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.

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

Work Plan
Implementing the processes below will support students on their path to progression and completion.

Rural Initiatives South Kern
- Enrollment - Persistence
  - Coordinate south kern RI team training as data coaches and implement enrollment campaigns (Ed Advisors)
  - Increase Ocelot utilization to support south kern RI enrollment efforts (Ed Advisors, support staff)
  - Increase south kern RI engagement and support for Pathways/Disciplines (Ed Advisors, Faculty)
- Enrollment - utilize data from south kern RI sites for strategic course offerings to support progress, completion and growth
- Scheduling
  - Collaborate with RI Managers and departments to ensure a robust schedule is adopted before the closing period at south kern rural sites.
  - Ensure schedule is complete before adoption (faculty & rooms assigned)

Adult Education
- Increase non-credit course offerings and enrollments by 20% in rural communities.
  - Bakersfield
  - Job Spot
  - CityServe/ Center
  - Arvin
- Establish processes to support the development, offering and expansion of noncredit courses and programs.
- Collaborate with CE to establish a process for awarding of CDCP’s
- Support implementation of CCCApply to eliminate enrollment barriers for adult learners
- Collaborate with rural partners to support expansion of noncredit at south kern rural sites.
- Facilitate homeless initiatives (Project Hireup, Accelerator, etc.)
  - Graduate a minimum of 3 cohorts
  - Increase offerings at CityServe and City Center
**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**
Implementing the processes below will support students to stay on their path, complete and successfully transfer.

- **South Kern Programming for Completion**
  - GE and ADT completion by offering adequate courses
  - Strategically schedule course offerings (mornings, afternoons and evenings)
  - Arvin, Job Spot--scheduling for Golden Four & CSU Certificates
  - Collaborate with departments to increase offer GE courses to support transfer

- **Adult Education**
  - Increase opportunities to engage Adult Learners in transfer conversations, workshops, etc...
  - Bakersfield, CityServe/Center, Job Spot and Arvin scheduling of CDCP Noncredit certificates.

**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**
Analyze enrollment data and collaborate with south kern RI counseling/advising team to ensure students stay on the path to progression and completion.

- Collaborate with team to increase number of students with an educational plan
- Focus on institutional Persistence Rate Goal of 75% from Fall 2020 to Fall 2021
- Maintain focus on supporting momentum points for students (south kern RI counseling, scheduling, student support)
- Identify appropriate sequence of courses each semester at south kern rural sites to ensure students complete on time, and do not have to take filler classes as Adult Learners wait for required courses.

**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.*

**Strategic Initiative 1 - Student Learning**

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

**Work Plan**
Improving the following processes will ensure student learning and the successful transition of students into the workforce in their field of interest.

**Rural Initiatives South Kern**

- Increase south kern rural student success rate in CTE courses – Goal: 80%
  - Increase student support (tutoring, counseling/advising) in south kern.
- Enhance relationships with community partners in south kern.
• Leverage AEP and WFA to support CTE completion and placement in employment
• Increase Employment Development services at south kern rural sites to assist students with transition to workforce.

**Adult Education: Noncredit**
- Support implementation of CCCApply Noncredit application
- Coordinate training for CCCApply noncredit implementation
- Oversee site programming for noncredit CDCP completion
  - Bakersfield
  - Job Spot
  - Arvin
  - City Serve

**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**
Continue building on Rural Initiatives to assist in reducing the equity gaps for generally underrepresented student groups. Focus on improving processes and procedures to ensure students stay on the path to progression and completion of momentum points and close achievement gaps

**Rural Initiatives South Kern**
- Oversee room utilization and office assignments at south kern rural sites.
- Oversee expansion of student services at south kern rural sites
- Leverage AEP and WFA programs to reduce equity gaps in south kern rural communities.
- Collaborate with Panorama Campus departments to increase services offered in south kern rural communities.

**Adult Education: Noncredit**
- Support implementation of CCCApply noncredit application
- Coordinate training for rural staff to support rollout of noncredit application
- Lead planning for site programming for noncredit program completion
  - Bakersfield
  - Job Spot
  - CityServe/ Center
  - Arvin

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

**Work Plan**

**Rural Initiatives South Kern**
- Develop and/or strengthen partnerships with community agencies/ leaders to effectively deliver support to south kern rural students (i.e. Lamont, Arvin Chamber of Commerce, business partners, elected officials).

**Adult Education**
- Support and facilitate the hiring of WAF team to support grant scope of work and program implementation.
- Continue to maintain and develop relationships with AEP partners such as Bakersfield Adult School.
• Facilitate and foster relationships with community partners such as CityServe, Garden Pathways Bakersfield Homeless Center, Housing Authority of Kern, Mission of Kern County and CAPK.