Dr. Sonya Christian, President
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For the in-depth reports, please see the State of the College website at
https://www.bakersfieldcollege.edu/president/projects/stateofcollege
Introduction

Bakersfield College’s finances, academics, student success outcomes, leadership, and innovation continue to be strong. The annual 2017-18 headcount was 33,257\(^1\) producing 17,034 Full-time Equivalent Students (FTES), a 3.7% increase relative compared to 2017-18.\(^2\)

BC has also expanded its inmate scholar and dual enrollment programs, which have proven an important source of growth college-wide over the past four years. Some highlights of Bakersfield College’s major accomplishments in the past year include:

- Improved momentum point metrics, with over 50% more students completing transfer-level English and math in their first year and all academic pathways increasing 15 unit attempts
- Graduated 38 Early College students with an Associate’s degree before their high school diploma
- Earned the Chancellor’s Student Success Award for Guided Pathways to Transfer
- Awarded a $2.3M California Community College Chancellor’s Office Innovation Award for clarifying the path using 21st century technology

BC has also strengthened its fiscal stability and efficiency in conjunction with compliance and regulatory responsibilities. The chart below demonstrates the College’s fiscal growth:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Budget (Published Adopted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>85,243,667</td>
</tr>
<tr>
<td>2015-16</td>
<td>96,537,761</td>
</tr>
<tr>
<td>2016-17</td>
<td>109,855,259</td>
</tr>
<tr>
<td>2017-18</td>
<td>127,984,822</td>
</tr>
<tr>
<td>2018-19</td>
<td>152,361,535</td>
</tr>
</tbody>
</table>

BC continues to evaluate strategies for long-term fiscal sustainability by augmenting its revenue streams through its auxiliary enterprises. For further detail about BC’s enrollment, demographics, and achievement trends, please view the Data Prelude of the Institutional Self Evaluation Report submitted to the ACCJC.

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1 CCCCO Datamart (Link)  
2 Closing the Loop 2017
Section I: Instruction

Over the last year, Instruction continues to support the work of Guided Pathways through the Completion Coaching Communities for each of the ten identified meta-majors. These teams of faculty and staff are evolving to provide more focused and holistic support to students seeking to complete a program of study. Data coaches have been trained and are supplied with data on the students in their assigned meta-major. This enables teams to target communication, interventions, and support designed to increase the proportion of students attempting at least 15 units in their first term and completing transfer-level English and math in their first year.

**BC’s Early Momentum Points**

- *Attempt 15 units in the first term*
- *Attempt 30 units in the first year*
- *Complete transfer-level math and English in the first year*
- *Complete 9 core pathway units in the first year*

As detailed in the chart below, among the individual Learning and Career Pathways, all are seeing an increase in the percentage of students attempting 15 units in their first semester with the exception of the Personal & Career Exploration meta-major.

Timely completion of transfer-level English has substantially increased over the past five years. Since 2012-13, Bakersfield College has more than doubled the rate at which students are completing transfer-level English in their first year.
Completion of transfer-level math in the first year also increased 38% from 2012-13 to 2017-18, while the rate of improvement has not been as dramatic as with English, innovation in math instruction and placement practices continues unabated and should result in further increases transfer-level math completion in future years.

Note: The cohort parameters for this analysis only included first-time students who completed 6 units and attempted transfer-level math or English during their first year.

Other student populations are seeing tremendous success in improving student outcomes through our affinity-based Completion Coaching Community structure. For instance, 27% of athletes attempt 30 units in their first year compared to just 2% of the general student population.
Bakersfield College Transfer Students

- 78.8% of BC transfer students went to California State University Bakersfield (CSUB)
- 530 BC students transferred to CSUB in 2017-18, 70 more students than the previous year
- The 2-year graduation rate for BC students at CSUB has increased 17.2% in the last five years
- CSUB's overall graduation rate for transfer students within 2-years was 36% and BC's transfer student rate was 47.7% for the most recent cohort

Bakersfield College and CSUB have partnered to develop the Kern Promise: Finish in 4 transfer initiative to address baccalaureate attainment in Kern County. The transfer task force, Workgroup to Advance Regional Baccalaureate Attainment (WARBA) worked with faculty and staff at BC and CSUB to identify issues of misalignment across the transfer pathways program-by-program and every ADT offered. Through our collaboration, faculty identified course articulation and/or ADT modifications to develop 27 fully transferable, sequenced semester roadmaps with aligned coursework from the BC ADT through to the CSU Bakersfield baccalaureate. On May 8, 2018, the Presidents of both Bakersfield College and California State University Bakersfield signed off on the partnership and launched the new Kern Promise's Kern Promise: Finish in 4 initiative.

