History of the Data Coaches at Bakersfield College (BC)

Lack of data access a primary issue:
The Bakersfield College Data Coaches concept began Spring 2013 when President Christian first arrived at the college. Getting data at the college had been greatly diminished by the centralization of Institutional Research (IR) at the District Office. District was under-staffed for this task and could not respond to the growing needs of the additional reporting required by various external agencies. Primarily the three colleges were expected to operate on reports created by the district for specific tasks. These reports were usually available spring and summer and where driven by district concerns (strategic planning, external scans and internal scans) and college needs (program review). The data was made available in pdf and a few deans and grant personnel were trained to use the reporting software, Discoverer, for Institutional Research. High priority reports (such as the annual Accreditation report in April) were partially helped by the district office. However, at the college level, the lack of accessibility to data had a crippling effect on the ability to use data to make decisions. Reports from these years, such as Accrediting Commission for Community and Junior Colleges (ACCJC), Achieve the Dream (ATD), Basic Skills Initiative (BSI), expressed a desperate need for college-level data access and resources to improve.

Defining the data needs:
In 2013, Bakersfield College began with a volunteer cadre of Data Coaches (organized by Dean Mourtzanous and Biology faculty Janet Fulks) who were trained to use external data sources, analyze and investigate issues related to student success. Data was collected and communicated college wide with committees and key departments in an effort to address key issues needing improvement. In addition, Strategic directions, a new strategy for yearly planning was built on the premise that data would be made available, analyzed and improvement evaluated each semester. In October 2013, Learn@BC was initiated as a college-wide professional development conference and BC began a journey investigating the importance of data first as a general topic and then as it applied to specific initiatives and quality improvement.

Data strategy redefined:
The Fall 2013 conference used data coaches to explore data, provide hypotheses, and report to the college about various perspectives and the meaning of data. The California Community College Chancellor’s Office (CCCCO) statewide Vice-Chancellor of Technology and Research (TRIS), Patrick Perry, and a nationally known researcher, Rob Johnstone from Naional Center for Inquiry and Improvement (NCII), walked our faculty through the current top issues nationally and statewide. The local district IR discussed the ATD report [https://www.bakersfieldcollege.edu/conference/data2013](https://www.bakersfieldcollege.edu/conference/data2013). Presentations

- Rob Johnstone - Resources for Structural Change: Completion by Design's Loss-Momentum Framework & Redesign Principles
- Patrick Perry - Getting Familiar with the Data at the State Chancellor's Office
- Lisa Fitzgerald & Michael Carley - Achieving the Dream: a Culture of Inquiry and the Five Student Success Element

Data coaches discussed standards that could be set for our institution and attendees voted (using a clicker response system) to define these initial Institution-Set Standards (ISS) based upon the data.
available at the CCCCO Scorecard. A key aspect of this strategy was to integrate data coaches from all areas of the campus – classified, faculty, managers and administrators were trained and worked together for mutual understanding and dialog. The Renegade Scorecard was created to make data more accessible and to stimulate dialog.

A follow-up conference in Spring 2014 moved the college forward to explore the use of data and the new reporting requirements for STUDENT SUCCES AND SUPPORT PROGRAM, as well as an opportunity to investigate and pilot multiple measures implementation. The growing requirement to report for newly established statewide initiatives were instrumental in defining the needs for data at BC.

Keynote Presentations

- **Keynote 1:** Kurt Ewen - *From Evidence to Actionable Information: Institutional Practices in Support of Student Success*
- **Keynote 2:** Kurt Ewen - *Shared Purpose - Student Success Data and the Possibilities of Collective Responsibility and Mutual Accountability*

Breakout Presentations

- **Breakout A:** Kurt Ewen - *Thinking & Acting Programmatically - A Session for Faculty Chairs*
- **Breakout B:** Sharyn Eveland - *Actionable Analysis - Using Multiple Data Sources to Identify the "Sweet Spots"*
- **Breakout C:** John Carpenter - Assessment - Finding Time to Do It All! *Presentation not available*
- **Breakout D:** Janet Fulks & Sue Granger-Dickson - *D: Understanding the Institutional Scorecard & Multiple Measures for Student Placement to Improve our Outcomes*
  - Presentation 1: Creating College Scorecards
  - Presentation 2: Multiple Measures Project

**Data Coaching Concept Accelerated (2014-2016)**

The data coaches began to reflect on and ask key questions on data quality, applications, accessibility, context and meaning. Data Coaches were given training on FERPA, access to the Discoverer files and encouraged to help promote and explore dialog on campus. The Data Coaches developed or were assigned specific projects, which were then presented to key college committees, groups and meetings to stimulate dialog at the most granular levels at the college.

**Project Examples**

- **MIS reporting for SSSP**
- **Tracking a First Time in College Cohort**
- **Multiple Measures algorithms**
- **Multiple Measures reporting**
- **Data reporting to the local High Schools**
- **Math data and progression**
- **Institutional Learning Outcomes (ILOs)**
- **Specific student data by groups (MESA and STEM)**

The Renegade Scorecard was adapted to mirror the strategic directions.

**Academic Development Progression**

**Student Support Success Projects**

**Attendance and Success**

**Supplemental Instruction and Student Success**
Data Coach Historical Narrative
9/6/2017

Comparison of Math Statistics and Psychology Research Methods Success Analysis of Accelerated and Compressed Coursework
Data Coaches lead the distribution and analysis of the (Community College Survey of Student Engagement (CCSSE) and Community College Survey of Faculty Engagement (CCSFE).

Development of the Institutional Effectiveness Office and Data Coaching (2016-2018)

Spring 2016 marked the approval from the district to rebuild Institutional Research on the college campuses. Bakersfield College developed an Institutional Effectiveness Office comprised of a Dean, Researcher and Analyst with oversight on the Data Coaching project.

Data Coaches began to be certified and assigned to tasks specific tasks (CCSSE distribution; Accreditation; Guided Pathways; Program Review) and enabled to do specialized reporting in 2017. Data Coach resources, training and work have continued to “ramp up” over the last 5 years with the goal of embedding data and dialog in all institutional processes.