KCCD
KERN COMMUNITY COLLEGE DISTRICT

Bakersfield College
Cerro Coso Community College
Porterville College

2015 – 2018
STRATEGIC PLAN
Message from the Chancellor

Planning is the key to success. In the Kern Community College District, our college counselors at Bakersfield College, Cerro Coso Community College and Porterville College guide students in planning their educational pathways as a way to ensure that students complete their courses in a timely manner. Meanwhile, teams of employees develop integrated planning to review our programs, assess our learning strategies, wisely spend our fiscal resources, manage our facilities, train our employees, and provide instruction that meets the needs of the communities we serve.

That’s why KCCD’s 2015–2018 Strategic Plan is essential to our district of three colleges. The pathway to educational opportunities begins with a plan — a strategic plan to provide quality education and student achievement. The Strategic Plan defines and describes the students we serve, and it demonstrates our focus on student success. The plan presents our vision, values and mission to bring about desired educational and service outcomes. Most importantly, it lays out measureable goals and objectives that tell how we will meet the demands of our students, our community and our state.

As you read this document, you’ll understand our passion to enhance the lives of students and our urgency to meet the needs of our community. The KCCD 2015–2018 Strategic Plan is our roadmap. It offers invested, inclusive, accountable, focused and committed action planning to provide outstanding educational programs and services responsive to our diverse students and communities.

Thank you for taking the time to read this plan and partner with us to carry it out.

Sincerely,

Sandra V. Serrano
Chancellor

KCCD Board of Trustees

Mr. Dennis Beebe
President
Mrs. Kay Meek
Vice President
Mr. Mark Storeh
Clerk
Mr. Romeo Agtalog
Mr. Kyle Carter
Mr. John Corkins
Dr. Richard Wright

Strategic Planning Committee 2014/2015

Abe Ali, Vice Chancellor Human Resources
Kern Community College District

Tom Burke, Chief Financial Officer
Kern Community College District

Michael Campbell, Director Information Technology
Cerro Coso Community College

Zav Dedehboy, Vice President Student Affairs
Bakersfield College

Lisa Fitzgerald, Director Institutional Research & Reporting
Kern Community College District

Val Garcia, Vice President Student Services
Porterville College

Pam Godfrey, Associate Professor, Counselor
Cerro Coso Community College

Bernadette Gutierrez, Office Supervisor
Counseling/Disabled Students Program & Services
Bakersfield College

Tiffany Haynes, Financial Aid Technician
Porterville College

Nan Gomez-Heitzeberg, Executive Vice President Academic Affairs
Bakersfield College

Bill Henry, Vice President Academic Affairs
Porterville College

Steven Holmes, Academic Senate President
Bakersfield College

Betty Inclan, Interim Vice Chancellor Educational Services
Kern Community College District

Corey Marvin, Vice President Academic Affairs
Cerro Coso Community College

John Means, Associate Chancellor, Economic and Workforce Development
Kern Community College District

Cornelio Rodriguez, Interim Associate Dean
Bakersfield College

James Thompson, Associate Professor Communication Studies
Porterville College
The Strategic Planning Process

The KCCD Strategic Plan describes the priorities for the District in a process to ensure the priorities are well thought out, clearly understood, and achievable. The process involves multiple phases, each informing the others. The first phase is a district-wide strategic plan which provides general direction and an overarching framework. It includes district-wide Goals and Objectives. Common measures under each objective are also identified as a means of gauging how the District and the Colleges meet each objective.

A second phase includes college-wide strategic plans which build upon the Goals and Objectives agreed upon in the district-wide plan by providing more specificity including Strategies and Action Plans. Discussion between the college presidents and chancellor will finalize specific college targets.

In the final phase, the Strategies will be brought back to the district-wide plan in order to provide a complete district-wide plan which includes goals, measureable objectives and strategies. This multiple-phase process allows each college to identify strategies and develop action plans based on their unique circumstances and student needs, while still focusing on district-wide goals and objectives.

The first year of this new process (2014-15) will be one of development culminating in a complete district-wide strategic plan including specific district office and college strategies. Year Two (2015-16) will start an annual process of review, evaluation and adjustment.

