

The Renegade Promise

Bakersfield College

Prepared by Janet Fulks, Interim Dean of Student Success & Precollegiate Studies
and Lesley Bonds, Student Success Program Manager

Contributor: Sonya Christian, President

Strategy and Goals

Successful Transitions

- Ensure student readiness for degree completion pathway by increasing the number of students prepared for college-level coursework at high school graduation
- Decrease the time it takes for a student to complete coursework needed at Bakersfield College (BC) to transfer to four-year college and complete a degree
- Increase success through remedial and college level courses leading to increased completion success

Regional Alliances

- Partnership between BC and Kern High School District (KHSD) with support from the Kern Community Foundation
- Offer joint professional development and networking opportunities for educators in Kern County to establish and begin working toward regional agenda
- Coordinate course offerings for college preparation and dual enrollment between KHSD and BC
- Collaborate with a four-year institution to incentivize master degree completion in Mathematics and teacher credentialing

Improved Policy and Practice

- Develop guaranteed transfer pathways for high school students in addition to AP and IB.
- Collect and evaluate data on policies and practices related to dual enrollment, including equivalency and minimum qualifications required for high school teachers.
- Evaluate current policies limiting California Community College's (CCC) role and support in delivery of Basic Skills/Remedial Preparatory work at high schools

Review of Current Barriers

Collaboration on Student Placement

Bakersfield College has been collaborating with the Kern High School District to use multiple measures (GPA and course grades) in order to more accurately place students into math, English, ESL and reading courses. BC and KHSD also collaborate on EAP to multiple measure students directly into English B1A, the first collegiate level English course and one that is universally transferable. However, students must be on the A-G college preparation track in order to qualify to take EAP and the percentage of students in Kern County who are on the A-G track is dismal. In addition to implementing transferable dual enrollment course offerings, this plan will address college readiness by offering pre-collegiate dual enrollment courses at the high schools.

Assessment Test Timing

Currently, Bakersfield College assesses incoming high school students in spring of the senior year. This timing is too late for high schools to respond to student needs and support stronger test performance. With this plan, BC will collaborate with KHSD to begin assessing students in the junior year to facilitate improved response to diagnostic issues and quality student interventions.

Misaligned Curriculum

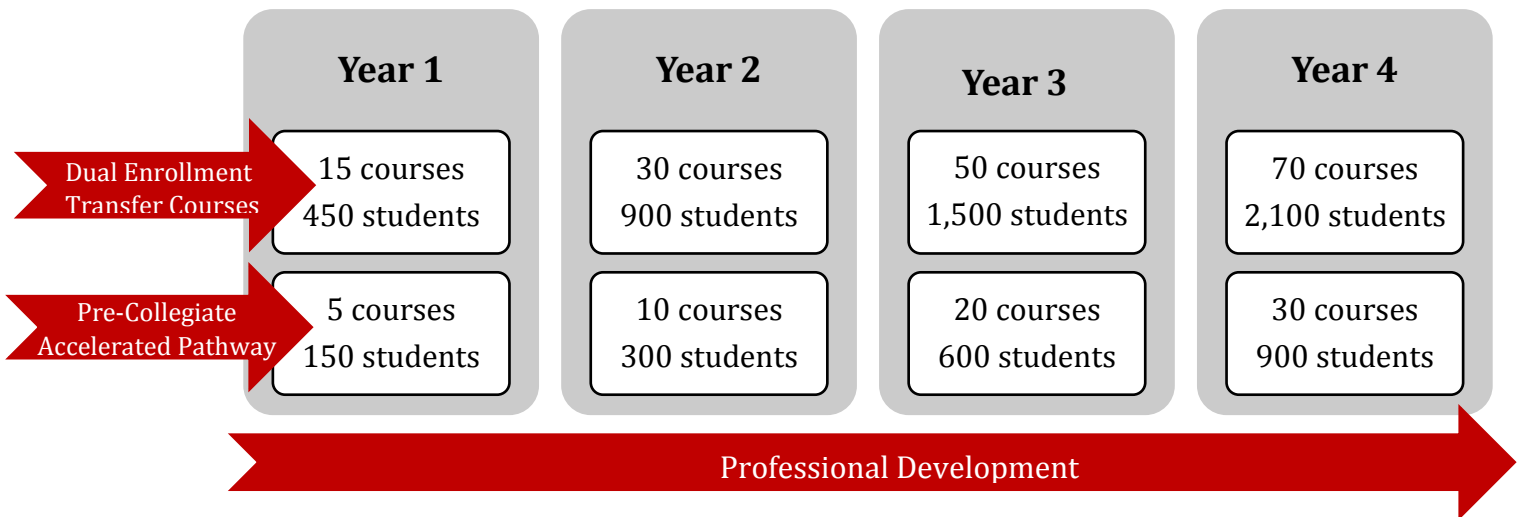
It is evident to both BC and KHSD administrators and faculty that curriculum, expectations and student learning outcomes are not aligned, further complicating accurate tracking and interventions. KHSD has indicated similar misalignment with Bakersfield City School District. Two-way professional development discussing common core alignment and college expectations and student learning outcomes will make a clearer pathway to success and are an integral part of this plan.

