Strategic Direction 1: Student Learning

Non-traditional credentialing:
- BC converted over a dozen programs to fully online this year prior to COVID19, with many more candidates to be reviewed for online offering post-C19.
- Badging plans for six instructional programs have been developed, with fully formed badging schemas completed for our first program - Commercial Music.
- An agreement with Calbright College has been completed to use badged programs as a basis for articulation and transfer of Calbright students into BC programs.
- BC has developed an approach and infrastructure for the use of microcredentials as a portable, student-owned, verifiable comprehensive record of learning for students.
- BC is developing relationships with partners, including eLumen, Concentric Sky, and Badgr to develop the technology platform for this new comprehensive learner record.

Entrepreneurship:
- Development of a full suite of credit and non-credit courses leading to a certificate and a degree. Noncredit courses were offered in spring 2020. Credit courses will begin to be offered in fall 2020.
- Founded the BC Launchpad at the Weill Institute in fall 2019 to provide resources and educational workshops for entrepreneurs to establish and grow businesses in our community.
- Assigned seven administrators and faculty to the Kern Initiative for Talent and Entrepreneurship (K.I.T.E.) to establish an academic and career pipeline for students seeking entrepreneurial opportunities, as well as to connect the community to educational opportunities at Bakersfield College.
- Successfully embedded the StartItUp digital app to the BSAD B29 – Entrepreneurial Business Plan’ course. Through StartItUp, Entrepreneurship students will complete the course with a thorough and fully-functional business plan.
- Delivered a national presentation at the National Association for Community College Entrepreneurship (NACCE) presentation along with JP Lake, Nora Dominguez, and Richard Chapman in October 2019.

Education Department:
Develop BC’s education department into a signature education program in the state of California.
1. Increase the number of credentialed quality teachers for rural Kern.
   - Developed and launched the Online Teaching Certificate in partnership with KCSOS for K-12 teachers.
   - Began a collaboration with Calbright College to extend and expand the Education Paraprofessional Certificate program / pathway.
   - Expanded course offerings in EDUC by 100% +.

2. Redesign our academic support services as a learning laboratory for future teachers
   - Reduced financial footprint of Academic Support Programs by over 50%
   - Improved alignment of Academic Support Programs with the Education Department.
● Launched spin-off services that provide in-context learning assistance with Math, English and STEM.

(3) Develop a community college faculty internship program.
   ● The college was awarded a planning grant through the Aspire Network to collaborate with four-year partners on the development of a faculty internship program in the field of STEM.
   ● Successfully developed a program model that engages STEM Faculty Mentors and provides fellows with institutional professional development opportunities.
   ● Partnered with four-year universities to recruit fellows for the 2020-21 Academic Year.

_Baccalaureate Program:_
(1) Grow BC’s Bachelor of Science Program to 68 graduates in 2022

<table>
<thead>
<tr>
<th>Graduation date</th>
<th>Projected # of B.S. Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2020</td>
<td>10</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>20</td>
</tr>
<tr>
<td>Spring 2022</td>
<td>15</td>
</tr>
<tr>
<td>Spring 2023</td>
<td>116 additional students in pipeline w/INDA declared major</td>
</tr>
<tr>
<td>TOTAL</td>
<td>161 students declared in the INDA major currently</td>
</tr>
</tbody>
</table>

(2) Increase the baccalaureate attainment rate in Kern County by improving Finish in 4 transfers to CSUB through BC-SW as well as increasing transfers to UC.
   ● More students than ever before are completing their degrees and certificates - in less time and with fewer units. From 2018-19 to 2019-20, BC significantly increased the number of students earning associate's degrees (AA/AS/ADTs) from 3,423 awards to 3,995 as of July 28, 2020. While more students are earning AA/AS degrees, ADT awards increased at a higher rate by 17.3 percentage points.

_Bakersfield College has also sustained its work to close the ADT completion gap among Latinx students. In line with Latinx enrollment trends, Latinx students represented 70% of all ADT completers in 2019-20._
Strategic Direction 2: Student Progression and Completion

Early College: Expand the Guided Pathways framework to high schools via dual enrollment, concurrent enrollment, online education (9 through 16 pathways). Some examples -- Wonderful, McFarland, Wasco, Shafter, North High, West High, BHS

- Designed Levels of Implementation for Early College and Launched Early College Initiative in all Kern County
  - Degree Completion Pathways at 3 Rural High Schools, 50% Increase from 2018-19
  - Certificate Completion Pathways at 3 Rural High Schools, 200% Increase from 2018-19
  - 30 High School Partners, 11% Increase from 2018-19
- Launched first Level 3 Early College- McFarland High School Early College
  - 866 Student Enrollments, 248% Increase from 2018-19
- Connected all existing dual and concurrent enrollment course options to certificate or degree pathways and added new courses to increase completion opportunities on high school campuses.
  - 664 Dual Enrollment Sections, 19% Increase from 2018-19
  - 17 Concurrent Enrollment Sections on High School Campuses, 180% Increase from 2018-19
- Early College and Outreach departments merged to streamline and increase services for all dual and concurrent enrollment students.
  - 15,566 Total Early College Enrollments (Dual Enrollment + Concurrent Enrollment), 30% Increase from 2018-19
- Graduated Third Early College Cohort
  - 96 Associate Degree Graduates, 1% Increase from 2018-19

College Promise: Utilized AB 19 funding to advance full time enrollment in transfer pathways. Removed obstacles for students; addressed housing and food needs that are barriers to full time enrollment. Grew overall enrollment in Kern Promise programs by 589% and introduced the MDRC Scaling up Community College Efforts for Student Success (SUCCESS) program for Kern Promise participants of color with dedicated advising and monthly incentives.
When compared to all first-time, degree/transfer seeking students, Kern Promise students significantly outperform their peers in achieving the momentum points.

