

Bakersfield College

State of the College 2017-2018

Dr. Sonya Christian, President
December 2017

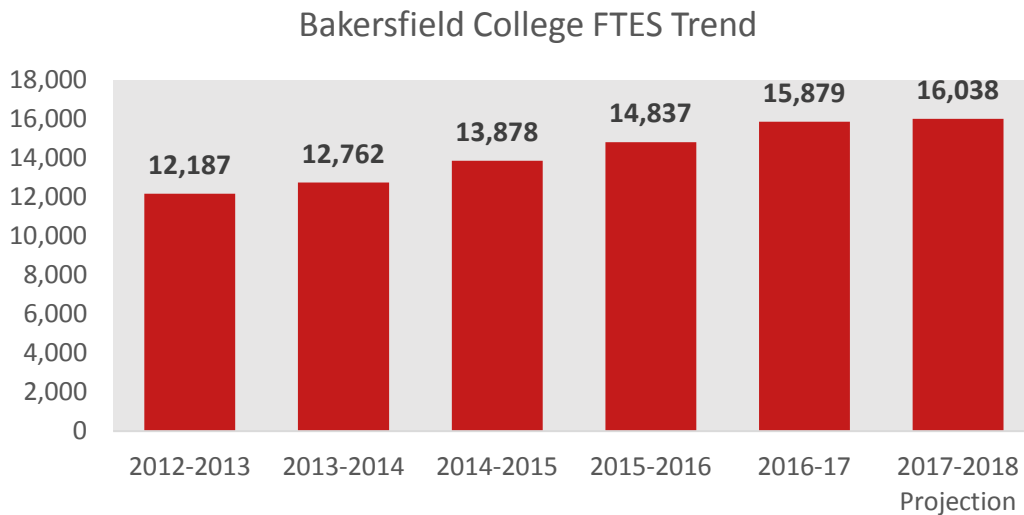
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Contributions from:

**BAKERSFIELD
COLLEGE**

Introduction

Bakersfield College continues its strong growth and leadership among community colleges in the state, particularly in its implementation of guided pathways. The annual 2016-17 headcount was 31,292¹ producing 15,879 Full-time Equivalent Students (FTES), a 7% increase relative compared to 2015-16.² Early indications from fall 2017 enrollments indicate that more growth is projected for the current academic year.



In addition to growth in traditional first-time students, the College has greatly expanded its inmate scholar and dual enrollment programs and these programs have been an important source of growth over the past two years. The college has also been aggressively integrating new categorical and grant dollars (BSI, SSSP, Equity, Federal grants and state grants) to advance student access, success and learning.

BC's work over the past three years has:

- Increased student enrollments far in excess of statewide trends
- Improved early student momentum metrics
- Created efficiencies that save both time and money for students and taxpayers
- Broadened outreach, particularly in rural Kern County, including new demographics of students
- Connected us with business and industry leaders, other educational sectors, and community organizations
- Positioned the college as a statewide leader in the burgeoning guided pathways movement, increasing opportunities with funders for further increases in categorical funding

Bakersfield College has also strengthened its fiscal stability and efficiency in conjunction with compliance and regulatory responsibilities. Five years ago, BC was asked to increase its reserves. It has. Reserves increased from 2.5% of the published adopted budget in 2013-2104 to 7.0% in 2017-2018. The College's finances, academics, and leadership are strong.

The state of Bakersfield College is strong!

¹ CCCCO Datamart ([Link](#))