Each fall, the district-wide strategic planning committee and the college strategic planning committees will review the progress made on the objectives and evaluate how well the strategies and action plans have worked. Adjustments or new strategies will be incorporated as needed in order to continue progress toward the Goals and Objectives. Year four (2018) would reboot the process in order to re-evaluate the Mission, Vision, Values, or Goals.
The Strategic Planning Process

**Districtwide Strategic Plan Process**

**YEAR ONE**
2014/15

**Phase 1 – Fall**
Districtwide Strategic Plan Framework
- Review and Update the Districtwide Mission, Vision, Values, High Level Goals and Key Objectives
- Districtwide Group of College and District Office Representatives

**Phase 2 – Spring**
College/District Strategic Plans
- Colleges update their Mission, Vision, Values
- Colleges/District Create Specific and Measurable Objectives and Strategies with Action Plans and Targets
- College/District Representatives

**Phase 3 – Spring/Summer**
Discussion
- Review College/District Objectives, Strategies, Action Plans and Targets with the intent to Fold College Objectives and Strategies into the Districtwide Plan to add Specificity
- Chancellor, Presidents, Board, etc.

**Phase 4 – Spring/Summer**
Complete Districtwide Strategic Plan

**YEAR TWO, THREE AND FOUR**
2015/16 – 17/18

**Phase 1 – Fall**
Annual Review of College/ District Plans
- Review Outcomes and Reassess Objectives, Strategies, Action Plans, Targets, and Overall Direction
- College/District Representatives

**Phase 2 – Spring**
Discussion
- Review Findings and any need for Direction Changes
- Chancellor, Presidents, Board, etc.

**Phase 3 – Spring/Summer**
Annual Districtwide Strategic Plan Update Report
- Include Data and Narrative about Progress and any Adjustments

**YEAR FOUR**
2018

**Start Process Over – Fall**
Review and Update the Districtwide Mission, Vision, Values, High Level Goals and Key Objectives
- Include Assessment of Annual Updates for Trends and Necessary Adjustments
- Districtwide Group of College and District Office Representatives

**Process and Discussions Informed:**
- Annual Evaluations
  - Board and Chancellor
  - Chancellor and Presidents
  - Chancellor and District Office Personnel
  - Presidents and College Personnel
- Budget Decisions
- Hiring Decisions

**Data Informed Process:**
- Objectives are Measurable
- Objectives include Action Plans
- Consistent Data and Measures are Used
- Annual Districtwide Scorecard or Comprehensive Reporting to Support Process (see proposed model)
Understanding the Community and Students That We Serve

OUR COMMUNITY

Race and Ethnicity

Per the US Census Bureau, the 2013 KCCD service area population was 53.2% Hispanic. The Hispanic population is projected to grow to 57.0% by 2018.

**Bakersfield College Population By Race**
2013 Estimate

- Hispanic 50.6%
- White 32.5%
- Black 5.2%
- Am. Ind 0.6%
- Asian/Pacific 4.3%
- Other 0.2%
- Two or more 1.8%

The 2013 **BC service area** population was 55.5% Hispanic and 32.5% White. By 2018, the Hispanic population is expected to increase to 59.4%, and the overall minority population is projected to be 67.4%.

**Cerro Coso Community College Population By Race**
2013 Estimate

- Hispanic 22.8%
- White 64.2%
- Black 4.3%
- Am. Ind 2.6%
- Asian/Pacific 2.7%
- Other 0.2%
- Two or more 3.5%

The 2013 **CC service area** population was 22.6% Hispanic and 64.2% White. By 2018, the Hispanic population is expected to increase to 25.4%, and the overall minority population is projected to be 39.5%.

**Porterville College Population By Race**
2013 Estimate

- Hispanic 66.8%
- White 26.5%
- Black 0.7%
- Am. Ind 1.3%
- Asian/Pacific 3.4%
- Other 0.1%
- Two or more 1.4%

The 2013 **PC service area** population was 66.6% Hispanic and 26.5% White. By 2018, the Hispanic population is expected to increase to 70.0%, and the overall minority population is projected to be 76.9%.

Source: 2013 ESRI BA Data Set
Understanding the Community and Students That We Serve

**Income and Poverty**

- In the **BC service area**, an estimated 17.9% of families live below the poverty level ($23,550 for a family of four). Female head of household families have a significantly higher rate of poverty (43.2%), than married couple families (13.1%). BC’s service area median household income was slightly over $49,000 in 2013 and is projected to increase 11.6% by 2018.

