

Bakersfield College

State of the College
2018-2019

Dr. Sonya Christian, President
December 2018

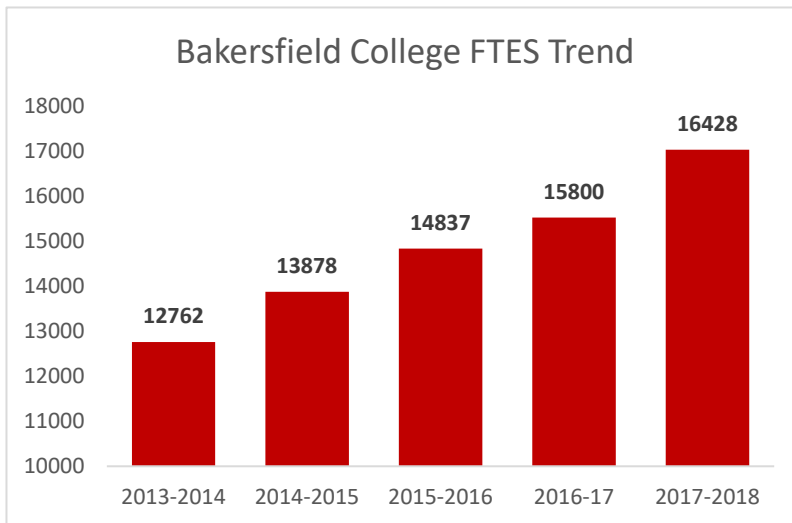
**BAKERSFIELD
COLLEGE**

BC 2018-19 SOTC

Introduction

As Bakersfield College (BC) endeavors to advance its mission of providing opportunities for students from diverse economic, cultural, and education backgrounds to attain Associate and Baccalaureate degrees and certificates, workplace skills, and preparation for transfer, the state of the college cultivates growth and innovation while having a far-reaching impact on our community.

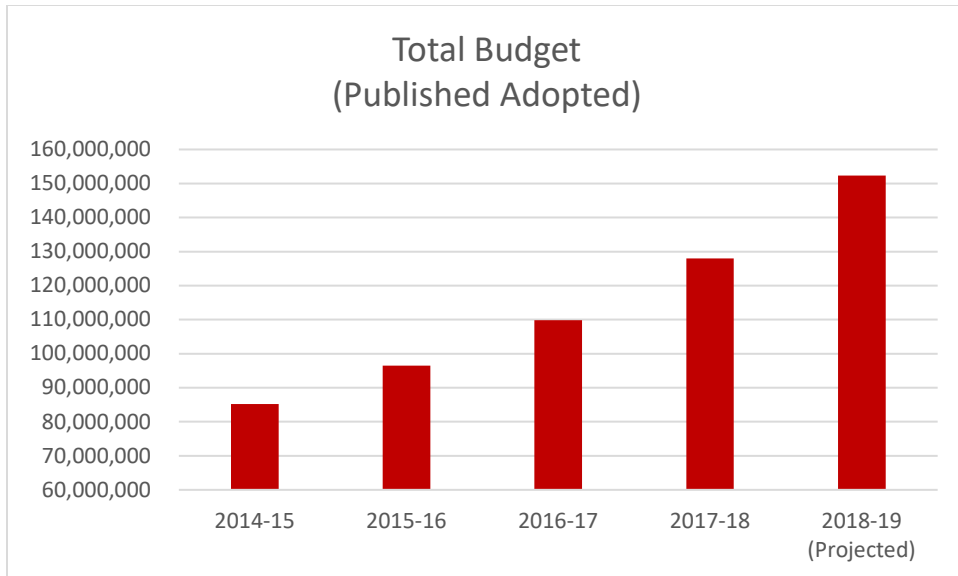
One of the areas of growth that is most evident at BC is in the annual FTES. The annual 2017-18 headcount was 33,257 producing 16,428 Full-time Equivalent Students (FTES), a 4% increase relative compared to 2016-17.



With this growth in FTES alone, there is considerable dedication, commitment, collegiality, reflection, and analysis that must occur across the represented BC stakeholders to support and foster even greater growth and impact on the community.

One way this support is evident is through the stewardship of how BC expends and allocates funds to perform services. Bakersfield College continues to focus on college priorities by strategically utilizing existing resources and grant dollars.

As BC's FTES has grown, so too has its budget, as shown in the graph below which highlights the College's steady budget growth over the past 5 years.

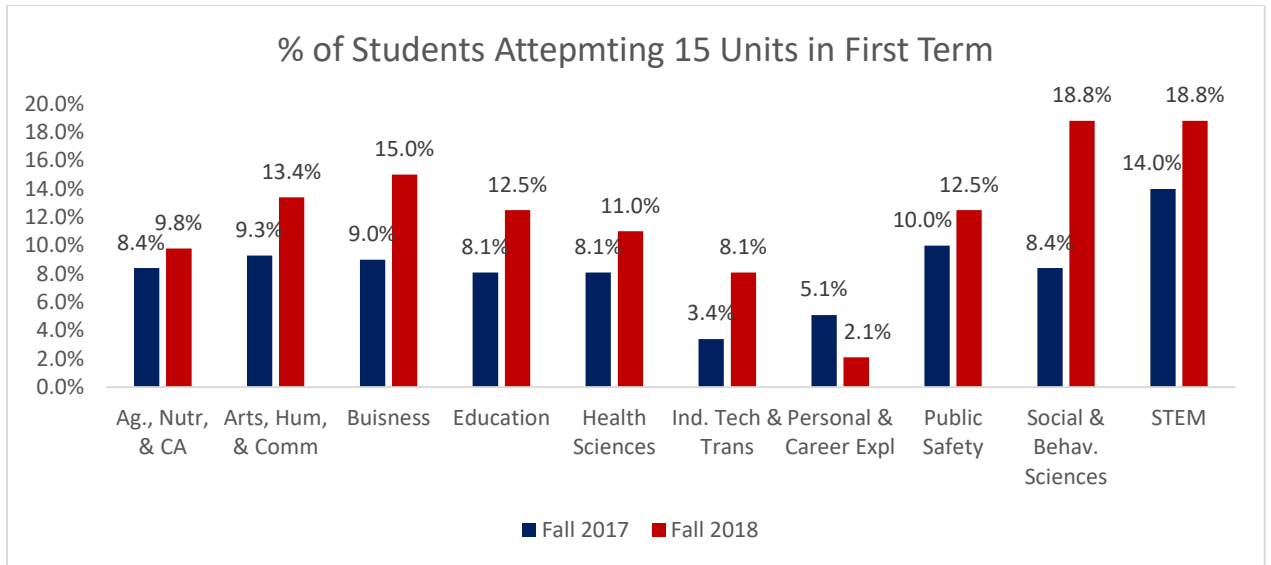


There are expectations that the FTES growth will slow down, but continue to be a steady increase. As a part of its strategic plan, Bakersfield College anticipates the new programs like the Baccalaureate program to continue to have a positive influence on the FTES for future growth. In addition, the college discussions continue to evaluate strategies for long-term fiscal sustainability by augmenting its revenue streams through its auxiliary enterprises.