² *Closing the Loop 2017*

Academic Affairs

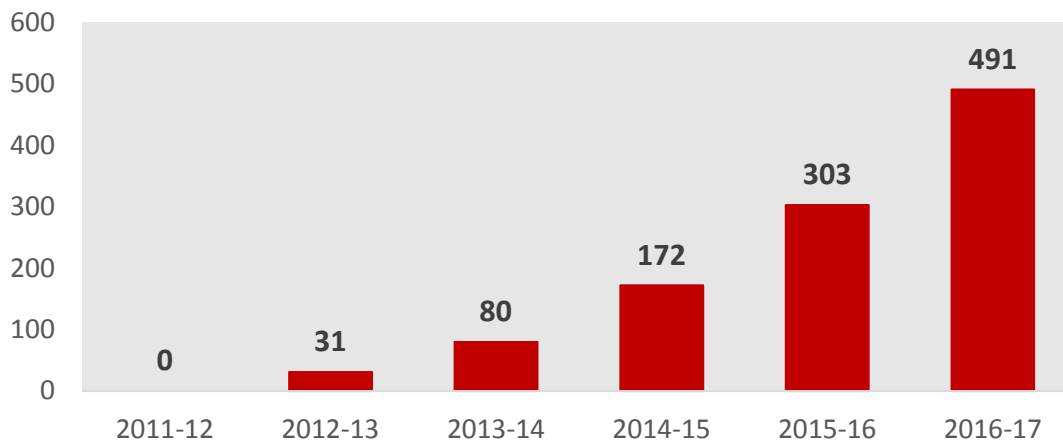
Metamajors

In the *State of the College 2016-2017* several opportunities were noted including the creation of **completion coaching communities** at BC. Completion coaching communities are diverse teams that are organized around BC's ten metamajors³ in order to provide support and guidance to students who are seeking to complete a program of study. These teams were organized in the summer and launched in fall 2017. The Office of Institutional Effectiveness trained a cadre of data coaches and supplied them with data on the students in their metamajor, enabling the teams to target communication, interventions, and support designed to increase the proportion of students attempting at least 15 units in their first term and completing transfer-level English and math in their first year.⁴

The work of clarifying student pathways began in 2013 with collaborative work including student services, IT and instructional faculty building Ellucian Degree Works™, the electronic education planning and tracking software in Banner. This work involved re-evaluation of more than 140 different program and CTE pathways. In 2017, the work continued with the implementation of Starfish to support dynamic education planning, early alerts, and predictive analytics. Also in 2017, BC's application process was streamlined, resulting in an improved student experience that facilitates student selection of an appropriate program of study. And in 2018, metamajors will be added to the application process to further simplify and clarify students' entry into a program of study.

Clarifying pathways, particularly of transfer pathways, has yielded been significant. Associate Degree Transfers (ADTs) are valuable because the degrees carry legislated power (SB1440) to ensure that the student can transfer with 60 credits to a CSU. BC work scaling up its ADT programs and C-ID courses has paid off with strong increases in transfer degree awards.

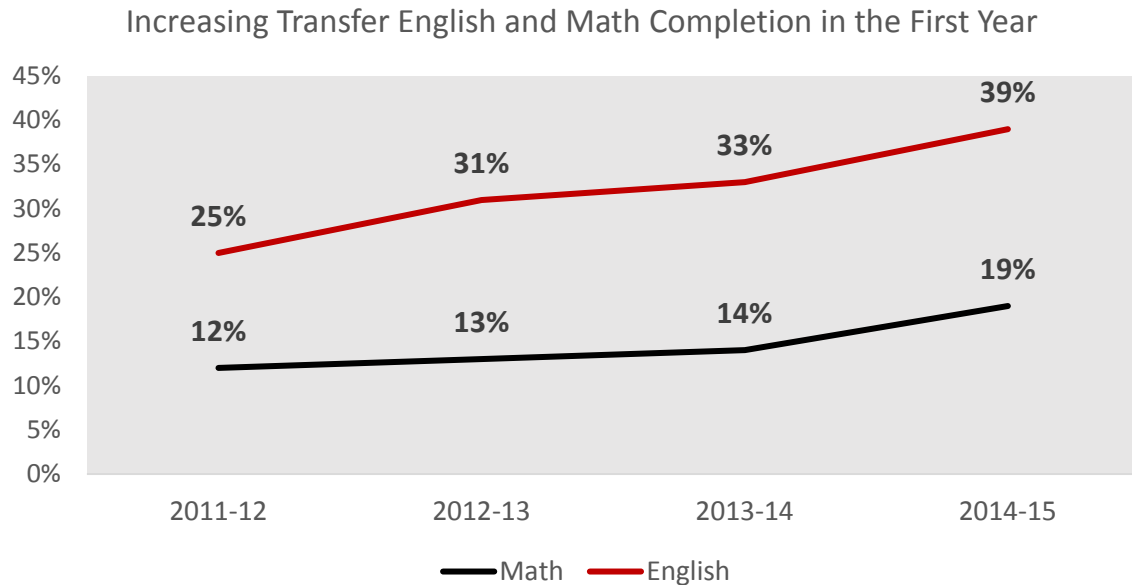
Growth in Associate Degrees for Transfer at BC



