the Polynesian Kingdom of Tonga with the Peace Corps training elementary school teachers how to teach English as a second or foreign language.



I had really great mentors who helped me become a better teacher and that has made me want to do what I can to help others.

While completing a research project for her master of arts degree at Northern Arizona University, Reyes learned about MiraCosta College. Months later, she was hired into a part-time ESL teaching position in the Noncredit ESL Program. She became a tenured professor in 2008.

“The greatest thing about teaching English to adult immigrants is that I get to learn every day,” she said.

“I had really great mentors who helped me become a better teacher and that has made me want to do what I can to help others,” Reyes explains.

Reyes held a leadership position in the California Teachers of English to Speakers of Other Languages (CATESOL), serves as a trainer and mentor with the Adult Education Division at the California Department of Education, and is also active with the California Adult Literacy Professional Development Project, also known as CALPRO. ■



*Mijeong*

ESL student Mijeong Kang was looking for a place to connect and hone her English skills. As a pharmacist and health economist in South Korea, she had knowledge of the language but knew she needed help with pronunciation and grammar. “I want to think in English,” Kang explains, “to be confident in my English for work.”

After trying several local conversation groups, Kang discovered Kristi Reyes at the Community Learning Center. “I have never had a teacher like her. She treats every student warmly,” remarked Kang. Reyes uses effective teaching skills and has students record their voices for pronunciation work. “I know it requires a huge amount of work for her, but I think most of my improvement in English was done through these assignments,” said Kang.

She credits Reyes for creating a learning environment that made efficient use of her time and increased her language mastery. “This is an ESL class but I learned more than English itself.”

# PROTECTING FROM THE OUTSIDE IN



**RICK**

*Cassoni*

For over two decades, Faculty **RICK CASSONI** was on the front lines of our nation's defense in the Navy as a submarine warfare officer.

As an assistant combat systems officer and reactor controls assistant, Cassoni served on attack and research submarines keeping our country safe. Now he is a full-time faculty member teaching MiraCosta students how to keep their companies safe on the virtual front lines of cybersecurity.

Four years after starting full-time at MiraCosta, he leads several of the San Diego region's most advanced information technology programs. MiraCosta College's Computer Studies and Information Technology (CSIT) programs are based on employment data and advisory board input with the goal of providing students with leading edge knowledge, helping them prepare for industry certifications, and help them to gain experience needed to not only get their first job, but to thrive in a great career.

"I wanted to create pathways and opportunities for our students so they can get a good education, high-wage jobs, and sink their teeth into a career," said Cassoni.

He helped develop courses and programs in data analytics, systems administration, and cybersecurity. Through hands-on experience and classroom instruction, the MiraCosta College CSIT Department offers eight associate degrees and certificates of achievement.

Cassoni went into defense contracting after his time in the Navy. Inspired by his wife, a college professor herself, Cassoni began pursuing a career in academia so he could share his enthusiasm for computing.

But Cassoni's boundless enthusiasm doesn't stop in the classroom or on campus. He is a faculty advisor for Club IT, the CSIT Department's student club that creates a fun, engaging environment. The club meets weekly, where students can learn outside the classroom, network, and participate in community service projects such as exposing local K-12 students to information technology.

"Once a week we geek out. We fly drones, play with virtual reality headsets, and compete in nationwide cybersecurity competitions," Cassoni said. "The students not only get valuable experience, they also have the chance to show they are passionate about what they do and are willing to go above and beyond. These are the people that employers tell us they hire." ■

# FLIPPING THE CLASSROOM

It's called flipping the classroom and MiraCosta College physics faculty **JOE SALAMON** is a master at it.

Unlike traditional lesson plans in which students are exposed to content during class lectures and then head home to read and work on assignments, flipping the classroom means students read up on assignments before coming to class and class time is reserved for cooperative learning where students work on projects together.

"Class time is a time to work as a team," said Salamon, who earned his doctorate in physics at University of California, San Diego, and who has made presentations on the subject at various conferences.

Every class he has taught at MiraCosta College since he was hired three years ago has been revamped to a flipped format. And data shows that it's working. The numbers of students failing or dropping a flipped class in a STEM field are about half as high as in a traditional classroom, Salamon said. What's more, failure and drop rates are even lower among women and students from traditionally underserved backgrounds.

