BAKERSFIELD COLLEGE

2021-2022 COLLEGE WORK PLAN

- Executive Summary and SCFF Targets
- Detailed Work Plans

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BAKERSFIELD COLLEGE

Bakersfield College Enrollment and Student Success with Equity Plan

Executive Summary

TARGETS

FTES	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 *	2022-23 *
Regular	14,714	15,232	14,071	15,317	14,877	15,099	15,325
Special Admit	825	954	1,276	1,785	1,694	1,719	2,063
Incarcerated	140	242	317	441	573	582	591
CDCP	-	-	-	-	53	64	77
Noncredit	52	32	103	98	79	157	188
Total	15,731	16,461	15,768	17,642	17,276	17,621	18,244

*Growth goals

Supplemental	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 **	2022-23 **
AB540	1,235	1,305	1,374	1,550	1,413*	1,434	1,456
Pell Recipient	9,367	9,588	10,263	10,996	12,277*	14,244	16,036
CCPG Recipient	16,676	19,279	20,113	19,846	21,046*	23,164	24,945

*Estimated (final 2020-21 numbers not yet released)
**Growth goals

Student Success (All Students)	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 **	2022-23 **
Associate Degree for Transfer	518	793	1,209	1,417		1,500	1,750
Associate Degree	581	588	1,439	1,876		1,160	1,050
Bachelor Degree	-	7	12	9		15	20
Credit Certificate	269	1,003	1,688	1,666		1,750	1,800
Completion of Transfer Level Math & English	241	311	429	540	657*	939	1,174
Successful Transfer to 4-year school	592	578	758	835	900*	950	1,000
9+ CTE Units Completed	3,330	3,480	3,763	3,920		3,979	4,038
Attainment of Regional Living Wage	2,730	3,170	3,666	3,864		3,922	3,981

* Estimated
** Growth Goals

- **Progress & Retention**:

  Develop systematic focus on **student continuation (progress or retention)** ensuring a 10% increase in returning student yield from semester to semester:

  GOAL 1: Define student **non-returner targets** by last semester of enrollment; engagement level; close-to-completion; etc.

  GOAL 2: Establish clear strategies for communication and in-reach, including: faculty communique; captive class-based in-reach; emails; text; phone calls; Canvas, etc.

  GOAL 3: Define responsibility and ownership over student cohort

  GOAL 4: Define role and structure of GP Completion Team

  GOAL 5: Examine college system and process to boost:

  - Improved focus on customer service
  - Student support, including tutoring, SI, etc.
  - Faculty role in enrollment outcome
  - In-reach activities (captive audience)
  - Communication
  - Affinity group focus (EOPS, etc.)

- **High School to BC**

  - Track student level enrollment through the enrollment funnel:

    - Increase participation in **HS Outreach milestones**:

      GOAL 1: To create tracking by high schools, with disaggregated data

      See BC enrollment management dashboard.

      Data available here: https://bit.ly/BC-Enr-Mgmt-Dash

      GOAL 2: Focused strategies to increase conversion and yield per high schools, with disaggregated outcomes:

      - Application Workshops, and Orientation,
      - Registration check (initial, followed by continued review of schedule:
        - At priority registration,
        - Continued registration: 2 weeks prior to semester; first day of semester; and census date
      - FAFSA submittal

GOAL 3: Create a standardized (default) CSEP for all BC programs based on program level faculty agreements (Finish in 4, etc.) and as outlined in Program Mapper, to:

- Maximize ADT outcomes

- Increase stackable certificate attainment

o **Pre-populate Starfish Ed Plans** for each applicant, based on these **standardized** CSEPs

o **Activate auto-enrollment**/opt-out registration

   ▪ Develop systems and process for **scaled auto-enrollment/opt-out** resulting in 90% of new students being auto-enrolled in

      - 15 units the first semester, and

      - College level math and English in first semester

   ▪ Students will understand importance of auto-enrollment/opt-out

   ▪ Focus work group with DO IT, Starfish, N2N

- **BOGW/CCPG**

   o Increase the number of CCPG applicants by 20% in one year

   o Ensure financial aid numbers are accurately reported

   o Increase the percentage of BC students receiving a CCPG to 60% with a stretch goal of 70%.