³ BC's ten metamajors are: Agriculture, Nutrition, & Culinary Arts; Arts, Humanities & Communication; Business; Education; Health Sciences; Industrial & Transportation Technology; Personal & Career Exploration; Public Safety, Social & Behavioral Sciences; and Science, Technology, Engineering & Math

⁴ Other early momentum points include attempting 30 units and completing 9 core pathway units in the first year.

BC has utilized several innovative strategies to increase student success and reduce the time to completion. Curriculum reform, redesigned accelerated courses and a strong multiple measures approach for placing students in English and math courses have proven to be very effective in increasing the proportion of students who complete transfer-level English and math.⁵



Professional Development

Professional development at Bakersfield College is intertwined with the Academic Technology department, as both involve technology and the training of faculty and staff. The coordination of these two areas allows the college to strategically target specific initiatives and coordinate professional development activities with major technological events such as software implementations.

Professional Development contributes heavily to FLEX week, and coordinates with the Professional Development Committee to help with initiatives like the Professional Development Institutes and the PDC scholarships. In the last year, Professional Development also partnered with Human Resources to sponsor the support staff roundtables, which facilitate the sharing of ideas and tips for support staff from across the campus.

Distance Education

Bakersfield College is investing online learning opportunities for our students. The strategy for growth is guided by the following three principles:

1. **Growth in the depth of offerings:** The College, with the guidance of the instructional deans, is working to determine student need related to specific courses and schedule a sufficient number of sections online to meet student need.

⁵ 2017 Student Success Scorecard ([link](#))

2. **Growth in the breadth of offerings:** The College is reviewing courses that are not currently offered online, and determining the value of offering those courses online. The Curriculum Committee recently approved 84 more courses for online instruction, many of which will be scheduled for online instruction in 2018.
3. **Strategic Growth:** Specific courses are being added to our online offerings which are designed to enable the completion of programs online and to alleviate bottlenecks to student completion.

The integration of curriculum, SLO assessment, and program review is occurring via the eLumen platform. The integration of these functions has many advantages, including the reduction of overall workload through the sharing of data and the removal of redundant work. BC has developed an Institutional Effectiveness Implementation Plan in collaboration with a professional resource team and the Chancellor's Office. The plan qualifies the college to receive \$200,000 to support the professional development, technology, and the coordination of Academic Technology, Curriculum, and Assessment personnel. Academic Technology is working with eLumen and Canvas to pioneer a higher level of integration between eLumen's curriculum and assessment functions and our online LMS platform, Canvas, in order to gather assessment data directly from the Canvas platform. This project will develop over the course of 2018, with the goal of full implementation by spring of 2019.

At Bakersfield College, online offerings are not a separate entity, but rather an integral part of making quality courses available to a greater number of. In fact, data shows that students who take "some online courses" (1% to 32.9% of their total units) are twice as likely to complete a degree or transfer.

