<table>
<thead>
<tr>
<th>Initiative</th>
<th>Measurement</th>
<th>Lead Scorer</th>
<th>Other Scorers</th>
<th>Report</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Establish introductory pathways courses for the majority of the pathways.</td>
<td>Track new course submissions</td>
<td>Meta-Major co-chair of GFT Pathway Leads, Curriculum Co-chairs, Dean of Student Success &amp; Counseling</td>
<td>In-Progress in fall 2019. Allied Health is discussing the development of an introductory pathways course. The effort is being led by Jennifer Johnson, the curriculum faculty co-chair.</td>
<td>In-Progress</td>
<td></td>
</tr>
<tr>
<td>1.2 Implement scheduling software for instructional spaces.</td>
<td>PINfish analytics, Ad Astra, etc.</td>
<td>Dean, Academic Technology</td>
<td>Ad Astra was approved in March. Implementation in process, targeting Jan/Feb 2021 for full use.</td>
<td>In-Progress</td>
<td></td>
</tr>
<tr>
<td>1.3 Increase CTE certificate/degree options by 3 new programs</td>
<td>Program drafted by year 1</td>
<td>CTE Program Director</td>
<td>Curriculum Committee, CTE Committee</td>
<td>We have hired the faculty director to develop the program for Physical Therapy Assistant. Due to COVID-19 we have suspended the hiring of additional faculty until we return to normal schedule. The Process Technology program has been approved. Logistics curriculum is on schedule for Board Approval in June 2020. Will then submit the program for final approval.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>1.4 Increase the number of programs that participate in placement of student interns by 3.</td>
<td>New/Approved internship agreements on file</td>
<td>Program Manager, Student Employment</td>
<td>Current faculty or adjunct, Student Employment, CTE Advisory Committees</td>
<td>We have had the following programs join our internship program with approved curriculum and positive placements; Digital Media, Journalism and Industrial Drawing.</td>
<td>Complete!</td>
</tr>
<tr>
<td>1.5 Increase the number of approved work experience courses by 3 new programs.</td>
<td>Designating the assigned faculty Internship Coordinator New/Approved internship agreements on file</td>
<td>Program Manager, Student Employment</td>
<td>Current faculty or adjunct, Curriculum committee, Student Employment, CTE Advisory Committees</td>
<td>The following courses have been approved for Work Experience: AET 44499 (Jeffrey Huston), JRN 44499 (Ezra Averbeck) and NER 44499 (Darren Wilson).</td>
<td>Complete!</td>
</tr>
<tr>
<td>1.6 Establish at least five full certificate programs in rural communities.</td>
<td>Five full certificate programs would be established. Promotion of programs would be documented, and scheduling would be tracked and reported.</td>
<td>Rural Initiatives Director</td>
<td>Department chairs and deans</td>
<td>Department chairs and deans</td>
<td>In-Progress</td>
</tr>
<tr>
<td>1.7 Increase the number of apprenticeships</td>
<td>Document apprenticeships</td>
<td>CTE Program Director</td>
<td>Student Employment, CTE Advisory Committees</td>
<td>We shifted the focus on increasing the number of mentorships to improving and updating all the curriculum. This requires hiring adjunct apprentice instructors and providing appropriate access to make the corrections.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>1.8 Student success for assessment</td>
<td>Track by participation and user feedback</td>
<td>Dean, Academic Technology</td>
<td>Assessment Committee, Program Review Committee</td>
<td>Assessment Committee, Program Review Committee</td>
<td>Complete!</td>
</tr>
<tr>
<td>2.1 Increase support services for online instruction</td>
<td>Ensure student completion/success on evaluations</td>
<td>Director of Academic Support Services</td>
<td>Director of Instructional Design, Chair/Co-Chair Program Review, Director of Academic Support Services, Dean, Academic Technology</td>
<td>A contract was secured through the Online Education Initiative (OEI) consortium. Bakersfield College is part of the consortium and will benefit from the contractually agreed-upon rates. NetTutor was implemented on August 29, 2018. Information of utilization of this tool to date (November 7, 2019) is as follows: Type Sessions Time (minutes) NetTutor Drop-Out Question 100 573 NetTutor Textbook Tutorial 248 4,013 NetTutor Paper 94 3,682 Totals 440 6,068</td>
<td>Complete!</td>
</tr>
