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Bakersfield College
State of the College
2015 -16

BAKERSFIELD
COLLEGE

Section I: Strengths and Key Accomplishments

The State of Bakersfield College is strong. With over 28,815 students and an annual FTES exceeding 14,837, the college's productivity remains high at 17.4 FTES/FTEF. Total operational costs per FTEs are \$4,520. Student Education Plan completion has increased, with most disciplines seeing completion rates of over 72%. Matriculation percentages have increased, with 89% of first time students completing Orientation and 87% completing Assessment. 100% of Student Support programs completed SLOs, 100% of programs completed PLOs, and 100% of courses completed SLOs. BC offers 23 Associate Degrees for Transfer and 24 dual enrollment courses. BC developed three new programs last year—Applied Music, Public Health, and Media Arts. BC has deepened its ties with the community and has developed the Renegade Scorecard to advance the accountability in staff who are talented and dedicated to the students and to the institution. As such, they are motivated to do what it takes to “Make It Happen” in the work related to advancing student learning. The document is first developed in December and the final report is completed in May. The College also does a midterm *Closing the Loop* document for College Council in December and a final report in May. This report links budget planning and resource allocation to the campus priorities.

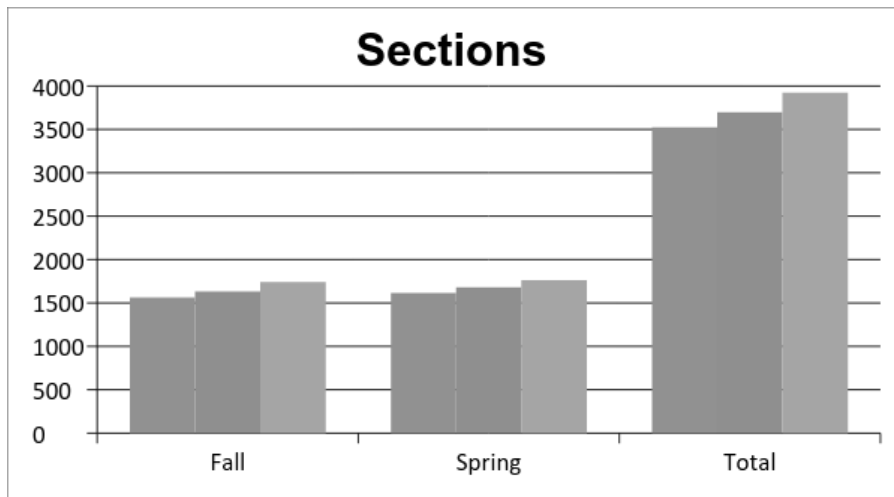
Here are some highlights from seven areas of the college: Academic Affairs, Student Affairs, Distance Education, Administrative Services, Information Technology, Human Resources, and Professional Development.

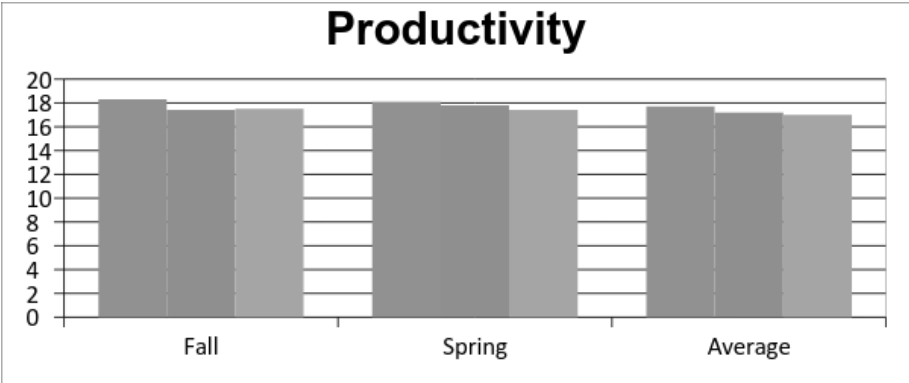
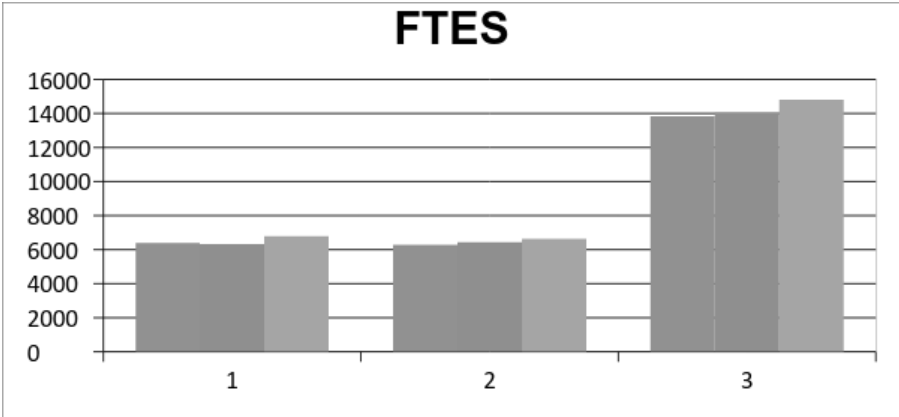
Academic Affairs

Academic Affairs continues to implement programs and initiatives from the Educational Master Plan that are focused on access, student success, completion, resource allocation and development.

Over the last three years, Bakersfield College has increased its course offerings and provided greater access to Kern County citizens, many who became the first in their family to attend college. Access was increased on the Panorama campus, in rural communities and through the Dual Enrollment Program. Dual Enrollment at Bakersfield College is defined as college courses offered to students at their high school locations. The courses are scheduled during the high school day and are taught by high school instructors who meet college minimum qualifications. Dual enrollment courses in the CCPT1 Ag Pathways grant are primarily taught by BC adjunct faculty. Over the same period of time, BC's success and retention remained essentially the same. The FTES generated during this time allowed the college to meet its targets and take advantage of growth funding. *What can we generate about degrees awarded?*

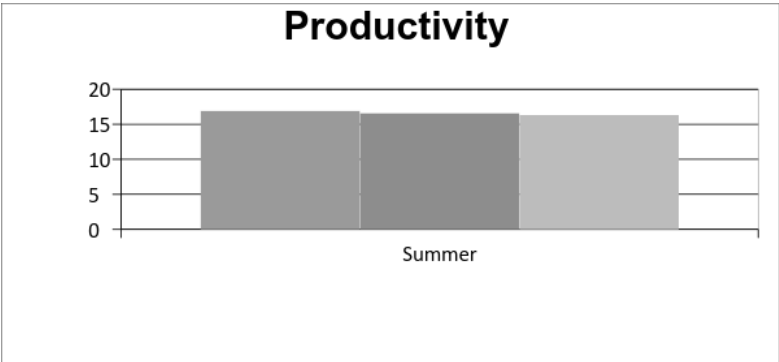
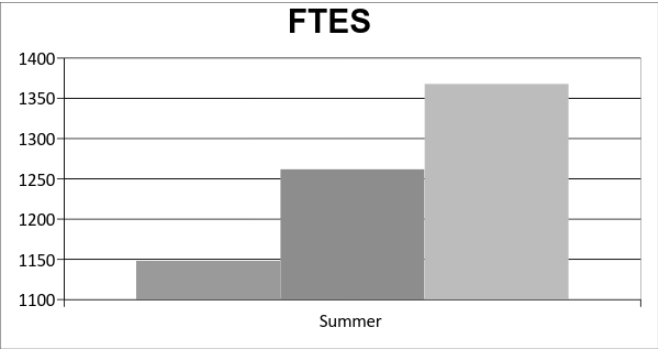
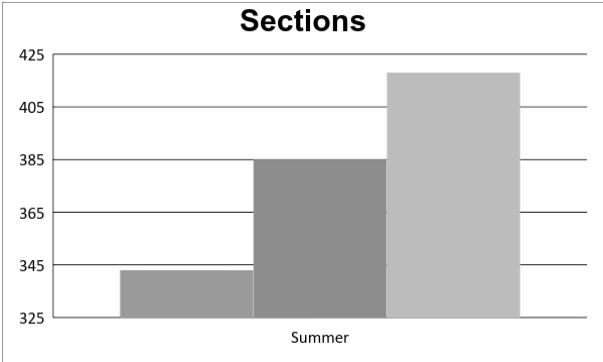
Enrollment Trends

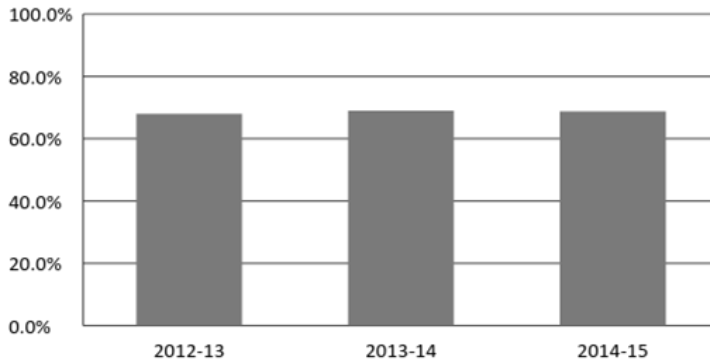




*Office of Instruction
Source: ODS-Enrollment
Activity Report
Source: Current Fast Facts
for Headcount
May 1, 2016*

Summer Enrollment Trends





*Office of Instruction
Source: ODS – Student Success and
Retention Report
April 29, 2016*

Efforts to establish a college going culture in Kern County have been strengthened through partnerships with the community and educational agencies. Summer programs for middle school/junior high school students include Ag Camp, part of the Ag Pathways Project sponsored by The Wonderful Company and Science Camp, focused on drone technology, sponsored by Chevron, Project Lead the Way. Recent partnerships with Kern High School and McFarland High School Districts have increased access to college courses through dual enrollment. Acquisition of three additional grants, College Futures, Cal Endowment, and CCPT2 all support dual enrollment. All of these efforts serve to build a strong foundation for a college going culture in Kern County.