Strong Workforce Program

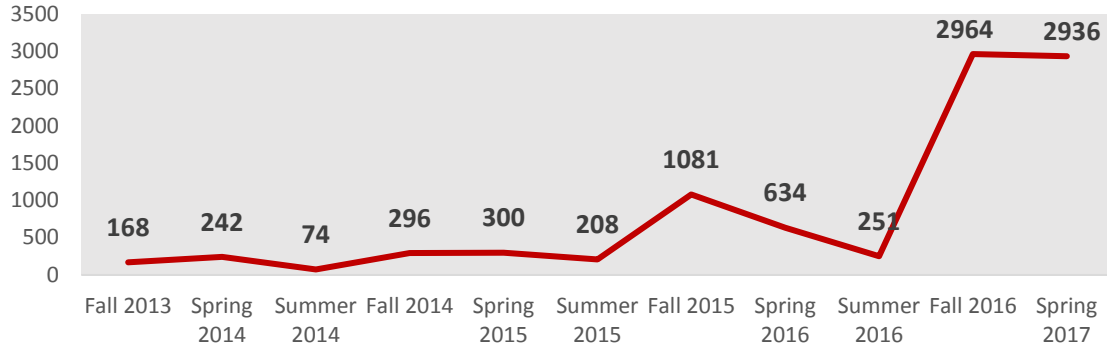
The goal of the Strong Workforce Program (SWP) is to increase participation and completion in Career Technical Education (CTE) programs Bakersfield College while decreasing equity and achievement gaps. BC received \$1.366 million in local SWP funding in 2016-2017 and \$1.510 million in 2017-2018. BC has invested in equipment, services, and personnel in order to increase the alignment of program learning outcomes with employer needs so that graduates can obtain living wage employment in their field of study. SWP funds have been used for, among other things, the purchase of CTE equipment including modern engines and equipment for Automotive Technology (\$361,920), enhanced computer labs to facilitate the development of a cybersecurity certificate (\$223,731), electronic equipment and training for Electronics (\$208,340), industrial automation equipment for Electro-mechanic Technology (\$197,629), equipment and professional development to start a new HVAC program in Delano (\$168,480), as well as enhancement of the Commercial Music (\$83,200) and Culinary (\$61,360) programs.

Dual Enrollment

Dual enrollment allows high school students to earn high school and college credit simultaneously. The Dual enrollment program began in fall 2013 in order to provide Wonderful Academy students the opportunity to complete an Associate of Science in Ag Business by the time the student completed their high school education. Since that time the College has developed partnerships with all of our local high school districts. The program currently serves 24 high schools. An important component of BC's guided pathways work is to expand program pathways into high school through dual enrollment. The recent addition of the STDV B3 course ("Career Choices: Get Focused...Stay Focused!" curriculum)

exemplifies the guided pathways principle of beginning with the end in mind by supporting career exploration for freshmen students. STDV B3 enrollments are responsible for about half of the recent strong growth in dual enrollment program enrollments shown in the figure below

Dual Enrollment Program Enrollment Trends



Delano Campus and Rural Initiatives

Delano FTES increased from 1,092 in 2015-2016 to 1,310 2016-2017; a 20% increase in just one year. The expansion in courses on campus, as well as growth in dual enrollment and inmate education helped enhance our ability to provide more opportunities for students. Growth was also noticeable in Arvin, McFarland, Shafter, and Wasco, where FTES jumped from 148.9 to 261 (a 75% increase) as a result of an increase in the number of sections offered from 59 to 106.

BC also recently launched the Rural Initiative Distance Education (R.I.D.E) Project, which will establish distance education classrooms at Arvin High School, Delano High School, and Cesar E. Chavez High School. These interactive technology classrooms will be used to stream college courses to various sites In order to ease the shortage of instructors with the correct credentials to teach for dual enrollment courses, t. The equipment will be utilized to transmit classes from Bakersfield College to the high school sites, and high school site to high school site. The current cost of the project is approximately \$300,000. Also of note in Delano in 2017-2018 is the implementation the National Endowment for the Humanities grant program *Digital Delano: Preserving an International Community's History*.⁶

Student Services

Increasing the integration of student services and instruction is a hallmark of the guided pathways work. Supporting this integration is an increase in grant awards and categorical funding for student services. For example, the Student Services Support Program (SSSP) grant, which provides funding for matriculation services, increased by 22% from \$3,473,756 to \$4,231,081⁷ from 2015-16 to 2016-17. This additional funding is the direct result of increased student service contacts, more students are being guided to complete their goals.

⁶ Find out more about this project here: <https://bakersfieldcollege.libguides.com/DigitalDelano>

⁷ Funding is determined by student services specifically provided for Orientation, Assessment, Student Education Planning (SEP) and Counseling.