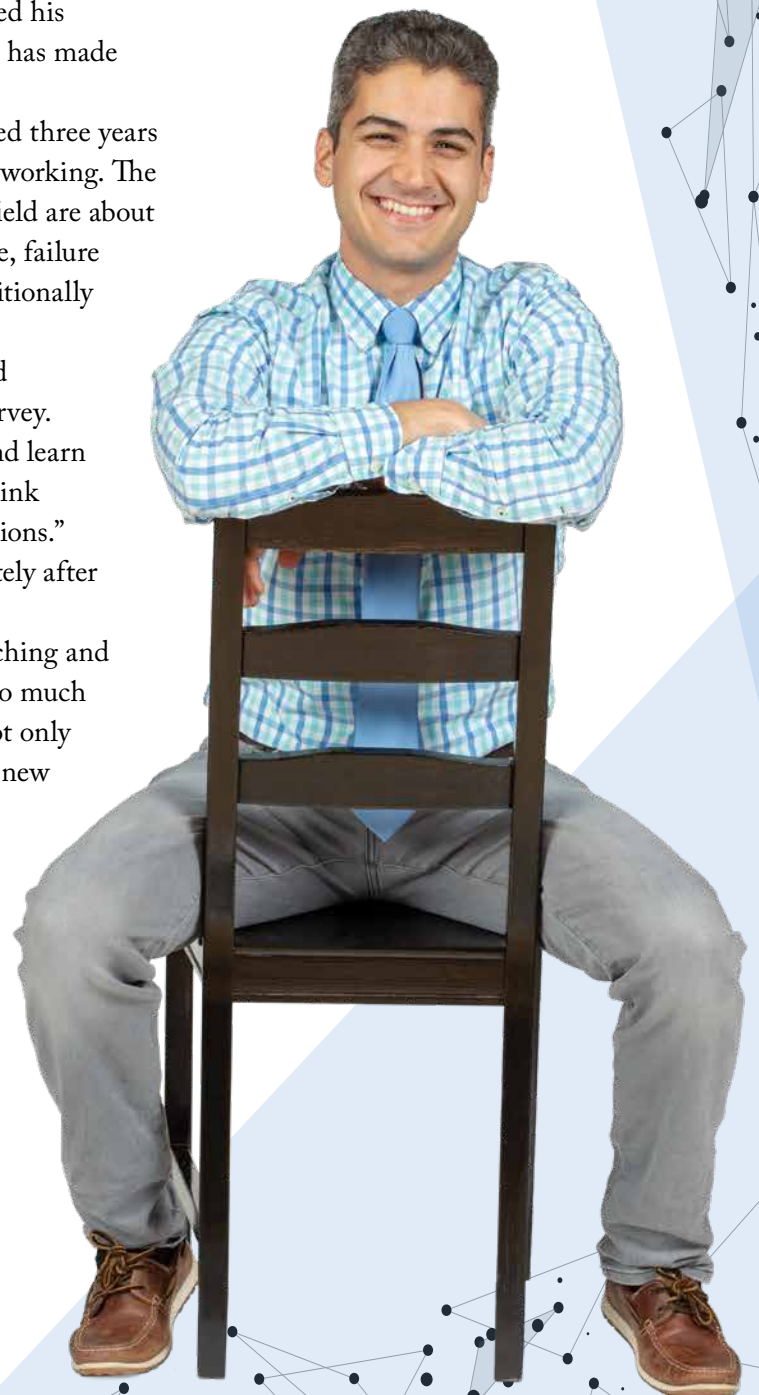
Students are his biggest fans. "Professor Salamon goes above and beyond to be available to us," wrote one in an anonymous student survey. "Physics is hard and he makes us work really hard, make mistakes, and learn from them. He wants us to really think critically and pushes us to think outside the box by leaving us with lingering ideas when we ask questions."

Salamon began teaching at MiraCosta College almost immediately after securing his doctorate in the subject.

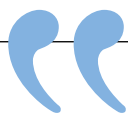
"I was looking for a position that had a nice balance between teaching and research, and most of the places I was looking at didn't really care too much about teaching," Salamon said. "Not so at MiraCosta, where I cannot only focus on teaching, but where the environment encourages you to try new things and experiment a little." ■

**JOE**

*Salamon*



...the environment  
[at MiraCosta] encourages  
you to try new things and  
experiment a little.







Sofia

Starting MiraCosta College upon her completion of high school, Sofia Deva Long enrolled in Alexis Tucker-Sade's class in bioanthropology. "Alexis helped me conquer my fear of science. My first year I put off taking biology because I was terrified, but after her class I was more interested in science and genetics than ever before."

Tucker-Sade was more than a professor to Deva Long. Little did she know, her courses would evolve into a leadership opportunity in the Women's Club. "When the opportunity to start Women's Club came about, club leaders were needed and I jumped in. I immediately wanted to be a part of a club that could build community," she explains.

Upon her graduation from MiraCosta College in fall 2019, Deva Long plans to attend either the Universities of California, Berkeley or Santa Cruz, specializing in environmental and social justice. She aspires to serve in the Peace Corps prior to continuing her education in a graduate program.

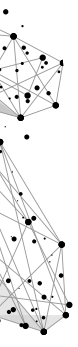


# TEACHING TO THINK

College is far more than training for a career. It is a chance to understand the greater world around you while learning about yourself. Nowhere is that more true than when students interact with **ALEXIS TUCKER-SADE**.

For Tucker-Sade, teaching a student to think involves encouraging students to participate in opportunities that complement what they are learning in the classroom. Her efforts empower students to examine what they are learning during activities connected to or in some cases mirror the curriculum.

Tucker-Sade is also the advisor for the MiraCosta Women's Club on the San Elijo Campus. One of the most popular student clubs at the college, the Women's Club is a mix of support and volunteerism where women and men gather to discuss issues, volunteer in the community, attend panel discussions,



My goal is to build a greater empathy, understanding, and critical thinking by empowering students with scientific knowledge.