Shortage of Minimally Qualified Faculty

Legislation mandates that those who teach college-level courses must be minimally qualified to do so. These minimum qualifications vary by subject area, but most often include a subject-specific master’s degree. This has a particularly significant impact in math, as there is no public four-year university in Bakersfield that offers a master’s degree in mathematics, yet it remains the subject area in which students’ performance is lowest.

Description of Project

The plan includes the development of two pathways to facilitate course taking patterns to complete an associate’s degree and then transfer to a four-year university to complete a baccalaureate degree. The plan includes the development of two pathways to facilitate course taking patterns to complete an associate’s degree and then transfer to a four-year university to complete a baccalaureate degree. The entire project proposal is for approximately \$1,969,163 of which Bakersfield College will fund 48.5% to the amount of \$954,664. We request funding for \$1,014,499 over four years from College Futures for the remaining 51.8%. **Updating based on KHSD contribution and incentive –LB 8.25.15**



Transfer Courses for Dual Enrollment

In collaboration with the Kern High School District, Bakersfield College intends to expand dual enrollment course offerings in college-level courses that are **transferable** (C-ID – statewide articulated courses) to four-year universities, among Kern High School District schools by collaborating with qualified high school teachers (meeting CCC Minimum Qualifications (MQ)). All courses offered will have a course identifier guaranteeing transfer to all California State University and University of California colleges.

Additionally, BC will provide adjunct faculty to some locations. BC will collaborate with the Kern High School District to identify qualified teachers with minimal qualifications in the following subjects:

- English*
- Math*
- History
- Biology
- Chemistry
- Foreign Languages*
- Psychology
- Sociology

Once minimally qualified teachers have been identified, BC and KHSD will meet to determine five primary target sites with two transferrable course offerings each across a wide geographic area. With a target of 10 courses (approximately 300 students) in 2016-17, 30 (approximately 900 students) courses in 2017-18 and 60 (approximately 1,800 students) courses in 2018-19 and 100 courses in 2019-2020 at KHSD high school sites, Bakersfield College hopes to reach over 3,000 high school juniors and seniors by 2020.

*The priority target for dual enrollment course offerings will be in math, as data indicate math course completion is a significant barrier in students' persistence through a degree completion pathway. Remedial course offerings in English will be a significant step toward increasing the number of students who enter college prepared to complete transfer-level coursework.

Target Institutions & the Pre-Collegiate Accelerated Pathway

This project will engage the largest high school district in California, the Kern High School District, in a collaborative effort to increase college readiness. With 84% of Bakersfield College's incoming students requiring remedial coursework and just 15% of Kern High School District students pursuing A-G requirements, it is imperative that BC faculty and KHSD teachers collaborate to prepare these students to take and succeed in college-level coursework. To accomplish this goal, BC will offer an additional 5 pre-collegiate accelerated math and English courses in the high schools.