- **Pell Awards**

   o Increase the number of FAFSA applicants by 20% in one year

   o Ensure financial aid numbers are accurately reported

   o Increase percentage of BC students receiving a Pell grant to 35% with a stretch goal of 45%

- **Adult Education Program**

   o Develop college-wide strategic focus with goal of systematic programming to serve the non-traditional student market.

   o Institutionalization and expansion of adult outreach programs including as:

      ▪ Back To College

      ▪ The Job Spot

   o Outreach to non-traditional (adult) community including:

      ▪ Online options

      ▪ Evening classes,

      ▪ Flexible schedules,

- Retraining for job growth,
- Retraining for unemployment markets

o Credit for Prior Learning

- Increase opportunities to apply by 10%

o Competency Based Education

- Establish Task Force
- Identify one transfer program and one career education program

o BC Launchpad Expansion

- Increase the number of for-credit and noncredit courses in Entrepreneurship at the BC Launchpad (Weill Institute) by 20%.
- Create a pathway to CDCP noncredit certificates in Entrepreneurship through the BC Launchpad, as well as at rural sites

Bakersfield College Work Plan

Student Learning

- Program growth and expansion

  - **Noncredit**

    Goal1: **Increase noncredit course offerings and enrollments by 20% with** a specific emphasis on course offerings at the Job Spot, BC Launchpad and rural communities in McFarland and Arvin.

    Goal 2: Institutionalize college wide processes and best practice for developing, offering and expanding noncredit courses and programs.

Noncredit Course Offerings: Trend and Targets

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
All Noncredit Courses	27	43	108	95	131	157	188
Job Spot	0	1	8	12	0	14	17
Detail							
Main Campus	1	11	29	6	14		
Arvin-Lamont			1	3			
Bakersfield Area	23	25	53	46			
Delano - Off Campus	2	3	2	3			
Delano College Center	1	3	12	13			
Online					117		
Shafter				1			
Southwest			2	6			
Wasco			1	5			

- Simplify and integrate the CCCApply noncredit application with Banner.

- Increase the number of CDCP completions by 20% with a focus on **rural communities, women, incarcerated students, and native Spanish-speakers.**

- Increase the number of certificate completions through Project HireUP and SOAR by 20%.

- Expand offerings of noncredit courses and CDCPs by 20% in the following programs:
  - Child Development
  - Education
  - EMLS
  - Entrepreneurship
  - Food Services (Food Handling Certification)
  - Office Technologies
  - Public Health Sciences
- Develop course and program curricula in the following disciplines
  - Agricultural Business
  - Occupational Safety Risk Management
  - Automotive for Auto Mall Training Center
  - Wonderful Employers Training Resource Center
- Review Levan Institute Courses for conversion to noncredit
  - https://levan.asapconnected.com/

- **Health sector**
  - Develop certificate/degree programming at Rural Sites.
  - Expand clinical sites for Rad Tech, and EMT by 5%.
  - Double clinical spots for Nursing students by 2023-24.
    - Link to $6m announcement: https://bit.ly/3jM1IUL
  - Expand CNA cohorts in rural sites by 10%.
  - Expand RN & RadTech cohorts.

- **Energy sector**
  - Hire full time faculty member
  - Hire director
  - Develop curriculum

- o **Entrepreneurship**
  - ▪ See 20% increase for 'BC Launchpad' above.

- **Increase success rate for CTE courses** (Core Indicator 1 Technical Skills attainment)

  CTE *Fall Course Success Rates*

Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	ISS	Target Fall 2022
75%	77%	78%	78%	76%	74%	**76%**	**80%**

- **Expand Apprenticeship Programs**

  For example, in logistics, retail, hospitality, automotive, public health, etc.

- **Expand 8+8 Programs by 20%**

	Fall 2019	Fall 2020	Fall 2021	Fall 2022
8-week sections	136	306	Goal = 330 (296 active as of 8/3)	Goal = 367

  - o Update **Program Mapper** to allow for display of 8-week courses.

Progress and Completion (SCFF)

Ensure continued focus on student progress and completion throughout the student lifecycle to maximize student success.

- **Progress & Retention**

  Develop systematic focus on **student continuation (progress and retention)** ensuring **we reach an 81% persistence rate by Fall 2024.**

  GOAL 1: Define student **non-returner targets** by last semester of enrollment; engagement level; close-to-completion; etc.

  GOAL 2: Establish clear strategies for communication and in-reach, including: faculty communique; captive class-based in-reach; emails; text; phone calls; canvas, etc.