- In the **CC service area**, an estimated 12.0% of families live below the poverty level ($23,550 for a family of four). Female head of household families have a significantly higher rate of poverty (48.5%), than that of married couple families (8.4%). CC’s service area median household income was slightly lower than $37,500 in 2013 and is projected to increase 11.5% by 2018.

- In the **PC service area**, an estimated 25.9% of families live below the poverty level ($23,550 for a family of four). Female head of household families have a much higher rate of poverty (44.9%), than that of married families (23.3%). PC’s service area median household income was slightly lower than $45,000 in 2013 and is projected to increase 10.1% by 2018.

**Income Below Poverty Level**

*2012 Estimate*

<table>
<thead>
<tr>
<th>Service Area</th>
<th>All Families</th>
<th>Married Couples</th>
<th>Families w/ Female Householder*</th>
</tr>
</thead>
<tbody>
<tr>
<td>KCCD</td>
<td>16.1%</td>
<td>14.4%</td>
<td>43.9%</td>
</tr>
<tr>
<td></td>
<td>22.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BC</td>
<td>17.9%</td>
<td>13.1%</td>
<td>43.2%</td>
</tr>
<tr>
<td></td>
<td>21.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC</td>
<td>12.0%</td>
<td>8.4%</td>
<td>48.5%</td>
</tr>
<tr>
<td></td>
<td>16.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC</td>
<td>25.9%</td>
<td>23.3%</td>
<td>44.9%</td>
</tr>
<tr>
<td></td>
<td>30.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calif.</td>
<td>11.5%</td>
<td>8.9%</td>
<td>28.8%</td>
</tr>
<tr>
<td></td>
<td>15.3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*No husband present

Source: American Community Survey 2008-2012 (5-Yr. Est.)
Understanding the Community and Students That We Serve

Unemployment Status

Unemployment is reported by the California Department of Finance by county. The four major counties within the service area (Kern, Inyo, Mono, and Tulare) have experienced a similar pattern of unemployment over 10 years. Unemployment was typically highest in 2010 and has declined since.

- Unemployment in Kern County has varied from a low of 7.5% in 2006 to a high of 15.9% in 2010. In the latest complete year (2013), it was 11.8%.

- Unemployment in Inyo County has varied from a low of 4.6% in 2006 to a high of 10.1% in 2010. In the latest complete year (2013), it was 8.1%.

- Unemployment in Mono County has varied from a low of 4.4% in 2006 to a high of 10.7% in 2012. In the latest complete year (2013), it was 8.6%.

- Unemployment in Tulare County has varied from a low of 9.2% in 2006 to a high of 17.0% in 2010. In the latest complete year (2013), it was 14.0%.

Unemployment Rate Trend by County

Source: CA Department of Finance

![Graph showing unemployment rate trend by county from 2004 to 2013](image-url)
Understanding the Community and Students That We Serve

OUR STUDENTS

Headcount
The first chart below shows the headcount for each college for Fall 2009 and Fall 2013. In general, the KCCD headcount declined in that time period with Cerro Coso experiencing the largest decrease (27%).

The second chart shows incoming students as a percentage of the total student population for each college for Fall 2009 and Fall 2013. A student is considered incoming if their first term enrolled at KCCD equals the specified fall term or the previous summer term. While incoming students constitute a higher percentage of CC and PC’s student body in 2013 compared to 2009, incoming students constitute a lower percentage of BC’s student body in 2013 compared to 2009.

Race/Ethnicity
The majority of students at BC and PC are Hispanic/Latino. The majority of students at CC are White, with Hispanic/Latino being the second largest population.

All three colleges experienced an increase in the percent of Hispanic/Latino students over the past 5 years and a corresponding decrease in White students. The race and ethnicity of incoming students is similar to that of all students.

Bakersfield College — Population By Race
Fall 2013

Cerro Coso Community College — Population By Race
Fall 2013

Porterville College — Population By Race
Fall 2013
Understanding the Community and Students That We Serve

OUR STUDENTS

Incoming Student Placement

This section details placement information for incoming students who completed assessment testing. The chart below displays the number of areas (English, Math, and Reading) in which a student needed remediation, among incoming students who completed at least one assessment.