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<tr>
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<tbody>
<tr>
<td></td>
<td>From 189 to 1,159</td>
<td>From 18 to 267</td>
<td>From 0 to 52</td>
</tr>
<tr>
<td>Attempt 15+ units in 1st term</td>
<td>42.4%</td>
<td>39%</td>
<td>55.8%</td>
</tr>
<tr>
<td>Attempt 30+ units in 1st year</td>
<td>19.3%</td>
<td>24%</td>
<td>36.5%</td>
</tr>
<tr>
<td>Complete Transfer English</td>
<td>36.7%</td>
<td>42.7%</td>
<td>53.8%</td>
</tr>
<tr>
<td>Complete Transfer Math</td>
<td>22.7%</td>
<td>29.6%</td>
<td>44.2%</td>
</tr>
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</table>

**Strategic Direction 3: Facilities and Infrastructure**

**BC SouthWest:**
The new BC SouthWest location at Camino Media opened during the fall 2019 semester.

**Measure J Implementation:**
BC worked closely with the campus community, district office staff and our outside consultants to implement year 4 of Measure J renovations. The Vernon Valenzuela Veterans Resource Center and the first phase of Memorial Stadiums renovations were completed during 2019-2020, as well as a comprehensive replacement of infrastructure gas and sewer lines. We also began implementing construction of the new Campus Center and Science and Engineering buildings, as well as the second phase of Memorial Stadium renovations. Projects still in the design phase include the Gymnasium, Welcome Center, Administrative Services building, and Delano Learning Resource Center.

**Strategic Direction 4: Leadership and Engagement**
Management orientation pilot:
During the summer of 2019 and leading into fall a small team got together and developed the curriculum for the pilot. Starting in October, the first monthly orientation was held for the yearlong seminar and has continued up until the shelter-in-place. The team is now working on upgrades to the program to allow for continued orientations that can be delivered virtually due to the pandemic.

 Classified orientation pilot:
During the summer of 2019 and leading into fall a small team got together and developed the curriculum for the pilot. Starting in October, the first monthly orientation was held for the yearlong seminar and has continued up until the shelter-in-place. The team is now working on upgrades to the program to allow for continued orientations that can be delivered virtually due to the pandemic.

New Faculty Seminar:
The New Faculty Seminar was further enhanced this year, with the integration of Guided Pathways concepts and tools, including completion coaching and data tools. New faculty were encouraged to become involved in completion coaching communities and given direct instruction on the use of tools like Starfish to assist in reaching out to students, providing a high-touch means of increasing completion in their areas.

Regional Health and Wellness Initiative:
- Developed partnerships with UC Merced and UCSF at Fresno focused on establishing healthcare pathways for transfer and working to identify regional workforce shortages.
- Launched the Centric Health Bakersfield College Dual Enrollment Wellness and Behavior Change (CHBC-DEWBC) Project in Wasco and McFarland to improve wellness and access to health care in rural Kern County.
- Hosted the first regional Health Equity Summit through HEAL in Delano, California bringing awareness to health and economic disparities in rural communities.
- Expanded HEAL reach to include local, regional, state and national partners including 4 Academic Hubs, 10 Healthcare partners, 8 economic development partners, 8 policy and research partners and 10 community and advocacy partners.

Statewide Leadership and systems development:
- Earned recognition as the 2019 Council for Higher Education International Quality Award recipient for meeting rigorous standards set forth by CHEA/CIQG
- Hosted the sold-out statewide Intersegmental Pathways Symposium to discuss policy and alignment of pathways from K-12 to a college degree
- Launched the Rural Health Equity and Learning Collaborative (HEAL) with partners across the central valley to focus on the improvement of health, equity, education, economic mobility, and learning; Hosted the first HEAL Summit in November 2019 bringing together statewide public health policymakers and influencers to discuss rural health equity and education
- Selected by IHEP and AIR for a proven track record of utilizing data to improve student success locally, regionally, and statewide to attend the IHEP Interactive Policy Summit
- Hosted The Bill & Melinda Gates Foundation to discuss BC’s equity and completion agenda
- Chaired the California Educational Systems and Intersegmental Alignment Task Force
● Served on the *Student-Centered Funding Formula Task Force* at the appointment of Governor Newsom
● Continued service to the *Accrediting Commission for Community & Junior Colleges*; led the search for a new ACCJC president as incoming Chair of the Commission
● Expanded the *Program Pathways Mapper* tool to 30 California Community Colleges and 6 CSUs with the support of BC’s $2.3M *CCCCO Innovation Award*