GOAL 3: Define responsibility and ownership over student cohort

GOAL 4: Define role and structure of GP Completion Team

GOAL 5: Examine college system and process to boost:

- o Improved focus on customer service

- o Student support, including tutoring, SI, etc.

- o Faculty role in enrollment outcome

- o In-reach activities (captive audience)

- o Communication

- o Affinity group focus (EOPS, etc.)

First-time Degree Seeking Cohort (BC Home College)	Fall 2017 to 2018	Fall 2018 to 2019	Fall 2019 to 2020	Fall 2020 to 2021	Fall 2021 to 2022	Fall 2022 to 2023	Fall 2023 to 2024
Fall-to-Fall Persistence Rates	74.4%	70.8%	70.8%	72.5%	**75%**	**78%**	**81%**

- **Increase program completion and graduation**

Momentum Points: 15 units a semester; 30 units a year; complete gateway math and English in first year:

- o Increase number of students taking English and Math in the first year by 15%.

  - ▪ Strategy for increasing English completion: Close equity gaps in English completion for Latinx students.

- o Institutionalize English and Math Bootcamps during "Zero Week" for fall and spring terms.

- o Ensure embedded peer mentor support for Math and English.

- Data trends from Guided Pathways Momentum Points Dashboard:

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
15+ units	10.0%	9.3%	10.5%	13.1%	16.7%	17.6%	17.0%	20%	22%
30+ units	8.6%	9.1%	10.0%	12.1%	13.7%	12.8%	13.5%	18%	20%
Math & English	3.5%	2.8%	4.6%	5.4%	6.6%	6.9%	8.4%	12%	15%
Math	5.9%	3.9%	5.9%	7.9%	9.6%	11.5%	14.5%	16%	20%
English	13.9%	14.1%	19.8%	21.2%	23.5%	22.9%	19.6%	24%	30%
English: Latinx	12.9%	13.7%	19.4%	20.8%	23.3%	21.9%	19.5%	24%	30%

Student completion and **ADT Transfers**
- o   ADT Completion by Program.
- o   Review and ensure updated Transfer alignment by program faculty at 2 of the highest transfer destinations.
- o   Develop dual admissions pilot with CSUB.

Increase headcount of students with at least one degree awarded to 14 per 100 FTES with at least 50% of awarded students receiving an ADT.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Count of students receiving **at least one degree**	1,128	1,385	1866	2,108	2,200	**2,660**
Overall BC FTES	15,526	17,034	18,268	18,907	18,702	**19,000**
Students with degrees per 100 FTES	7.3	8.1	10.2	11.1	11.8	**14**

- **High School to BC**

    - o   Track student level enrollment through the enrollment funnel.

        - ▪   Increase participation in **HS Outreach milestones**:

            GOAL 1: Create tracking by high schools, with disaggregated data

            See BC enrollment management dashboard (https://bit.ly/BC-Enr-Mgmt-Dash).
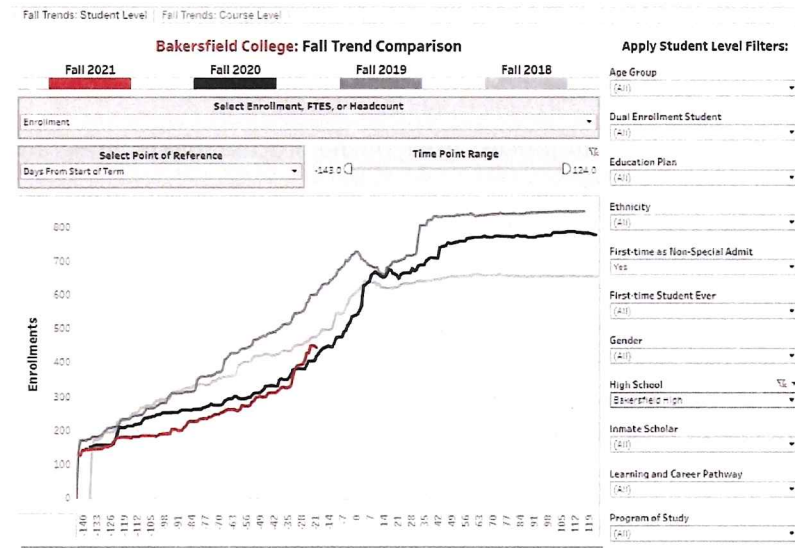
GOAL 2: Develop focused strategies to increase conversion and yield per high schools, with disaggregated outcomes.