Program Quality and Development

As of the Fall 2016 Census Day, Bakersfield College served 4.4% more students (as counted by FTES) than the previously held record-breaking semester in Fall 2015. This is especially true for gateway courses. For example, 18 more sections of ENGL B1a were added in Fall 2016 to accommodate 669 more students (an increase of 29%). As a result of intentional enrollment management strategies, similar patterns occurred in disciplines across the campus by actively serving and enrolling waitlisted students.

Bachelors Industrial Automaton Bachelor of Science Degree Substantive Change approved by ACCJC, Regional Program approval received and State Chancellor’s approval expected in early June 2016

Regional Program Curriculum Approval secured for: Automotive (11 Programs), Media Arts COA AA-T and AS-T Degrees approved at the state level: Economics, Elementary Education, and Philosophy in 15-16

AS-T degrees waiting approval at the state level: Agriculture- Animal Science, Agriculture - Plant Science, Agriculture - Business, Public Health, Chemistry and Biology.

Associate Degrees for Transfer revised to be offered in hybrid and online modalities: Psychology, Criminal Justice, Sociology, and Philosophy

Curriculum development: junior and senior level Bachelor of Science Industrial Automation courses; junior and senior level general education courses for Bachelor of Science; Electronics curriculum redesigned for hybrid delivery; Automotive curriculum redesigned for smaller unit courses and better alignment with ASE; Engineering curriculum redesigned to align with state C-IDs; Collaborative development of inter-disciplinary Industrial Safety Program; *Water Treatment Courses revised to be offered in fall 2016.*

Paramedic program developed which will reduce costs for students and increase access to financial aid

Career Technical Education

High School Articulation:

Number of articulation agreements for 15/16 School year: 125

Number of different high schools: 16

Articulated credit processed by CTE and Admissions and Records: 657 unduplicated (948 duplicated)

CTE Outreach Efforts:

Community Outreach: 4 events =1060+ served

High School: 1 events = 2015+ served

Middle School (Wonderful/BC AG Camp): 150 students

Bakersfield College: 1 events = 625+ served

Conference: 5

Outreach Events FACE 16 Staff	# of events	#Students Served	Staff Attended
Community Outreach Events	4	1060+	Antonio Alfaro, Pamela Gomez, and Dominica Rivera-Dominguez
High School Outreach Events	1	2015+	Antonio Alfaro, Pamela Gomez, and Dominica Rivera-Dominguez

Middle School (Wonderful/BC Ag Camp)	1	150	Antonio Alfaro, Pamela Gomez, and Dominica Rivera-Dominguez
Bakersfield College	11	3500+	Antonio Alfaro, Pamela Gomez, and Dominica Rivera-Dominguez
Staff Development	5		Antonio Alfaro, Pamela Gomez, and Dominica Rivera-Dominguez

Outreach Event – Allied Health	Date	#Students Served	Staff Attended
Centennial High School Career Center	01/06/16	20	Dinorah & Stephanie
Tierra Del Sol Career Center visit	02/10/16	8	Dinorah & Stephanie
Health Careers Course at CSUB - Speaking	02/26/16	40	Dinorah & Stephanie
Allied Health Department Open House	03/08/16	100	Dinorah & Stephanie
Pre-Nursing Orientation	04/12/16	250	Dinorah & Stephanie
Career Connection Fair	03/16/16	200+	Stephanie
1 Day Stand	03/16/16	200+	Stephanie & Stella
Xerox Outreach Event	04/13/16	20	Stephanie & Antonio
BC Career Day	04/27/16	500+	Job Placement
Bakersfield Memorial Education Fair Event	07/07/16	10	Stephanie & Dinorah

Workshops

Event	Date	#Students	Presenter
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		Served	
Professional Development Week: Nursing Program	01/04/16	15 (Staff)	Dinorah & Stephanie
RN Resume Workshop	01/12/16	49	Stephanie
LVN-RN Resume Workshop	02/17/16	12	Stephanie
WEX Orientation	01/22/16	40	Cindi & Stephanie
Cerro Coso - Class visit - reviewed individual resumes	01/26/16	6	Dinorah & Stephanie
Rad Tech Resume Workshop	03/09/16	21	Stephanie & Antonio
Rad Tech Mock Interviews	04/22/16	21	Stephanie & Antonio
Auto Internship Orientation Workshop	05/27/16	8	Stephanie & Antonio

CTE Classroom Ed planning

2015-16 Academic Year

Pamela Gomez – 12 Ed Planning Presentations

Dominica Rivera-Dominguez – 9 Ed Planning Presentations

CTE Advising appointments

Educational Advisor Appointments FACE 16	
Academic Year	Appointments and Walk-Ins
2015-2016	2,251

CTE certificates

744 processed through the FACE 16 Office and Admissions and Records

CTE - increase access, engagement or progression/completion:

- Classroom presentations early on to be sure students have an education plan. I show them how to complete an ed plan using my degree path, major pathways and the catalog.
- Ed plans also complete matriculation, allowing students priority registration.
- Ed Plans are completed in into classes (FDSV B50 and Agri B1) to assist in timely completion, avoiding unnecessary classes.
- Classroom presentations in Ag classes and during advising appointments to show how to access and use My Degree Pathway.
- Made certificate applications accessible on our website.
- Appointments are not necessary to complete certificate applications.
- During advising appointments, we look to see if the student is aware of certificates and if they are close to completing one.

Number of internships and number of employers

Fall 2015-6 placements with 5 employers
 Spring 2016-6 placements with 5 employers
 Summer 2016-8 placements with 5 employers
 Fall 2016-7 placements 4 employers

Number of Work experience students served

WORK EXPERIENCE		
TERM	CENSUS COUNT	END OF SEMESTER COUNT
Spring 15'	135	123
Summer 15'	85	55
Fall 15'	149	131
Spring 16'	171	147
Summer 16'	59	44

Successful continuing programmatic accreditation by the Commission on Accreditation of Allied Health Education (CAAHEP) by the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions for Paramedic. In addition, the Paramedic program was granted CCCCCO approval to begin offering a Paramedic AS and Certificate of Achievement – Fall 16 was our 1st cohort.

Registered Nursing and Vocational Nursing programs maintain California State Board of Nursing continuing approval.

Nurse Assistant maintains California Department of Public Health continuing approval.

Received approval to start offering Public Health Science transfer courses, AS-T is currently waiting CCCCCO program approval.

Have developed 10 courses for the new Health Information Technology program, going through curriculum approval process.

Leveraged resources to hire program managers to expand Rural Initiates, Supplemental Instruction, Rural Initiatives, Dual Enrollment, CCPT2, CCPT1 through categorical funding. No impact to 50%-law.

Hiring 39 tenure track positions.

Child Development Center Program earned a four star rating under QRIS and CLASS program system.

Core Indicator Results 15/16 (in parenthesis was previous year):

- 22 of the 34 are at or above the negotiated level (16)
- 8 of the 34 are below the state negotiated level (14)
- 4 of the 34 are not reported (4)
- Even in areas where we are still below the state negotiated level, we showed marked improvement.

New CTE Programs received CCCCCO approval:

1. Paramedic AS and COA
2. Fire Fighter Academy COA
3. CompTIA COA
4. Automotive Heating and Air Conditioning COA
5. Media Arts COA
6. Executive Chief Fire Officer COA
7. Commercial Music COA

New AS-T courses CCCCCO approved, but waiting for CCCCCO approval:

Public Health Science

These courses received CTE Regional Approval but are waiting for CCCCCO approval

1. Automotive Transmission COA
2. Electrical and Electronic Systems COA
3. Engine Overhaul and Repair COA
4. Engine Performance COA
5. Automotive Technology AS
6. Brakes COA
7. Light Duty Diesel Performance COA
8. Manual Drive Train and Axles COA
9. Automotive Management COA
10. Suspension and Steering COA

Dual Enrollment 15/16:

1. 68 Sections, 1504 enrollments, 184.40 FTES
2. Success – 86.8%



Established Renegade Athletes Study Hall with averaged 127 students per Study Hall session for the first five weeks this semester. We have nine teams that require their students attend Study Hall each week. We have two English instructors volunteer and help students with their writing each week. Two or more coaches help facilitate each week.