<tr>
<td>2.2 Increase entry-level tech instruction for all students to help them navigate the landscape of tools on campus</td>
<td>Track student participation in offered instructional activities; annual IST student survey</td>
<td>Dean, Academic Technology</td>
<td>IST; Summer Bridge Director, Outreach &amp; School Relations Director</td>
<td>Some work done, additional work needed. Bridge fully online, includes tech instruction and online student tips.</td>
<td>Complete!</td>
</tr>
<tr>
<td>2.3 Expand academic support services for inmate scholars</td>
<td>Number of inmate programs with number of inmate students receiving services</td>
<td>Director of Academic Support Services</td>
<td>Private Program Director</td>
<td>Inmate Scholars Faculty have been utilizing the Writing Center to assist in providing feedback on student papers. Additionally, ENGL 110A courses have been introduced in the program to give students a stronger foundation in writing. In response to the Fall 2019 pilot Bakersfield Industrial Automation Program we plan to hold MATH 875 courses to best prepare the students for the program.</td>
<td>Complete!</td>
</tr>
<tr>
<td>2.4 Establish and expand student support services in rural communities</td>
<td>Report on what services are currently being offered or have been offered at non-traditional centers/campus. Compare to new extended services. Track how many students are being serviced.</td>
<td>Director of Academic Support Services</td>
<td>Rural Initiatives Program Coordinator</td>
<td>The Director of Rural Initiatives has identified rural sites that have an interest in having a Starfish analytics, Ad Astra, etc.</td>
<td>Complete!</td>
</tr>
<tr>
<td>2.5 Establish and expand student support services in satellite sites (e.g. BC Southwest, Well, etc.)</td>
<td>Report on what services are currently being offered or have been offered at non-traditional centers/campus. Compare to new extended services. Track how many students are being serviced.</td>
<td>Director of Academic Support Services</td>
<td>Director of Instruction for BC Southwest</td>
<td>The BC Southwest Tutoring Center opened its doors on the first day of the Fall 2018 semester. To date (November 7, 2018), approximately 545 students were served.</td>
<td>Complete!</td>
</tr>
<tr>
<td>2.6 Process faculty hiring committee appointments in a timely manner</td>
<td>Senate approval: agenda and vote record</td>
<td>Academic Senate President</td>
<td>Senate of Instruction, D.S. Advising Committee</td>
<td>Senate of Instruction, D.S. Advising Committee</td>
<td>We have expanded our offerings to all high schools within the Kern High School District and maintain regular communication with administration to increase the number of sections and variety of course offerings.</td>
</tr>
<tr>
<td>2.7 Double the number of international students in 3 years</td>
<td>Have the number of international F1 visa students doubled? Take the existing number of international students and determine whether or not the number has doubled.</td>
<td>Director International Student Programs</td>
<td>Director of Student Success &amp; Counseling, EMLS</td>
<td>The number of international F1 Visa students has doubled nor does it appear with COVID-19 the increase in fees that we will maintain the current number for the 2020-2021 school year. We currently have 53 active students and 7 pending to start in Fall 2020 with 3 more working on initial documents. And we have 5 students graduating.</td>
<td>Complete!</td>
</tr>
<tr>
<td>2.8 Increase the number of students transferring from the Bakersfield Adult School by 10%</td>
<td>Has the number of transferring students increased by 10%?</td>
<td>Program Manager, Adult Education</td>
<td>Director, Admissions &amp; Records</td>
<td>Initiative in full effect, with 5 years-worth of data to be utilize as baseline for future years. 623 students were serviced by the Adult Education program, resulting in an enrollment of 189 students into BC courses. As of Fall 2019, an additional 431 students have successfully transitioned into post-secondary education via the Adult Ed Program and adult school partnership. 10/25/19</td>
<td>Complete!</td>
</tr>
</tbody>
</table>
2.4 Increase the number of students participating in Summer Bridge by 15%
Track the number of students who register and complete ACV BSS
Title V Director Curriculum Completed. Met the target by August 2018.