Academic Support Services

Academic support programs are designed to keep students on their path, a particularly important activity for low-income and first-generation college students. BC has used grant funding to be innovative in how it delivers and tracks academic support services, including:

- A self-paced, computer-based student success practice lab
- Supplemental instruction providing student-led study groups outside of class
- One-on-one peer tutoring
- Writing center support providing specialists on focused writing guidance
- ‘Extend the classroom’ provides tutoring that is integrated with class content and assignments

Ultimately, this increased support and success results in more students achieving the guided pathways momentum point of completing transfer-level English and math within their first year.

Outreach

Bakersfield College Outreach & School Relations assists all potential Bakersfield College students and current Bakersfield College students by serving as the essential starting point in the on-boarding process. The department is responsible for coordinating the college-wide outreach services to improve access, introduce academic pathways, encourage community engagement, and raise awareness and understanding regarding the benefits of pursuing a higher education.

Summary – High School Matriculation Services (2016-2017)

Workshop	Total Workshops	Students Attended
Application	43	1,505
Orientation	41	1,274
Assessment	60	1,540
NSW & ASEP	47	1,167
Registration	5	88
Pizza Reception	7	479
Totals	203	6,053

Admissions and Records

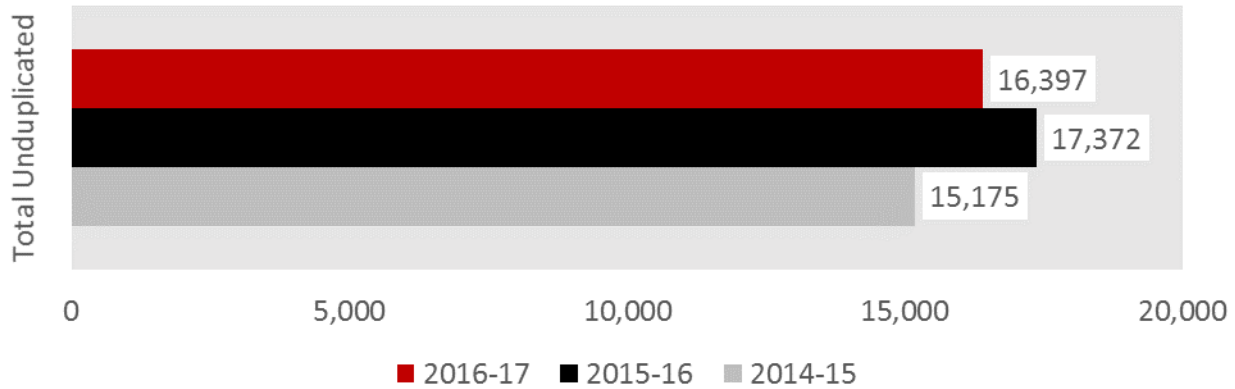
A&R supported the strong growth in Dual Enrollment and Inmate Scholars through manual application and registration processes. Additionally, students continue to benefit from transcript evaluation times that have been drastically reduced relative to historical averages, facilitating student education planning, pre-requisite processing, transfer, and graduation.

Counseling

Counselors and Educational Advisors had 16,397 student contacts in 2016-17. In conjunction with the BC’s Guided Pathways framework, the counseling department has greatly increased the number of

students completing student education plan (SEPs). Students with SEPs are 2.5 times more likely to complete college with an award or transfer than those without⁸ an SEP.

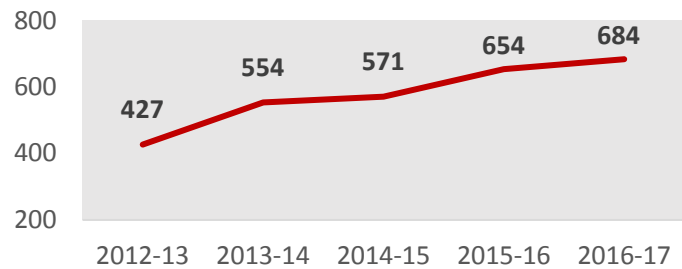
Student Visits to Counseling by Year



Veterans

BC has seen strong growth in our population of student veterans. First-time college students who are also veterans are three times more likely to complete their program of study within three years than are other first-time college students, providing evidence of how well our student veterans are supported at BC.