Dual Enrollment

The Bakersfield College Dual Enrollment program has experienced a 21% increase over the past year, which now provides almost 800 FTES to the college. During the 2017/18 academic year, the College offered 384 sections at 30 high schools serving 7,101 students. Students enrolled in the program continue to be successful with retention rates of 97% and success rates of 92%.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Sections Offered</th>
<th>Enrollments</th>
<th>High School Sites</th>
<th>FTES Actual</th>
<th>Retention Rate</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/18</td>
<td>384</td>
<td>7101</td>
<td>30</td>
<td>795.4</td>
<td>97.30%</td>
<td>92.20%</td>
</tr>
<tr>
<td>2016/17</td>
<td>288</td>
<td>5892</td>
<td>30</td>
<td>669.1</td>
<td>96.20%</td>
<td>90.50%</td>
</tr>
<tr>
<td>2015/16</td>
<td>75</td>
<td>1710</td>
<td>12</td>
<td>194.6</td>
<td>96.30%</td>
<td>86.90%</td>
</tr>
<tr>
<td>2014/15</td>
<td>22</td>
<td>500</td>
<td>3</td>
<td>14.9</td>
<td>89.50%</td>
<td>80.70%</td>
</tr>
<tr>
<td>2013/14</td>
<td>11</td>
<td>248</td>
<td>1</td>
<td>23.6</td>
<td>94.40%</td>
<td>75.70%</td>
</tr>
<tr>
<td>2012/13</td>
<td>4</td>
<td>74</td>
<td>1</td>
<td>--</td>
<td>97.30%</td>
<td>91.90%</td>
</tr>
</tbody>
</table>
**Rural Initiatives**

FTES increased at Delano from 1,310 to 1,448 (2016-2017 to 2017-2018). Total enrollments increased from 10,996 to 11,996. The number of sections increased from 415 to 492. A part of this growth is due in part to expansion in Dual Enrollment opportunities. There are dedicated staff members on the Rural Initiatives team working on the dual enrollment expansion in rural communities. We expect to see a growing trend in the coming year. The graph below shows the tremendous growth in our rural communities of Delano, McFarland, Shafter, and Wasco with a slight decrease in Arvin.

**Inmate Scholars**

Another way Bakersfield College extends access to higher education to our county population is by offering BC coursework at 10 local correctional facilities.

Over 800 inmate scholars in 2017-2018 took advantage of 87 course offerings and generated 216 FTES. BC is poised to confer associate degrees to a cohort of 19 inmate scholars this year.
Bridge to BC

Summer Bridge has been growing significantly as indicated in the table below. The student success numbers are significant as demonstrated in the bar graph.

<table>
<thead>
<tr>
<th></th>
<th>Summer 2014 (Pilot)</th>
<th>Summer 2015</th>
<th>Summer 2016</th>
<th>Summer 2017</th>
<th>Summer 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sections</td>
<td>5</td>
<td>17</td>
<td>23</td>
<td>23</td>
<td>35</td>
</tr>
<tr>
<td>Students</td>
<td>161</td>
<td>338</td>
<td>333</td>
<td>892</td>
<td>1,350</td>
</tr>
</tbody>
</table>

The table below shows the 2018 first-term comparisons between Bridge to BC participants and the first time freshman who did not participate in Bridge to BC.