Of all Fall 2013 incoming students who completed at least one assessment test:

• 81% of BC’s incoming students needed remediation
• 72% of CC’s incoming students needed remediation
• 91% of PC’s incoming students needed remediation

Number of Areas in Which a Student Needed Remediation
Among Incoming Students Who Completed At Least One Assessment — Fall 2013

Another metric of interest is the percentage of incoming students who did not complete any assessment testing. At BC, the percentage of students not completing assessment has been decreasing over the past five years to only 12% of Fall 2013 incoming students. CC has also experienced a decrease, but with just under half of their incoming students not completing assessment in Fall 2013. PC has experienced a slight increase in the percentage of students not completing assessment over the past five years with just over a quarter of their incoming students not completing assessment.
Our Focus is Student Success

Awards
The table below shows the number of awards earned at each college over five years. Of the three colleges, Cerro Coso has had the largest increase in awards (65%), which is mostly from Certificates of Achievement.

<table>
<thead>
<tr>
<th>Awards</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bakersfield College</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AA/AS</td>
<td>1,039</td>
<td>977</td>
<td>941</td>
<td>889</td>
<td>778</td>
<td>-25%</td>
</tr>
<tr>
<td>AA-T/AS-T</td>
<td></td>
<td>4</td>
<td>31</td>
<td></td>
<td></td>
<td>--</td>
</tr>
<tr>
<td>Certificates of Achievement</td>
<td>233</td>
<td>250</td>
<td>169</td>
<td>226</td>
<td>283</td>
<td>21%</td>
</tr>
<tr>
<td>Job Skills Certificates</td>
<td>551</td>
<td>485</td>
<td>529</td>
<td>671</td>
<td>736</td>
<td>34%</td>
</tr>
<tr>
<td><strong>Total Awards</strong></td>
<td>1,823</td>
<td>1,712</td>
<td>1,639</td>
<td>1,790</td>
<td>1,828</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Cerro Coso Community College</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AA/AS</td>
<td>202</td>
<td>223</td>
<td>303</td>
<td>222</td>
<td>258</td>
<td>28%</td>
</tr>
<tr>
<td>AA-T/AS-T</td>
<td></td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>--</td>
</tr>
<tr>
<td>Certificates of Achievement</td>
<td>38</td>
<td>27</td>
<td>39</td>
<td>60</td>
<td>111</td>
<td>192%</td>
</tr>
<tr>
<td>Job Skills Certificates</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>25</td>
<td></td>
<td>--</td>
</tr>
<tr>
<td><strong>Total Awards</strong></td>
<td>240</td>
<td>250</td>
<td>346</td>
<td>286</td>
<td>397</td>
<td>65%</td>
</tr>
<tr>
<td><strong>Porterville College</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AA/AS</td>
<td>252</td>
<td>245</td>
<td>179</td>
<td>330</td>
<td>271</td>
<td>8%</td>
</tr>
<tr>
<td>AA-T/AS-T</td>
<td></td>
<td>2</td>
<td>9</td>
<td></td>
<td></td>
<td>--</td>
</tr>
<tr>
<td>Certificates of Achievement</td>
<td>142</td>
<td>146</td>
<td>128</td>
<td>111</td>
<td>113</td>
<td>-20%</td>
</tr>
<tr>
<td>Job Skills Certificates</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>--</td>
</tr>
<tr>
<td><strong>Total Awards</strong></td>
<td>395</td>
<td>391</td>
<td>307</td>
<td>443</td>
<td>393</td>
<td>-1%</td>
</tr>
</tbody>
</table>
Our Focus is Student Success

Transfers
The following table shows the number of transfers at each college over five years.

After a spike in 2010-11, all three colleges have experienced a decline in transfers. A similar trend exists at the statewide level as well.

