BAKERSFIELD COLLEGE

2021-2022
COLLEGE WORK PLAN

- Executive Summary and SCFF Targets
- Detailed Work Plans

Dr. Zav Dadabhoy
Interim President, Bakersfield College
# Bakersfield College Enrollment and Student Success with Equity Plan

## Executive Summary

### TARGETS

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<td>Regular</td>
<td>14,714</td>
<td>15,232</td>
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<td>15,317</td>
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<td>Incarcerated</td>
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<td>317</td>
<td>441</td>
<td>573</td>
<td>582</td>
<td>591</td>
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<td>CDPC</td>
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<td>-</td>
<td>-</td>
<td>53</td>
<td>64</td>
<td>77</td>
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<tr>
<td>Noncredit</td>
<td>52</td>
<td>32</td>
<td>103</td>
<td>98</td>
<td>79</td>
<td>157</td>
<td>188</td>
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<tr>
<td><strong>Total</strong></td>
<td>15,731</td>
<td>16,461</td>
<td>15,768</td>
<td>17,642</td>
<td>17,276</td>
<td>17,621</td>
<td>18,244</td>
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</table>

*Growth goals

### Supplemental

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<td>AB540</td>
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<td>1,305</td>
<td>1,374</td>
<td>1,550</td>
<td>1,413*</td>
<td>1,434</td>
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<td>Pell Recipient</td>
<td>9,367</td>
<td>9,588</td>
<td>10,263</td>
<td>10,996</td>
<td>12,277*</td>
<td>14,244</td>
<td>16,036</td>
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<tr>
<td>CCPG Recipient</td>
<td>16,676</td>
<td>19,279</td>
<td>20,113</td>
<td>19,846</td>
<td>21,046*</td>
<td>23,164</td>
<td>24,945</td>
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*Estimated (final 2020-21 numbers not yet released)

**Growth goals

### Student Success (All Students)

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<tr>
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<td>Associate Degree for Transfer</td>
<td>518</td>
<td>793</td>
<td>1,209</td>
<td>1,417</td>
<td>1,500</td>
<td>1,750</td>
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<td>Associate Degree</td>
<td>581</td>
<td>588</td>
<td>1,439</td>
<td>1,876</td>
<td>1,160</td>
<td>1,050</td>
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<tr>
<td>Bachelor Degree</td>
<td>-</td>
<td>7</td>
<td>12</td>
<td>9</td>
<td>15</td>
<td>20</td>
<td></td>
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<tr>
<td>Credit Certificate</td>
<td>269</td>
<td>1,003</td>
<td>1,688</td>
<td>1,666</td>
<td></td>
<td>1,750</td>
<td>1,800</td>
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<tr>
<td>Completion of Transfer Level Math &amp; English</td>
<td>241</td>
<td>311</td>
<td>429</td>
<td>540</td>
<td>657*</td>
<td>939</td>
<td>1,174</td>
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<tr>
<td>Successful Transfer to 4-year school</td>
<td>592</td>
<td>578</td>
<td>758</td>
<td>835</td>
<td>900*</td>
<td>950</td>
<td>1,000</td>
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<tr>
<td>9+ CTE Units Completed</td>
<td>3,330</td>
<td>3,480</td>
<td>3,763</td>
<td>3,920</td>
<td>3,979</td>
<td>4,038</td>
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<tr>
<td>Attainment of Regional Living Wage</td>
<td>2,730</td>
<td>3,170</td>
<td>3,666</td>
<td>3,864</td>
<td>3,922</td>
<td>3,981</td>
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</tbody>
</table>

* Estimated

** Growth Goals
SELECTED TACTICS

- **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 communiqué; 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.


      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

- Pre-populate Starfish Ed Plans for each applicant, based on these standardized CSEPs
- 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
  - 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 CCPG to 60% with a stretch goal of 70%.