Section I: Instruction

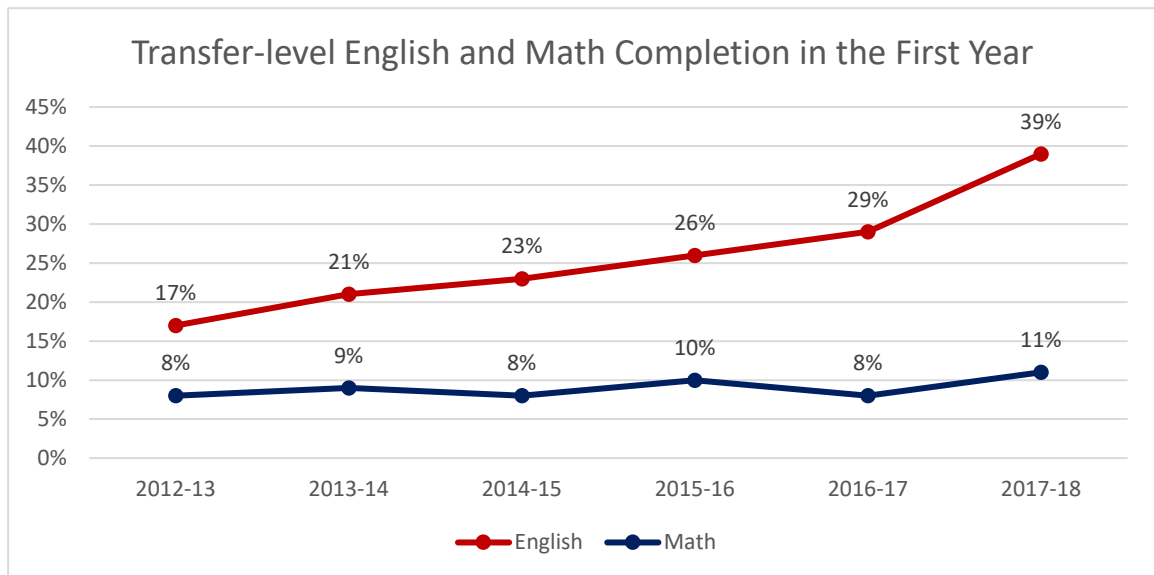
Over the last year, Instruction continues to support the work of Guided Pathways through the Completion Coaching Communities for each of the ten identified metamajors. These diverse teams of faculty and staff are evolving to provide more focused and widespread support and guidance to students seeking to complete a program of study. Data coaches have been trained and are supplied with data on the students in their assigned metamajor. This enables 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.

Among the individual Learning and Career Pathways, most of the pathways are seeing an increase in the percentage of students attempting 15 units in their first semester as seen in the chart below.

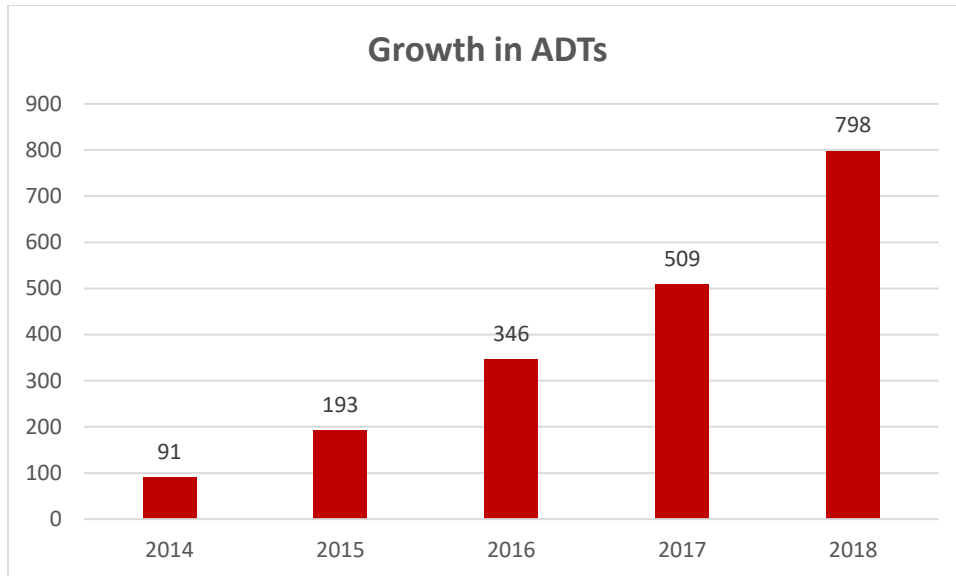


Timely completion of transfer-level English has substantially increased over the past five years. Since 2012-13, Bakersfield College has more than doubled the rate at which students are completing transfer-level English in their first year.

Completion of transfer-level math in the first year also increased 38% from 2012-13 to 2017-18, while the rate of improvement has not been as dramatic as with English, innovation in math instruction and placement practices continues unabated and should result in further increases transfer-level math completion in future years.



Clarifying pathways, particularly of transfer pathways, has yielded significant results. 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 continues to scale up its ADT programs and C-ID courses which has paid off with strong increases in transfer degree awards.



