### 2020 Spring Strategic Directions Report

**College Council - April 30, 2020**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Lead Scorer</th>
<th>Other Scorers</th>
<th>Report</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Curriculum</strong></td>
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<tr>
<td>1.1 Establish introductory pathways courses for the majority of the pathways.</td>
<td>Track new course submission</td>
<td>Track new course submission</td>
<td>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>
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<tr>
<td>1.2 Implement scheduling software for instructional spaces.</td>
<td>New/Ad Astra, etc.</td>
<td></td>
<td>Dean, Academic Technology</td>
<td>Ad Astra was approved in March. Implementation in process, targeting Jan/Feb 2021 for full use.</td>
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<tr>
<td>1.3 Increase student certificate/degree options by 3 new programs.</td>
<td>Program drafted by year 1</td>
<td>Program drafted by year 1</td>
<td>CTE Program Director, Curriculum Committee, CTE Advisory Committees</td>
<td>We have hired the faculty director to develop the program for Physical Therapy Assistant. Due to COVID19 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. We will submit the program for final approval.</td>
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<td>1.4 Increase the number of programs that participate in placement of student interns by 3.</td>
<td>New/Ad Astra, etc.</td>
<td></td>
<td>Program Manager, Student Employment</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>
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<td>1.5 Increase the number of approved work experience courses by 3 new programs.</td>
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<td>Program Manager, Student Employment, CTE Advisory Committees</td>
<td>The following courses have been approved for Work Experience: ART 497W (Jeffrey Huston), IJRN 490W (Erich Auerbach) and INDR 490W (Darrin Wilks).</td>
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<tr>
<td>1.6 Establish at least five full certificate programs in rural communities.</td>
<td>New/Ad Astra, etc.</td>
<td></td>
<td>Rural Initiatives Director, Department chairs and deans</td>
<td>Team of Rural Initiatives managers, educational advisors, counselors have identified programs: Delano-11 certificates, Arvin-7 certificates, Wasco-8 certificates, Job Spots-7 certificates, McFarland-3 certificates, Shafter-2 certificates. Programs were identified based on programs and courses already offered at those sites. Presentation of programs was made to ECDC Fall 2019. Program offerings require some fine tuning. Projection of programs to begin Summer 2020.</td>
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<td>1.7 Increase the number of apprenticeships for 3 new programs.</td>
<td>Document apprenticeships</td>
<td>Document apprenticeships</td>
<td>CTE Program Director, Student Employment, CTE Advisory Committees</td>
<td>We shifted the focus on increasing the number of apprenticeships to improving and updating all the curriculum. This requires hiring adjunct apprentice instructors and providing appropriate access to make the corrections.</td>
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<td>1.8 Internet eLearning for assessment</td>
<td>Track by participation and user feedback</td>
<td></td>
<td>Dean, Academic Technology</td>
<td>Complete!</td>
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<tr>
<td><strong>Support</strong></td>
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<tr>
<td>1.9 Increase support services for online instruction</td>
<td>Erase student completion/success on evaluations</td>
<td>VP Instruction, IST, AQ, Curriculum, 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, 2018) is as follows:</td>
<td>Complete!</td>
</tr>
<tr>
<td>1.10 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>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>
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<td>1.11 Expand academic support services for remote scholars</td>
<td>Number of pupils with program, number of inmates receiving services</td>
<td>Director of Academic Support Services</td>
<td>Instructor Program Director</td>
<td>Instructor Schools Faculty have been utilizing the Writing Center to assist in providing feedback on student papers. Additionally, ENGL 1BA1 courses have been introduced in the program to give students a stronger foundation in writing. In response to the Fall 2019-Piloted Baccalaureate Industrial Automation Program we plan to hold MATH-87 courses to best prepare the students for the program.</td>
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<td>1.12 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 served.</td>
<td>Director of Academic Support Services</td>
<td>Rural Initiatives Program Director</td>
<td>The Director of Rural Initiatives has identified rural sites that have an anticipated growth in student enrollment. Starting in FY15, Writing Consultants will be assigned a rural site that they will visit once a month to provide writing support.</td>
</tr>
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<td>1.13 Establish and expand student support services in satellite sites. (i.e. BC Southwest, West, 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 served.</td>
<td>Director of Academic Support Services</td>
<td>Dean 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 541 students were served.</td>
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<td>1.14 Process faculty hiring committee appointments in a timely manner</td>
<td>Senate approval: agenda and vote record; Title 5 &amp; SP Section 6; 10-Faculty roles &amp; involvement in accreditation processes, including self-study &amp; annual reports</td>
<td>Academic Senate President</td>
<td>For FY2019-20 five [5] faculty hiring committees have been timely approved. Bi-monthly the Academic Senate approves faculty members to hiring committees. An active hiring committee list is housed within the Academic Senate office</td>
<td>In-Progress</td>
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### Direction #2 - Student Progression and Completion

