

BAKERSFIELD COLLEGE
Alignment with KCCD Strategic Plan
2015 – 2018

Strategic Goal 1

Maximize Student Success

Objective 1.1 Increase Completion

BC Strategy

- Enhance preparations for First Time in This College students
- Implement strategies and programs to further Bakersfield College's student success priorities
- Scale up and provide student support from college entry till completion

BC Action

- Develop, implement, review and update comprehensive plans to better coordinate in-reach, outreach, and recruitment activities.
- Utilize technology to automate processes and augment student support programs
- Provide timely and individualized interventions, for example Early Alert, to ensure students are aware, accountable, and supported by the most effective services available.
- Assess, enhance and expand study halls, tutoring, supplemental instruction, Math Lab, Writing Center and Student Success Lab and accelerated and compressed curriculum
- Continue to develop and expand the Making It Happen (MIH) program.
- Develop focus on resources for end of college outcomes and goals such as transfer programs and career services.

BC Target

- Renegade Scorecard
 - Prepared completion 70%
 - Underprepared completion 40%
 - Continue to be a leader in the development of the ATD

Objective 1.2 Improve Milestone Achievements

BC Strategy

- Enhance pre-enrollment services and pre-collegiate programs to ensure student success outcomes
- Implementing strategic initiatives and programs to advance Bakersfield College's student success priorities, as well as the allocation of appropriate resources to support those initiatives
- Provide ongoing support throughout all phases of students' academic progression

BC Action

- Develop, implement, review and update comprehensive plans to better coordinate in-reach, outreach, and recruitment activities.
- Strengthen orientation, testing, placement and counseling efforts
 - Ensure full matriculation for all incoming students
 - Reexamine, assess and enhance all matriculation steps
 - Strengthen college representation in the high schools through partnerships with high school counselors and outreach and matriculation services at high school sites
- Utilize technology to automate processes and augment student support programs
- Promote academic, career and Career Technical Education (CTE) pathways

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- Provide timely and individualized interventions to ensure students are aware, accountable, and supported by the most effective services available. Examples include: Supplemental Instruction, Math Lab, Writing Center, Making It Happen (MIH) and Student Success Lab.
- Continue Habits of Mind (HOM) and Making It Happen (MIH) to improve student effort, student faculty interaction and leverage persistence into successful outcomes.
- Increase progression and success through pre-collegiate accelerated and compressed curricula
- Develop a variety of summer bridge options

Objective 1.3 Increase Student Engagement

BC Strategy

- Promote active participation in co-curricular and extracurricular work related to students' course work

BC Action

- Develop and implement “study halls” with embedded tutoring to ensure student engagement
- Provide the opportunity for students to attend guest lectures
- Enhance participation in academic support services, including Supplemental Instruction; Science, Technology, Engineering and Mathematics (STEM); Mathematics, Engineering, Science Achievement program (MESA); Making It Happen (MIH) mentoring program; Critical Academic Skills (CAS); Habits of Mind (HOM), etc.
- Include “students habitat” spaces in facilities planning
- Enhance participation in student organizations
- Enhance student participation in campus conferences, workshops and guest lectures such as BCLEARNS, Equity Summit, Social Justice, Pre-Law, Achieving The Dream (ATD)

BC Target

- Renegade Scorecard
 - Focus on CCSSE Indicators
 - Student-faculty interaction
 - Student effort

Strategic Goal 2 Implement Student Equity

Objective 2.1 Close Achievement Gaps

BC Strategy

- Continue to examine the data to identify and address barriers that disproportionately impact student success and progression and achievement, including:
 - Increase access for African American and American Indian students
 - Increase the number of African American, American Indian, Latino students completing Comprehensive Student Educational Plans (SEP)

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- Increase success rates in pre-collegiate writing and math courses for African American, Disabled Students Programs and Services (DSPS), economically disadvantaged students and students over 40
- Increase transfer rates for Latino students.
- Implement professional development strand for diversity, equity, and creating effective services for impacted groups.