Increased Access, Engagement, Progression and Completion

Math B65, Intermediate Algebra for Statistics, scheduled for two sections, for the first time in Spring 2016.

A hybrid Math B1A (precalculus) course was offered for the first time in Spring 2016.

	2014-15	2015-16
Number of sections of compressed ENGL B50/B1a	6 <i>*The course wasn't offered in fall 2014.</i>	11
Number of accelerated sections of ENGL B53	28	30

Outreach and Orientations for the following programs: Pre-nursing, EMT, Fire Technology, RN Explorers (100 high school students)

New Chemistry Club started with 48 students. Engaged in outreach efforts to local high school.

Growth of Pre-Law Pathway from 88 students to 144.

Registered Nursing Program increased enrollment by 10 students each semester.

Student Athletes have increased to 498 in 2015-2016 with 19 Intercollegiate Programs.

Intercollegiate Men's Soccer was reinstated in Fall 2016 bringing the total of Intercollegiate Programs to 20.

Increased Inmate Education Program to two locations and increased enrollment from 1 course with 30 students in spring 2015 to 6 courses and 120 students in spring, 2016.

Rural Initiatives has increased access to Shafter with evening courses at Shafter High School

WECOMM Club at the Delano campus contributed over 2000 community service hours

Delano campus sponsored the following events: North Kern Math Summit, WECOMMedy Show and CHAP series

Delano staff reached out to 14 high schools sites, providing matriculation services to over 2000 students

Hosted Summer 'Project Lead the Way', part of Chevron's educational programs efforts

Articulation agreement finalized with California Health Sciences University that guaranteed course articulation and 10 seats in their pharmacy program each year for BC Biology graduates

Aera STEM Success Center construction began

Architect plans developed for Bachelor's degree new automation lab

Adult Education Block Grant-North Kern –Abel Guzman

- North Kern Adult Education Alliance established to provide support from Bakersfield College to Delano Adult School, Wasco Adult School, and McFarland Adult School
- Delano staff partnered with Delano Adult School to provide hands on matriculation support for students into CTE courses. Plans set to expand services to students interested in any BC program
- Delano Campus co-located EMLS B70 course at Delano Adult School to increase access.
- Two STDV B3 sections were offered at Delano Adult School.
- Student Success and Rural initiatives-Gustavo Enriquez
- Doubled summer class offerings at Fresno Pacific.
- Delano Campus WECOMM Club received Student life club of the year

- Increased the number of completed Ed Plans by 1% compared to 14-15 year
- Increased the number of fully matriculated students by 1% compared to 14-15 year
- Increased census day enrollment by 600 students compared to 14-15 year
- First day waitlist decreased by 20 students compared to 14-15 year
- FTES increased by 70 compared to the 14-15 year
- Success and retention increased by 2% compared to the 14-15 year
- Established onsite Delano Campus library to include student research support services
- Established the Delano Campus Writing and Tutor Service Center
- Established satellite instruction and support services at the following locations:
 - Arvin High School
 - Fresno Pacific University-Bakersfield Campus
 - Shafter High School
 - Wasco Independence High School
 - McFarland Learning Center

Rural Initiatives (Inmate Education)-Chelsea Esquibias

- Offering courses in the IGETC pattern in four (4) prisons; Kern Valley State Prison, North Kern State Prison, Corcoran State Prison, and California Substance Abuse Treatment Facility and State Prison, Corcoran.
- Kern Valley State Prison
- Largest face-to-face community college program in the state. Approx. 150 students across four (4) yards enrolled in 2-3 courses each.
- Doubled course offerings at Kern Valley State Prison from three courses to eight courses.
- Expanded from two (2) yards to four (4) yards.
- North Kern State Prison
- Largest face-to-face program in one (1) yard in the state. Approx. 80 students in one (1) yard enrolled in 2-3 courses.
- Doubled course offerings at North Kern State Prison from one course to six courses
- Offering Culinary Arts Certificate (24.5 units) at the McFarland Female Re-Entry Facility.
- First Women's Culinary Arts Certificate program in the state.
- Enrolling new students at three (3) locations for Spring 2017; Wasco State Prison, Delano MCCF, and Golden State MCCF.
- Partnered with local Parole Office to begin offering Bakersfield College courses on site in the coming semesters.

- Developed internal budget for the program including educational opportunities and the ability to hire additional staff to ensure student success.
- Partnered with Wardens, Educational Principals, and additional staff on the prison sites to ensure Bakersfield College is meeting/exceeding the needs of students.
- Recruited new faculty to the Inmate Education Program and designed a tracking system to ensure faculty and student needs are met.
- Career Ag Pathways-Raquel Lopez
- Growth in Dual Enrollment pathways
- Wonderful Academy has 6 cohorts in the pathway to receive an Associate in Science in Agriculture Business for Transfer AS-T Degree.
- 3 cohorts focused in Early College Pathway
- Growth in Wasco Dual Enrollment pathway
- Wasco High School has 2 cohorts in the pathway to receive an Associate in Science in Agriculture Mechanics for Transfer AS-T Degree
- Doubled the tutoring hours at our Rural sites to support College pathways and increase

Rural Initiatives

- CTE courses in welding, electronics and engineering course at the Delano Campus
- Rural Initiatives supported courses offered at: Delano Adult School, McFarland Learning Center, Wasco, Independence High, Shafter Learning Center, Arvin High School, and Fresno Pacific University.
- CCTP1 Ag Pathways, Wonderful College and Career Academy and expanded offerings at Wasco High School
- Arvin High School “1+1+2 = Game Changer” Program was funded by the Kern County Board of Supervisors.
- Inmate Education – BC provided orientations for faculty and increased courses at Kern Valley State Prison as part of its Rural Initiative.
- Received a grant to support Inmate Education, Opportunities Grant

Partnership Development, Grants and Philanthropy

- Chevron expanded funding for Planetarium

- Wonderful Academy Early Start partnership (CCTP1) expanded to second high school
- Agreement approved for McFarland High School to establish an Agriculture Pathway and dual enrollment courses.
- Agreement approved for Delano High School District and Bakersfield College to establish CTE and general education dual enrollment options for Delano High School students.
- Adult Education Block Grant: Bakersfield College and Bakersfield Adult School will collaborate to offer services in a joint location
- Adult Education Block Grant: Delano Campus and North Kern Adult Education Alliance are collaborating to integrate educational services for northern Kern County.
- Delano – Expanded Peer Tutoring/Supplemental Instruction to include adult school and CCTP1 , Ag Pathways partners; Co-located college AcDv/ESL/EMSL courses with Adult Education courses.
- New and expanded service for library, supplemental instruction, writing center support, and tutoring support, all in a new location.
- Collaboration with Delano High School District to development of Earlimart High School with a pathway to the Bachelor of Science in Industrial Automation

Other

- BC named an ATD Lead College after two years of participation
- BC accepted as one of 30 community colleges in the nation for the AACC Guided Pathways Project
- Over 170 adjunct faculty attended the fall and spring Adjunct Orientations
- New Faculty Seminar series provided support for over 40 new full-time BC Faculty
- Provided EMSI training for CTE faculty
- Tracked 550 CTE graduates for employment data
- FCDC attended a Communication/Conflict Management workshop
- Increased Health and Wellness services
- Intercollegiate and International soccer held in Memorial Stadium
- Included family oriented activities at BC Football games
- Expanded 'live streaming' to cover volleyball, soccer, basketball, baseball, and softball

ADN Program Enrollment Growth & Retention	\$ 189,437
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Grants

Bakersfield College has been strategic in identifying gaps, building on best practices and seeking funding. Whether scaling up the ‘Making It Happen’ model or working in collaboration with other agencies to improve programs and services in Kern County. BC is committed to seek external resources that align with its strategic directions.

ADB Program Assessment, Remediation & Retention	\$ 114,000
San Joaquin Hospital Contribution	\$ 160,000
California Endowment Healthcare Pathway (DO/ROC)	\$1,000,000
Aera STEM Success Center	\$ 500,000
CCPT2 Grant for CTE Pathways	\$1,470,000
College Futures CA Pathways Planning	\$104,000
College Futures Dual Enrollment	\$512,000
Eisenhower Fellowship Grant	\$ 15,000
Student Equity Rural Technology Allocation	\$107,500
Title V Grant	\$ 2,600,000*

Student Services

Student Affairs has been a key driver for bringing together the whole college to advance student progression and completion. The highlights are organized in five sections: Outreach, matriculation and enrollment; Student success initiatives; Financial assistance; Student assistance and engagement programs; Integration of new funding for student success.

Outreach, Matriculation and Enrollment

The Outreach and School Relations Department works directly with more than 41 service-area high schools in Kern County which includes the following school districts: Kern High School District, Wasco Union High School District, Delano Union School District, and the McFarland Union School District. Because of this strong partnership with the high schools, the college has seen an improvement in both quality and quantity of students who are fully matriculated prior to the start of the new academic year.