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

- 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

- Credit for Prior Learning
  - Increase opportunities to apply by 10%

- Competency Based Education
  - Establish Task Force
  - Identify one transfer program and one career education program

- 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
    - Goal 1: 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

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<tbody>
<tr>
<td>All Noncredit Courses</td>
<td>27</td>
<td>43</td>
<td>108</td>
<td>95</td>
<td>131</td>
<td>157</td>
<td>188</td>
</tr>
<tr>
<td>Job Spot</td>
<td>0</td>
<td>1</td>
<td>8</td>
<td>12</td>
<td>0</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>Arvin-Lamont</td>
<td>1</td>
<td>11</td>
<td>29</td>
<td>6</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main Campus</td>
<td>23</td>
<td>25</td>
<td>53</td>
<td>46</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bakersfield Area</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delano - Off Campus</td>
<td>1</td>
<td>3</td>
<td>12</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Delano College Center</td>
<td>1</td>
<td>3</td>
<td></td>
<td></td>
<td>117</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online</td>
<td></td>
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<td>Shafter</td>
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<td></td>
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<td></td>
<td></td>
<td>1</td>
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<tr>
<td>Southwest</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Wasco</td>
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<td></td>
<td></td>
<td></td>
<td>1</td>
<td>5</td>
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</table>

- Simplify and integrate the CCCApply noncredit application with Banner.
- Increase the number of CDSCP 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/3jM1U1L
    - Expand CNA cohorts in rural sites by 10%.
    - Expand RN & RadTech cohorts.
  - Energy sector
    - Hire full time faculty member
    - Hire director
    - Develop curriculum
• 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

<table>
<thead>
<tr>
<th></th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>ISS</th>
<th>Target Fall 2022</th>
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<tbody>
<tr>
<td>75%</td>
<td>77%</td>
<td>78%</td>
<td>78%</td>
<td>76%</td>
<td>74%</td>
<td>76%</td>
<td>80%</td>
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• Expand Apprenticeship Programs
  For example, in logistics, retail, hospitality, automotive, public health, etc.

• Expand 8+8 Programs by 20%

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
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<tr>
<td>8-week sections</td>
<td>136</td>
<td>306</td>
<td>Goal = 330 (296 active as of 8/3)</td>
<td>Goal = 367</td>
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</table>

• 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 communiqué; 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.)

<table>
<thead>
<tr>
<th>First-time Degree Seeking Cohort (BC Home College)</th>
<th>Fall 2017 to 2018</th>
<th>Fall 2018 to 2019</th>
<th>Fall 2019 to 2020</th>
<th>Fall 2020 to 2021</th>
<th>Fall 2021 to 2022</th>
<th>Fall 2022 to 2023</th>
<th>Fall 2023 to 2024</th>
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<tbody>
<tr>
<td>Fall-to-Fall Persistence Rates</td>
<td>74.4%</td>
<td>70.8%</td>
<td>70.8%</td>
<td>72.5%</td>
<td>75%</td>
<td>78%</td>
<td>81%</td>
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</table>

- Increase program completion and graduation

Momentum Points: 15 units a semester; 30 units a year; complete gateway math and English in first year:
  - 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.
  - Institutionalize English and Math Bootcamps during “Zero Week” for fall and spring terms.
  - Ensure embedded peer mentor support for Math and English.
• Data trends from Guided Pathways Momentum Points Dashboard:

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

Student completion and ADT Transfers
  ○ ADT Completion by Program.
  ○ Review and ensure updated Transfer alignment by program faculty at 2 of the highest transfer destinations.
  ○ 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.

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</thead>
<tbody>
<tr>
<td>Count of students receiving at least one degree</td>
<td>1,128</td>
<td>1,385</td>
<td>1866</td>
<td>2,108</td>
<td>2,200</td>
<td>2,660</td>
</tr>
<tr>
<td>Overall BC FTES</td>
<td>15,526</td>
<td>17,034</td>
<td>18,268</td>
<td>18,907</td>
<td>18,702</td>
<td>19,000</td>
</tr>
<tr>
<td>Students with degrees per 100 FTES</td>
<td>7.3</td>
<td>8.1</td>
<td>10.2</td>
<td>11.1</td>
<td>11.8</td>
<td>14</td>
</tr>
</tbody>
</table>

• High School to BC
  ○ Track student level enrollment through the enrollment funnel.
    ▪ Increase participation in HS Outreach milestones:
      **GOAL 1**: Create tracking by high schools, with disaggregated data

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):
  - At priority registration,
  - 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.
  - Pre-populate Starfish Ed Plans for each applicant, based on these standardized CSEPs
  - 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**
  - Automate DE enrollment process using online process that is “integrated” with Banner to auto-enroll DE students
  - Increase DE course offerings at high school sites by 21% (from 295 sections in Fall 2020 to 356 sections in Fall 2021).
  - 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.
  - Target DEI enrollment increase by 10%.