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<tr>
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<tbody>
<tr>
<td>2.1 Expand dual enrollment in additional HSD schools</td>
<td>Program Review, Annual Report</td>
<td>Dual Enrollment Program Manager</td>
<td>Dean of Instruction, O.D.E. 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>
<td>Complete!</td>
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<tr>
<td>2.2 Double the number of international students in 3 years</td>
<td>How many of international F1 visa students doubled? Take the existing number of international students and determine whether or not the number has doubled.</td>
<td>Academic Senate President</td>
<td></td>
<td>The number of International F-1 Visa students has not doubled nor does it appear with COVID-19 the increase in fees that 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 5 more working on initial documents. And we have 5 students graduating.</td>
<td>In-Progress</td>
</tr>
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</table>
2.3 Increase the number of students transferring from the Bakersfield Adult School by 10%  Increase the percentage of transfer-level Math completion in the 1st year. Track completion percentage using data from tracking matriculation steps in Banner (DIVAMSTD-screen). Dean of Student Success & Counseling Director of Student Success & Equity CTS Program Director GPIT Co-Chairs success in fall 2018, with 3 years worth of data to be utilized as baseline for future years. 643 students were serviced by the Adult Education Program, resulting in an enrollment of 190 students into BC courses. As of Fall 2019, an additional 633 students have successfully transitioned into post-secondary education via the Adult Ed Program and adult school partnership. *633 students were serviced by the Adult Education program, resulting in an enrollment of 190 students into BC courses. *As of Fall 2019, an additional 631 students have successfully transitioned into post-secondary education via the Adult Ed Program and adult school partnership. - 10/25/19 In-Progress Complete!
2.11 Increase the % of first time students who attempt 30 units during their 1st year
Track growth in percentage reaching momentum point.
GPT Co-Chairs Instructional 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.brockie/v/demos/GuidePathways MomentumFurduiaCYF350InfraResource/)
• All work to increase 15 units/form influences this metric.
• One year trends for 2019 will be available at the end of the spring term.
However, there has been positive movement on this momentum point in the past year.
From Fall 2017 to Fall 2018 by Learning & Career pathway:
Agriculture, Nutrition & Culinary Arts: from 8.9% to 9.5% (+7 students)
Arts, Humanities & Communication: from 16.6% to 11.4% (9 students)
Business: from 13.6% to 12.1% (-2 students)
Education: from 10.4% to 9.9% (-5 students)
Health Sciences: from 12.3% to 10% (-12 students)
Industrial Technology & Transportation: from 5.9% to 6.2% (+4 students)
Personal & Career Exploration: from 4.9% to 2.1% (-14 students)
Public Safety: from 16.3% to 11.3% (-9 students)
Social & Behavioral Sciences: from 16.2% to 11% (-22 students)
STEM: from 18.2% to 17% (-12 students)
STEM made the most significant progress in volume of students with 25 more students attempting 30 units in the first year over the last.
However, Agriculture, Culinary Arts & Nutrition made the most significant progress in
2.12 Increase the % of first time students who take 9 core pathway units in their 1st year
Track growth in percentage reaching momentum point.
GPT Co-Chairs Instructional Effectiveness Dean, Director of Student Success & Equity
• All work to increase 15 units/form influences this metric.
2.13 Increase number of current/returning students who have an approved comprehensive educational plan in their degree audit system (Degreeworks or Starfish) by 12%
Use data from tracking instruction steps in banner (SVAMSTO screen); reports from degree audit system
Dean of Student Success & Counseling Director of Student Success & Equity CTD Program Director GPT Co-Chairs
At the end of the Spring 2019 term, there were 14,836 unduplicated comprehensive education plans.
By Fall 2019 term, including winter break, there were 21,525 unduplicated plans.
The number of plans increased by 6,689 in Starfish. This represents a 45% increase in the number of current/returning students who have an approved comprehensive educational plan in their degree audit system.

