Vision for Success Goal #1: *Increase certificates and degrees by 20%.*

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<td><strong>Goal #1 Completion</strong></td>
<td><strong>Executive Director-Rural Initiatives</strong></td>
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| Bakersfield College will increase the total number of annually completed associate degrees from 1,165 in 2016-2017 to 1,552 in 2021-22, an increase of 33 percent. | - Enrollment Management Initiatives  
  - Engage with and ensure Rural Initiatives team is also participating in college-wide enrollment initiatives.  
  - Expand Rural Initiatives enrollment events for new and returning students.  
- Enrollment Strategies  
  - Maximize room utilization and class caps at all rural sites.  
  - Ensure Golden 4 course offerings at all sites to boost enrollment and ensure completion.  
  - Strengthen Rural Initiatives Student Support Task Force work.  
- Early College  
  - Collaborate with various departments to implement Dualenroll.com platform; provide support to RI Early College Program manager to launch within rural Kern County.  
  - Provide leadership and support in establishing more degree pathways in rural Kern high schools including, but not limited to, Elementary Teacher Education, Industrial Automation, and Agriculture.  
  - Continue to provide leadership in Wonderful Ag Prep Collaborative  
| **Strategic Direction #2**  |
| Student Progression and Completion |

**BC Latinx Student Success- Administrative Lead**
- Convene Latinx Student Success Team  
- Disaggregate and leverage Latinx student data  
- Provide regular data and recommendations to guided pathway teams and other stakeholders on Latinx students.  
- Collaborate with all early outreach/early college (including Rural Initiative) teams to establish best practices for ensuring enrollment in appropriate English and Math courses.  
- Work with EMLS and English Dean and department to establish best practices in outreach, curriculum, and support.  
- Work with Marketing and Community Relations Director (and team) to develop completion campaign for Latinx students.
**BC EODAC- Administrative Co-Chair**

- Engage with governance committees, departments, and completion teams to ensure focus on serving Latinx, African American, and other historically underrepresented students.
- Work with co-chairs and committee to review institutional commitments to serving a diverse study body. Ensure inclusion of HSI designation in commitment to serving Latinx students.
- Facilitate and help oversee initiatives to diversify personnel to better represent students, which research has shown helps improve success of minority students.

**Vision for Success Goal #2: Increase transfer to CSU and UC by 35%**.

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<td><strong>Goal #2: Transfer</strong></td>
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| Bakersfield College will increase the number of completed ADT degrees from 552 in 2016-2017 to 745 in 2021-22, an increase of 35% percent. | - Programming for Completion and Transfer
  - Rural Initiatives-
    - Schedule Golden 4 at all sites
    - Provide support for RI Program Manager (Raquel) to ensure that we offer sequence of courses in person from programs identified at each rural site.
    - Continue to facilitate Rural Initiatives Student Support Task Force work, including but not limited to, advising, enrollment workshops, scholarships, and field trips.
    - Work with Marketing and Community Relations Director and team to promote degree programs in rural Kern County.
  - Early College
    - Provide support to RI Early College Program Manager (Alma) to onboard Lost Hills-WCPA, expand WCPA-Delano pathways, expand Wasco pathways, and establish ADT pathway for DJUHSD.
    - Provide support to RI Program Manager (Endee) to ensure AHS Game Changer graduates and sustainability of program beyond grant sunset in 2021.
    - Provide support to RI Manager (Jaime) to onboard 2nd cohort at Shafter HS and establish Industrial Automation Pathway.

| Strategic Direction #1 | **BC Latinx Student Success- Administrative Lead** |
| Student Learning | - Convene Latinx Student Success Team
- Disaggregate and leverage Latinx student data
- Provide regular data and recommendations to guided pathway teams and other stakeholders on Latinx students.
- Collaborate with all early outreach/early college (including Rural Initiative) teams to establish best practices for ensuring enrollment in appropriate English and Math courses.
- Work with EMLS and English Dean and department to establish best practices in outreach, curriculum, and support. |
Work with Marketing and Community Relations Director (and team) to develop completion campaign for Latinx students.

**BC EODAC- Administrative Co-Chair**

- Engage with governance committees, departments, and completion teams to ensure focus on serving Latinx, African American, and other historically underrepresented students.
- Work with co-chairs and committee to review institutional commitments to serving a diverse study body. Ensure inclusion of HSI designation in commitment to serving Latinx students.
- Facilitate and help oversee initiatives to diversify personnel to better represent students, which research has shown helps improve success of minority students.

**Vision for Success Goal #3:** *Decrease the number of units to complete to 79.*

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| **Goal #3: Unit Accumulation**
Bakersfield College will decrease the average units earned per completed Associate degree from 92 in 2016-2017 to 84 in 2021-22, a decrease of 9 percent. | **Executive Director-Rural Initiatives**
- Lead Rural Initiatives Student Support Task Force: 1) Identify close to completion students and provide educational advising/counseling, 2) Identify close to completion students with financial barriers and seek and/or provide financial support (i.e. scholarships.)
- Develop and establish clear pathway at rural high schools for all students enrolled in program
- Offer appropriate sequence of courses each semester at rural sites to ensure students complete on time, and do not have to take filler classes as they wait for required courses. |

**Strategic Direction #2**
Student Progression and Completion

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Facilitate and help oversee initiatives to diversify personnel to better represent students, which research has shown helps improve success of minority students.