- **BC Southwest**
  - 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.
  - Offer at least 500 course sections at BCSW in AY21-22.
  - Attain at least 1,000 annual FTES to achieve Center status by 2023-2024.

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

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<tbody>
<tr>
<td>Weill Institute (credit only)</td>
<td>52</td>
<td>68</td>
<td>59</td>
<td>26</td>
<td>11</td>
<td>46</td>
<td>82</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Pell headcount</td>
<td>9,367</td>
<td>9,588</td>
<td>10,263</td>
<td>10,996</td>
<td>12,277</td>
<td>14,244</td>
<td>16,036</td>
</tr>
<tr>
<td>Overall BC headcount</td>
<td>31,290</td>
<td>33,268</td>
<td>35,900</td>
<td>37,198</td>
<td>35,076</td>
<td>35,635</td>
<td>35,635</td>
</tr>
<tr>
<td>Overall BC FTES</td>
<td>15,526</td>
<td>17,034</td>
<td>18,268</td>
<td>18,907</td>
<td>18,702</td>
<td>19,000</td>
<td>19,000</td>
</tr>
<tr>
<td>Percentage receiving Pell</td>
<td>30%</td>
<td>29%</td>
<td>29%</td>
<td>30%</td>
<td>35%</td>
<td>40%</td>
<td>45%</td>
</tr>
</tbody>
</table>

- **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%.

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<tbody>
<tr>
<td>Promise grant headcount</td>
<td>16,676</td>
<td>19,279</td>
<td>20,113</td>
<td>19,846</td>
<td>21,046</td>
<td>23,164</td>
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<td>Overall BC headcount</td>
<td>31,290</td>
<td>33,268</td>
<td>35,900</td>
<td>37,198</td>
<td>35,076</td>
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<td>Overall BC FTES</td>
<td>15,526</td>
<td>17,034</td>
<td>18,268</td>
<td>18,907</td>
<td>18,702</td>
<td>19,000</td>
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<td>Percentage receiving Promise</td>
<td>53%</td>
<td>57%</td>
<td>56%</td>
<td>53%</td>
<td>60%</td>
<td>65%</td>
<td>70%</td>
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- **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

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<tbody>
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<td>847</td>
<td>1230</td>
<td>1322</td>
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<td>Enrollment</td>
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<td>1984</td>
<td>3435</td>
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<td>5727</td>
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<td>FTES</td>
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<td>214.0</td>
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<td>6</td>
<td>12</td>
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<td>Certificate</td>
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<td>21</td>
<td>15</td>
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• Expand Summer Bridge
  o Launch Jump Start

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<tr>
<th>Summer Bridge</th>
<th>Summer 2017</th>
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<th>Summer 2019</th>
<th>Summer 2020</th>
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<tr>
<td>Enrollments</td>
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<td>1284</td>
<td>1799</td>
<td>1656</td>
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<tr>
<td>FTES</td>
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<td>10.2</td>
<td>30.8</td>
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<td>30.6</td>
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• 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:
  
  o Reporting accuracy (MIS and SCFF Supplemental Data)
  
  o 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
  
  o 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**
  
  o Finalize plan for a 43-unit housing project on Mt. Vernon and submit to the California Community Colleges Chancellor’s Office (CCCCO).
  
  o Explore additional housing options that leverage CCCCCO funding.

• **Measure J** construction projects
  
  o Ongoing review by ET.
  
  o Campus participation in project processes.
  
  o Regular communications and updates to campus.

• **Faculty professional development (PD)** opportunities
  
  o 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