Student Completion

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 CTD 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 CTD 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 Dean for ITT Instructional Effectiveness
Total number of baccalaureates has nearly doubled since the program began.
Though the number of graduates has remained stable the past two 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 semester at needed times and within needed modality changes has been highly successful.
In-Progress
2.17 Develop MOUs with transfer partners, CSU, to establish agreement for faculty at the two institutions to develop four comprehensive educational plans templates.
Number of corporate pathway agreements with CSUI Director of Transfer Pathways Curriculum, Articulation
Completed the finish in 4 templates for 28 ADTs with CSUB. Working on other articulation with CSUs and UCs.
We 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
Trips planned to top two transfer institutions per pathway. Data on student attendance to trips. Data on transfer rates/locations
Director Transfer Pathways GPT, AAC, Counseling
As part of our pathways we will work with faculty and affinity groups to have students meet with and explore transfer opportunities at 8-year institutions.
Events and Workshops include: CSUB On-Site Admissions Day (spring), BC Transfer Day (September 2019), HBCU Caravan Tour (February 2020), UC STEM Transfer Pathways Workshops (September 2019)
Over 60 colleges and universities were on campus in fall 2019 for Transfer day 2020. Replicated Transfer Day in balance and hosting transfer events and application workshops for both CSU and UC application deadlines throughout October and November 2019.
Complete!

Strategic Direction #3 - Facilities and Technology

Facilities

3.1 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 75% of existing buildings not touched by Measure 1. The remaining buildings will be implemented over the next few years. 100% of new buildings or remodeled buildings will include the system.
In-Progress
3.2 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!
Complete!
3.3 Complete construction of a new ABC 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 2021
Complete!
3.4 Re-finish all parking lots on main campus.
Completion paperwork in Board Docs.
Director, M&O Facilities Committee, Director, Public Safety
Complete.
Complete!
3.5 Oversee funding partners for infrastructure development.
Documented new sources of funding.
Director, M&O Foundation, Presidents Office
A committee has developed procedures and a plan, partners are being identified
In-Progress
Not Started
3.6a Implement a solid waste plan across all BC sites.
Documentation of plan and posted to the Facilities Committee web site.
Director, M&O Facilities Committee, Outreach, Foundation
Planning will begin in the Fall of 2020
NOT STARTED
3.6b Implement a solid waste plan across all BC sites.
Documentation of plan and posted to the Facilities Committee web site.
Director, M&O Facilities Committee, Outreach, Foundation
Planning will begin in Fall 2020
NOT STARTED
3.7a Develop and document a recycling plan across all BC sites.
Documentation of plan and posted to the Facilities Committee web site.
Director, M&O Facilities Committee, Outreach, Foundation
Planning to begin in Fall 2020
NOT STARTED
3.7b Development of strategic directions report.
<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>Leadership</th>
<th>Engagement</th>
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<tbody>
<tr>
<td><strong>Strategic Direction #4 - Leadership and Engagement</strong></td>
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<td>4.1 Develop an online faculty 105 &quot;course&quot; by May, 2019.</td>
<td>Professor, Academic Technology Staff</td>
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<td>4.2 Implement Program Review within 10 semesters.</td>
<td>Co-chairs of Program Review Committee, A&amp;Q</td>
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<td>4.3 Implement Strategic Planning component in classrooms.</td>
<td>Curriculum Council</td>
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<td>4.4 Provide oversight of the board policy adoption process</td>
<td>Academic Senate President</td>
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<td>4.5 Review and monitor campus standing committees, including review of review of campus standing committee changes on an annual basis.</td>
<td>Academic Senate President</td>
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<tr>
<td><strong>Engagement</strong></td>
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<tr>
<td>6.6 Measure end-user satisfaction with COLLEGE services annually and publish results on A&amp;Q Committee page.</td>
<td>A&amp;Q Committee co-chairs</td>
<td></td>
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<tr>
<td>6.7 Measure end-user satisfaction with DISTRICT services annually and publish results on A&amp;Q Committee page.</td>
<td>A&amp;Q Committee co-chairs</td>
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<td>6.8 Provide annual required BC specific training (safety, FERPA, etc)</td>
<td>HR to track</td>
<td></td>
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<tr>
<td>6.9 Engage new classified employees by providing BC specific orientation within 1st month of hire</td>
<td>HR to track</td>
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<td>6.10 Implement technology based professional development training for faculty</td>
<td>Student Life</td>
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<td>6.11 Increase job development services outside main campus</td>
<td>Program Manager, Job Placement</td>
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<td>6.12 Improve emergency communications</td>
<td>Director, Public Safety</td>
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<td>6.13 Increase support for online faculty</td>
<td>Director, M&amp;O</td>
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<td>6.16 Update professional development plan.</td>
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<tr>
<td>6.18 Implement professional development plan.</td>
<td>Dean, Academic Technology</td>
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</tbody>
</table>