The college-wide outreach initiatives have also provided the college the platform to provide core matriculation services to high school seniors at their high schools. Students are afforded the platform to meet with a BC representative to complete the four California Community Colleges matriculation requirements: Orientation, Assessment, Counseling/Advising and the

development of an Educational Plan. Based on recent data for the KCCD website, there was a 26% increase in fully matriculated students in the past year alone (See chart below).

Matriculation Step Completion



The college-wide initiative to embed services at the service-area high schools and track student progression from step-to-step has resulted in an increase in applications to the college by 8% (Fall 2014 – 11,261 & Fall 2015 – 12,218) and an increase of 9.2% in the number of “first-time” enrollees (Fall 2014 – 5,599 & Fall 2015 – 6,116), resulting in an increase of 5% in FTES (Fall 6,294 & Fall 2015 – 6,581) and an increase of 8.3% in Headcount for Fall 2015 (Fall 2014 – 17,689 & Fall 2015 – 19,167).

While the work at the High Schools is coordinated through the newly formed Outreach department within Student Affairs, the overall endeavor is a collaborative partnership between several key college and community partners. According to Achieving the dream 2013-14 cohort data, students who complete matriculation steps are substantially more likely to complete their educational outcomes in 3 years than their peers who do not:

By using Multiple Measures Placement, BC saved 2,111 semesters in the incoming MIH cohort of 1,600 students (equivalent to 1,359 from bumping 752 in accelerated and compressed class enrollments= 2,111 saved semesters, minimally at 3 units each = 6,333 units X \$46 a unit = \$291,318 – \$364,000).

Student Success Initiatives

Student progression to goal completion is embedded within the services provided. Here are a few highlights:

Welcome Center

The Welcome Center is the Bakersfield College hub for all new and continuing students and visitors. With the assistance of the Student Ambassadors, the Welcome Center provides a one-stop location for information regarding Student Services like Admissions & Records, Counseling, Assessment, Financial Aid, and general questions.

Laptops are available to apply to the college, register for classes, check your holds, print your class schedule, and much more. Campus Tours are also conducted by our Student Ambassadors. The Welcome Center is also the place to take your photo for your Renegade Card.

Student Renegade Card

Every Bakersfield College student is required to obtain a student identification card. It is called the Renegade Card. This card serves as your proof of identification at any Student Services department on campus. You will need this card to check out books in the Library, to print in our computer labs, to receive discounted game tickets, and many other services. To take your photo for and to receive your Renegade Card, visit the Welcome Center during normal business hours.

Early Alert

Implemented a computerized “Early Alert” program using a temporary software platform. The alert goes out to the counselor and also to other support services like tutoring.

The number of students contacted through the Early Alert program has increased:

Fall 2014	565 total alerts turned in by 59 faculty members
Spring 2015	445 total alerts turned in by 53 faculty members
Fall 2015	946 total alerts turned in by 102 faculty members
Spring 2016	604 total alerts turned in by 71 faculty members

Students of Concern Team

The first behavioral intervention team at the college by forming a cross departmental “Students of Concern Team” to deal with student behavior and concerns. Ensured training and aligned processes with best practices. In collaboration with the Early Alert Program, faculty and staff were able to submit alerts that directly went to the Director of Student Life to review. Of the 1551 total alerts received since July 2015, 129 (8%) students were discussed either directly by the Director of Student Life or within the SOC.

Summer Bridge Programs: Held over 20 Summer Bridge programs, reaching 450+ students. Included Financial Aid, library research, and communication workshops. Included first-ever rural Summer Bridge with Wasco High School. Planned scale-up of Summer Bridge in summer 2016 to incorporate further faculty professional development by engaging 30+ new faculty hires at BC in a Bridge as a discussion facilitator.

Veterans: Hired the first full-time advisor dedicated to veterans success. This has resulted in a significant increase in the number of visits by student veterans—tripling from 2,000 visits to 6,000 visits (annual) and an increase in the activities and service events for veterans. Examples include: VetFest; GI Bill workshops; Veteran-only career development class

New Student Convocation: Students new to Bakersfield College were welcomed to campus by representatives from Bakersfield College, including the Dean of Student Success, the Student Government President, the Academic Senate President, and Bakersfield College President Sonya Christian. A community dinner and entertainment by various Bakersfield College groups, highlighted the evening about 912 students and family attended

Financial Assistance

The Student Financial Empowerment Project will increase the effectiveness of financial literacy throughout Bakersfield College campus and the community.

- Improving the flow of communication by educating our campus population using webinars and classroom training modules with employees' orientation will accentuate commitment. The ultimate goal is to reduce students' overall financial debt and increase their budgeting capabilities.
- To strengthen our community relationships, training, and financial literacy informational sessions will be disseminated among administrators, faculty, and staff.
- Equipping the campus community with financial literacy will reduce the obstacles of financial burdens and challenges that plague the targeted population.

- Creating a financially secure environment for low-income and first-generation students will provide a stronger foundation for the path to graduation.

Bakersfield College is determined to enhance college opportunity by launching a financial literacy campaign. Financial literacy is crucial to ensure students obtain the financial knowledge to achieve academic success. Through the Student Financial Empowerment Project, Achieving the Dream and OneMain Financial are working to identify promising strategies to empower students to improve their short-term and long-term financial health.

Cohort Default Rates

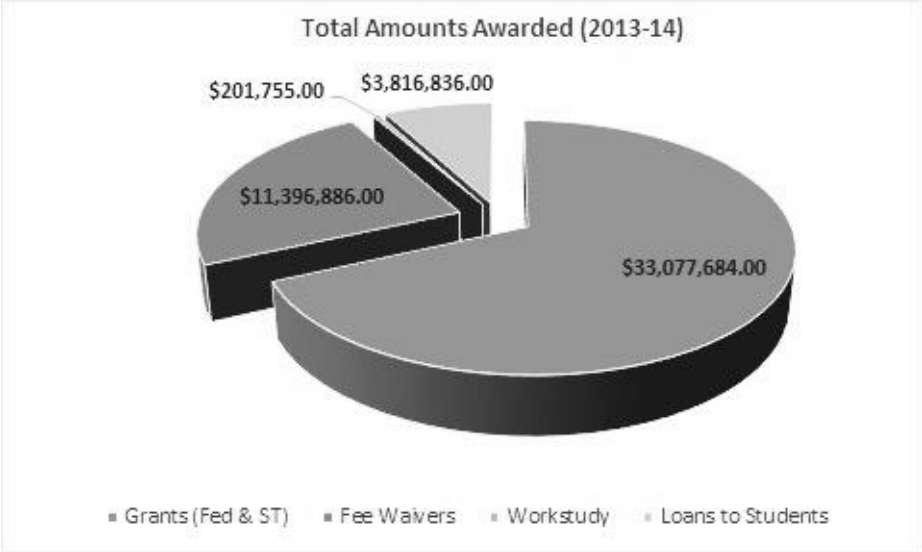
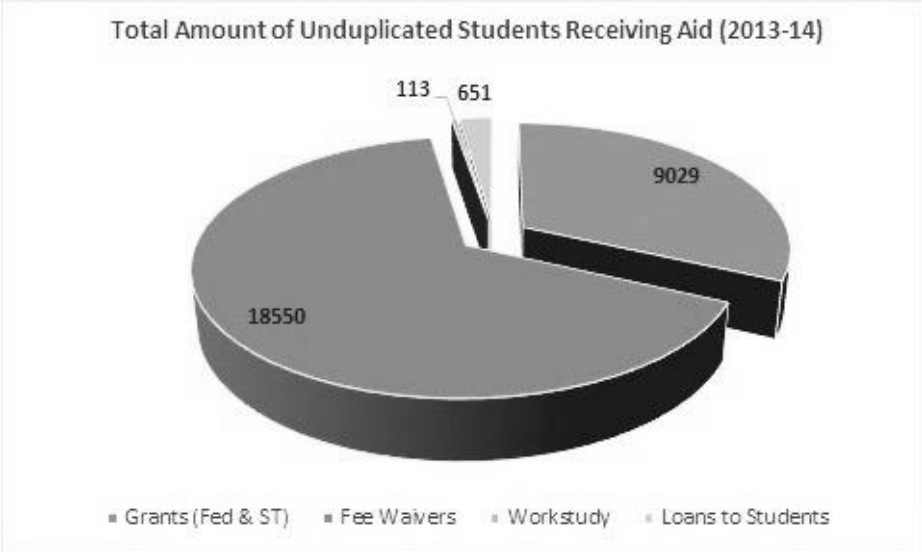
The Bakersfield College Default Prevention Task Force has determined that some additional broad efforts will be needed to reduce student loan defaults in the short and long term.

Short Term: With the assistance of an outside consultant, Parker, Pierson & Associates and the California Community Colleges Chancellors Office, BC contracted ECMC, which will provide supplemental servicing support. ECMC works with BC and all loan servicers to lower student loan default rates, promote financial literacy, and provide resources to support student loan borrowers in successfully repaying their loans.