Note: any fall and or summer coursework and attempted units were included in this analysis.
Strong Workforce

In March, BC received recognitions for 16 programs from the California Community Colleges Chancellor’s Office, who analyzed college programs throughout the state whose students and graduates showed significant gains three metrics:

1. At least 70% of students attained regional living wage
2. Students experienced an increase in income of 50% or more, and/or
3. At least 90% of students secured employment in their field of study

BC earned the following GOLD STARS (attained threshold outcomes on all three metrics):

<table>
<thead>
<tr>
<th>Program</th>
<th>Increase in earnings</th>
<th>Living wage attainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radiologic Technology*</td>
<td>329%</td>
<td>100%</td>
</tr>
<tr>
<td>Registered Nursing**</td>
<td>226%</td>
<td>87%</td>
</tr>
</tbody>
</table>

*100% employed in a job similar to field of study  **97% employed in a job similar to field of study

BC earned the following SILVER STARS (attained threshold outcomes on two metrics):

<table>
<thead>
<tr>
<th>Program</th>
<th>Increase in earnings</th>
<th>Living wage attainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vocational Nursing</td>
<td>113%</td>
<td>67%</td>
</tr>
<tr>
<td>Electrician Apprenticeship</td>
<td>59%</td>
<td>83%</td>
</tr>
<tr>
<td>Industrial Technology: Electronics*</td>
<td>--</td>
<td>76%</td>
</tr>
</tbody>
</table>

*100% employed in a job similar to their field of study

BC earned the following BRONZE STARS (attained threshold outcomes on one metric):

Earning increase: Automotive Technology (113%); Animal Science (111%); Plant Science (90%); Agriculture Business, Sales, and Service (90%); Forestry (101%); Architecture and Architectural Technology (245%); Administration of Justice (81%); Culinary Arts (163%); Human Services (404%); and regional living wage attainment: Corrections (73%); Fire Technology (78%).

Academic Technology and Distance Education

The Academic Technology (AT) Department supports Canvas for each of the over 5,000 sections per year, and each of the almost 35,000 students who are enrolled in them. From fall 2015 to fall 2018, the number of online sections grew from 78 to 217, and the number of hybrid sections was stable at around 40. Canvas usage has also increased.
Section II: Student Services

Bakersfield College Student Services are strong. Over 10 offices within Student Services jointly facilitate student learning by ensuring proactive, timely, and ongoing support and advisement. Offices include: Academic Support Services, Counseling and Advising, Disabled Student Programs & Services, Extended Opportunities Programs & Services, Office of Financial Aid, Office of Student Life, Public Safety, Student Heath and Wellness Center, Student Success & Equity, and the Veterans Resource Center. Visit the Student Services website for more information.

Academic Support Services

The table below indicates the success rates of the overall institutional course completion rate, compared to the success rates of students who engaged in various types of support services. The data illustrate that students who participated in support services successfully completed a course at a rate of 6%-15% higher than the overall course success rate.

![Course Success Rates](image)

Outreach and School Relations

The following charts show some of the ways the Outreach and School Relations office has carried out its mission over the past year. The first chart demonstrates tremendous growth in contacts resulting in more students entering BC fully matriculated. In 2017-18, 3,368 students were fully matriculated, a 64% increase from 2015-16 and a 31% increase over 2016-17.

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Workshops</th>
<th>Duplicated Contacts</th>
<th>% of contacts change from 16-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application</td>
<td>47</td>
<td>3,309</td>
<td>120% (1,505)</td>
</tr>
<tr>
<td>Orientation</td>
<td>43</td>
<td>3,477</td>
<td>172% (1,274)</td>
</tr>
<tr>
<td>Assessment</td>
<td>60</td>
<td>3,710</td>
<td>140% (1,540)</td>
</tr>
<tr>
<td>NSW &amp; ASEP</td>
<td>47</td>
<td>3,130</td>
<td>168% (1,167)</td>
</tr>
<tr>
<td>Registration</td>
<td>5</td>
<td>2,386</td>
<td>250% (682)</td>
</tr>
<tr>
<td>Totals</td>
<td>203</td>
<td>16,026</td>
<td>140% (6,663)</td>
</tr>
</tbody>
</table>
Section III: Administrative Services

Budget and Finance

The budget tables below show a growth trend over the past three years. There is an increase in general fund (GU) and a significant increase in restricted funds (RP). Given the unknown uncertainty of the new state budget allocation model, KCCD used the 2017-18 allocations as the base for the FY 2018-19 budget.