- Application Workshops, and Orientation

- Registration (initial, followed by continued review of schedule:

    o At priority registration,

    o Continued registration: 2 weeks prior to semester; first day of semester; and census date

- FAFSA submittal

GOAL 3: Maximize ADT outcomes and increase stackable certificate attainment.

- Create a **standardized,** default Comprehensive Student Education Plan (CSEP) for all BC programs based on program level faculty agreements (Finish in 4, etc.) and as outlined in **Program Mapper.**

o **Pre-populate Starfish Ed Plans** for each applicant, based on these standardized CSEPs

o **Activate auto-enrollment**/opt-out registration

- Develop systems and process for **scaled auto-enrollment** resulting in 90% of new students being auto-enrolled in

    - 15 units the first semester, and

    - College level math and English in their first year

- Students will understand importance of auto-enrollment/opt-out

- Focus work group with District IT, Starfish, N2N

- **Dual Enrollment and Early College**

    o Automate DE enrollment process using online process that is "integrated" with Banner to auto-enroll DE students
    o Increase DE course offerings at high school sites **by 21%** (from 295 sections in Fall 2020 to 356 sections in Fall 2021).
    o Increase certificates and degree completion pathways available in HS
        - Add Industrial Automation AS/BS pathway at McFarland and Industrial Automation COA at Shafter High School (Fall 2021).
        - We now have 18 total certificate/degree completion pathways.
    o Target DEI enrollment increase by 10%.

- **BC Southwest**

    o Provide a full offering of courses exclusively at the BC Southwest campus leading to an ADT degree that readily transfer to a major at CSUB.
    o Offer at least 500 course sections at BCSW in AY21-22.
    o Attain at least 1,000 annual FTES to achieve Center status by 2023-2024.

- **Recover and Increase Weill Institute Course Offerings**

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Weill Institute (credit only)	52	68	59	26	11	46	82

- **AB540**

    o Increased presence at high schools for targeted student outreach and onboarding
    o Dreamer Open House for incoming AB540 freshman students
    o Offer two AB540 STDV courses to keep students engaged and connected with campus
    o Increase the number of students by 15%

- **Pell Awards**

    o Increase the number of FAFSA applicants by 20% in one year
    o Ensure financial aid numbers are accurately reported
    o Increase percentage of BC students receiving a Pell grant to 35% with a stretch goal of 45%.

Supporting data:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Pell headcount	9,367	9,588	10,263	10,996	**12,277**	**14,244**	**16,036**
Overall BC headcount	31,290	33,268	35,900	37,198	35,076	35,635	35,635
Overall BC FTES	15,526	17,034	18,268	18,907	18,702	19,000	19,000
Percentage receiving Pell	30%	29%	29%	30%	**35%**	**40%**	**45%**

- **BOGW/CCPG**
  - Increase the number of CCPG applicants by 20% in one year
  - Ensure financial aid numbers are accurately reported
  - Increase the percentage of BC students receiving a CC **Promise Grant to 60% with a stretch goal of 70%.**

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Promise grant headcount	16,676	19,279	20,113	19,846	**21,046**	**23,164**	**24,945**
Overall BC headcount	31,290	33,268	35,900	37,198	35,076	**35,635**	35,635
Overall BC FTES	15,526	17,034	18,268	18,907	18,702	**19,000**	19,000
Percentage receiving Promise	53%	57%	56%	53%	**60%**	**65%**	**70%**

- **Adult Education Program:** Develop college-wide strategic focus with goal of systematic programming to serve the non-traditional student market:
  - Institutionalization and expansion of adult outreach programs including as:
    - Back To College
    - The Job Spot
  - Outreach to non-traditional (adult) community including:
    - Online options
    - Evening classes
    - Flexible schedules
    - Retraining for job growth
    - Retraining for unemployment markets

- o   Credit for Prior Learning

    - Increase opportunities to apply by 10%

- o   Competency Based Education

    - Establish Task Force

    - Identify one transfer program and one career education program

- o   BC Launchpad Expansion

    - Increase the number of for-credit and noncredit courses in Entrepreneurship at the BC Launchpad (Weill Institute) by 20%.