<table>
<thead>
<tr>
<th>Transfers</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>5-year % change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakersfield College</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSU</td>
<td>750</td>
<td>746</td>
<td>762</td>
<td>783</td>
<td>628</td>
<td></td>
</tr>
<tr>
<td>UC</td>
<td>55</td>
<td>48</td>
<td>65</td>
<td>48</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>In-State Private</td>
<td>250</td>
<td>261</td>
<td>234</td>
<td>214</td>
<td>164</td>
<td></td>
</tr>
<tr>
<td>Out-of-State</td>
<td>111</td>
<td>125</td>
<td>137</td>
<td>143</td>
<td>159</td>
<td></td>
</tr>
<tr>
<td>Total Transfers</td>
<td>1,166</td>
<td>1,180</td>
<td>1,198</td>
<td>1,188</td>
<td>1,010</td>
<td>-13%</td>
</tr>
</tbody>
</table>

| Cerro Coso Community College |         |         |         |         |         |                 |
| CSU             | 61      | 44      | 57      | 63      | 55      |                 |
| UC              | 15      | 8       | 13      | 14      | 17      |                 |
| In-State Private| 60      | 68      | 51      | 43      | 22      |                 |
| Out-of-State    | 118     | 114     | 142     | 108     | 79      |                 |
| Total Transfers | 254     | 234     | 263     | 228     | 173     | -32%            |

| Porterville College |         |         |         |         |         |                 |
| CSU              | 105     | 87      | 131     | 110     | 108     |                 |
| UC               | 3       | 7       | 11      | 16      | 13      |                 |
| In-State Private | 45      | 70      | 51      | 58      | 52      |                 |
| Out-of-State     | 28      | 37      | 44      | 34      | 34      |                 |
| Total Transfers  | 181     | 201     | 237     | 218     | 207     | 14%             |

Source: CSU and UC transfer numbers are from the CSU and UC system offices, while ISP and DDS numbers are from the CCCCD Datamart.

Looking at the most recent transfer year, the majority of BC's transfer students attended a CSU. PC has a similar dynamic: however, a quarter of their transfer students attended an in-state private college. Almost half of CC's transfer students attended college located out-of-state.

2013-13 Transfers by Segment

<table>
<thead>
<tr>
<th></th>
<th>CSU</th>
<th>UC</th>
<th>In-State Private</th>
<th>Out-of-State</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC</td>
<td>62%</td>
<td>6%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>CC</td>
<td>32%</td>
<td>10%</td>
<td>13%</td>
<td>45%</td>
</tr>
<tr>
<td>PC</td>
<td>52%</td>
<td>6%</td>
<td>25%</td>
<td>17%</td>
</tr>
</tbody>
</table>
Our Focus is Student Success

Student Success Scorecard Results

This section includes the most recent Student Success Scorecard results as reported by the California Community College Chancellor’s Office. This information is updated annually as part of the state’s Accountability Reporting for Community Colleges (ARCC). There are five measures - Completion, Persistence, 30 Unit Attainment, Progress through Remediation, and Career Technical Education Completion. Each measure defines a cohort of students who are tracked for a specific amount of time (generally six years) to determine whether they succeed in the metric. The tables in this section have results for the last five cohorts in each measure.

Bakersfield College

BC results have generally declined in the five-year time period. The only positive trend was for the Remedial Math rate which increased from 20.2% in 2003-04 to 21.4% in 2007-08. Although there was a slight variation between cohort years, the trend for the Remedial English rate remained the same during the five-year period. All other rates declined in the five-year time period.

When compared to statewide rates, BC results tend to be lower. There were a few exceptions where BC student results were above the statewide rate such as Persistence (both the Overall and Unprepared Students), 30 Unit Attainment (Prepared Students), and Remedial ESL. The metrics with the lowest results compared to statewide were Completion, Remedial English and Math, and Career Technical Education. When compared to the highest score in the Peer Group (which is only reported for the Overall Completion rate), BC’s results were lower - 39.9% compared to 50.5%.

