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

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<tr>
<th>Bakersfield College Goal</th>
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| **Goal #1 Completion** 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. | **Program Manager-Rural Initiatives**  
- **Rural Initiatives South Kern**  
  - **Enrollment Management Initiatives**  
    - Facilitate identified Rural Initiatives team members to ensure participation in college-wide enrollment initiatives.  
    - Expand Rural Initiatives enrollment events for new and returning students specific to South Kern  
  - **Enrollment Strategies**  
    - Maximize room utilization and class caps at South Kern sites.  
    - Ensure scheduling of Golden 4 course offerings at South Kern sites to boost enrollment and ensure completion.  
    - Assist and support Rural Initiatives Student Support Task Force work.  
- **Adult Education**  
  - Work with EMLS Dean and department to streamline outreach, curriculum, and support.  
  - Work in collaboration with AEP and RI Advisors/Counselors to identify key courses required for near completers and increase offerings at rural sites included Job Spot, Arvin and Lamont  
- **Early College**  
  - Engage with the implementation conversation of Dualenroll.com platform  
  - Continue to oversee the facilitation of Game Changer Grant in Arvin  
  - Provide support and guidance to Arvin Early College Team |
| **Strategic Direction #2** Student Progression and Completion | |

Name: Endee Grijalva  
Area: Rural Initiatives/Instruction
**Vision for Success Goal #2: Increase transfer to CSU and UC by 35%.**

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<tr>
<td><strong>Goal #2: Transfer</strong></td>
<td><strong>Program Manager-Rural Initiatives</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 South-  
    - Schedule Golden 4 at south kern sites  
    - Continue to leverage funding opportunities to expose rural students to transfer institutions.  
    - Engage with RI advising/counseling to continue to support RI Student Support Task Force  
  - Adult Education  
    - Increase opportunities to engage Adult Learners in Transfer conversations, workshops, etc...  
  - Early College  
    - Continue Game Changer grant facilitation to ensure AHS graduates and sustainability of program beyond grant sunset in 2021. |

**Strategic Direction #1**  
Student Learning

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

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<td><strong>Goal #3: Unit Accumulation</strong></td>
<td><strong>Program Manager-Rural Initiatives</strong></td>
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| 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. | - Rural Initiatives South Kern-  
  - Engage with RI advising/counseling to continue to support RI Student Support Task Force  
  - Continue to work with BC Foundation to iron-out scholarship program for near completers and students with holds; Game Changer provides book assistance for non-credit and Early College students.  
  - Adult Education  
    - Identify appropriate sequence of courses each semester at rural sites to ensure students complete on time, and do not have to take filler classes as Adult Learners wait for required courses.  
  - Early College  
    - Support clear pathway development at Arvin high school for students enrolled in program |

**Strategic Direction #2**  
Student Progression and Completion
**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. | - Rural Initiatives South Kern  
  - Work with CTE department to establish and/or maintain relationships with industry partners  
  - Continue to offer Welding in Arvin and work to establish opportunities to offer Electronics, CNA, and other certificate programs in rural South Kern County.  
- Adult Education  
  - Lead and facilitate work within identified AEP/CDCP Projects: Back to College, Project Hire Up, SOAR, etc...  
  - Seek and support workforce development funds and track existing funded projects: SOAR, Workforce Accelerator.  
- Early College  
  - Continue Game Changer grant facilitation to ensure AHS students have access to certificate options within programming. |

**Strategic Direction #1**  
Student Learning

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

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<td><strong>Goal #5: Equity</strong></td>
<td><strong>Program Manager-Rural Initiatives</strong></td>
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</table>
| Goal 5.1 Completion for Disproportionately Impacted Groups  
Goal 5.2 Transfer for Disproportionately Impacted Groups | - Rural Initiatives South Kern  
  - Continue seeking funding opportunities/grants to support work  
  - Assist with ongoing advocacy for equitable resources for rural students. Including, but not limited to, ensuring equitable access to courses, student support, library, and bookstore services.  
- Adult Education  
  - Lead and facilitate work within identified AEP/CDCP Projects: Back to College, Project Hire Up, SOAR, etc...  
  - Continue the expansion of programs including more CDCPs.  
  - Lead for City Serve co-location, which will bridge service gaps for homeless students. |

**Strategic Direction #2**  
Student Progression and Completion
- Continue to increase advising and counseling presence at all rural sites.
- Upon transition to online support in Spring 2020, continue to fine tune and improve RI team facilitated student support workshops online (i.e. navigating online platforms).
  o Early College
  - Support the development Early College partnerships and pathways in rural communities. Including the expansion of pathways at Arvin High in upcoming school year.

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<td><strong>Strategic Direction #4</strong>&lt;br&gt;Leadership and Engagement</td>
<td><strong>Program Manager-Rural Initiatives</strong>&lt;br&gt;o Rural Initiatives South Kern&lt;br&gt;  - Develop and/or strengthen partnerships with community agencies/leaders to effectively deliver support to rural students. (i.e. Lamont, Arvin Chamber of Commerce, business partners, elected officials).&lt;br&gt;  - Adult Education&lt;br&gt;  - Facilitate and Foster relationship with community partners such as City Serve, Garden Pathways, Bakersfield Homeless Center and Mission at Kern County.&lt;br&gt;o Early College&lt;br&gt;  - Continue to maintain and develop relationships with K-12 partners in South Kern, i.e. Arvin High, Nueva, etc...</td>
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