Name: Carla Gard  
Area: Dean of Instruction, Nursing/Allied Health  
Director of Nursing Programs (RN, LVN-RN, VN)  
Health Sciences Pathway Lead  
Health Information Technology (HIT)  
Medical Sciences  
Nurse Assistant Training Programs (NATP)  
Phlebotomy  
Radiologic Technology (RAD TECH)  

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.

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.

Strategic Direction #1 - Student Learning
Strategic Direction #2 - Student Progression & Completion

Work Plan
Clarifying and entering the path

Enrollment management strategies - Persistence

- Meet with enrollment management team (Counselors, Advisors, and Student Workers) once a week to incorporate training to maximize use and efficacy of available communication systems for student outreach, including Starfish, Ocelot, calling campaigns, and AD Astra.
  - Track pre-nursing, HIT, Med Sciences, NATP, Phlebotomy, and RAD TECH enrollment and on time completion numbers
  - Collaborate with Team to run reports for their respective departments they manage.
  - Encourage active participation of Calling Campaigns to promote student enrollment (Faculty, Staff, Ed Advisors, Counselors, and Peer Mentors).
  - Empower Ed Advisors to collaborate with peer mentors to track progress on: number of calls and referrals made; concerns raised by students called, number and trend of enrollments in assigned departments; and/or, any trends/patterns noted.
  - Plan and provide informational sessions each semester for Health Sciences LCP to aid students in choosing appropriate path and courses.
  - Utilize enrollment strategies Cognos, Starfish, Ad Astra, and Tableau to track number of sections, students, seats, and FTES/FTEF.

- Meet with Title V and GPIT Faculty Team Leaders once a month to ensure consistent goals and messaging for Health Sciences LCP students.

- Instill ownership of Pathway and discipline by adding updates to general faculty meeting agendas, provide Starfish training, and encourage the use of standardized Canvas messaging in faculty courses.
- Work with Associate Dean to enhance enrollment management strategies such as daily enrollment numbers check, monitoring fill and drop rates, completions rates, and use of effective messaging with Counselors and Advisors, Ocelot, Starfish, and calling campaigns.
- Engage faculty to participate in enrollment management committee, attend Starfish training and participate in calling campaigns.
- Resume Kern County RN explorer program Spring 2022.
- Collaborate with HIT Director, Ed Advisors, and Counselors outreach to increase program/course enrollment.
- Collaborate with RAD TECH Director to maintain enrollment and degree completion rates.
- Mentor HIT Director to develop tracking of data to report for CAHIIM.
- Mentor Rad Tech Director to develop tracking of data to report for JRCERT.
- Review course material requirements and encourage programs/faculty to add at least one OER.
- Schedule Management
  - Work with Faculty Chair and Associate Dean to establish a scheduling system that requires minimal changes after the schedule is set.
- Monitor on-time completion (OTC) rates for all programs maintaining a minimal OTC of 85% for each program.

**Enrollment management strategies – Growth**

- Expand classroom, skills lab, and simulation lab to allow the enrollment expansion of programs.
- Currently, nursing does not have one designated classroom. We are on three campuses (BCSW, Weill, and Main Campus) and occupy classrooms in nine different buildings.
- **RESOURCES NEEDED:**
  - Request designated nursing and allied health classrooms, preferably adjacent to the Allied Health Building, simulation, and skills lab. Including at least one large-sized classroom to accommodate 90 students.
  - Request designated space for skills lab for NATP- necessary to expand NATP on the main campus.
  - Request distant education room to expand to rural sites including PC, CC, McFarland, Wasco, Lost Hills, and Arvin.
  - Add a washer and dryer to offset the costs of linen service (in the skills lab)
  - Continue skills lab and simulation expansion.
  - Request for the following personnel to assist in the current and new programs with course/program expansions:
    - Designated Ed Advisor for Nursing and Allied Health Programs
    - Institutionalized Nursing Program Manager, and add Program Manager to oversee the other Allied Health Programs (current and projected)
    - Institute the Student Success Coach and elevate to full time position.
    - Add DA III to manage the growth of the programs and enrollment numbers and assist with clinical scheduling and tracking (My Clinical Exchange and American Data Bank – systems mandated by community partners)
    - Add an IT specialist for at least 50% FTE to manage AV, simulation equipment, bar code scanning workstations for electronic health record, inventory tracking tools, badging machines, mannequins, tablets for surveying, and 150 computers within the department.