To address English readiness, Academic Development faculty will collaborate with KHSD teachers to offer English 53, the penultimate pre-collegiate English course requirement at the college. English 53 is an accelerated course completing two semesters of remedial English in a single course. Those who pass with a C or better will be guaranteed placement into English B1A, the graduation and transfer requirement at BC.

To address math readiness, math faculty will collaborate with KHSD teachers to offer Math 50/60, covering pre-algebra and algebra. Students who pass this course with a C or better will be guaranteed placement in Math 70, intermediate algebra. Intermediate algebra meets the graduation requirement at BC.

Professional Development Task Force

Professional development is vital to the sustainability of any promising practice in education. Bakersfield College proposes a three-pronged approach to professional development:

Curriculum and Core Alignment: At a bi-annual Dual Enrollment Professional Development Summit, a small task force of BC faculty and KHSD teachers will come together to discuss curriculum and common core alignment to strengthen course offerings and ease student transition from high school to college.

Capitalizing on National Expertise: With the intent to create a nationally scalable model, Bakersfield College intends to invite outside experts to campus to discuss Title IV regulations, best practices in dual enrollment, assessment and placement, and student retention.

Strengthening the BC/KHSD Collaboration: Bakersfield College places a strong priority on building strong partnerships with the community. To that end, BC will train faculty to serve as official liaisons to each of the feeder schools in the KHSD.

Using the highly successful Building Bridges Conference Model, the task force will meet bi-annually to collaborate to align curriculum at the high school level with that at the college level to better serve students in transition. For more information on Building Bridges, please see: <http://buildingbridgesconference.blogspot.com/>

Goals, Outcomes & Objectives

Goal 1: To increase college-readiness among students in the Kern High School District.

Short-Term Outcome: In fall 2016, Bakersfield College and KHSD will offer 15 transferable dual enrollment courses and 5 pre-collegiate courses to reach 600 students in the district.

Intermediate Outcome: In fall 2017, BC and KHSD will double transferable dual enrollment course and pre-collegiate course offerings to reach 1,200 students.

Long-Term Outcome: By fall 2020, BC and KHSD will increase transferable dual enrollment courses and pre-collegiate course offerings to reach 3,000 students in the district.

Goal 2: To improve collaboration and communication among high school and postsecondary educators in Kern County.

Short-Term Outcome: Fifteen high school teachers and college faculty will formulate a task force to align curriculum and streamline common core instruction

Intermediate Outcome: 100 Kern County educators will participate in professional development opportunities by 2017.

Long-Term Outcome: 300 Kern County educators will participate in professional development opportunities by 2020. BC and KHSD curriculum will align to best prepare students for college-level coursework to expedite the student pathway toward bachelor degree completion.

Goal 3: To increase the number of minimally qualified faculty in Kern County.

Short-Term Outcome: In fall 2016, CSUB will begin offering a master degree in mathematics.

Intermediate Outcome: By spring 2018, 30 students will earn a master's degree in mathematics.

Long-Term Outcome: Bakersfield College will have a stronger applicant pool and may begin to offer a higher number of mathematics courses to students.

Indicators & Data Collection Plan:

Bakersfield College intends to test this model for regional, state and eventual national scalability using outside consulting services via WestEd. Each year, BC intends to evaluate student success data, disaggregated by demographic, student preparation level, high school and subject. Additionally, BC would like to host student, KHSD teacher and BC faculty focus groups. Ultimately, BC will explore student graduation and transfer rates among the cohort of participants.