All veterans at Bakersfield College



Extended Opportunity Programs and Services (EOPS)

Extensive recruitment efforts made from November 2016 to April 2017 resulted in submission of over 2,900 completed applications from high school seniors and BC freshman students. The program started the AY2017-2018 with over 1,800 students compared to about 600 students around this same time last year. The collaboration with the Outreach Department, Cal-SOAP, and local high schools allowed the program to increase the number of students to be served in 2017-2018. Targeted student recruitment for CARE and CalWORKs is ongoing in partnership with the Department of Human Services.

BC Renegades Mobile App

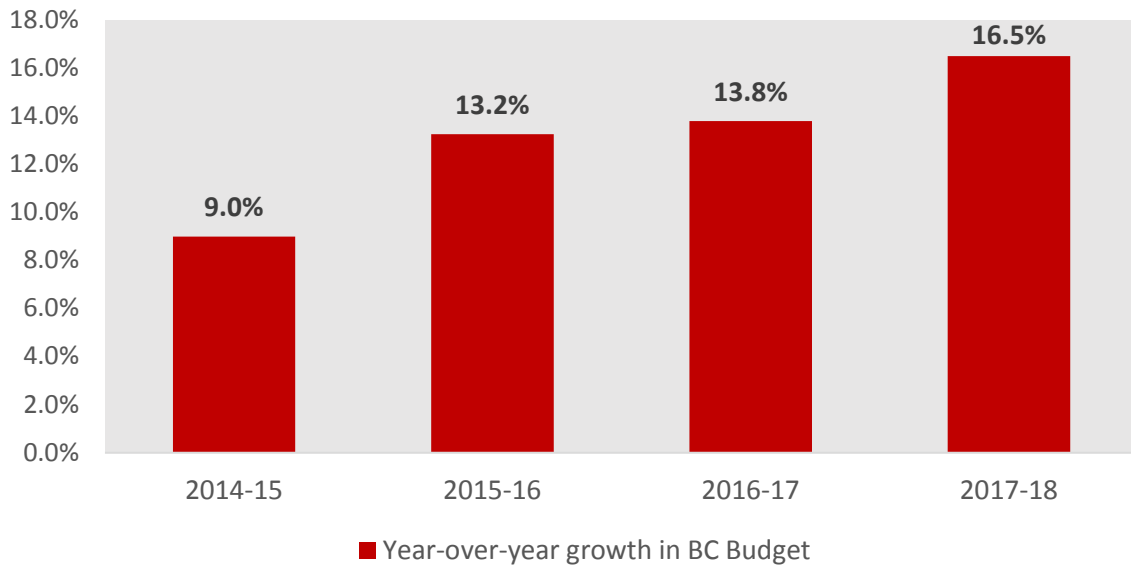
The mobile app enables students to receive campus announcements, news, notifications for important academic deadlines, and set reminders for events. Since June 2016, there were 4,010 unique downloads and it was used 54,001 times. Find it at <https://www.bakersfieldcollege.edu/mobile>.

⁸ KCCD Institutional Research – Elements of Student Success – March 20, 2016 ([link](#))

Administrative Services

The Bakersfield College budget continues to strengthen.⁹ The last several years have seen an increase in general fund allocations as well as state and federal grant funding. President Christian’s leadership and the College’s work on guided pathways has resulted in statewide recognition of BC as a guided pathways pioneer. BC is now in a favorable position in terms of receiving support from the Chancellor’s Office and external funders for our guided pathways initiatives and innovations, further diversifying our funding streams and opportunities.