Long Term: The task force will be combining efforts with the Student Empowerment Project and monitoring and meeting periodically with the Bakersfield College school-level student success team to discuss those areas in which the teams can work collaboratively to increase student success and reduce default risk among current and future students. During the next academic year's assistance of the Empowerment Grant, FAO will implement CashCourse into the classrooms. CashCourse has online personal finance tools that build real-life-ready financial skills in students from entry to graduation and beyond (<http://info.cashcourse.org/>). BC will continue to reduce the cohort default rate.

Increased Volume: See graph for increase in the number of Financial Aid Applications:

Student Fin Aid 2013-14	Undupl Students	Award Amount
Grants (Fed & ST)	9029	\$ 33,077,684.00
Fee Waivers	18550	\$ 11,396,886.00
Workstudy	113	\$ 201,755.00
Loans to Students	651	\$ 3,816,836.00
Total Financial Aid	18695	\$ 48,493,161.00



Food Pantry

Expanded the college food pantry to serve more students in financial need. The pantry is now providing daily pantry service through a partnership with local food vendors, and has expanded services for hygiene and holiday supplies:

- Daily Bread: In partnership with Panera Bread, since August 2016, the service has been used 6,985 times by students

- Fresh Fruits and Vegetables: Since September 2015, pantry offers fresh fruits and vegetables in partnership with Golden Empire Gleaners. This service was used 432 times.
- Hygiene Kits: Created hygiene kits for students who need assistance in maintaining proper hygiene. Since August 2015, 80 students have been served
- Renegade Closet: Provides students from children to adult clothing that they may be able to keep in order to proceed in their academic success. Since August 2015, 56 students have used this service.
- Holiday Turkey Give-a-way: 62 turkeys were given to students for the annual turkey opportunity drawing. 693 student signed up for the drawing. Only 8.94% of the students registered where served

BCRenegades Mobile App: The Office of Student Life launched in February 2016 the BCRenegades mobile app powered by Guidebook.EDU. At a school like Bakersfield College that puts on hundreds of events each semester, students need more than flyers and emails to keep up with what's happening on campus. This is why we introduced the BCRenegades mobile app. Students are able to browse through the calendar, get all the info on events they would like to attend, and even set reminders before certain events start. Announcements about the latest campus news, receive notifications for important dates, and connect with your fellow renegades all happened on the mobile app. Connection to many campus resources. Since February 2016, there were 1,437 downloads of the mobile app and used a minimum of 11,786 times. More information available, <https://www.bakersfieldcollege.edu/mobile>.

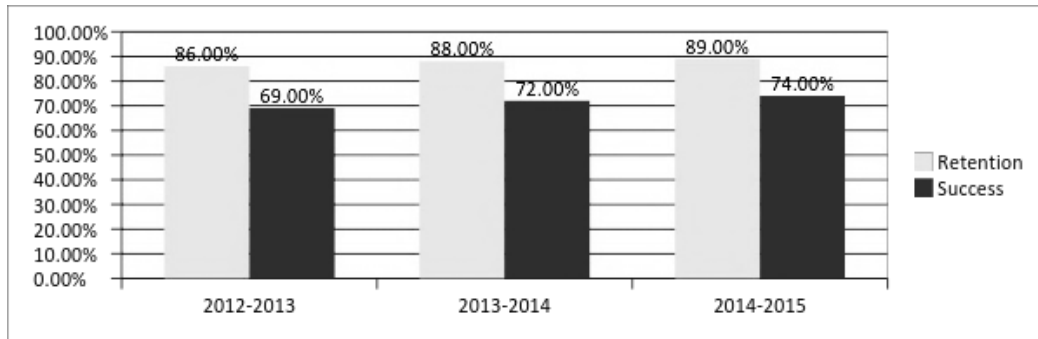
Student Assistance and Engagement Programs

Off Campus Housing: The College has re-established the off campus housing program, and guided its development and program development within Student Life. Since Fall 2015, 63 rental spaces have been advertised to students and/or students have used this service.

EOPS: Funding has been fully restored and program is expected to expand services to include student academic support for 1,000 students funded through the EOPS categorical funds, and up to another 1,000 through Student Equity funds:

- 2012-13: \$623,766 714 students
- 2013-14: \$769,546 930 students
- 2014-15: \$769,546 858 students (to date)
- 2015-16: \$1,044,078 up to 2,000 students expected

The EOPS program has significantly increased retention and success rates for its students over the last three years:



BCSGA Accountability: BCSGA has a new Constitution for BCSGA 2015-2016: Redevelopment of the Preamble and Mission Statement for BCSGA; Creating a 3-Branch Government to ensure checks and balances; Created Appointed and Elected Officers with Support Staff; Simplified Structure, format, and clarification on processes of the Constitution. Established a budget distribution model and transparencies within the Association whereby 1/3 of BCSGA funding would automatically be distributed to: BCSGA Operations (salaries, office supplies, etc.); Student Organization Services; Student Activities – campus wide programming

Student Conduct: In the FY16, Student Life saw about 470 new unique cases. Depending on the outcome of the case and the specifics of the incidents, students where they placed on a restorative measure pathway towards healthier decision making.

- 58 Academic Dishonesty
- 48 General Aid Referrals
- 81 Student Code of Conduct violations
- 24 Medical Aid Referrals
- 20 Student Complaints
- 209 Students of Concern
- 30 Title IX Incidences

New Student Convocation: Students new to Bakersfield College were welcomed to campus by representatives from Bakersfield College, including the Dean of Instruction, the Student Government President, the Academic Senate President, and Bakersfield College President. A lite dinner and entertainment by various Bakersfield College groups, highlighted the evening about 450 students and their family attending this great event.

Distance Education

The Hiring of an Instructional Technologist

In the Fall of 2015, Bakersfield College hired Matt Jones as our Instructional Technologist. Matt was formerly part of the Curricunet and DegreeWorks support group at the district office. His arrival at BC is the first step in the development of a more robust structure for the support of both our distance education, and our face to face offerings. Matt has made himself available via seminar and also for one-on-one appointments with several faculty members, and has assisted in the implementation of several special projects, both for online and face to face use.

Whereas 2015-2016 was described as a year of “rebuilding”, 2016-2017 is shaping up to be a growth year for distance education. There are multiple developments of note – some that have happened already and some that are on the horizon:

- Moving to Canvas and Canvas Training
- Aligning with OEI Standards for Quality
- Managing Enrollment in Online Classes

Moving to Canvas and Canvas Training

The campus/district move to the Canvas platform for online courses and online components of face to face and hybrid courses is in its final leg. We have completed a limited pilot in the Summer of 2016, a full-campus pilot in the Fall of 2016, and we will complete our move to Canvas in the Spring of 2017, as originally scheduled. Moodle will remain live through the Spring semester, but only as a resource for copying existing course data. For Spring 2017 onward, Canvas course shells will be automatically created and populated with student enrollments for every section. Faculty will be encouraged to use Canvas for posting their syllabi and basic course information as a replacement for the old portal, which will be shut down soon.

Canvas training has been successfully offered through a variety of different channels, including self-serve online media, instructor-led and self-paced online classes, and in-person workshops, as well as one-on-one support from Matt Jones and Tracy Lovelace. As of 12/2, over 310 faculty will have participated in one of our workshops or online classes (with some duplicates in that headcount). Additionally, the ISIT committee has identified some additional areas where training would be useful, including training workshops offered on additional days of the week and in-person workshops delivered to departments during regularly scheduled department meetings.

While faculty are still adjusting their online teaching to the needs and requirements of Canvas, there is a normal process of discovery and problem solving. The district-wide Canvas implementation team meets on a regular basis with the Canvas representatives for KCCCD, and also communicates frequently via email to address problems and issues as they come up. Thus far, many of the problems have been addressed very quickly, and the more complex issues have been taken up by the developers at Canvas.

Aligning with OEI Standards for Quality

This semester, the TIPD team has been working hard to raise campus awareness of the Online Education Initiative's Course Quality Standards and Rubric. These standards have been developed by the OEI, and are being used as the standards and rubric for determining whether courses will be accepted into the OEI Exchange to be offered statewide. The standards themselves are very complete, addressing issues like usability, accessibility and student interaction. They mirror many of the best practices in online teaching and learning.

Starting in August, the team began talking about these standards at meetings and training sessions, as well as in our online instructor's community meetings. Throughout the semester, weekly emails have been sent out, highlighting the various points of the rubric and giving practical tips on implementation. It is our goal to make these the campus standard for our online courses.

Managing Enrollment in Online Classes

Another topic that has been a focus this year is the improvement of our enrollment management tactics in our online classes. Looking at the data, it became apparent that schools where online retention and success rates are the highest do a very good job of making sure that

at census, the students enrolled in online courses are the ones with the highest chances of success. This means students who are actively engaged and participating at the beginning of class, who have appropriate expectations for an online class, and who have an appropriate level of technical ability to succeed in an online class.