Project Management & Timeline

To manage implementation of The Renegade Promise, Bakersfield College and the Kern High School District will need several staff members. Bakersfield College will fund the following positions:

- **Dual Enrollment Program Manager:** A full-time staff member reporting to the Associate Dean to establish and maintain the project. This staff member will ensure dual enrollment offerings are consistent with BC policies and procedures, manage the budget, as well as the planning and implementation of ongoing professional development between BC faculty and KHSD teachers. This person will also be responsible for tracking student enrollment, completion and the project's success
- **Educational Advisor:** This full-time staff member will report to the Dean of Student Success & Precollegiate Studies and will manage and support all dual-enrolled students in the KHSD to develop abbreviated student educational plans.
- **BC Adjunct Faculty:** These faculty will work for BC and be paid per class in line with district policy.
- **Faculty Liaisons:** These faculty members will serve as direct points of contact for all KHSD feeder schools. They will be trained in matriculation steps, knowledgeable about degree pathways and transfer requirements and will refer teachers, staff and students to appropriate resources.

Kern High School District will partially fund the following position with remaining support from College Futures:

- **Site Coordinator:** This staff member will report to the Kern High School District and provide on-site coordination of program offerings. They will serve as the primary liaison between KHSD teachers and BC faculty and will make weekly site visits.

Organizational Rationale

BUDGET Year 1: 2016-2017

Expense	Funding Source	Description	Amount
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Scalability

Opportunities:

Kern High School District: The Kern High School District is the largest high school district in the state, offering an extensive support network and diverse opportunities to broaden the reach of dual enrollment. Bakersfield College and the Kern High School District have a strong foundation for collaboration to prepare students for collegiate success.

Bakersfield College Leadership: The leadership of Bakersfield College is committed to ensuring student readiness and effective transitions along a degree completion pathway. In addition to the work the college is doing to support student success through the Making it Happen (MIH) program, Multiple Measures project and expanding equity initiatives, the college is investing in the goals of College Futures by funding additional staff to provide oversight and accountability of this collaborative dual enrollment project. Additionally, BC plans to provide and fully fund all BC adjunct faculty expenses related to dual enrollment.

Community Investment: In recent years, Bakersfield College has made significant strides in the Kern County community. At a recent KCCD Board of Trustees meeting, County Supervisor Leticia Perez reported that her work with Bakersfield College has been the most rewarding in her career. During a breakfast for KHSD leadership in spring 2015, high school Principal's noted that there has been a paradigm shift in their perceptions of the College. This shift has created significant community buy-in and support.

Project Risks & Challenges:

Minimal qualifications: A limited number of KHSD teachers have the minimal qualifications required for instruction of most dual enrollment courses.

State Allocations: Though the large majority of Bakersfield College students require remedial coursework, there is no state allocation for pre-collegiate coursework.

Dual Enrollment Legislation: By law, all dual enrollment courses must be open to the public for registration.