**Vision for Success Goal #4:** *Increase employment in field of study to 69%.*

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<td><strong>Goal #4: Workforce</strong></td>
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| Bakersfield College will increase the percent of exiting CTE students who report being employed in their field of study from 66% percent in 2014-2015 to 69% in 2021-22, an increase of 3 percent. | - Provide leadership and support in Adult Education work including CDCP Projects: Back to College, Project Hire Up, SOAR, etc.).  
- Work with CTE department to establish and/or maintain relationships with industry partners.  
- Seek and support workforce development funds and track existing funded projects: SOAR, Workforce Accelerator, Assembly member Salas Workforce Development funds.  
- Continue to offer HVAC, Welding, Electronics, CNA, and other certificate programs in rural Kern County. |

**BC Latinx Student Success- Administrative Lead**
- Convene Latinx Student Success Team  
- Disaggregate and leverage Latinx student data; *including job market data.*  
- *Work with CTE and Marketing and Community Relations teams to convene Latinx owned industries or businesses/companies open to collaborating on increasing opportunities for Latinx graduates.*  
- *Work with Kern County Hispanic Chamber of Commerce to make connections for Latinx students.*

**BC EODAC- Administrative Co-Chair**
- *Engage with CTE department and other stakeholders to collaborate on diversity efforts in career readiness programs.*  
- *Engage with community agencies and employers to promote BC's diverse graduates and encourage consideration for their available positions.*

**Vision for Success Goal #5:** *Close equity gaps.*

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| **Goal #5: Equity**  
Goal 5.1 Completion for Disproportionately Impacted Groups  
Goal 5.2 Transfer for Disproportionately Impacted Groups | **Executive Director-Rural Initiatives**  
• Provide ongoing advocacy for equitable resources for rural students. Including, but not limited to, ensuring equitable access to courses, student support, library, and bookstore services. Will require work with Deans, executive team, FCDC, and other campus leaders.  
• Request regular data reports on rural student success to use in guiding Rural Initiatives work. Work with Dean of Institutional Effectiveness.  
• Seek out and apply for grant opportunities to strengthen BC’s ability to deliver programs to rural students.  
• Provide leadership and support for Early College partnerships and pathways in rural communities. Expansion of pathways at various sites in upcoming school year.  
• Provide leadership and support for Adult Education partnerships and pathways in rural communities and beyond. Expansion of programs including more CDCPs.  
• Continue seeking funding opportunities/grants to support work (i.e. Edison, USDA, state categorical, etc).  
| **BC Latinx Student Success- Administrative Lead**  
• Convene Latinx Student Success Team  
• Disaggregate and leverage Latinx student data  
• Provide regular data and recommendations to guided pathway teams and other stakeholders on Latinx students.  
• Collaborate with all early outreach/early college (including Rural Initiative) teams to establish best practices for ensuring enrollment in appropriate English and Math courses.  
• Work with EMLS and English Dean and department to establish best practices in outreach, curriculum, and support.  
• Work with Marketing and Community Relations Director (and team) to develop completion campaign for Latinx students.  
| **BC EODAC- Administrative Co-Chair**  
• Engage with governance committees, departments, and completion teams to ensure focus on serving Latinx, African American, and other historically underrepresented students.  
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**Strategic Direction #2**  
Student Progression and Completion
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<td><strong>Strategic Direction #4</strong>&lt;br&gt;Leadership and Engagement</td>
<td><strong>Executive Director - Rural Initiatives</strong>&lt;br&gt;• Develop and/or strengthen partnerships with community agencies/leaders to effectively deliver support to rural students. (i.e. Chamber of Commerce, business partners, K-12 leaders, elected officials).&lt;br&gt;• Develop and maintain strong lines of communication with faculty teaching in rural communities to support them, as well as provide guidance and context in teaching rural students for faculty new to teaching in rural Kern County.&lt;br&gt;• Provide leadership on behalf of Rural Initiatives team on facility development projects, including Measure J Projects in Delano and Arvin, as well as additional co-location facilities throughout rural Kern County.&lt;br&gt;• Provide support for other campus initiatives including Inmate Education through workforce development funds managed under the Rural Initiatives budget.&lt;br&gt;• Expand online presence through webpage and social media platforms.&lt;br&gt;<strong>BC Latinx Student Success - Administrative Lead</strong>&lt;br&gt;• Convene Latinx Student Success Team&lt;br&gt;• Disaggregate and leverage Latinx student data&lt;br&gt;• Provide regular data and recommendations to guided pathway teams and other stakeholders on Latinx students.&lt;br&gt;• Collaborate with all early outreach/early college (including Rural Initiative) teams to establish best practices for ensuring enrollment in appropriate English and Math courses.&lt;br&gt;• Work with EMLS and English Dean and department to establish best practices in outreach, curriculum, and support.&lt;br&gt;• Work with Marketing and Community Relations Director (and team) to develop completion campaign for Latinx students.&lt;br&gt;<strong>BC EODAC - Administrative Co-Chair</strong>&lt;br&gt;• Engage with governance committees, departments, and completion teams to ensure focus on serving Latinx, African American, and other historically underrepresented students.&lt;br&gt;• Work with co-chairs and committee to review institutional commitments to serving a diverse study body. Ensure inclusion of HSI designation in commitment to serving Latinx students.&lt;br&gt;• Facilitate and help oversee initiatives to diversify personnel to better represent students, which research has shown helps improve success of minority students.&lt;br&gt;• Expand online presence through webpage and social media platforms.</td>
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