- Expanding graduating RNs by a minimum of 5% graduates (Increasing the number of AS in nursing degrees from 147 to a minimum of 154):
  - Continue to expand generic ADN program to the goal of 90 per semester [to increase by 25% - Fall 21 was 68 & sp 21 was 73]
  - Pilot Early College to VN to RN
  - Pilot program BC VN grads to RN Bridge
  - Increase from 10 seats per year to 40 annually
- Change from Bridge to Advanced Placement
- Add Specialty certificates
  - Perioperative 101, Critical Care, & Neonatal
  - Add psych mental health club and apprenticeship program
- Create apprenticeship/externship courses for high vacancy areas, including;
- Expand LVN-RN and Advanced Placement
  - LVN-RN goal is to increase by 50% by initiating a pilot program for BC VN to RN.
  - Backfill 2nd, 3rd, and 4th semester to achieve max number of 90.
  - Advertise to paramedic students
- Expand NATP to increase by 25% (with 10% of the students to be in the rural settings)
  - Expanding rural areas of McFarland, Wasco, Lost Hills, and Arvin

**RESOURCES NEEDED:**
- Request faculty – adjunct for lectures and clinical faculty.

- HIT goal is to increase by 25% enrollments
  - Work with early college/high school students to create a High School to HIT AS pathway.
  - Covert HIT to a cohort model
  - Develop stackable certificates Health Technician Assistant Certificate and Coding Specialist Certificate.

- RAD Tech goal is to increase by 10%
  - Add Mammography program – target start date Spring 2021
  - Add expansion of a Pilot Rad Tech Program in the clinical sites in Porterville
  - Partner with Kaiser for clinical sites

- Develop additional programs under the Allied Health umbrella within next 18 months to 24 months, including:
  - Bakersfield
    - Mammography program – target start date Spring 2021
    - Add expansion of a Pilot Rad Tech Program in the clinical sites in Porterville
    - Phlebotomy program – target start date Spring 2022
    - Respiratory Therapy program - target start date Fall 2022
    - Medical Assistant Program - target start date Spring 2022
  - Porterville
    - Expand RN program by 50% taking a second cohort of 20 student per year – target start date Fall 2022
    - Start a paramedic program to meet surrounding community’s needs – target start date Spring 2021
    - Start VN program – target start date Fall 2023
    - Add Pilot Rad Tech Program?

**RESOURCES NEEDED:**
- Need to build out Distant Education Classroom and Build/enhance simulation Program
  - Cerro Coso
  - Start RN Program – target start date Fall 2023
  - Increase number of Nurse Assistant Students
  - MA Program (?? Numbers)
  - HIT online courses – early college

- Expanding clinical site options
  - Partner with Adventist Health for mobile rural clinics
  - Delano subacute facility
• Cultivate partnerships with long term care facilities
• Porterville sites for Rad Tech students
• Porterville sites for Paramedics
• Start psychmental health apprenticeships

- **Completion Rates AY 21/22**
  - AS in Nursing – 160
    - Certificate perioperative 101 – 15
  - AS in RAD Tech – 24
    - Mammography – 8
  - AS in HIT – 6
    - Health Technician Certificate – 5
    - Certificate Coding Specialist - 5
  - Certificates of Achievement (VN) – 20
  - Job Skills Certificates (NATP) – 82

**Vision for Success Goal #2**

*Increase by 35 percent the number of CCC students transferring annually to a UC or CSU.*