<table>
<thead>
<tr>
<th>Bakersfield College</th>
<th>Trend for the Most Recent Five Cohorts</th>
<th>2007/08 Comparisons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Success Scorecard Metrics</td>
<td>2003-04</td>
<td>2004-05</td>
</tr>
<tr>
<td>Cohort Size</td>
<td>2,317</td>
<td>2,340</td>
</tr>
<tr>
<td>Completion</td>
<td>43.6%</td>
<td>44.7%</td>
</tr>
<tr>
<td></td>
<td>Prepared (avg 6% of cohort)</td>
<td>70.2%</td>
</tr>
<tr>
<td></td>
<td>Unprepared (avg 84% of cohort)</td>
<td>38.8%</td>
</tr>
<tr>
<td>Cohort Size</td>
<td>2,327</td>
<td>2,540</td>
</tr>
<tr>
<td>Persistence</td>
<td>75.1%</td>
<td>75.2%</td>
</tr>
<tr>
<td></td>
<td>Prepared (avg 6% of cohort)</td>
<td>75.2%</td>
</tr>
<tr>
<td></td>
<td>Unprepared (avg 84% of cohort)</td>
<td>75.0%</td>
</tr>
<tr>
<td>Cohort Size</td>
<td>2,327</td>
<td>2,540</td>
</tr>
<tr>
<td>30 Units</td>
<td>65.4%</td>
<td>65.1%</td>
</tr>
<tr>
<td></td>
<td>Prepared (avg 6% of cohort)</td>
<td>75.1%</td>
</tr>
<tr>
<td></td>
<td>Unprepared (avg 84% of cohort)</td>
<td>63.6%</td>
</tr>
<tr>
<td>Cohort Size</td>
<td>2,417</td>
<td>2,348</td>
</tr>
<tr>
<td>Remedial English</td>
<td>Outcome Success Rate</td>
<td>30.5%</td>
</tr>
<tr>
<td>Cohort Size</td>
<td>1,830</td>
<td>1,711</td>
</tr>
<tr>
<td>Remedial Math</td>
<td>Outcome Success Rate</td>
<td>20.2%</td>
</tr>
<tr>
<td>Cohort Size</td>
<td>314</td>
<td>358</td>
</tr>
<tr>
<td>Remedial ESL</td>
<td>Outcome Success Rate</td>
<td>34.4%</td>
</tr>
<tr>
<td>Cohort Size</td>
<td>1,248</td>
<td>1,227</td>
</tr>
</tbody>
</table>

* A Peer Group Comparison is only available for the Overall Completion metric. This peer group is comprised of 19 colleges (avg score = 41.9%).
Our Focus is Student Success

Cerro Coso Community College

Results within the five-year trend at CC are generally positive. The only measure with a downward trend was Career Technical Education - which declined by 9 percentage points during the time period. Measures with the highest increases were Completion (both Overall and Prepared Students), 30 Units Attained (both Overall and Unprepared Students), and Remedial Math.

When compared to statewide rates, CC results tend to be lower. An exception was Completion where rates for both the Overall and Prepared Students were above the statewide rate. The metrics with the lowest results compared to statewide were 30 Unit Attainment, Remedial English and Math, and Career Technical Education. When compared to the highest score in the Peer Group (which is only reported for the Overall Completion rate), CC's results were lower - 49.8% compared to 58.6%.

<table>
<thead>
<tr>
<th>Cerro Coso Community College Student Success Scorecard Metrics</th>
<th>Trend for the Most Recent Five Cohorts</th>
<th>2007/08 Comparisons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Outcome Success Rate</td>
<td>45.2%</td>
<td>45.2%</td>
</tr>
<tr>
<td>Prepared (avg 95% of cohort)</td>
<td>75.4%</td>
<td>77.3%</td>
</tr>
<tr>
<td>Unprepared (avg 75% of cohort)</td>
<td>35.4%</td>
<td>38.5%</td>
</tr>
<tr>
<td>Persistence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Outcome Success Rate</td>
<td>61.6%</td>
<td>59.5%</td>
</tr>
<tr>
<td>Prepared (avg 95% of cohort)</td>
<td>65.4%</td>
<td>63.8%</td>
</tr>
<tr>
<td>Unprepared (avg 75% of cohort)</td>
<td>60.4%</td>
<td>58.3%</td>
</tr>
<tr>
<td>30 Units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Outcome Success Rate</td>
<td>50.4%</td>
<td>52.3%</td>
</tr>
<tr>
<td>Prepared (avg 95% of cohort)</td>
<td>44.6%</td>
<td>45.5%</td>
</tr>
<tr>
<td>Unprepared (avg 75% of cohort)</td>
<td>52.2%</td>
<td>54.2%</td>
</tr>
<tr>
<td>Remedial English</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OutcomeSuccess Rate</td>
<td>24.2%</td>
<td>24.5%</td>
</tr>
<tr>
<td>Remedial Math</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OutcomeSuccess Rate</td>
<td>23.7%</td>
<td>23.3%</td>
</tr>
<tr>
<td>Remedial ESL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OutcomeSuccess Rate</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Career Technical Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OutcomeSuccess Rate</td>
<td>48.5%</td>
<td>44.8%</td>
</tr>
</tbody>
</table>

1 A Peer Group Comparison is only available for the Overall Completion metric. This peer group is comprised of 15 colleges (avg score - 48.6%).
Our Focus is Student Success

Porterville College

Results within the five-year trend at PC are generally positive. The only downward trends were for prepared students attaining 30 Units and for Remedial ESL (note the small cohort size). Measures with the highest increases were Completion (Overall), Remedial English, and Remedial Math.