”

and perhaps most importantly, strengthen their ties to each other and the MiraCosta community.

“My goal is to build a greater empathy, understanding, and critical thinking by empowering students with scientific knowledge,” said Tucker-Sade, who sees a marked change in her students from the time they start her classes to the end.

Tucker-Sade developed her perspective and classes through her years of studying biology and anthropology, philosophy and, later, attaining her doctorate in sociocultural anthropology. In her classes, students are often surprised to learn how diverse society is and how neuroscience can shape our cultures and perceptions.

Students in Tucker-Sade’s anthropology classes don’t just look backward at our society, they look around at the cultural, psychological, and sociological aspects of gender, sex, and sexuality. Students in her class also look inward at the physiology of gender, sex, and sexuality and how that is expressed in human behavior across several cultures.

Because Tucker-Sade understands the student journey, she encourages co-curricular development opportunities to support students’ growth through higher education and enables them to think more broadly and take responsibility for their own development.

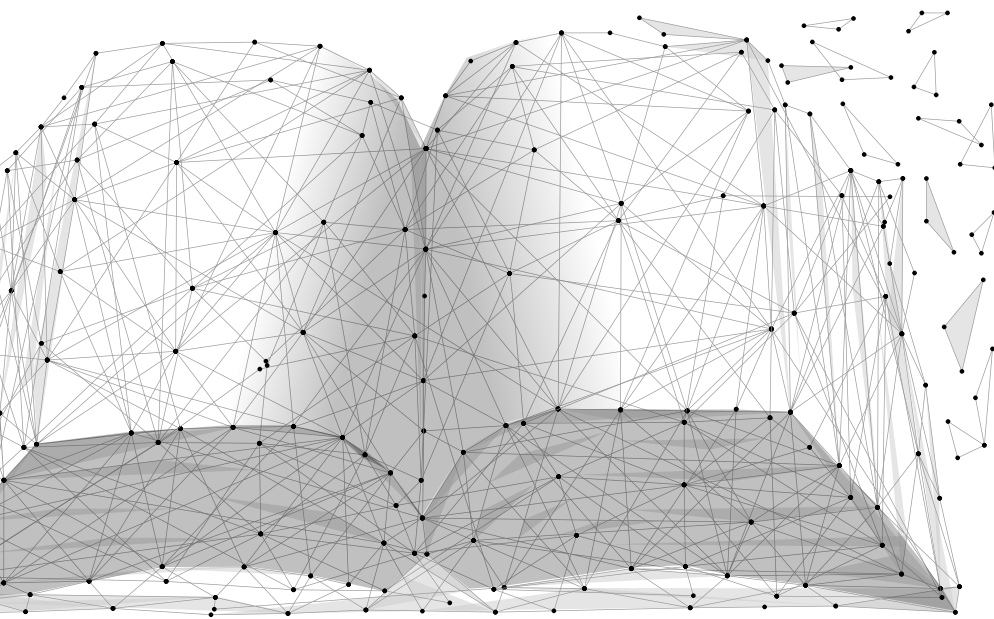
At MiraCosta College, education is seen as a transformative experience through which students broaden their perspective and prepare themselves for the many and varied roles they will undertake in the future. Engagement with non-academic pursuits is not only beneficial to student development, but is highly valued by employers. ■

**ALEXIS**

*Tucker-Sade*



# STANDING UP FOR HER STUDENTS



CATHERINE

*Walker*



MiraCosta College mathematics faculty **CATHERINE WALKER** believes there's more to mastering math than exponents and binomials. Multicultural, inclusive activities are key. Allowing students to use family stories as a source for research papers, exploring Hawaiian numeration and measurement systems, Maya and Babylonian number systems—all are incorporated in her teaching.

"I want my students to see themselves in word problems involving math so they can identify with what's going on," said Walker. "For a logarithmic scale problem involving the brightness of celestial bodies, I include the names for stars in other languages, such as A'a for Sirius. I also alter word problems to be inclusive of the LGBTQIA+ community by selecting a variety of pronouns and situations, such as two women preparing for their wedding. I believe it is important to honor the knowledge and ways of knowing from different cultures. All math was not developed by a single type of person—white men—and not all people learn in a Western lecture setting."

Walker began teaching math at the Oceanside Campus in fall 2018 but she's already making an impact. Walker serves as a member of the President's Alliance for Diversity, Equity, and Inclusion, and she has been working with others in the Mathematics Department to empower students from traditionally underserved and underrepresented communities.

Her approach is rooted in her past. She recalls a high school math teacher who advocated on her behalf after a counselor doubted Walker's potential to thrive at a top university. "Having somebody stand up for me like that really made a difference," said Walker, who earned a bachelor's degree in mathematics from Rutgers University and a master's degree in secondary education at the University of Pennsylvania, in addition to a master's degree in mathematics from the University of Hawaii.

"You have to believe in your students," she said. "You have to believe they will succeed. You have to support them along the way. Students need to know they are 100 percent capable of succeeding." ■



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