2.5 Increase number of first-time students who have a comprehensive education plan by the end of their first term by 10%
Using data from tracking matriculation steps in Banner (SVAMSTD screen) Dean of Student Success & Counseling Director of Student Success & Equity CTE Program Director GPIT Co-Chairs The number of first-time students who have a completed Comprehensive Education Plan by the end of their first term increased 30% from the Spring 2019 term to Spring 2020. This significant increase can be attributed to the annual New Student High School Outreach Program, which is completed through Starfish Degree Planner.

2.6 Increase number of first-time students who have an abbreviated education plan prior to their first term by 15%
Using data from tracking matriculation steps in Banner (SVAMSTD screen) Dean of Student Success & Counseling Director of Student Success & Equity CTE Program Director GPIT Co-Chairs Limited Student Education Plans are no longer completed for students, and therefore are no longer tracked.

2.7 Increase the percentage of transfer-level English completion in the 1st year.
Track completion percentage
GPIT Co-Chairs Institutional Effectiveness Dean, EAC, EOC, Director of Student Success & Equity
• Deans and Data Coaches from all Learning & Career Pathways scheduled to deliver a presentation on this momentum point to College Council and the Guided Pathways Implementation Team each academic year.
• One year trends for 2019 will be available at the conclusion of the spring term.
• Office of Institutional Effectiveness developed and regularly updates a Tableau page which captures this momentum point (Tableau - Transfer-Level English: https://public.tableau.com/profile/amber.hroch#!/v Rhodes/InstitutionalEffectiveness/MomentumPointsGCY/TransferLevelEnglish)

2.8 Increase the percentage of transfer-level Math completion in the 1st year.
Track completion percentage
GPIT Co-Chairs Institutional Effectiveness Dean, EAC, EOC, Director of Student Success & Equity
• Deans and Data Coaches from all Learning & Career Pathways scheduled to deliver a presentation on this momentum point to College Council and the Guided Pathways Implementation Team.
• Office of Institutional Effectiveness developed and regularly updates a Tableau page which captures this momentum point (Tableau - Transfer-Level Math: https://public.tableau.com/profile/amber.hroch#!/v Rhodes/InstitutionalEffectiveness/MomentumPointsGCY/TransferLevelMath)

2.9 Successfully implement the Program Mapper.
1. Completion of Student Exit web data counter Curriculum Co-chairs Curriculum Caching Task Force, Leading from the Middle Group The Pathway Program Mapper has been successfully implemented. Focus now is on scaling up across the system and across other segments (CSU & UC).

2.10 Increase the % of first-time students who attempt 15 units during their 1st semester
Track growth in % reaching moment point
GPIT Co-Chairs Institutional Effectiveness Dean, Director of Student Success & Equity
• Deans and Data Coaches from all Learning & Career Pathways scheduled to deliver a presentation on this momentum point to both College Council and the Guided Pathways Implementation Team each academic year.
• Office of Institutional Effectiveness developed and regularly updates a Tableau page which captures this momentum point (Tableau - 15 Units: https://public.tableau.com/profile/amber.hroch#!/v Rhodes/InstitutionalEffectiveness/MomentumPointsGCY/15UnitsFirstTerm)

2.11 Increase the % of first-time students who attempt 30 units during their 1st year
Track growth in percentage reaching moment point
GPIT Co-Chairs Institutional Effectiveness Dean, Director of Student Success & Equity
• Office of Institutional Effectiveness developed and regularly updates a Tableau page which captures this momentum point (Tableau - 30 Units: https://public.tableau.com/profile/amber.hroch#!/v Rhodes/InstitutionalEffectiveness/MomentumPointsGCY/30UnitsFirstTerm)

2.12 Increase the % of first-time students who take 9 core pathway units in their 1st year
Track growth in percentage reaching moment point
GPIT Co-Chairs Institutional Effectiveness Dean, Director of Student Success & Equity
• All work to increase 15 units/term influences this metric.

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2.13 Increase number of current/returning students who have an approved comprehensive educational plan in their degree audit system (Dawggworks or Starfish) by 15%.

Using data from tracking instruction steps-in-bonus (SWSMSTO screen); reports from degree audit system.

Dean of Student Success & Counseling

Director of Student Success & Equity

CTE Program Director

SPIT Co-Chairs

At the end of the Spring 2019 term, there were a total of 14,696 unduplicated comprehensive education plans. By the end of the fall 2019 term, including winter break, there were a total of 21,525 unduplicated plans. The number of plans increased by 6,829 in Starfish. This represents a 45% increase in the number of current/returning students who have an approved comprehensive education plan in their degree audit system.

Complete!

2.14 Implement a process whereby students are automatically awarded certificates they have earned.

Evaluate Starfish report to review and award.

Director of Enrollment Services

Curriculum CTE

Dean of Student Success and Counseling

Dean of Institutional Effectiveness

Director of Career Education

We have increased the amount of certificates by using the Starfish Completion Report. We have not been able to automate the process but are still working with IT on an automated process.

In-Progress

2.15 Implement a process whereby students are automatically awarded the degrees they have earned.

Evaluate Starfish report to review and award.