Some Trends for Bakersfield College Transfer Students

- Out of all CSU-bound transfer students in 2017-18, 78.8% of Bakersfield College (BC) students went to California State University (CSU) Bakersfield (CSUB)
- There were 530 BC students that transferred to CSUB in 2017-18, which was 70 more students than the previous year
- The transfer success rate for BC students at CSUB is measured by graduation rate within a particular amount of time. The 2-year graduation rate for BC students at CSUB has increased 17.2% in the last five years
- Bakersfield College students have a higher graduation rate of success than the overall transfer student population at CSUB. CSUB's overall graduation rate for transfer students within 2-years was 36% and BC's transfer student rate was 47.7% for the most recent cohort

Since, close to 80% of Bakersfield College's CSU bound transfer population transfers to CSUB, the two institutions have collaborated and developed the *Kern Promise: Finish in 4* transfer initiative to encourage students in Kern County to complete their transfer and baccalaureate degrees in four years. The transfer task force, Workgroup to Advance Regional Baccalaureate Attainment (WARBA) worked with faculty and staff at BC and CSUB to identify issues of misalignment across the transfer pathways program-by-program and every ADT offered. Through our collaboration, faculty identified course articulation and/or ADT modifications to develop 27 completely transferable, sequenced semester roadmaps which align coursework from the BC Associate Degree for Transfer through to the CSU Bakersfield baccalaureate. On May 8, 2018, the Presidents of both Bakersfield College and California State University Bakersfield signed off on the partnership and launched the new Kern Promise's *Kern Promise: Finish in 4* initiative, an unprecedented partnership between higher education institutions to support baccalaureate completion within 60 semester units at BC and 60 units at CSUB, over four years. The mutual goal is to move students with intentionality through each stage of their educational and career goals in a more efficient and impactful way. With just 22% of Kern

County residents 25 years of age and older holding an Associate’s degree or higher, compared with California’s average of 39%, this initiative is an excellent way to decreasing time to completion and closing achievement gaps while aiding in student success.

Dual Enrollment

The Dual Enrollment and Articulation Programs supports the mission of Bakersfield College by providing our diverse community’s high school students with an early start to obtaining a college education. The Dual Enrollment/Articulation program provides students: a clear path to College and Careers; a reduced need for remediation; an ability to enter college with a declared major; and, a decreased time for completion. Through our partnerships with our local high schools, we can better prepare students for workforce thereby giving them the opportunity to be contributing members of society.

The Bakersfield College Dual Enrollment program has experienced a 21% increase over the past year, which now provides almost 800 FTES to the college. During the 2017/18 academic year, the College offered 384 sections at 30 high schools serving 7,101 students.

Perhaps most gratifying is that the students enrolled in the program continue to be successful with retention rates of 97% and success rates of 92%.

Dual Enrollment Credit							
Academic Year	Sections Offered	Enrollments	High School Sites	FTES Actual	FTEF	Retention Rate	Success Rate
2017/18	384	7101	30	795.4	14.7	97.3%	92.2%
2016/17	288	5892	30	669.1	14.1	96.2%	90.5%
2015/16	75	1710	12	194.6	7.3	96.3%	86.9%
2014/15	22	500	3	14.9	3.9	89.5%	80.7%
2013/14	11	248	1	23.6	2.1	94.4%	75.7%
2012/13	4	74	1		.2	97.3%	91.9%

Rural Initiatives

In recent years, the work of the Delano Campus has expanded its reach to other communities throughout Kern County. As a result, the Delano Campus team has evolved into the Rural Initiatives team. With courses and services in various locations throughout the county, Bakersfield College is accomplishing its mission of providing students from socially and ethnically diverse backgrounds the educational opportunities that they need to succeed.

The Rural Initiatives work encompasses traditional courses and services offered in Delano, McFarland, Wasco, Shafter, Arvin, and South Bakersfield. Additionally, the Rural Initiatives team leads various efforts in Early College and Adult Education for Bakersfield College, which extend to other additional communities like Lamont and Lost Hills. By leveraging our

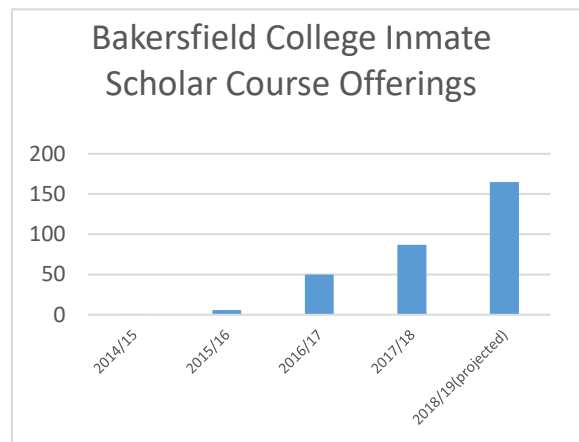
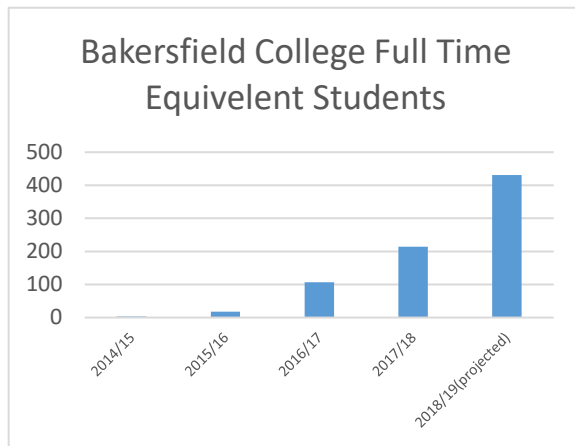
partnerships with K-12 schools, adult schools, city governments, private industry partners, and non-profit organizations, the Rural Initiatives team is bringing opportunities to people in communities with low-degree attainment rates and high unemployment numbers.

FTES increased at Delano from 1,310 to 1,448 (2016-2017 to 2017-2018). Total enrollments increased from 10,996 to 11,996. The number of sections increased from 415 to 492. A part of this growth is due in part to expansion in Dual Enrollment opportunities. There are dedicated staff members on the Rural Initiatives team working on the dual enrollment expansion in rural communities. We expect to see a growing trend in the coming year.

Between the cities of Arvin, McFarland, Wasco, and Shafter, FTES jumped from 261.1 in 2016-2017 to 338.9 in 2017-2018. There was a small decline in Arvin from 123.5 to 115.1. The numbers increased at all other sites: McFarland 23.6 to 53.2; Wasco 74.4 to 120.2; Shafter 39.6 to 50.4.

Inmate Scholars

Another way Bakersfield College extends access to higher education to our county population is by offering BC coursework at 10 local correctional facilities. Over 800 inmate scholars in 2017-2018 took advantage of 87 course offerings and generated 216 FTES. BC is poised to confer associate degrees to a cohort of 19 students this year.