The variation in the Total GU Budget (Published Adopted) and Total GU budget (Banner Adjusted) for 2016-17 is due to a carryover error that was corrected after the adopted budget was published and is reflected in the Banner Adjusted total.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total GU Budget (Published Adopted)</strong></td>
<td>74,983,068</td>
<td>83,600,477</td>
<td>92,452,895</td>
<td>102,220,602</td>
<td>120,486,762</td>
</tr>
<tr>
<td><strong>Total GU Budget (Banner Adjusted)</strong></td>
<td>75,573,666</td>
<td>84,202,133</td>
<td>91,175,688</td>
<td>105,793,490</td>
<td>121,129,733</td>
</tr>
<tr>
<td><strong>TOTAL BUDGET (Published Adopted)</strong></td>
<td>85,243,667</td>
<td>96,537,761</td>
<td>109,855,259</td>
<td>127,984,822</td>
<td>152,361,535</td>
</tr>
<tr>
<td><strong>TOTAL BUDGET YTD (Banner)</strong></td>
<td>82,575,615</td>
<td>91,446,721</td>
<td>99,493,632</td>
<td>118,986,605</td>
<td>--</td>
</tr>
</tbody>
</table>
The chart directly above shows the longitudinal trend of the adopted vs. actual reserves with 2018-19 adopted budget reserves. The reserves indicate a continual compliance to board policy. These reserves are well within the prescribed KCCD Board of Trustees minimum of 3% (line on graph) based upon the projected unrestricted expenditures (KCCD Business Services 3A1A6).

**Technology Support Services**

Academic year 2017-2018 was a great year for technology at Bakersfield College. The college spent $2.3 million on a wide variety of campus projects. Of the money spent, over half came from non-general fund dollars. The graph below shows the expenses over the last five years and demonstrates the financial commitment to support and improve the technology at BC.
Department of Public Safety

The BC Department of Public Safety provides safety and security for five campuses: Panorama Campus, Weill Institute Campus, Delano Timmins Campus, RFK High School in Delano and the newly established Southwest Campus. In addition, there are eight other sites across Kern County where Bakersfield College rents facilities for our outreach students in Arvin, Bakersfield, Delano, McFarland, Shafter and Wasco that the department is responsible to respond to in the event of an emergency. In the 2017-2018 academic year, Public Safety Office provided the following services:

- Phone Calls Received: 10,000 +
- Walk-in Traffic: 10,000 +
- DSPS Mobility Cart Rides: 4,012
- Officer Calls for Service: 4,408
- Background Checks: 256

Facilities and Maintenance and Operations

The Facilities and Maintenance and Operations (M&O) department was supported by the Governor’s 2017-18 budget and $370,000 in scheduled maintenance and repair funds. These additional funds have allowed BC to address major program review projects.

The implementation of Measure J has begun on campus with 14 projects beginning in some phase. In the past year, BC replaced all parking lots on campus, marking completion of the first Measure J funded project. Construction of the Veterans Resource Center and the new Campus Center Buildings have begun and are set for completion the following year. Other projects are in the design-phase, including the new science building, gym, and renovations to Memorial Stadium.
Section IV: Challenges and Opportunities

There are two issues to spotlight in this category: Human Resources and Innovation

*Human Resources:* We are looking forward to implementing the results of the Consultant’s report on making HR more efficient.

Innovation: At this time when there are drastic changes in state policy and the new funding formula, it is important that we are “smartly innovative” looking into the future. We should systematically cultivate this mindset districtwide.

Section V: Institutional Priorities

**2018-2021 STRATEGIC DIRECTIONS FOR BAKERSFIELD COLLEGE**

- **Student Learning** | *A commitment to provide a holistic education that develops curiosity, inquiry, and empowered learners.*
- **Student Progression and Completion** | *A commitment to eliminate barriers that cause students difficulties in completing their educational goals.*
- **Facilities and Technology** | *A commitment to improve the maintenance of all facilities, technology, and infrastructure and implement Measure J funding to build a better BC.*
- **Leadership and Engagement** | *A commitment to build leadership within the College and engagement with the community.*