BC Action

- Provide targeted and enhanced orientation, testing, placement and counseling efforts for impact groups
- Increase support for college and community mentorship programs like African American Success Through Excellence and Persistence (ASTEP) and Padrinos.
- Scale up interventions through pre-collegiate, Making It Happen (MIH); African American Male Mentoring Project (AAMMP); African American Success Through Excellence and Persistence (ASTEP) and Latino Initiative activities, including individualized contact and intrusive support and other initiatives targeting underserved student populations.
- Continue Habits of Mind (HOM) to enhance Student Effort and Habits of Mind (HOM) and Making It Happen (MIH) to improve Student Faculty Interaction and leverage persistence into successful outcomes.
- Create learning communities by theme and groups using culturally-relevant themes and texts.
- Provide summer bridge options for impacted groups
- Initiative campaign to complete Student Ed Plan through African American Success Through Excellence and Persistence (ASTEP); African American Male Mentoring Program (AAMMP); Padrinos, and other Latino Initiatives.

BC Target

- Equity Plan
 - Access (Service Area Population vs Student Population)
 - Increase the percentage of African American students completing Student Education Plans from the baseline of 17.7% in 2013 to 20% in 2015-2016 and 22% in 2017-2018
 - Increase the percentage of American Indian students completing Student Education Plans from the baseline of 14.7% to 16% in 2015-2016 and 18% in 2017-2018
 - Course Completion (Retention)
 - Increase the baseline African American course success rate of 50.5% to 51% in 2015-16 and to 52% in 2017-2018
 - Maintain high persistence rates (approximately 72%) for all groups
 - Increase the 30 Unit Milestone attainment among under-prepared students from a baseline of 60.6% to 61% in 2015-2016 and 62% in 2017-2018
 - Increase the 30 Unit Milestone attainment among under-prepared students from a baseline of 60.3% to 60.8% in 2015-2016 and 62% in 2017-2018

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- ESL and Basic Skills Completion
 - Increase African American Remedial English Success that is currently at 16.7%, DSPS student success currently averaging about 21.5% and Economically Disadvantaged students currently averaging about 27% beginning with the 2013-2014 6-year cohort by 0.5% per cohort outcome
 - Increase ESL cohort success for all ESL students from 31.1% to 32% in 2015-2016 and 32.5% in 2017-2018 and increase DSPS student ESL rates from 21.5% to 22% in 2015-2016 and 22.5% in 2017-2018
 - Increase Remedial Math success in African American students from 12.5% to 13% in 2015-2016 and 13.5% in 2017-2018
 - Increase overall Remedial Math success from 21.4% to 21.9% in 2015-2016 and 23% in 2017-2018
- Degree Certificate Completion
 - Increase the degree/certificate rate among African Americans and 20-24 year olds by 0.1% per year over the next 5 years
- Transfer
 - Increase the transfer preparedness rates among Hispanics, African Americans, and students over age 19 to fall within the highest performing group (HPG) within the next 4 years; specific targets will be created in year one of implementation
 - Increase the transfer success rates among Hispanics, Filipinos, and students over age 19 to fall within the highest performing group (HPG) within the next 4 years; specific targets will be created in year one of implementation

Strategic Goal 3

Ensure Student Access

Objective 3.1 Optimize Student Enrollment

BC Strategy

- Accelerate progression to college-readiness

BC Action

- Redesign pre-collegiate courses

BC Strategy

- Expand dual enrollment, pathways, articulation and concurrent enrollment

BC Action

- Establish agreements with high school districts in Bakersfield College's service area

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BC Strategy

- Expand Bakersfield College's Rural Initiative

BC Action:

- To increase access to courses and services in rural communities

BC Target

- Enrollment management model
 - Growth between 2% and 3%
- Annual Productivity (FTES/FTEF)
 - 17% – 17.5%