To address this topic, presentations were given at the President’s Cabinet meeting in August, as well as in FCDC and the Counseling Department’s early fall meetings. Some best practices were discussed at these meetings, as well as the Title 5 limitations and guidelines for managing enrollment in online classes. Additionally, reminder emails were sent to faculty at key dates in the term, to remind them of the importance of making sure that students who were enrolled were actively participating in the class. In many cases, these emails sparked good discussion and sharing of ideas among faculty.

As of November 15, the retention rate for our online classes in the Fall 2016 term is 81.8%. Our 2015-2016 rate was 80.3%. While the current term rate might drop by a small amount, the end result shows a slight increase over last year. The 2015-2016 rate for traditional classes was 87%, so there is still plenty of room for improvement in this area. With continued discussion and focus on this area, we should continue to see improvement

Administrative Services

Budget Longitudinal Analysis													
Fiscal Period	2010-11	2011-12	Growth%	2012-13	Growth%	2013-14	Growth%	2014-15	Growth%	2015-16	Growth%	2016-17 Tentative Budget	Growth%
Total Budget	68,750,003	70,859,028	0.03	62,470,997	-0.12	68,122,615	0.09	74,983,088	0.10	83,600,477	0.11	88,402,436	0.06
Projected Reserves	2,647,045	3,775,641	0.43	0	-1.00	1,957,271	0.00	4,108,342	1.10	5,849,905	0.42	5,539,886	-0.05
Adopted Budget	66,102,958	67,083,387	0.01	62,470,997	-0.07	66,165,344	0.06	70,874,746	0.07	77,750,572	0.10	82,862,550	0.07

The FTES projection for a 10 years period is included in this report to illustrate the trajectory of the college’s growth strategy.

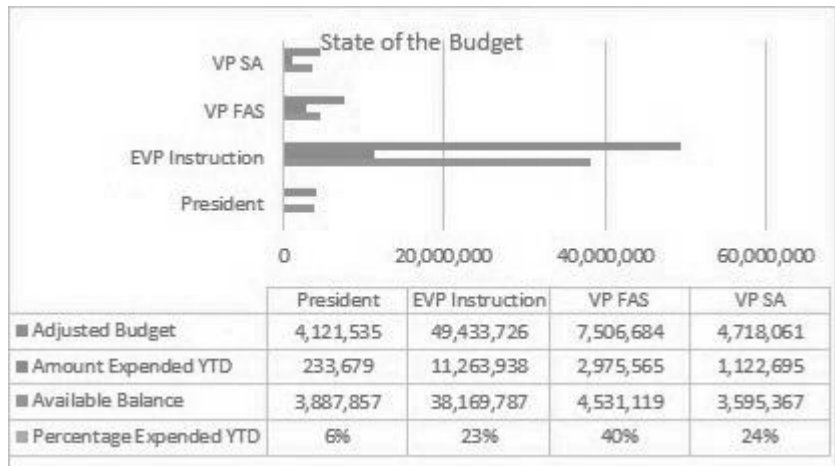
FTES 5 Years Projection Using an Annual 5.83% Growth Rate Based on District Stability Intervention for One Year

	FTES 5 Years Projection (growth based on district stability intervention for two years)	
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	2015-16 DGO	2016-17 DGO	2017-18 DGO	2018-19 DGO	2019-20 DGO	Total Additional FTES
Projected Funded FTES	14,475	14,909	15,058	15,209	15,361	
Additional FTES	798	434	149	151	152	1,684
Growth %	0.058	0.030	0.010	0.010	0.010	
Previous FTES 5 Years Trend						
	2010-11	2011-12	2012-13	2013-14	2014-15*	Total Additional FTES
Funded FTES	13,158	12,152	12,187	12,762	13,677	
Additional FTES	(436)	(1,006)	35	575	915	83
Growth %	0.034	(0.076)	0.003	0.047	0.072	

The adopted budget table shows a positive growth trend over the past three years. The reserves indicate a continual compliance to board policy.

For the 2016-17 fiscal year, Bakersfield College is operating with a general fund adopted budget of approximately \$88 million (this amount includes the DO chargeback and college reserves); this equates to approximately 4% growth when compared to the 2015-16 fiscal year. The salaries and benefits account for approximately 63% (2015-16) and 65% (2016-17) of the adopted budget revenue. In addition, Bakersfield College adopted budget identified approximately \$13.6 million in state and federal grant dollars; this is 13% increase when compared to the 2015-16 fiscal year. Bakersfield College has continued its focus on college priorities by strategically repurposing existing resources and leveraging grant dollars. In addition, the college discussions continue to evaluate strategies for long term fiscal sustainability by augmenting its revenue streams through its auxiliary enterprises like facilities



rentals. The college reserves are projected to be \$5.5M (2016-17); this is an approximate 6% increase when compared to the 2015-16 fiscal year ending balance.

At the time of this report Bakersfield College’s 2017 academic year is just beginning (25% of the fiscal year). The chart indicates the percentage of the budget remaining to be expended for each major department over next nine months. As indicated in the chart, each departments YTD expenses is below the 25% which is in line with fiscal year

Site & Project Name	Department	Estimated Budget
Veterans Room Relocation Project	Student Services	\$20,000.00
Campus Wide Security Camera Project	Public Safety	\$520,000.00
DSPS Relocation Project	DSPS	\$85,000.00
Track Replacement (or Re-surfacing)	Athletics	\$300,000.00
Library Carpet Replacement Project	Humanities	\$220,000.00
Campus Wide Bollard Installation	M&O	\$25,000.00
Fine Arts Parking Replacement Project	Fine Arts	\$200,000.00
Planetarium Computer Upgrade Project	Science & Eng.	\$300,000.00
Campus Wide Way Finding Signage	Scheduled Maint.	\$431,700.00
Campus Wide Sidewalk Repair	Scheduled Maint.	\$250,000.00
Install Handicap Door Entry for Buildings	Scheduled Maint.	\$175,000.00

operation. The exception is VP of FAS where approximately half of the YTD expenses represent pending commitments for the year for facilities and utility expenses. This is an indicator that the various departments are beginning the 2016-17 fiscal year efficiently managing and controlling their budgets. Bakersfield College’s current projected reserve is approximately \$5.5M. This represents approximately 8% of its operating budget for 2016-17. In order to be in compliance with the District, a 3% college reserve is required.

Facilities, Maintenance and Operations: The Facilities and Maintenance and Operations (FM&O) department was supported by the Governor’s 2015-16 budget by a distribution of \$1.8 million in mandated funds and \$1.2 million in scheduled maintenance and repair funds. These addition funds have allowed BC to address major program review projects; some of these projects are noted in the table below.

Other major project completions of the past year include (see table below):

Major Projects Completed in 2014-15 and 2015-16

Chiller project	Agriculture Building summer remodel
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Roofing replacement project	On-going water gas line replacement project
Successful implementation of the custodial night crew	Stadium field turf replacement
Practice football field refurbishment	Wrestling room upgrade and new wrestling mats
Asphalt slurry seal of the North East Parking lot	Successful move back in for the Performing Arts Center
Water efficient landscaping sprinkler head replacement	Exterior parking lot LED lighting replacement project
Campus wide low flush toilet and urinal replacement project	Bringing the Thermal Energy Storage (TES) Tank up to operational standards
Installation of the block wall around the TES tank	Campus wide tree trimming

Events Development and Community Relations: The Events and Scheduling Department is a vital component of our Community Relations effort. The recognition of this fact has begun to put BC back into the minds of our local leaders. Further, it has helped create a new level of pride in this great institution, by our community, faculty, staff, and students. Through participation in non-academic events, there is a new desire in Bakersfield to return to BC. Bakersfield College is open for business again!

As an added benefit to the college, Events and Scheduling has proven itself to be an added source of revenue. Over the past year we have been the site of:

- Kaplan University
- Happy Recyclers-in parking lot of Haley for local community neighbors
- Engineering Day
- South Rotary Visit
- Bakersfield Symphony- two visits
- LaCrae Concert in Outdoor Theater 1600 sold out
- Rotary District conference-250 members from throughout District
- Bakersfield City Schools Tack Meet 1500 students & 3000 spectators
- Physics Olympics – 800 students
- Ag Safe Seminar -150 farmers here
- Three HS graduations at Memorial Stadium-6,000+ at each event
- SAT Testing 10 months averaging 200 students each month
- Drum Corp International – 8 bands and 2,000 spectators in Memorial Stadium
- North of River Summer Children’s Play – Indoor Theater 5 performances
- Bakersfield Chamber of Commerce Vision of the Valley – 400 in Indoor Theater

- Veteran’s Project with Library of Congress & Congressman McCarthy-Studio and Trustees Room in Library
- National Night Out – 4,000 guests-partnership with Bakersfield Police Dept
- Two International Soccer matches at Memorial Stadium-7,000 and 9,000 spectators.