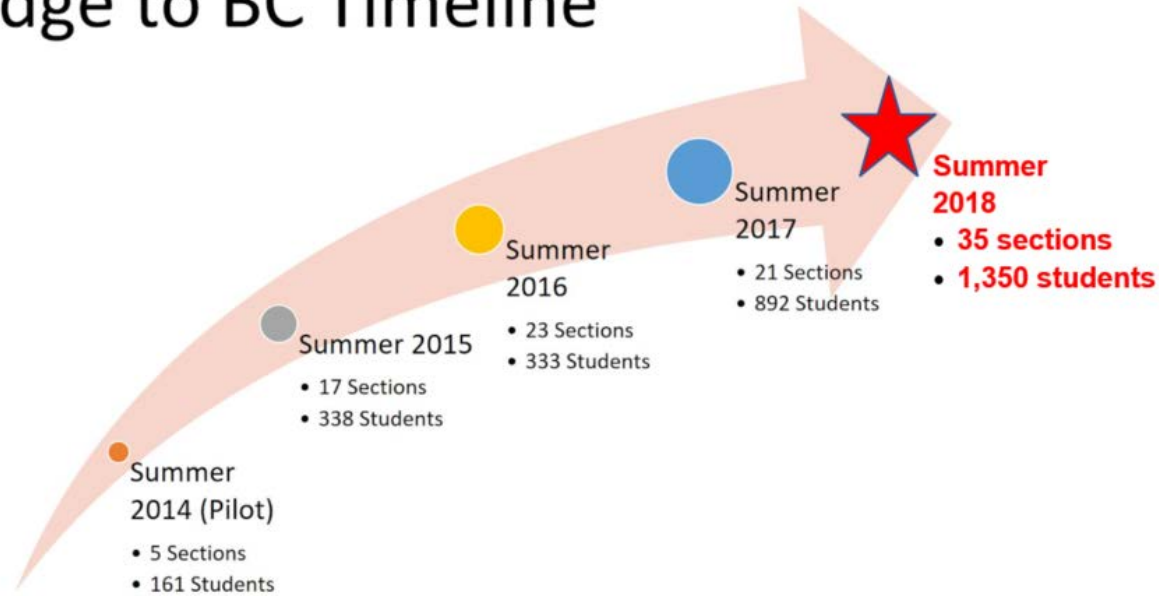


Title V

Bakersfield College makes the most of Title V funds to reinforce efforts to establish accessible and equitable degree pathways for service area students that support success and timely progression from first touch through to completion. One such college-wide effort has been the implementation of the Bridge to BC project where BC incoming freshmen attend a daylong orientation that guides them through the skills and experiences that will promote their academic success at BC. During this interactive day, students engage with

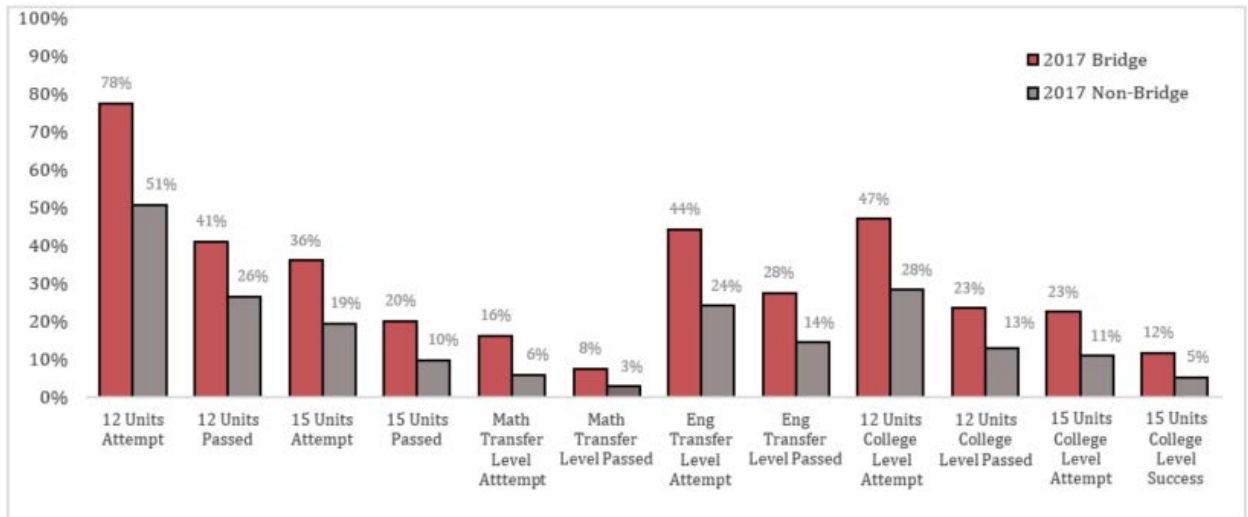
faculty one-on-one and in-group settings, tour the BC campus with experienced and knowledgeable student mentors, and participate in hands-on activities that orient them to the freshmen experience. In this way, students learn about the academic and student services resources that Bakersfield College offers and experiences them first hand.

Bridge to BC Timeline



Student headcount only includes students enrolled for credit.

The table below shows the 2017 first-term comparisons between Bridge to BC participants and the first time freshman who did not participate in Bridge to BC.



Strong Workforce

The Strong Workforce Program provides enhanced career and technical education opportunities that lead to high-demand, high-wage jobs, thereby closing the equity gap for students by improving their social mobility.

Student progression and completion is supported through activities focused on getting students on the right path with Dual Enrollment opportunities and development of clear and concise career pathways. In addition, students are provided with work based learning opportunities focused on internships and work experience.

Faculty continue the work of curriculum design and have submitted through local and state processes. New Programs include the development of Process Technology, Cyber Security Certificate Industrial Certification, ASL Interpreter, Heavy Equipment Technology, and Food Science. Programs that are still work in progress include the Logistics, Physical Therapy Assistant, and Water Technology. In additional, regional collaboration meetings were held for Health Simulation and the industrial Automation lower division course alignment for September 2017.

The Strong Workforce program has allowed the college to enhance facilities through renovation of computer labs and classrooms. In addition, funding has supported the purchasing of instructional equipment that meets current industry standards. This funding remain strong at both regional and local levels.

Academic Technology, Distance Education, and Professional Development

The Academic Technology department plays a critical role in the introduction, implementation and training in multiple technologies that facilitate instruction and support the instructional mission of the college. The AT department also plays a broad leadership role in Professional Development across the college, ensuring that all employees have access to training and development opportunities that will enable them to be healthy, empowered, and effective in their work.

The Academic Technology (AT) Department supports Canvas for each of the over 5,000 sections per year, and each of the almost 35,000 students who are enrolled in them. From Fall of 2015 to Fall of 2018, the number of online sections grew from 78 to 217, and the number of hybrid sections was stable at around 40. Canvas usage has also increased, with most faculty using Canvas in some way in their courses.