Objective 3.2 Be the Higher Education Option of First Choice

BC Strategy

- Fully develop and continue to implement the strategic communication plan to include community partners, potential students and parents, students using a variety of mediums

BC Action

- Develop and implement the Equity TV

BC Strategy

- Develop signature programs that distinguish Bakersfield College's unique academic programs

BC Action

- Implement the Bachelor of Applied Science degree program
- Enhance the Pre-Law program
- Develop expanded marketing plan for Bakersfield College's quality and exemplary programs
- Continue to strengthen the collaborations and partnerships with community groups and highlight Bakersfield College's quality programs and services

BC Target

- Increase enrollment yield from feeder high schools
- Increase resource funding for outreach

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Strategic Goal 4

Enhance Community Connections

Objective 4.1 Provide Workforce and Economic Development Programs that Respond to Local Industry

BC Strategy

- Institutional Level - Engage with Business, Industry and other community organizations to spur economic development, create new workforce niches as well as respond to workforce needs
- Departmental Level - Continue to strengthen and integrate Career Technical Education (CTE) programs by engaging industry partners

BC Action

- Continue to facilitate community conversations at Bakersfield College; continue to participate with community groups in planning future strategy for Kern County and the surrounding areas. Partners: Kern Economic Development Corporation, Kern Taxpayer Association, political leaders, chambers, educational partners etc.
- Develop and expand Career Technical Education (CTE) programs to meet community needs

BC Target

- Expand job-skills certificates, certificates of achievements, degrees, and enhanced non-credit to respond to local industry
- Expand college and career pathways partnering with local industry (e.g. Paramount, etc.)
- Student Success Scorecard CTE completion rate greater than 50% for cohort finishing in 2020

Objective 4.2 Reflect the Communities We Serve

BC Strategy

- Monitor the student and staff demographics to ensure that the college profile is a microcosm of the community's profile.

BC Action

- Enhance outreach and advertising efforts.

BC Target

- Disaggregated BC employee demographics to mirror demographics of service area population

Strategic Goal 5

Strengthen Organizational Effectiveness

Objective 5.1 Provide Effective Professional Development

BC Strategy

- Strengthen and deepen the professional learning of all faculty and staff in a fiscally sustainable manner and continue the movement towards a learning organization that is agile with distributed leadership.

BC Action

- Continue to advance conferences, peer learning, learning from experts etc.
- Assess and evaluate professional development needs.

BC Target

- Increase opportunities for professional development
- Percentage of faculty and staff who are participating in professional development on campus

Objective 5.2 Meet and Exceed Internal & External Standards & Requirements

BC Strategy

- Continue to develop metrics and standards as an institutional scorecard representing initiatives and core educational services at BC

BC Action

- Optimize and identify internal and external standards and requirements for each of the four data strands for the Renegade Scorecard: Student Learning; Student Achievement; Perception; Operational.

BC Target

- Meet ACCJC Standards, eligibility requirements, and policies
- Percentage of reserves
- Full-time to part-time faculty ratio (75%:25%)
- Percentage of academic expenses in the numerator (50% Law)

Objective 5.3 Increase Trust and Create a Collaborative Culture

BC Strategy

- Continue to foster collaborative workgroups that are integrated with the goal of the college

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- Empower individuals to own and advance the work while understanding and appreciating diverse perspectives
- Ensure transparency, widely distribute information and facilitate communication to enhance trust

BC Action

- Continue to move work through empowered workgroups with clarity of goals and outcomes.

BC Target

- None

Objective 5.4 Improve Facilities and Maintenance

BC Strategy

- Seek external resources to “fix” the campus that has significant needs
- Develop a system for continuing to maintain facilities after they are fixed

BC Action

- Pass the 2016 bond
- Implement the Enterprise Strategy that will generate revenue for facilities maintenance and upkeep

BC Target

- Evaluate progress on long-term facilities master plan and annual program review
- TBD by Facilities Committee
- Completion of identified maintenance and facilities project as identified in the Master Plan