Director of Enrollment Services

Curriculum CTE

Dean of Student Success and Counseling

Dean of Institutional Effectiveness

Director of Career Education

We have increased the amount of degrees by using the Starfish Completion Report. We have not been able to automate the process but are still working with IT on an automated process.

In-Progress

2.16 Increase Baccalaureate of Science completions.

Number of awards

Mean for ITT

Instructional Effectiveness Dean

Higher number of baccalaureate have nearly doubled since the program began. Though the number of graduates has remained stable the past few academic years, with the current strategies including Dual Enrollment, Early College, Rural Outreach, and Inmate Scholars Program, the number of graduates will increase even further. Currently, the case management approach to working with students and faculty in completing their educational plans and offering courses during needed semesters at needed times and within needed modality changes has been highly successful.

In-Progress

2.17 Develop MOU with transfer partner, CSUS, to establish agreement for faculty in the two institutions to develop four templates.

Number of cooperative agreements

Director of Transfer Pathways

Curriculum, Articulation

Completed the Finish 4 templates for 28 ADTs with CSLS. Working on other articulation with CSUs and UCs.

Will begin project on UC Transfer Pathways to develop transfer MOUs to UC Merced in STEM in November 2019.

Complete!

2.18 Increase student exposure to top transfer institutions by pathway

Tours planned to top few transfer institutions per pathway. Data on student attendance to trips. Data on transfer rates/locations

Director of Transfer Pathways

SPIT, CME, Counseling

As part of our pathway work that works with faculty and offers groups to have students meet with and explore transfer opportunities at 4-year institutions.

Events and Workshops include: CSLS On-Site Admissions Day (spring), BC Transfer Day (September 10), HBCU Caravan Tour (February 2020), UC STEM Transfer Pathways Workshop (September 2019)

Over 60 colleges and universities were on campus in fall 2019 for Transfer Day. Reciprocated Transfer Day in Delano and hosting transfer events and application workshops for both CSUs and UC application deadlines throughout October and November 2019.

Complete!

**Strategic Direction #3 - Facilities and Technology**

- **2.1.** Implementation of a campus monitoring system to improve energy usage.
  - 100% of buildings are being measured by the monitoring system.
  - Director, M&O
  - Facilities Committee
  - The new system has been implemented on about 70% of existing buildings not touched by Measure J. The remaining buildings will be implemented over the next few years. 100% of new buildings or remodeled buildings will include the system.
  - In-Progress

- **2.2.** Complete construction of a new Veterans Center to specifically support our veteran students on the main campus.
  - Completed building and move-in.
  - Director, M&O
  - Facilities Committee
  - Complete. Veterans team has moved into the building!
  - In-Progress

- **2.3.** Complete construction of a new ASC building in the Campus Center on the main campus.
  - Completed building and move-in.
  - Director, M&O
  - College Council, Facilities Committee
  - Set to open Spring 2020
  - In-Progress

- **2.4.** Re-finish all parking lots on main campus.
  - Completion paperwork in Board Office.
  - Director, M&O
  - Facilities Committee, Director, Public Safety
  - Complete.
  - In-Progress

- **3.6.** Uncover funding partners for strategic initiatives.
  - Documented new sources of funding.
  - Director, M&O
  - Presidents Office
  - A committee has developed procedures and a plan, partners are being identified.
  - In-Progress

- **3.8a.** Develop and document a solid waste plan across all BC sites.
  - Documentation of plan and posted to the Facilities Committee website.
  - Director, M&O
  - Facilities Committee, Outreach Foundation
  - Planning will begin in the Fall of 2020
  - Not Started

- **3.8b.** Implement a solid waste plan across all BC sites.
  - Documentation of plan and posted to the Facilities Committee website.
  - Director, M&O
  - Facilities Committee, Outreach Foundation, Marketing, Events & Scheduling
  - Will implement after the plan is created
  - Not Started

- **3.7a.** Develop and document a recycling plan across all BC sites.
  - Documentation of plan and posted to the Facilities Committee website.
  - Director, M&O
  - Facilities Committee, Outreach Foundation
  - Planning to begin in Fall 2020
  - Not Started

- **3.7b.** Implement a recycling plan across all BC sites.
  - Documentation of plan and posted to the Facilities Committee website.
  - Director, M&O
  - Facilities Committee, Outreach Foundation, Marketing
  - Will implement after a plan is created.
  - Not Started