    - Create a pathway to CDCP noncredit certificates in Entrepreneurship through the BC Launchpad, as well as at rural sites

- **Inmate Education Program**

    - o   Examine options to provide IE at scale

        - Face-to-face: Deliver at least 100 face-to-face sections in AY22 at our five facilities

        - Correspondence: Deliver at least 100 correspondence sections in AY22

        - Jails: Expand delivery of at least 25 sections to local jail facilities, focusing primarily on short-term and noncredit courses.

        - Expand to offering Philosophy ADT

        - Establish Community of Practice to support growth of correspondence education

        - Expand BIA (INDA) pilot to two additional yards

    - o   Review service delivery method to factor COVID safety and expansion

Inmate Scholar	2016-17	2017-18	2018-19	2019-20	2020-21	2021-2022
Headcount	447	847	1230	1322	1330	1350
Enrollment	1015	1984	3435	4146	5727	5800
FTES	107.3	214.0	377.3	438.5	698.79	700

Inmate Scholar Awards	2016-17	2017-18	2018-19	2019-20	2020-21	2021-2022
ADT			17	5	16	20
Associate			17	6	12	10
Certificate			74	21	15	25

- **Expand Summer Bridge**

    o Launch Jump Start

Summer Bridge	Summer 2017	Summer 2018	Summer 2019	Summer 2020	Summer 2021	Summer 2022
Enrollments	892	1284	1799	1656	1973	3500
FTES	13.0	10.2	30.8	25.8	30.6	54

- **Basic Needs Center (BNC)**

    o Cross-training on CalFresh application

    o **CalFresh application completion at 15% during its first year, increase by 5% annually.**

    o Develop supportive services offered at the BNC.

    o Expand and extend the food pantry offerings to BNC participants.

Facilities and Technologies

- **Student technology**

    o Ensure 75% of FY students have received and use a laptop or Chromebook.

    o Examine pedagogical impact that follows, and provide information to faculty.

- Expand **OES and Instructional Resources**

    o Develop systematic college-wide OER Plan.

    o Expand use of OER by faculty and support through added pre-built course shells in Canvas.

    o Increase use of OER by 166% (from 30 sections to 80).

- **Mobile platforms:** Drive implementation of a "Smart App" or mobile technology for student facing online interface.

- Online student services: Institutionalize online service platforms, including:

    o **Student Information Desk (SID)**

    o **Ocelot**

    o **Starfish**

- Collaborate with **District IT** to achieve **enhanced operational efficacy** including:
  - Reporting accuracy (MIS and SCFF Supplemental Data)
  - Integrated, systematic IT resources and systems
    - Enhancing Financial Aid processes to maximize receipt and reporting of:
      - Pell grants
      - Community College Promise Grants (CCPG)
    - AB540 data
    - Admissions
    - Banner processes
    - Automation of manual processes
  - Expand use of Starfish to track student success.
    - Expand number of faculty harnessing Starfish capabilities (e.g., flags, progress survey, notes, educational planning).
    - Systematically use Starfish data for each momentum point and develop campaigns around 15 units per semester, 30 units per year, math and English college level courses in first semester, etc.
- **Student Housing**
  - Finalize plan for a 43-unit housing project on Mt. Vernon and submit to the California Community Colleges Chancellor's Office (CCCCO).
  - Explore additional housing options that leverage CCCCO funding.
- **Measure J** construction projects
  - Ongoing review by ET.
  - Campus participation in project processes.
  - Regular communications and updates to campus.
- **Faculty professional development** (PD) opportunities
  - Increase availability of certified online instructor PD.

Leadership and Engagement

- **ACCJC Reporting –** Prepare for midterm report

- Establish **BC Southwest (BCSW) as a Center**

- Faculty leadership and role in institutional outcomes such as enrollment outcome

- Refocus on Student Centered Funding Formula (see **SCFF Targets** in Executive Summary)

- Health (COVID)

  - Establish 2021-22 COVID Team

    - Organize contact tracing

    - Monitor virus safety status at Exec. Team level

  - Revise COVID protocols

  - Continue campus vaccine education and reporting

- Professional development leading to:

  - **Safety / ICS /** Mandated Reporting

  - AB508 / **Accessibility**

  - Diversity, Equity, and Inclusion (DEI)

- Grants and grant development focus

  - Hire a Director of Grants and Resources Development to organize, support, and lead the pre and post grant award processes

- Expand college capacity and networks to develop and secure funds by leveraging **BC Foundation**

- Support and promote **Alumni Association**

- Support **BC Archives** and secure permanent location

- **Marketing** and **Branding** of **BC –** Review and update