Auxillary Food Services: Our new chef, Eric Sabella, brings innovative and management skills that have increase the foods services revenue by approximately 5-10% compared to 2014-15 revenues. Chef Sabella focuses on one of BC’s core principles “wellness”. In addition to improving the quality of food and ensuring that the working conditions support the staff in an effort to engender loyalty and cooperation, Chef Sabella has begun to focus on improving business practices by addressing issues like safety and sanitation standards, development of standardized cost control procedures etc. It is important to hire the Food Services Assistant Manager which was approved by College Council in the 2013 Management Structure. Further, the Food Service Department has been increasingly involved in the mentoring of Culinary Students as part of their work experience requirements.

Public Safety

Public Safety is a well-respected operation at the College. The responsibility of the officers include but not limited to:

- Provide security services for the college community protecting life, property and maintaining a safe learning and working environment
- Respond to all emergencies on campus as first responders
- Investigate crimes/incidents, make arrests when necessary
- Respond to medical aid calls and perform basic first aid until emergency services arrive
- Perform escort services, provide jump starts to vehicles, assist students, staff and visitors on campus, provide safety training campus wide.
- Maintain Clery Act and VAWA statistics. Provide Clery Act, VAWA Act and Title IX information at new student orientations.

Jan 2015 – June 15, 2015	
In coming phone calls:	6,595
Lobby walk in:	4,403
DSPS cart service:	3,077
Calls for service:	2,342
Outside Agency Backgrounds	222

Clery Act Statistical Information

Bakersfield College (Main Campus)							
	2009	2010	2011	2012	2013	2014	2015

Bakersfield College, State of the College 2015-16

Murder	0	0	0	0	0	0	0
Manslaughter	0	0	0	0	0	0	0
Sexual Offense (Force)	0	0	0	0	0	0	0
Sexual Assault (Non-Force)	0	0	0	0	0	0	0
Robbery	0	1	0	1	1	0	0
Aggravated Assault	0	1	0	1	0	1	1
Burglary	8	9	0	14	5	1	6
Motor Vehicle Theft	13	11	0	9	7	2	3
Arson	0	0	0	0	0	0	1
Domestic Violence	N/A	N/A	N/A	N/A	0	1	1
Dating Violence	N/A	N/A	N/A	N/A	0	1	0
Stalking	N/A	N/A	N/A	N/A	0	1	2

Delano Campus							
	2009	2010	2011	2012	2013	2014	2015
Murder	0	0	0	0	0	0	0
Manslaughter	0	0	0	0	0	0	0
Sexual Offense (Force)	0	0	0	0	0	0	0
Sexual Assault (Non-Force)	0	0	0	0	0	0	0
Robbery	0	0	0	0	0	0	0
Aggravated Assault	1	0	0	0	0	0	0
Burglary	0	1	4	1	0	0	0
Motor Vehicle Theft	0	0	1	0	0	0	0
Arson	0	0	0	0	0	0	0
Domestic Violence	N/A	N/A	N/A	N/A	0	0	0
Dating Violence	N/A	N/A	N/A	N/A	0	0	0
Stalking	N/A	N/A	N/A	N/A	0	0	0

Weill Institute							
	2009	2010	2011	2012	2013	2014	2015
Murder	0	0	0	0	0	0	0
Manslaughter	0	0	0	0	0	0	0

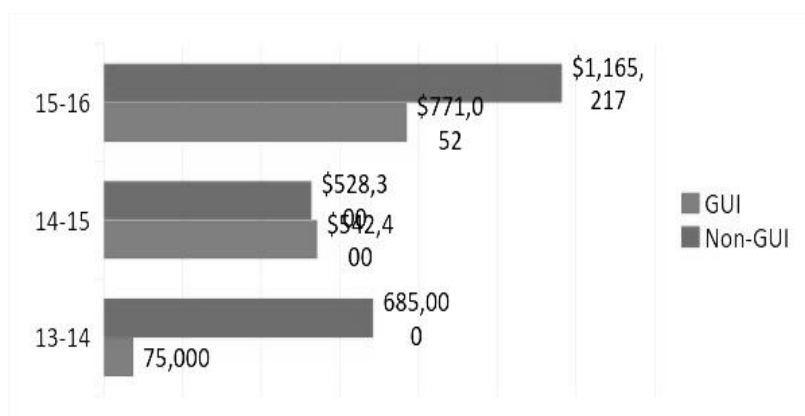
Sexual Offense (Force)	0	0	0	0	0	0	1
Sexual Assault (Non-Force)	0	0	0	0	0	0	0
Robbery	1	1	0	0	0	1	0
Aggravated Assault	0	1	0	0	0	1	0
Burglary	1	1	0	0	0	0	0
Motor Vehicle Theft	0	1	0	0	0	0	0
Arson	0	0	0	0	0	0	0
Domestic Violence	N/A	N/A	N/A	N/A	0	0	0
Dating Violence	N/A	N/A	N/A	N/A	0	0	1
Stalking	N/A	N/A	N/A	N/A	0	0	0

Other Administrative Services

Other administrative functions, such as, Shipping and Receiving, and Mailroom continue to look at options to engage in Enterprise Resource Planning in order to digitally track shipments. In response to the need of the BC constituency, the print shop added new high production black and white copy machines to improve efficiency. Furthermore, in an effort to improve overall service and effectiveness within the operation the BC print shop, we have hired a new fulltime print shop clerk to assist the print shop lead position. The Auxiliary services operations are in a mode of identifying opportunity for continuous improvement in order to better serve the college and our students.

Information Technology

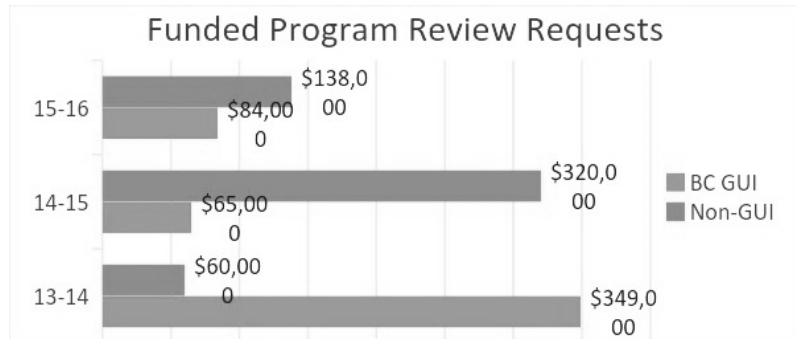
For academic year 2015-16, we have spent about \$1.9 million for general technology. This is an increase of about \$865k over the same time period last year. The dramatic increase is due to the various technology projects being funded by grants. Some of the key projects being funded by grants



are the addition of the new Digital Arts lab in FA-8, a new Computer Studies lab in B-5, replacement of over 150 computers in the Academic Development labs, and the technology in the new Aera STEM building. All of these projects will be completed Summer 2016 and paid for

out of this fiscal year. Also, there have been various network upgrades, back-end server storage upgrades and more telephone system infrastructure. Included is also about \$250k for computer hardware replacements across the campus in both labs and faculty and staff computers.

By the end of this fiscal year there will be about \$222,000 spent on Program Review requests. This is down from last year primarily because last year grant money was able to pay for more of the Program Review requests. The full Program Review request list can be found



in Appendix B. Typically, these requests are not funded until late in the academic year and the projects are completed over the summer break.

This year there was a line item put in the Technology Budget specifically for requesting money to fund Program Review technology requests. Unfortunately, the budget had to be trimmed and that line item was removed. The projects that will be funded and completed by the end of this fiscal year are ones that already have hardware replacement monies tied to them (meaning, it's lab computers, instructor stations or other computers that because of age were on the replacement list anyway).

Human Resources

The current staffing for the Bakersfield College human resources department consists of one (1) Human Resources Manager, one (1) Human Resources Technician, two (2) Human Resources Assistants, one (1) Department Assistant III, and one (1) Job Development Specialist . These positions are vital to the well-being of the employment processes at Bakersfield College.

The Human Resources Manager oversees the operations of the college office to include: human resources planning, policies and procedures, employee labor relations, EEO compliance, recruitment and orientation, classification, compensation, and benefits, employee development, Title IX, discrimination investigation, labor agreement compliance, and reporting. The main responsibilities of the staff are, but not limited to: recruitment and screening

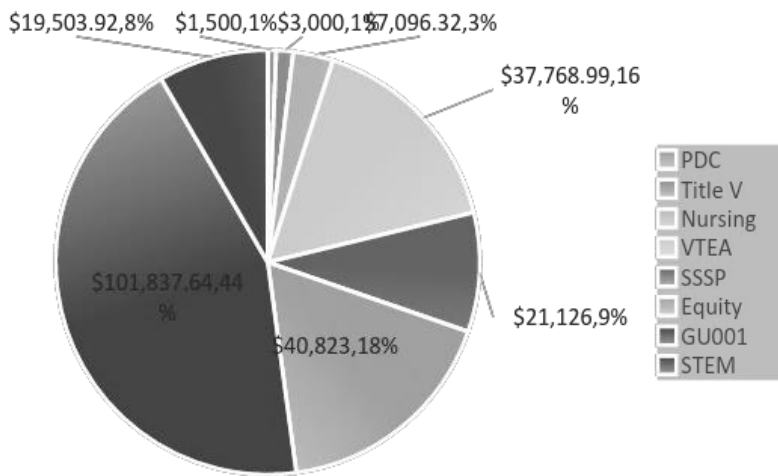
committees, student employment, and payroll management for the college, data entry, live scan, and customer service.