- **3.8.** Implement charging stations throughout campus to avoid students all over forons.
  - Survey through SGA to students. Survey to faculty and staff.
  - Director, M&O
  - SGA, Facilities, IST, Student Life
  - These are being implemented in the planning of our new or remodeled buildings.
  - In-Progress

**Technology**

- **3.9.** Provide strong wireless access in all outdoor spaces on the main campus.
  - Completed heat map showing wireless coverage in all areas.
  - Director, Information Technology
  - IST
  - Complete.
  - In-Progress

- **3.10.** Install surveillance security cameras across campus that are monitored by public safety.
  - Provide map showing locations of all security cameras.
  - Director, Public Safety
  - Facilities, IST, Public Safety, Student Life
  - Waiting on Measure J project and funding.
  - Not Started

- **3.11.** Develop computer lab standards document that identifies minimum laptop space required in computer labs for student materials.
  - Computer lab standards document posted on IST web site.
  - Director, Information Technology
  - Facilities, IST
  - Still working on this, will be complete in fiscal 2020-2021
  - In-Progress

- **3.12.** Analyze and document usage of the computer labs on all BC sites to determine whether more labs are needed.
  - Documented analysis posted on IST web site.
  - Director, Information Technology
  - IST
  - Not started
  - In-Progress

- **3.13.** Develop an instructional software needs process for determining software installed in instructional computer labs.
  - Track upgrade costs, effectiveness, student success, staff engagement.
  - Director, Information Technology
  - IST, College Council
  - The IST committee brainstormed on some improvements for the process. Some of those improvements are already in place. Additional improvements will roll out in the future but are dependent on other committees.
  - Complete

- **3.14.** Develop and document plan for providing internet access for classes held on non-BC sites.
  - Documentation of plan and posted to IST web site.
  - Director, Information Technology
  - IST
  - Plan for all students and purposes is complete, just need to finish documenting.
  - In-Progress
Implement plan for providing internet access for classes held on non-BC sites.

Documentation of plan and posted to IST web site.

Director, Information Technology

IST

Plan for all intents and purposes is complete, using the plan to implement for all of our various new sites.

In-Progress

Enhance the process for assessing technology, textbooks and add-ons used by the college.

Document the enhanced process and posted on Accessibility Taskforce web site.

Director of ESSS

IST, Accessibility Taskforce

This is still in progress.

In-Progress

### Strategic Direction #4 - Leadership and Engagement

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2</td>
<td>Implement Program Review within Academic Technology Department. Looking for 100% completion rate and feedback from participants.</td>
<td>Same as 4.2</td>
</tr>
<tr>
<td>6.3</td>
<td>Provide oversight of the board policy adoption process.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>6.4</td>
<td>Review and monitor campus standing committees, including review of committee charges on an annual basis.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>6.5</td>
<td>Measure end-user satisfaction with COLLEGE services annually and publish results on AIQ Committee page.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>6.6</td>
<td>Provide oversight of the board policy adoption process.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>6.7</td>
<td>Review and monitor campus standing committees, including review of committee charges on an annual basis.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>6.8</td>
<td>Deploy annual BC specific training (safety, FERPA, etc)</td>
<td>Complete</td>
</tr>
<tr>
<td>6.9</td>
<td>Engage new classified employees by providing BC specific orientation within 1st month of hire.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>6.10</td>
<td>Implement technology based professional development training for faculty. Track faculty participation in PD training. Track use of skills in classroom.</td>
<td>Complete</td>
</tr>
<tr>
<td>6.11</td>
<td>Increase job development services outside main campus. Staff schedule for job development.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>6.12</td>
<td>Improve emergency communications. On-campus emergencies are communicated within 5 minutes.</td>
<td>In-Progress</td>
</tr>
<tr>
<td>6.13</td>
<td>Increase support for online faculty. Trunk/fixes, support troubleshooting issues etc.</td>
<td>Complete</td>
</tr>
<tr>
<td>6.14a</td>
<td>Update professional development plan.</td>
<td>Not Started</td>
</tr>
<tr>
<td>6.14b</td>
<td>Update professional development plan.</td>
<td>Not Started</td>
</tr>
</tbody>
</table>

### 2020 Spring Strategic Directions Report

College Council - April 30, 2020

<table>
<thead>
<tr>
<th>Fall 2019</th>
<th>Spring 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>54</td>
</tr>
<tr>
<td>In-Progress</td>
<td>99</td>
</tr>
<tr>
<td>Not Started</td>
<td>54</td>
</tr>
</tbody>
</table>

**Strategic Directions Report - Spring 2020**