The AT Department coordinates several major Professional Development initiatives, including FLEX Week, Adjunct Orientation, and the New Faculty Seminar Series. Additionally, the department supports eLumen use for Curriculum, Assessment, and Program Review for college-wide use, and also creates and organizes training and self-service resources for that platform.

Finally, the AT Department provides college-wide leadership for instructional technology and distance education, targeting the success and completion of all BC students, with a particular emphasis on our online students. The Renegade Online Student Hub is one area of innovation that, while new, is expected to have a significant long-term impact on the success and completion of online students at Bakersfield College. This initiative should also have an impact on some of the special populations served by Bakersfield College as well, closing the equity gap found in most online instruction.

Section II: Student Services

Student Success and Equity

The state of student success and equity at Bakersfield College is strong. In an effort to align our myriad initiatives to improve student outcomes, reduce access and achievement gaps, and bring our efforts to scale, Bakersfield College has been implementing the guided pathways framework for several years. This framework has brought much clarity to our work while integrating our discussions across departmental lines and funding sources, including the Basic Skills Initiative (BSI), Student Success & Support Program (SSSP), and Student Equity funds.

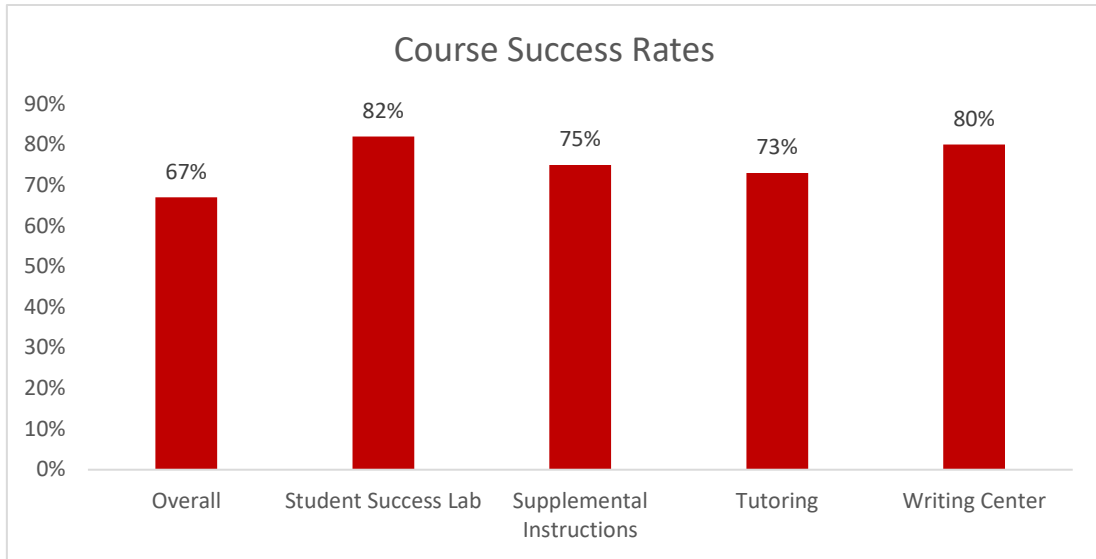
With a portfolio of over \$8 million aforementioned Student Equity and Achievement Program (SEAP) funds with an additional \$4.5 million across other grant and categorical funds managed by the office of Student Success & Equity, Bakersfield College has made significant strides in improving student access, success, and completion while reducing gaps for disproportionately impacted student populations. Notably, the following have contributed to significant movement in BC's student success & equity agenda:

- Integrated and strategic coordination of funding priorities and expenditures
- Completion Coaching Community structure organized by Learning & Career Pathways
- Defined leadership of the Guided Pathways Implementation Team
- Expansion of institutional research capacity through the Office of Institutional Effectiveness and trained data coaches

Academic Support Services

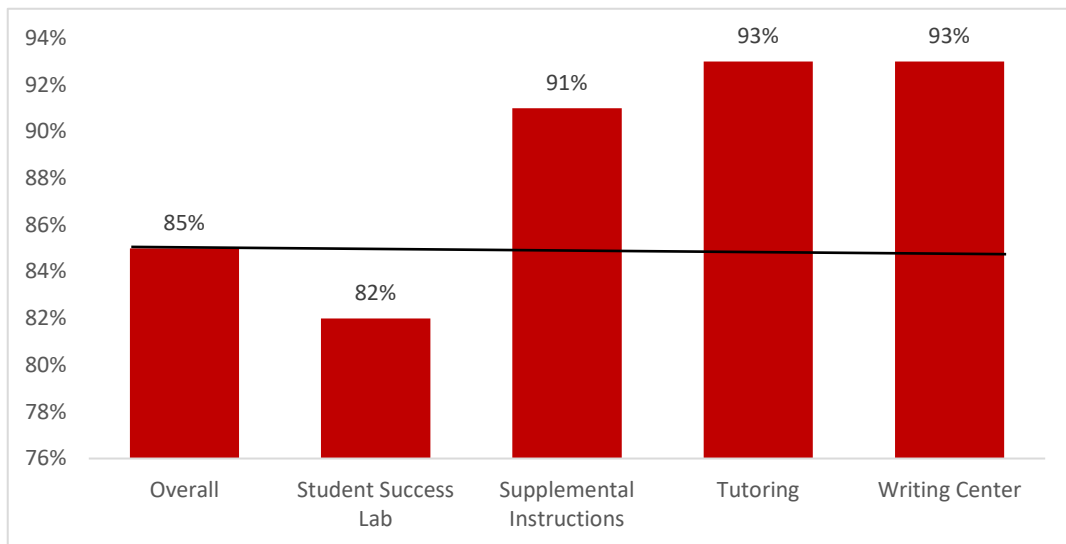
Bakersfield College Academic Support Programs are vital to student success evidenced by degree completion. Tutoring support in a variety of subjects like writing, quantitative reasoning, social sciences, humanities, and science are available to students free-of-cost. Over the last two academic years, a total of 11,566 students were supported through the Academic Support Services a total of 53,640 times.

The table below indicates the success rates of the overall institutional course completion rate, compared to the success rates of students who engaged in various types of support



services. The data illustrate that students who participated in support services successfully completed a course at a rate of 6%- 15% higher than the overall course success rate.

The next table illustrates the course completion rates at the institutional level compared to the course completion rates for students that participated in support services disaggregated by service type. This data illustrates that students who participated in support services, on average, had a higher retention rate than students that who did not.