Professional Development Accomplishments

The BC Professional Development Plan was originally authored and completed in May 2015; the plan was updated in April 2016 and submitted to the State Chancellor’s office. Professional Development Committee identified funding for a Program Manager for Professional Development, who began work in February 2016; continued working on implementing a Professional Development Academy; focused sessions on safety to improve response in light of recent school shootings (CPR, Active Shooter, NIMS/SIMS); as well as supported technological trainings (Canvas, online faculty community of practice [COP], and a variety of software applications).

BC spent approximately \$232,654 on professional development related activities in 2015-2016; most of this funding came from various grants (see Fig. A). Encompassed in this amount, Professional Development Committee funded multiple employees via scholarships to help offset costs for a variety of external conferences (in 2014-2015: CSU Give Students a Compass Conference, 4C/SD Staff Development Conference, and Modified Oral Proficiency Institute at Stanford University; in 2015-2016: Modified Oral Proficiency Institute at Stanford University, Western History Association Annual Conference, and CAEYC Conference).

15-16 Professional Development Funding Sources and Amounts (Fig. A)



Foundation / Resource Development

- The size of the BC Foundation endowment (\$36,000,000), through the investment management fee and its earnings on its unrestricted assets, provides resources to the Foundation to conduct its programs
- The Foundation continuously works to expand the broad community support that exists in Bakersfield and in Kern County for Bakersfield College
- The Foundation recently received permission to upload alumni information into its database, enabling the Foundation to identify its alumni within the community. This new information will help the Foundation maintain stronger ties with its former students.
- The Foundation added a new module to the AcademicWorks scholarship software it helped BC's Financial Aid Office purchase two years ago. This stewardship program will enable the Foundation to provide more detailed and timely annual reports to its scholarship donors. The Foundation shared this new module with Cerro Coso and Porterville Colleges without charge.

Total Assets for Foundation: 6/30/2014 - \$24,756,611 6/30/2015 - \$30,898,160 9/30/2015 - \$35,817,940
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Section II: Weakness, Challenges, Threats and Areas of Improvement

In reviewing the challenges identified in the 2013 and 2014 State of the College Report submitted to the Chancellor and the Board to Trustees it appears that they are still largely unresolved. The college faces a range of challenges, some within the scope of the college and some more systemic:

Seriously declining facilities infrastructure

Our facilities are in a serious state of disrepair after years of declining state appropriations. The College will have no choice but to go out for a bond measure to maintain the campus as a quality center of learning. This is a serious matter that will take commitments of time and planning.

Critically behind in technology

We have at times in our past been leaders in technology. This is a challenge of a different sort, where we need to continuously improve just to keep up. This issue is widely felt whether in the area of Learning Technologies, Student Information Systems, Communication Technologies, Reporting Technologies. If we, across the district, want to leverage current technologies to improve our processes and learning environment it must be addressed systemically and not just locally.

Structured systems and processes that discourage innovation

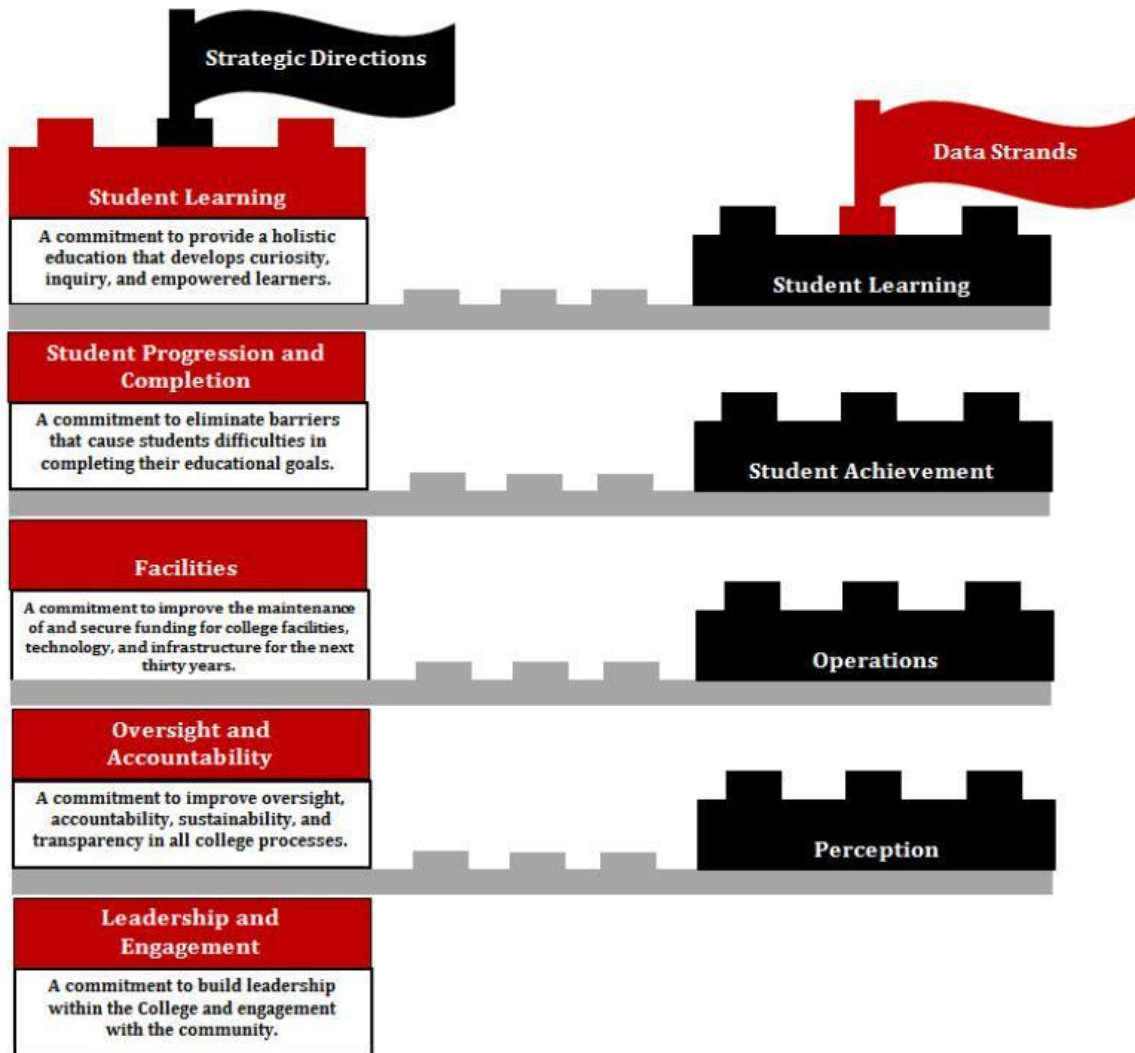
In a world of constant change in technology, industry, ideas and culture, education cannot be a place of reluctant change. We must commit to creating structures and systems that don't just support innovation but demand it, and we must reframe our thinking so that status quo is never our benchmark, so that we are continuously aiming higher. This mindset is not currently adopted across the district, and hence structures and processes systematically extinguish effective change.

Processes that are not timely and affect efficiency

The existing bureaucracy and levels of approval does not facilitate timely processing of work. It appears to be a systems and communications issue as well as lack of clarity on authority and responsibility.

Section III: Opportunities and Institutional Priorities

The figure below shows the institutional strategy map that links the college priorities to the data strands that will be used to evaluate progress on the priorities.



Planning and Evaluation

During the 2014-2015 academic year, Bakersfield College created the Strategic Directions for 2015-2018. The Strategic Directions document was unveiled at Fall 2015 Opening Day. The work of the Strategic Directions team helps dismantle silos on campus by showing how each committee, group, and employee must work together to accomplish the work of the college.

In Fall 2015, the Accreditation and Institutional Quality (AIQ) Committee sent out templates for the campus community to submit reports on their goals. These reports were compiled into the

Strategic Directions website on the Bakersfield College Scorecard. At a glance, anyone can see the status of the college's goals, as well as evidence and action plans for completion

Section IV: What would I attempt to do if I knew I could not fail?

1. Make a Renegade Promise to Kern County that students who are college ready could complete a degree or transfer within 60 credits.
2. Have a competitive presence in the state-wide Online Educational Initiative
3. Have a robust prison education program with the intent of reintegrating inmates into mainstream society as contributing citizens
4. Have a robust non-credit portfolio to prepare low skilled adults to be career or college ready.
5. Have an integrated relationship with business/industry and other entities like the chamber to be a vibrant part of economic development for Kern County.
6. Create flexible and guided pathways from middle school through high school into college for Kern County.
7. Be the Professional Development community college for the state—the go to place in person and virtually for quality learning programs.
8. Launch a statewide project to ensure every California community college student enrolls on a clearly structured educational pathway which leads to an outcome that meets workforce needs