**Strategic Initiative 1 - Student Learning**

**Strategic Initiative 2 - Student Progression and Completion**

**Work Plan**

**Learning**
- Increase GCU and CSUB transfer rates by 10% for AY 2021/22.
- Maintain attrition rate less than 15% in all Nursing and Allied Health Programs
- Maintain On Time Completion rates at or greater than 85% for all Nursing and Allied Health Programs
- Maintain greater than 95% job placement rates for the Nursing and Allied Health Programs.
- Support the National Academies Health and Medicine Division’s goal of 80% of nurses to achieve higher education (BSN, MSN, Doctorate)
- Acclimate Job Developer to the recruitment and retention processes for Nursing and Allied Health Programs, including establishing, tracking, and reporting job placement rates, on time completion, attrition rates, and transfer rates.
- Work with CSUB to develop a concurrent BSN pathway.
- Mentor and assist faculty to apply for and obtain national program accreditation for ADN program.
- Mentor and support HIT, RAD Tech, NATP, Phlebotomy, and Perioperative Faculty Directors to build pathways to earning higher, stackable certificates and degrees.

**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 system wide average) to 79 total units--the average among the quintile of colleges showing the strongest performance on this measure.*

**Strategic Initiative 1 - Student Learning**

**Strategic Initiative 2 - Student Progression and Completion**

**Work Plan**

**CLARIFYING AND ENTERING THE PATH**

- Evaluate ADN program curriculum and work with nursing faculty to decrease program units from 38 to 36.
- Evaluate VN curriculum to align units and curriculum on instructional plans.
- Explore, analyze and evaluate all pre-requisite courses with intention to build pathways beginning in early college.
- Provide Roadmaps for HIT students to earn AS degree and certificates.

STAYING ON THE PATH

- Collaborative with Ed Advisors to have frequent check points to ensure students are staying on the path and are not either missing courses needed for degree/graduation or taking unnecessary coursework.
  - Collaborative GCU to ensure RN to BSN concurrent students are not missing coursework for degree.
- Ensure Ed Advisors are using Ocelot and Starfish to send key message before, during and in between semesters.
- Identify classroom usage for skills lab and large size classes.
- Increase Nursing Strategies - NURS B99 and MED Term B60 course offerings in high schools.

**Vision for Success Goal #4**

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.

**Strategic Initiative 1 - Student Learning**

**Strategic Initiative 2 - Student Progression and Completion**

**Work Plan**

Refer to Work Plan for Vision for Success Goal #1 for plan for additional programs/courses and growth.

STAYING ON THE PATH

- **Continue to graduate at least 80 ADN students each semester to help meet workforce demand.**
- Convene with Hospital Advisory Committee a minimum of two/year to develop goals and action plans to meet community needs.
- Meet regional workforce demands shown by decreased vacancy rates by annual employment supply and demand data for Kern County and Central Valley.
- Implement Nurse Extern and preceptorship programs AY 2020/21.

Improve community wellness.

- **Increase Completion Rates for AY 21/22 by a minimum of 5% per program, target numbers include:**
  - AS in Nursing – 160
    - Certificate perioperative 101 – 15
  - AS in RAD Tech – 24
    - Mammography – 8
  - AS in HIT – 6
    - Health Technician Certificate – 5
    - Certificate Coding Specialist - 5
  - Certificates of Achievement (VN) – 20
  - Job Skills Certificates (NATP) – 82
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.

Strategic Initiative 1 - Student Learning
Strategic Initiative 2 - Student Progression and Completion

Work Plan

- Partner with Adventist health and their mobile clinic in the rural areas.
- Address our ethnic 20/21 disproportionate areas: African Americans 5%; Native American 3% and Asian 3%, Filipino 4%, and Pacific Islanders 0%;
  - Change Multicriteria selection points to accommodate the Native American and African American students
  - Begin a pilot program with the Umoja-STEP program to foster AA mentoring program for the Health Sciences pathways.
  - Increase outreach efforts on campus targeting underrepresented groups beginning in high schools
- Address equity issues in our faculty meetings with topics such as humanizing the classroom, syllabi, and course materials, promoting online teaching courses, implementing badges, and promoting the accessibility course to align documents/materials to meet the accessibility standards to ensure all syllabi/materials are accessible, discuss the nine encounters with classroom racism and strategies to address them, and facilitating conversations in the classroom about race and equity.