Disabled Students Programs & Services

Disabled Student Programs & Services (DSPS) supports the college mission in providing equal access to educational opportunities for students with disabilities. DSPS provides reasonable accommodations to students with any kind of visible or documented physical, communication, mental health, intellectual, and learning disabilities who are, or want to be, enrolled in classes through Bakersfield College. Based on individual student needs, the

department provides accommodations and support services that enable students to improve access so students can better learn the curriculum. Examples of accommodations and services includes: test taking assistance, specialize equipment, mobility assistance, note taking, assistive computer technology, adapted physical education classes, sign language interpreters, written materials in alternate formats, learning disability assessment, and liaison with California State Department of Rehabilitation and other community resources. These services are intended to prepare and support students with disabilities to participate in campus programs and services on as equal basis as possible with their non-disabled peers.

Much of the DSPS budget is based on the number of students with disabilities served, weighted by type of disability. DSPS must serve at least 1,000 students per year in order to maintain our budget. As the BC student population grows, so does the population of students with disabilities. In 2015-16, the DSPS population dropped to 900 students; partly due to stricter tracking methods. In 2017-18, the DSPS population has grown to 1,167, a 30% increase from 2015-16.

Student Life Initiative

Through innovative experiences in a co-curricular classroom, the Office of Student Life engages students in meaningful interactions and hands-on skill development that fosters academic progress, student success, social justice, and citizenship while serving the diverse breadth and scope of the Bakersfield College's student community through recruitment, persistence, retention, and graduation efforts.

The Office of Student Life nurtures a culture that fosters learning outside of the academic classroom by creating an educational environment that connects the campus community to the importance of processes that lead to student self-governance. The Office of Student Life fosters the development of student's civic responsibility, community engagement, leadership, and personal growth. The meaningful interactions are the root for our student advocacy that contributes to effective pathways via the leadership and service opportunities provided.

Along with supporting and collaborating with other BC departments and offices, the Office of Student Life directly oversees ten student initiatives to advance the work of the college.

1. Bakersfield College Student Government Association
2. Campus Center Services
3. Renegade Mobile App
4. Student Organizations
5. Student and Campus Activities
6. Student Assistance Programs and Services
7. Off-Campus Housing Services
8. Renegade Mascot
9. Safe Space program
10. Student Conduct

Athletics

Bakersfield College Intercollegiate Athletics provides student-athletes with the opportunity to participate in 20 post-secondary programs. Participation in any of the 20 intercollegiate programs provides a unique and diverse experience. Individual skill development includes physical skills, as well as building communication skills, critical thinking and analysis skills necessary for team success.

In the previous academic year, athletics had 16 of 20 programs advance to post season play, 4 conference championships and 1 individual state champion.

Student athlete advisory council was established and successfully participated in community service events, on campus activities and hosted a yearend BBQ for all student athletes with awards.

The student athletes are an affinity group that must meet California Community College Athletic Association eligibility criteria in order to compete on an intercollegiate team. These eligibility standards align with the emphasized momentum points for greater success in completion of career pathways by the institution.

According to the data provided by Cal Pass Launch Board for 2016-2017 Academic term, student athletes at Bakersfield College are achieving academic success at a higher percentage than the general student population.

There are two significant data areas where student athletes surpassed the general students:

1. Completed 30 or more units is 27% student athletes compared to 2% general students. Student athlete's average units attempted 32.09 units and successfully completed 23.28 units.
2. Maintained full time status for fall & spring semesters 75% student athletes compared to 11% general students. Average GPA for student athletes was 2.55 and general students carried an average GPA of 2.50.

Financial Aid

The Financial Aid Office is in the midst adopting major technological changes that have had sweeping effects on every area of its process. These additions include a new paperless verification system that introduced a mobile-first approach into the financial aid process. Students can use their phones to view their financial aid requirements, scan and upload documents, view their award, and even receive text message alerts from Financial Aid.

Students have increased their engagement with Financial Aid information through Financial Aid Literacy workshops, on-campus advising sessions, and the new Financial Aid chatbot, which is available 24/7 on the Financial Aid website. This chatbot will help students have access to the answers they need whenever they need it. Financial Aid has also created new social media channels and become more active on existing ones to add this engagement. All of these approaches, whether the chatbot or social media, will help students understand

what they need to know and stay on the path. In the past 12 months, students have access Bakersfield College chatbot 7,426 times.

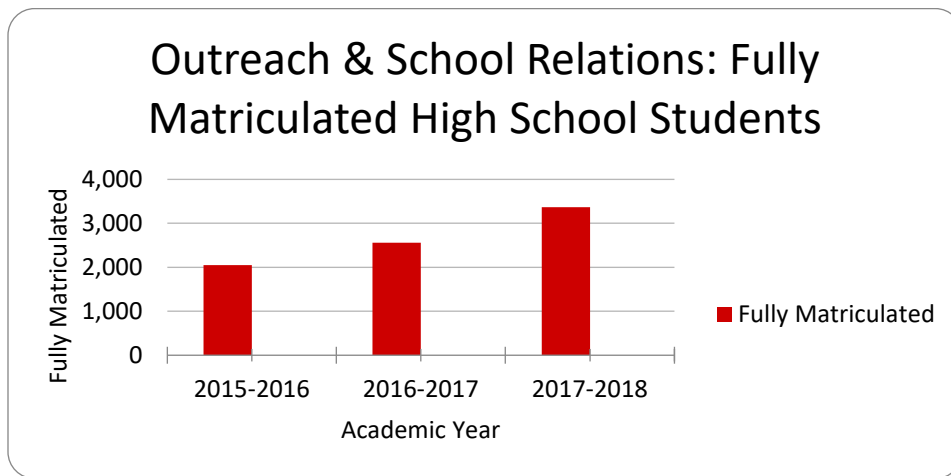
Outreach and School Relations

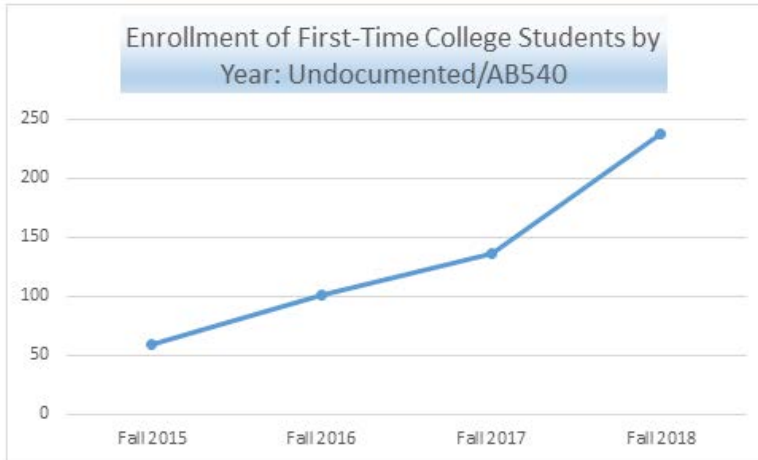
Outreach and School Relations continues to provide access to first-time students which includes underrepresented students in the Kern High School District as well as the rural area high schools. Outreach staff and student ambassadors are trained to provide onboarding services to all first-time students interested in one of the 10 guided pathways and academic programs. The department provides intrusive onboarding services for the Dual Enrollment, Inmate Scholars Program, and AB 540 students. By providing accurate and relevant information during the onboarding process, students will have a better understanding of their selected educational pathway during the post application process. Student success will continue to improve for those entering and staying on the path during the onboarding process.