When compared to statewide rates, many PC results were higher. For example, all three rates for Persistence were higher than statewide rates. All three rates for 30 Unit Attainment were also above statewide but by a closer margin. While Remedial ESL was one of the rates that declined in the five-year trend, the 2007-08 rate was still over the statewide rate. Results in the Career Technical Education measure were also above the statewide rate. The metrics with the lowest results compared to statewide were Remedial English and Remedial Math. When compared to the highest score in the Peer Group (which is only reported for the Overall Completion rate), PC’s results were lower - 45.2% compared to 50.5%.

<table>
<thead>
<tr>
<th>Porterville College</th>
<th>Trend for the Most Recent Five Cohorts</th>
<th>2007-08 Comparisons</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Completion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohort Size</td>
<td>522</td>
<td>501</td>
</tr>
<tr>
<td>Overall Outcome Success Rate</td>
<td>35.7%</td>
<td>41.9%</td>
</tr>
<tr>
<td>Prepared (avg 11% of cohort)</td>
<td>80.0%</td>
<td>66.7%</td>
</tr>
<tr>
<td>Unprepared (avg 89% of cohort)</td>
<td>36.8%</td>
<td>39.5%</td>
</tr>
<tr>
<td><strong>Persistence</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohort Size</td>
<td>522</td>
<td>501</td>
</tr>
<tr>
<td>Overall Outcome Success Rate</td>
<td>71.0%</td>
<td>72.1%</td>
</tr>
<tr>
<td>Prepared (avg 11% of cohort)</td>
<td>80.0%</td>
<td>73.3%</td>
</tr>
<tr>
<td>Unprepared (avg 89% of cohort)</td>
<td>71.0%</td>
<td>71.5%</td>
</tr>
<tr>
<td><strong>30 Units</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohort Size</td>
<td>522</td>
<td>501</td>
</tr>
<tr>
<td>Overall Outcome Success Rate</td>
<td>64.4%</td>
<td>61.1%</td>
</tr>
<tr>
<td>Prepared (avg 11% of cohort)</td>
<td>82.9%</td>
<td>82.2%</td>
</tr>
<tr>
<td>Unprepared (avg 89% of cohort)</td>
<td>63.0%</td>
<td>61.0%</td>
</tr>
<tr>
<td><strong>Remedial English</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohort Size</td>
<td>805</td>
<td>794</td>
</tr>
<tr>
<td>Outcome Success Rate</td>
<td>27.8%</td>
<td>28.6%</td>
</tr>
<tr>
<td><strong>Remedial Math</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohort Size</td>
<td>673</td>
<td>591</td>
</tr>
<tr>
<td>Outcome Success Rate</td>
<td>11.9%</td>
<td>15.8%</td>
</tr>
<tr>
<td><strong>Remedial ESL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohort Size</td>
<td>60</td>
<td>69</td>
</tr>
<tr>
<td>Outcome Success Rate</td>
<td>36.7%</td>
<td>44.9%</td>
</tr>
<tr>
<td><strong>Career Technical Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohort Size</td>
<td>388</td>
<td>382</td>
</tr>
<tr>
<td>Outcome Success Rate</td>
<td>57.7%</td>
<td>61.8%</td>
</tr>
</tbody>
</table>

1 A Peer Group Comparison is only available for the Overall Completion metric. This peer group is comprised of 10 colleges (avg score - 41.9%).
KCCD Guiding Principles

Vision
Our Vision is that the Kern Community College District is recognized as an exemplary educational leader, partnering with our communities to develop potential and create opportunities. Successful students will strengthen their communities and, along with the faculty and staff, become life-long learners.

Values
Invested We are invested in our students by assisting them to achieve informed educational goals.
Inclusive We foster an inclusive learning environment that celebrates the diversity of people, ideas and learning styles.
Accountable We promote a climate of trust and accountability through the open sharing of ideas and information.
Focused We are focused to strive for and meet the highest standards of performance in everything we do.
Committed We are committed to recruiting and retaining the best employees.