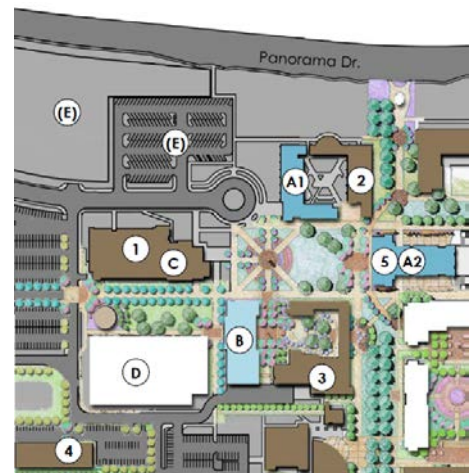
Growth in BC's adopted budget



In fiscal year 2017-18, BC is operating with a total adopted budget of approximately \$128 million; this represents a growth of approximately 16.5% relative to 2016-17. BC’s adopted budget includes approximately \$25 million in state and federal grant dollars; this represents a 50% increase compared to the prior year. The adopted budget table shows a robust positive growth trend over the past four years.

Facilities, Maintenance and Operations

In November of 2016, Kern County citizens passed Measure J, authorizing a \$503 million bond that will be used for facilities and technology projects in the Kern Community College District. BC’s \$415 million share of the bond monies will be allocated to a list of 125 projects (renovations, technology infrastructure, and new buildings) that will occur over the next 30 years. The College has been developing a Facility Master Plan with the involvement of the District Office, architects, engineers, and the campus community. While the plan is not expected to be finalized until May, 2018, the following



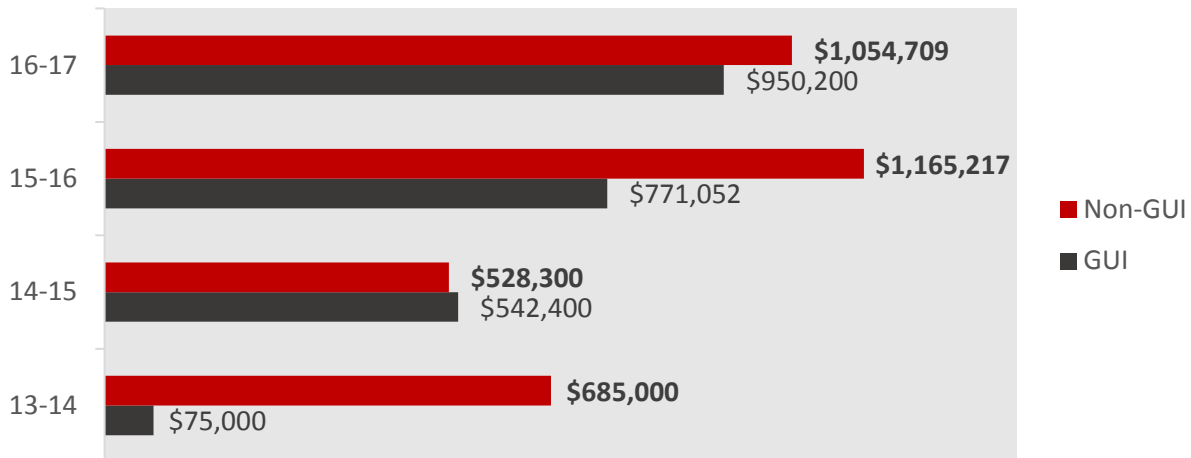
⁹ Closing the Loop 2017

projects have tentatively been identified as the projects to be addressed with the first \$84 million of the bond money:

- Veterans Resource Center
- ABC/Campus Center
- Science & Engineering Building
- Arvin Satellite Campus
- Athletics (Memorial Stadium/Women’s Field House/Gymnasium)
- Agriculture Facility
- Delano LRC
- Student Welcome Center/Student Services Building
- Public Safety Instruction Building
- Parking Structure

Information Technology

For the second consecutive year, IT spent approximately two million dollars on technology projects with well over 50% being from non-general fund sources. The graph below shows the year-to-year comparison over the past 4 years.



For academic year 2017-18, IT will continue to use grants, categorical programs, and Measure J bond money to keep BC’s technology refreshed. The big project for 2017-2018 is to complete wifi coverage for all of BC’s buildings on campus. There will also be a focus on back-end infrastructure to support new buildings on our sites that will be built using Measure J funding. Additionally, IT has updated the Bakersfield College Technology Plan for 2017-2020 and finalized the district-wide IT governance framework with final approval from District Consultation Council.