The following three charts show some of the ways the Outreach and School Relations office have carried out its mission over the past year.

Summary of high school workshops

Workshop	Total Workshops	Students Attended	% of Students Attended change from 16-17
Application	47	3,309	120% (1,505)
Orientation	43	3,477	172% (1,274)
Assessment	60	3,710	140% (1,540)
NSW & ASEP	47	3,130	168% (1,167)
Registration	5	2,386	250% (682)
Totals	203	16,026	140% (6,663)





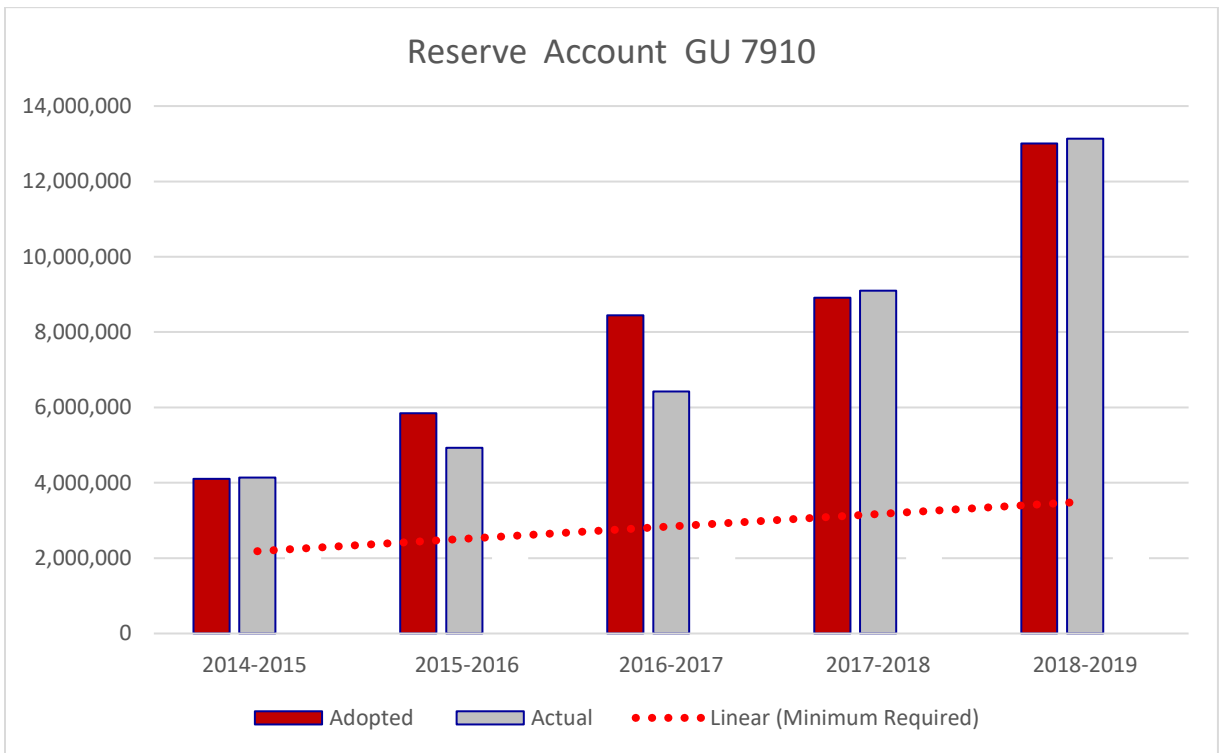
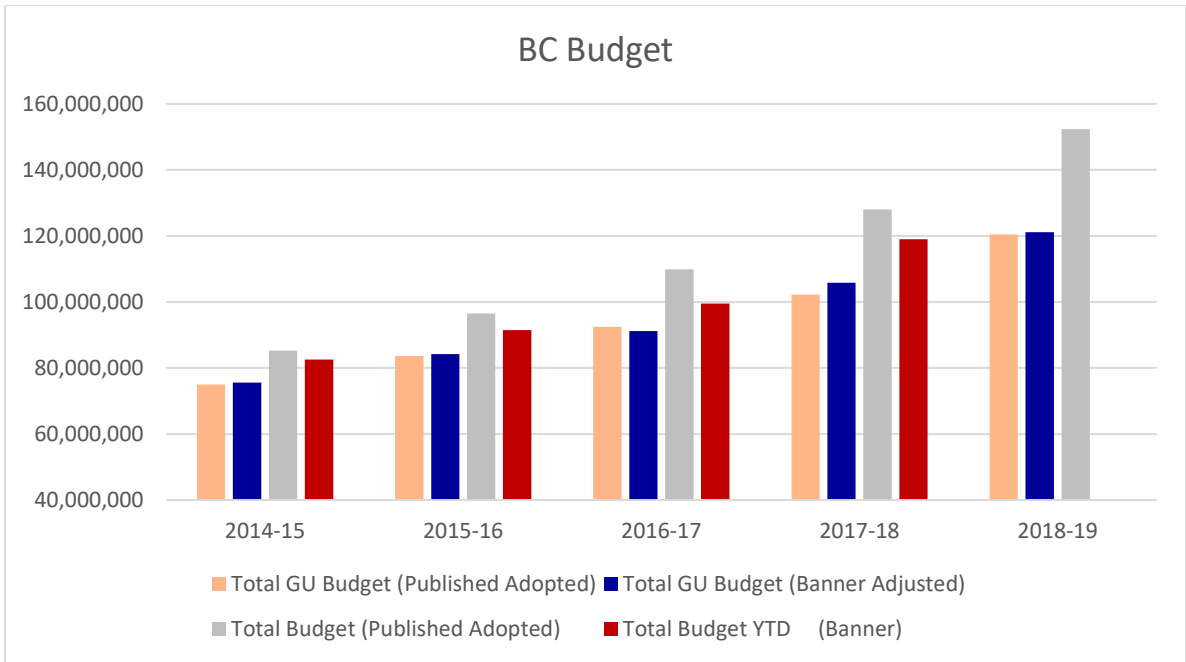
Section III: Administrative Services

Budget and Finance

The budget tables below show a growth trend over the past three years. There is an increase in general fund (GU) and a significant increase in restricted funds (RP). Given the unknown uncertainty of the new state budget allocation model, KCCD used the 2017-18 allocations as the base for the FY2018-19 budget.