Mission
The mission of the Kern Community College District is to provide outstanding educational programs and services that are responsive to our diverse students and communities.

To accomplish this mission, we will:
• Provide academic instruction to promote fulfillment of four-year college transfer requirements and encourage degree and/or certificate acquisition in our surrounding communities.
• Provide workforce skills training through Career and Technical Education programs.
• Provide basic skills education and student services programs to enable students to become successful learners.
• Establish partnerships with businesses and governmental entities as well as other educational institutions to advance economic development.
• Improve the quality of life of our students and communities through broad-based general education courses.
• Prepare students with the skills to function effectively in the global economy of the 21st century.
• Anticipate and prepare to meet challenges by continually assessing and prioritizing programs, services, and community needs.
Strategic Goals and Objectives

Strategic Goal #1: Maximize Student Success

- **Increase Completion**
  *Common Measures:*
  - Annual number of transfers
  - Annual transfer rate
  - Annual number of degrees and certificates
  - Annual course success and retention
  - Student Success Scorecard Completion Rate

- **Improve Milestone Achievements**
  *Common Measures:*
  - Percentage of students completing all matriculation components
  - Student Success Scorecard 30-Unit rate
  - Student Success Scorecard Persistence rate
  - Student Success Scorecard Remedial English Progress Rate
  - Student Success Scorecard Remedial Math Progress Rate

- **Increase Student Engagement**
  *Common Measures:*
  - CCSSE key findings for:
    - Active and Collaborative Learning
    - Student Effort
    - Academic Challenge
    - Student-Faculty Interaction
    - Support for Learners
Strategic Goals and Objectives

Strategic Goal #2: Advance Student Equity Measures

- Close Achievement Gaps
  
  Common Measures:
  - Equity plan data which disaggregates success metrics by demographic

Strategic Goal #3: Ensure Student Access

- Optimize Student Enrollment
  
  Common Measures:
  - Annual FTES
  - Annual productivity
  - Waitlisted enrollments on first day
  - Number of concurrent enrollments

- Be the Higher Education Option of First Choice
  
  Common Measures:
  - Enrollment yield from feeder high schools
  - Adult Participation rate (disaggregated)
Strategic Goals and Objectives

■ Strategic Goal #4: Enhance Community Connections

■ Provide Workforce and Economic Development Programs that Respond to Local Industry

Common Measures:
- Annual number of CTE degrees and certificates
- Annual number of contract education hours
- Student Success Scorecard CTE Completion rate

■ Reflect the Communities We Serve

Common Measures:
- Percentage of employees who attend community meetings
- Degree to which employee diversity reflects the service area population
- Degree to which employee diversity reflects the student population
- Degree to which there is diversity in the employment applicant pool
Strategic Goals and Objectives

Strategic Goal #5: **Strengthen Organizational Effectiveness**

- **Provide Effective Professional Development**
  *Common Measures:*
  - Percentage of employees who feel they have adequate training
  - Percentage of employees who feel there are opportunities to learn and grow
  - Percentage of employees who feel encouraged and supported
  - Number of internal candidates hired in new positions

- **Meet and Exceed Internal and External Standards and Requirements**
  *Common Measures:*
  - Percentage of ACCJC institutional set standards met and ACCJC standards, policies, and eligibility requirements met
  - Percentage of student learning outcomes at the course level with ongoing assessment
  - Percentage of program learning outcomes with ongoing assessment
  - Percentage of institutional learning outcomes with ongoing assessment
  - Percentage of student services and learning support program learning outcomes with ongoing assessment
  - Percentage of academic expenditures in the numerator
  - Full-time to part-time faculty ratio
  - Percentage of reserves

- **Increase Trust and Create a Collaborative Culture**
  *Common Measures:*
  - Percentage of employees who report trust between the colleges and the district office
  - Percentage of employees reporting trust between employee groups
  - Percentage of employees who feel there is a satisfactory level of communication

- **Improve Facilities and Maintenance**
  *Common Measures:*
  - Percentage of employees who feel the facilities are adequately maintained
  - Number of work orders submitted for building maintenance, custodial and grounds and the percentage completed
  - Number of safety and security incidents reported
  - Percentage of employees who feel safe at their location