Dual Enrollment Program Manager Salary + Benefits	Bakersfield College	Bakersfield College is hire a full-time staff member reporting to the Associate Dean to establish and maintain the project. This staff member will ensure dual enrollment offerings are consistent with BC policies and procedures, manage the budget, as well as the planning and implementation of ongoing professional development between BC faculty and KHSD teachers. This person will also be responsible for tracking student enrollment, completion and the project's success	\$63,863 +\$21,074 =\$84,938
Educational Advisor Salary + Benefits	BC: Student Success and Support Program (SSSP)	This full-time staff member will report to the Dean of Student Success & Precollegiate Studies and will manage and support all dual-enrolled students in the KHSD to develop abbreviated student educational plans.	\$55,000 + \$18,150 = \$73,150
KHSD Site Coordinator Salary + Benefits	Kern High School District & College Futures	This staff member will report to the Kern High School District and provide on-site coordination of program offerings. They will serve as the primary liaison between KHSD teachers and BC faculty and will make weekly site visits.	\$56,352 + \$18,596 = \$74,948 \$37,474/ea
Site Coordination /Travel Expenses	College Futures	Travel/mileage and meals for BC staff for on-site coordination at KHSD schools	\$5,000
Pay for KHSD Instructors	College Futures	Adjunct pay for adjunct instructors at KHSD	\$3,250/class x 15 = \$48,750
Course Materials & Textbooks	Kern High School District & College Futures	Allocation to support KHSD in the purchase of textbooks that align with BC curriculum. This expense will increase access to dual enrollment courses.	\$150/book= appx \$70,000 \$35,000/ea
Master's Degree Incentive	College Futures	Allocation to incentivize completion of a master degree program in math and/or a teaching credential program. Amount includes \$500/term book allocation per student in 30 person cohort.	\$30,000
Pay for BC Adjunct	Bakersfield College	Adjunct pay for BC instructors at KHSD sites.	\$3,250/class x5 = \$16,250
Professional Development	College Futures	Offer a Professional Development Summit at which BC faculty and KHSD teachers meet to discuss curriculum development/alignment, common core state testing requirements, and best practices. -National Experts/Speakers -Faculty Liaison Training/Certification	\$5,000 x 2 = \$10,000 \$10,000 \$2,500
Pay for Faculty Liaisons	Bakersfield College: Student Success and Support	Faculty liaisons will serve as direct points of contact for all KHSD feeder schools. They will be trained in matriculation steps, knowledgeable about degree pathways and transfer requirements and will refer teachers, staff and students to appropriate resources.	\$1,000/ year for each liaison x 18 sites = \$18,000
Evaluation and Oversight	College Futures	Bakersfield College intends to test this model for regional, state and eventual national scalability using outside consulting services via WestEd	\$30,000
Bakersfield College			\$212,338
Kern High School District			\$72,474
College Futures			\$235,324
TOTAL			\$520,136

BUDGET Year 2: 2017-2018			
Expense	Funding Source	Description	Amount
Dual Enrollment Program Manager	Bakersfield College	Full-time staff member reporting to the Associate Dean to establish and maintain the project. Year 2 amount accounts for a cost of living adjustment determined by the district	\$86,637
Educational Advisor	Bakersfield College: SSSP	Full-time staff member will report to the Dean of Student Success & Pre-collegiate Studies. Year 2 amount accounts for a cost of living adjustment determined by the district.	\$74,613
KHSD Site Coordinator Salary + Benefits	Kern High School District & College Futures	Full-time staff member will report to the Kern High School District. Year 2 amount accounts for a cost of living adjustment determined by the district	\$76,847 \$38,423/ea
Site Coordination /Travel	College Futures	Travel/mileage and meals for BC staff for on-site coordination at KHSD schools with adjustment for cost of living	\$5,610
Pay for KHSD Instructors	College Futures	Adjunct pay for adjunct instructors at KHSD with adjustment for increased course offerings	\$3,500/class x 30 = \$105,000
Course Materials & Textbooks	Kern High School District & College Futures	Allocation to incentivize completion of a master degree program in math and/or a teaching credential program. Amount includes \$500/term book allocation per student in 30 person cohort.	\$150/book= appx \$70,000 \$35,000/ea
Master's Degree Incentive	College Futures	Allocation to incentivize completion of a master degree program in math and/or a teaching credential program. Amount includes \$500/term book allocation per student in 30 person cohort.	\$30,000
Pay for BC Adjunct	Bakersfield College	Adjunct pay for BC instructors at KHSD sites with adjustment for increased course offerings	\$3,500/class 10 = \$35,000
Professional Development	College Futures	Bi-annual Professional Development Summit	\$10,000
		National Experts/Speakers	\$10,000
		Faculty Liaison Training/Certification	\$2,500
Pay for Faculty Liaisons	Bakersfield College: SSSP	Trained faculty liaisons will serve as direct points of contact for all KHSD feeder schools.	\$1,000/year x 18 sites = \$18,000
Evaluation	College Futures	Consulting services via WestEd	\$30,000
Bakersfield College			\$214,250
Kern High School District			\$73,423
College Futures			\$266,533
TOTAL			\$554,206