The variation in the Total GU Budget (Published Adopted) and Total GU budget (Banner Adjusted) for 2016-17 is due to a carryover error that was corrected after the adopted budget was published and is reflected in the Banner Adjusted total.

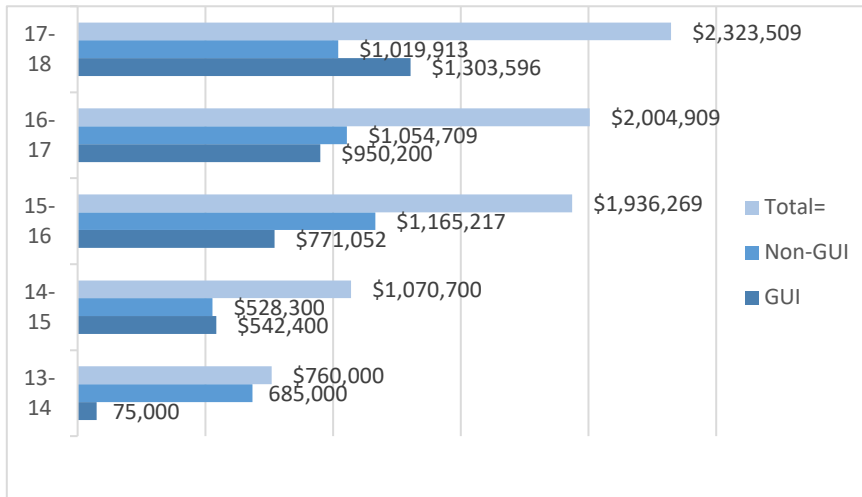
Fiscal Period	2014-15	2015-16	2016-17	2017-18	2018-19
Total GU Budget (Published Adopted)	74,983,068	83,600,477	92,452,895	102,220,602	120,486,762
Total GU Budget (Banner Adjusted)	75,573,666	84,202,133	91,175,688	105,793,490	121,129,733
TOTAL BUDGET (Published Adopted)	85,243,667	96,537,761	109,855,259	127,984,822	152,361,535
TOTAL BUDGET YTD (Banner)	82,575,615	91,446,721	99,493,632	118,986,605	



The chart directly above shows the longitudinal trend of the adopted vs. actual reserves with 2018-19 adopted budget reserves. The reserves indicate a continual compliance to board policy. These reserves are well within the prescribed KCCD Board of Trustees minimum of 3% (line on graph) based upon the projected unrestricted expenditures (KCCD Business Services 3A1A6).

Technology Support Services

Academic year 2017-2018 was a great year for technology at Bakersfield College. The college spent \$2.3 million on a wide variety of campus projects. Of the money spent, over half came from non-general fund dollars. The graph below shows the expenses over the last five years and demonstrates the financial commitment to support and improve the technology at Bakersfield College.



In an ongoing effort to help our students, faculty, and staff perform their tasks and responsibilities more efficiently, Technology Support Services utilizes a helpdesk system for reporting technology problems. The chart below highlights the number of Help Desk tickets submitted for each month of this calendar year. On average 75% of tickets close within 2 weeks, and 90% within 90 days, which demonstrates Technology Support Services' ability to respond to and resolve the myriad technology issues that occur each month.

Number of tickets created monthly for calendar year 2018

Campus	01/2018	02/2018	03/2018	04/2018	05/2018	06/2018	07/2018	08/2018	09/2018	10/2018	Total
Bakersfield Campus	870	490	582	793	581	637	635	1242	832	726	7388
Bakersfield Southwest Campus	0	0	0	0	0	4	5	9	10	13	41
Delano Center	26	16	20	15	23	17	15	45	34	38	249
Weill Institute	1	1	0	1	1	2	1	3	4	1	15

There are some unique higher-support areas, such as the industrial automation lab, the engineering labs, and the nursing skills labs, which require our technicians to invest more time researching and learning about in order to provide the needed support for these areas.

Some of the accomplishments made by Technology Support Services this year were:

- Office moves (both for Measure J, summer construction/maintenance projects, and general moves)
- Accreditation – contributions to the ISER and work done in preparation to support the visiting team.
- Back-end network improvements that improve the security of our network.
- Technology support for the big events like commencement, Opening Day, and Closing Day.

- The initial deployment of Windows 10 to labs on campus and beginning to deploy to staff and faculty.
- Support for BC Southwest and the dual enrollment classrooms as part of RIDE.
- Video production project for the Guided Pathways initiative.
- The hiring of four replacement and new positions within the department.
- The expansion and upgrade of the campus Wi-Fi infrastructure for Delano and the Main campus.

Department of Public Safety

The Bakersfield College Department of Public Safety provides safety and security for five campuses: Panorama Campus, Weill Institute Campus, Delano Timmins Campus, RFK High School in Delano and the newly established Southwest Campus in Bakersfield. In addition, there are eight other sites across Kern County where Bakersfield College rents facilities for our outreach students in Arvin, Bakersfield, Delano, McFarland, Shafter and Wasco that the department is responsible to respond to in the event of an emergency.

In the 2017-2018 academic year, Public Safety Office provided the following services:

- Phone Calls Received: 10,000 +
- Walk-in Traffic: 10,000 +
- DSPS Mobility Cart Rides: 4,012
- Officer Calls for Service: 4,408
- Background Checks Other Agencies: 256

Section IV: Challenges and Opportunities

Section V: Institutional Priorities

Bakersfield College's priorities are its five Strategic Directions.

Student Learning

A commitment to provide a holistic education that develops curiosity, inquiry, and empowered learners.

Student Progression and Completion

A commitment to eliminate barriers that cause students difficulties in completing their educational goals.

Facilities

A commitment to improve the maintenance of and secure funding for college facilities, technology, and infrastructure for the next thirty years.

Oversight and Accountability

A commitment to improve oversight, accountability, sustainability, and transparency in all college processes

Leadership and Engagement

A commitment to build leadership within the College and engagement with the community.