This work plan is aligned with the College’s Vision for Success goals and strategic directions.

**Vision Goals**

**Vision for Success Goal #1:** Increase by at least 20 percent the number of CCC students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job. *(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.)*

**Vision for Success Goal #2:** Increase by 35 percent the number of CCC students transferring annually to a UC or CSU. *(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.)*

**Vision for Success Goal #3:** Decrease the average number of units accumulated by CCC students earning associate’s degrees, from approximately 87 total units (the most recent systemwide average) to 79 total units--the average among the quintile of colleges showing the strongest performance on this measure. *(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.)*

**Vision for Success Goal #4:** Increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60 percent to an improved rate of 69 percent--the average among the quintile of colleges showing the strongest performance on this measure. *(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.)*

**Vision for Success Goal #5:** Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps for good within 10 years. *(Bakersfield College will increase Completion for Disproportionately Impacted Groups and Transfer for Disproportionately Impacted Groups.)*

**Bakersfield College’s Strategic Directions**

**Strategic Direction #1:** Student Learning

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

**Strategic Direction #3:** Facilities

**Strategic Direction #4:** Leadership and Engagement
Goal 1: Complete deployment of all phases of the new research data warehouse.

- Complete integration of Starfish and Canvas data into the data warehouse.
- Develop MIS quality assurance procedures leveraging the MIS data tables and structures present in the research data warehouse.
- Deploy at least one test reporting portal and gather feedback on its usefulness.
- Engage stakeholders at the District Office and other district colleges.
- Provide direction to data warehouse team regarding critical design decisions.
- Train IR staff districtwide on the use of the Phase I capabilities of the RDW project
- Complete design of Phases II and III of the RDW project; test & deploy.

Aligns with:

- **Strategic Direction #2: Student Progression and Completion**
- **Strategic Direction #3: Facilities**
- **Strategic Direction #4: Leadership and Engagement**
- **Vision for Success Goal #3: Decrease average units at graduation**
- **Vision for Success Goal #5: Reduce equity gaps**

Goal 2: Scale up Program Mapper across the CCC and CSU

- Encourage and support the 33 CCCs and 6 CSUs that have committed to implementing the Program Pathways Mapper to complete onboarding & vetting so they can go live with a public site (currently 8 sites are live, target is 29 by end of year).
- Launch the Program Pathways Mapper Project with support of the Chancellor’s Office and the Foundation for California Community Colleges.
- Engage with catalog and curriculum inventory vendors regarding the integration of program mapper into their products including licensing
- Expand availability and usage of program mapper across the system; implement at 50 CCCs.

Aligns with:

- **Strategic Direction #4 Leadership and Engagement**

Goal 3: Develop a prototype of the program mapper for UC at UC Merced

- Develop design and ability to visualize years three and four of the transfer program maps.
- Improve prerequisite handling and program to occupation mapping capabilities.
- Develop capacity to include data from Assist.
- Explore inclusion of new features and data elements specific to UC and/or UC transfer pathways.
- Identify, support, and partner with key stakeholders and allies at UC Merced.

Aligns with:
Goal 4: Support completion coaching teams for Learning and Career Pathways and affinity groups

- Synchronize data availability with institutional communication plans.
- Update and publish Tableau Guided Pathways Momentum Point dashboard, including Guided Pathways momentum points (15+ units attempted per term; completing math and English in the first year; 30+ units attempted in the first year; 9+ core program units completed; On-path percentage).
- Integrate disproportionate impact data into the Guided Pathways Momentum Points by program, LCP, and affinity group.
- In addition to the vetted LCP crosswalk mapping showing relationship of program of study to LCP, include the ability to disaggregate by dean area.

**Aligns with:**

- Strategic Direction #2: Student Progression and Completion
- Strategic Direction #3: Facilities
- Strategic Direction #4: Leadership and Engagement
- Vision for Success Goal #1: Increase degree and certificate awards

Goal 5: Complete an impact analysis of dual enrollment.

- Develop data sharing agreement with KUHSD and other local high schools.
- Conduct analysis and share results with internal and external stakeholders.
- Present the results at a state and/or national conference.

**Aligns with:**

- Strategic Direction #2: Student Progression and Completion
- Strategic Direction #4: Leadership and Engagement

Goal 6: Professional development of OIE staff

- Research staff need continuous training and updating of skill sets to keep up with demands and push capabilities further. It is critical that we prioritize training and professional development of OIE staff in areas such as:
• Qualitative analysis tools (NVivo, Atlas.Ti)
• Disproportionate Impact Tool
• Tableau
• Starfish
• Cognos
• SQL
• Onboard, orient and train new Director of Institutional Research and Director of Student Achievement Research

Aligns with:

• Strategic Direction #1: Student Learning
• Strategic Direction #2: Student Progression and Completion
• Strategic Direction #4: Leadership and Engagement

Goal 7: Support Data Coaching and Data Drive trainings

• Develop an annual plan for recruiting, training, and supporting data coaches, including:
  o Training curriculum for six courses (three to four sessions of each)
  o Starfish access (as appropriate)
  o Cross-training
  o Development of at least three Canvas training modules
  o Development of badges for skill acquisition in Badgr/Canvas.
• Develop schedule and agenda for Data Drive sessions (3x per semester)

Aligns with:

• Strategic Direction #2: Student Progression and Completion
• Strategic Direction #4: Leadership and Engagement

Goal 8: Institutional Review Board (IRB) procedures and website development

• Update and enhance the website for the Office of Institutional Effectiveness to include detailed information on the College’s new IRB including:
  o Schedule of meetings
  o Procedures
  o Membership
  o Research application

Aligns with:

Strategic Direction #4: Leadership and Engagement