**Notes:**
- Complete: Task is complete.
- Not Started: Task is not started.
- In-Progress: Task is in progress.
- Complete!: Task is complete (as of May 2019).
- Not Started!: Task is not started (as of May 2019).
- Complete? Task is complete (as of Spring 2020).
- Not Started? Task is not started (as of Spring 2020).

**Table:**
- **Implementation:**
  - Implementation of plan and posted to the facilities Committee website.
  - Documentation of plan and posted to the facilities Committee website.
  - In-Progress

**Support:**
- Support for online faculty
- These are being implemented in the planning of our new or remodeled buildings.

**Technology:**
- Provide wireless access in all internal spaces on the main campus.
- Complete heat map showing wireless coverage in all areas.
- Computer lab standards document that identifies minimum web site.
- Documented analysis posted on IST site web site.
- The ISIT committee brainstormed on some improvements for the process.

**Safety:**
- Provide map showing locations of all security cameras.
- Facilities, IST, Public Safety
- Waiting on Measure J project and funding.
- Waiting on Measure J project and funding.
- Some of those improvements are already in place. Additional improvements will roll out in the future but are dependent on other committees.

**Plan:**
- Plan for all intents and purposes is complete, using the plan to implement for.
- Plan will be posted by May 2020
- Plan for all intents and purposes is complete, just need to finish documenting.

**Measure:**
- Measure end user satisfaction with COLLEGE services annually and publish results on A&Q Committee page.
- Annual College and District Surveys
- A&Q Committee co-chairs
- Institutional Effectiveness: The survey was administered for Academic Year 2019-2020.

**Survey:**
- The survey was administered for Academic Year 2019-2020.
- The survey was administered for Academic Year 2019-2020.
- The survey was administered for Academic Year 2019-2020.

**Implementation:**
- Implementation of plan and posted to the facilities Committee website.
- In-Progress

**Strategic Planning:**
- Increase support for online faculty
- Facilities Committee, Outreach, Foundation, Marketing
- We will implement after a plan is created

**Survey:**
- Survey through SSG to students. Survey to faculty and staff
- SSG, Facilities, IST, Student Life
- These are being implemented in the planning of our new or remodeled buildings.
<table>
<thead>
<tr>
<th>Status</th>
<th>Fall 2019</th>
<th>Spring 2020</th>
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<tbody>
<tr>
<td>In Progress</td>
<td>29</td>
<td>20</td>
</tr>
<tr>
<td>Complete</td>
<td>15</td>
<td>21</td>
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<tr>
<td>Total</td>
<td>44</td>
<td>41</td>
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