BUDGET Year 3: 2018-2019			
Expense	Funding Source	Description	Amount
Dual Enrollment Program Manager	Bakersfield College	Full-time staff member reporting to the Associate Dean to establish and maintain the project. Year 3 amount accounts for a cost of living adjustment determined by the district	\$88,369
Educational Advisor	Bakersfield College: SSSP	Full-time staff member will report to the Dean of Student Success & Pre-collegiate Studies. Year 3 amount accounts for a cost of living adjustment determined by the district.	\$76,105
KHSD Site Coordinator	College Futures	Full-time staff member to support growing course offerings, expanded dual enrollment sites.	\$76,447
Site Coordination /Travel	College Futures	Travel/mileage and meals for BC staff for on-site coordination at KHSD schools with adjustment for cost of living	\$5,722
Stipends for KHSD Instructors	College Futures	Adjunct pay for adjunct instructors at KHSD with adjustment for increased course offerings	\$3,500/class x 50 = \$175,000
Stipends for BC Adjunct	Bakersfield College	Adjunct pay for BC instructors at KHSD sites with adjustment for increased course offerings	\$3,500/class x 20 = \$70,000
Professional Development	College Futures	Bi-annual Professional Development Summit	\$10,200
		National Experts/Speakers	\$10,200
		Faculty Liaison Training/Certification	\$2,550
		Year 3 amount reflects cost of living adjustment as determined by district	
Stipends for Faculty Liaisons	Bakersfield College: SSSP	Trained faculty liaisons will serve as direct points of contact for all KHSD feeder schools. Year 3 amount accounts for a cost of living adjustment determined by the district.	\$18,360
Evaluation	College Futures	Consulting services via WestEd	\$30,000
Bakersfield College			\$252,835
College Futures			\$310,119
TOTAL			\$562,954

BUDGET Year 4: 2019-2020			
Expense	Funding Source	Description	Amount
Dual Enrollment Program Manager	Bakersfield College	Full-time staff member reporting to the Associate Dean to establish and maintain the project. Year 3 amount accounts for a cost of living adjustment determined by the district	\$90,137
Educational Advisor	Bakersfield College: SSSP	Full-time staff member will report to the Dean of Student Success & Pre-collegiate Studies. Year 3 amount accounts for a cost of living adjustment determined by the district.	\$77,627
KHSD Site Coordinator	College Futures	Full-time staff member to support growing course offerings, expanded dual enrollment sites.	\$77,976
Site Coordination /Travel	College Futures	Travel/mileage and meals for BC staff for on-site coordination at KHSD schools with adjustment for cost of living	\$5,837
Stipends for KHSD Instructors	College Futures	Adjunct pay for adjunct instructors at KHSD with adjustment for increased course offerings	\$3,500/class x 70 = \$245,000
Stipends for BC Adjunct	Bakersfield College	Adjunct pay for BC instructors at KHSD sites with adjustment for increased course offerings	\$3,500/class x 30 = \$105,000
Professional Development	College Futures	Bi-annual Professional Development Summit	\$10,404
		National Experts/Speakers	\$10,404
		Faculty Liaison Training/Certification	\$2,601
		Year 4 amounts reflect cost of living adjustment as determined by district	
Stipends for Faculty Liaisons	Bakersfield College: Student Success and Support	Trained faculty liaisons will serve as direct points of contact for all KHSD feeder schools. Year 4 amount accounts for a cost of living adjustment determined by the district.	\$18,727
Evaluation	College Futures	Consulting services via WestEd	\$30,000
Bakersfield College			\$291,491
College Futures			\$382,222
TOTAL			\$673,713

Four Year Budget Totals:

Bakersfield College	\$954,664	48.5%
College Futures	\$1,014,499	51.5%
Grand Total	\$1,969,163	