Work Plan 2021-2022
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Performing Arts

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

Area Dean's Goal: Increase degree and certificate acquisition rates by 3% from the six-year average, as noted below.

- **Music Associate Degree for Transfer Award Increase Goal 21-22: 10**
  (Six-year average – 9.2 degrees per year; 21-22 Goal: 10)
- **Theatre Associate Degree for Transfer Award Increase Goal 21-22: 11**
  (Six-year average – 10.2 degrees per year; 21-22 Goal: 11)

- Utilize Ocelot messaging to communicate with students regarding classes needed to stay on track to graduate
- Work with local high school and middle school performing arts programs to build a robust pipeline of Music and Theatre students enrolling at BC
- Promote existing Commercial Music certificate to increase awareness and enrollment
- Support Music and Theatre events with marketing and events support to enhance student learning outcomes and promote the work of the department to the community
- Pursue funding opportunities to provide equipment and experiences that broaden and enhance student learning outcomes
- Identify adequate storage of instructional materials to address current issues and maximize instructional space for faculty and student use

Area Dean's Goal: Collaborate with Pathway Completion Team to ensure student intended majors are clarified/confirmed and students identified as pursuing outdated majors are advised on most efficient path to degree completion.

Students with outdated majors:
- MUSC AA: 7
- THTR AA: 8

- **Music Associate Degree* Award Increase Goal 21-22: 2**
  (Six-year average – 1.33 degree per year; 21-22 Goal: 2)
- **Theatre Associate Degree* Award Increase Goal 21-22: 2**
  (Six-year average – 1.5 degree per year; 21-22 Goal: 2)

- Contribute as needed as a member of the Pathway Completion Team
Area Dean's Goal: Increase milestone progress of first year students (15 units per term, 30 units per year, transfer level English/Math completion) by 10% overall and by an additional 5% (15% total) for Black and Hispanic students for each of the degree programs in my area.

Music AA-T Goals

15+ units in First Semester
- 5.5% of First-time African American students will attempt 15+ units in their first term.
- 37% of First-time Hispanic students will attempt 15+ units in their first term.
- 24.4% of white students will attempt 15+ units in their first term.

30+ Units in First Year
- 8% of First-time African American students will attempt 30+ units in their first year.
- 11.7% of First-time Hispanic students will attempt 30+ units in their first year.
- 12.2% of white students will attempt 30+ units in their first year.

Transfer Level English and Math in First Year
- 5% of First-time African American students will attempt 30+ units in their first year.
- 21.4% of First-time Hispanic students will attempt 30+ units in their first year.
- 24.4% of white students will attempt 30+ units in their first year.

Theatre Arts AA-T

15+ units in First Semester
- 38.3% of First-time African American students will attempt 15+ units in their first term.
- 41% of First-time Hispanic students will attempt 15+ units in their first term.
- 27.5% of white students will attempt 15+ units in their first term.

30+ Units in First Year
- 57.5% of First-time African American students will attempt 30+ units in their first year.
- 33% of First-time Hispanic students will attempt 30+ units in their first year.
- 18.4% of white students will attempt 30+ units in their first year.

Transfer Level English and Math in First Year
- 5% of First-time African American students will attempt 30+ units in their first year.
- 17% of First-time Hispanic students will attempt 30+ units in their first year.
- 18.4% of white students will attempt 30+ units in their first year.

- Utilize Ocelot messaging and department social media platforms to promote classes to students with fewer than 15 units in each term and/or encourage students to complete transfer level English/Math in their second term if not completed during their first
- Collaborate with Pathway Completion Team to identify courses best suited to bring students' unit loads to at least 15 units
- Work with specific high schools serving diverse populations to build a robust pipeline of Music and Theatre students of color
- Promote late-start classes to students with fewer than 15 units per term
- Pursue funding opportunities to increase BC performing arts presence in rural communities

Strategic Enrollment Management (SEM) Goals:

Persistence
- Provide data support to area dean, department chair, and faculty in creating a student-focused schedule
- Support area dean's Completion Coaching Team Campaign for the Arts, Communication, and Humanities (ACH) Pathway
- Assist Starfish utilization in Performing Arts
- Assist Ocelot utilization in Performing Arts
• Participate in pathway outreach team meetings, monthly department and pathway team meetings, dean’s area meeting each term, and regular data distribution and discussion

**Growth**
• Utilize Ocelot messaging to encourage full-time enrollment to increase course enrollment FTES rates by at least 5% from five-year average.
  - **FTES Rate Goals by Subject Area**
    - Music courses total FTES goal – 459.1
    - Theatre courses total FTES goal – 182.4
• Support chair and faculty use of college data systems to guide enrollment management strategies
• Support the use and expansion of Open Educational Resources (OER) by 10% in Performing Arts by conducting research on existing materials, particularly regarding new certificates and degree programs
• Support the development of Certificates of Achievement and AA-T degrees to change the perception of performing arts education as a career-focused pursuit
  - Theatre Tech COA
  - Jazz Studies COA
  - Music Performance COA
  - Music Education COA (piano, conducting, etc.)
  - Dance AA-T

**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**

**Area Dean’s Goal:** Increase transfer rates by 7% in each program of study.

- **Music AA-T:** Increase the transfer rate to 30%
- **Theatre Arts AA-T:** Increase the transfer rate to 9.5%

• In collaboration with area dean, department chair, faculty, and Pathway Completion Team, develop messaging campaigns encouraging students to enroll in courses that fulfill UC/CSU transfer and degree requirements
• Support department chair and faculty in the development, marketing, and event management of department events bringing UC/CSU representatives to campus, allowing students to build connections beyond BC
• Work with local high school performing arts teachers to develop a pipeline of students planning to attend BC and then transfer to a UC/CSU school as a means of reducing overall costs of higher education
• Promote existing, and support expansion of, online certificate and degree opportunities for students
  - Commercial Music COA
• Provide support where needed to build/expand performing arts Inmate Scholars programs

**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**

**Area Dean’s Goal:** Increase the education plan completion rate by 10%

- Increase the Music AA-T Ed Plan completion rate to 40.5%
Increase the Theatre Arts AA-T Ed Plan completion rate to 54.5%

- In collaboration with area dean, department chair, and faculty, support achievement of persistence rate goal of 75%
- Utilize Ocelot messaging to communicate with students regarding classes needed to stay on track to graduate
- Pursue funding opportunities to provide equipment and experiences that broaden and enhance student learning outcomes, thereby investing in our students and promoting a culture of persistence
- Provide marketing and events management support to department events, raising the profile of BC Performing Arts in the community, thereby attracting more students who are likely to graduate on time.
- Collaborate with Pathway Completion Team to identify courses useful to students outside the Music and Theatre majors that satisfy general education requirements
- Develop messaging to support counseling of students approaching high average number of units accumulated
- Provide data support to area dean, department chair, and faculty in creating a student-focused schedule
- Create and manage a scheduling system for student practice rooms to ensure equitable, timely, and student-focused access to practice rooms

**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**

**Area Dean's Goal:** Increase the number of Certificates of Achievement earned by 3% from the six-year average

- **Commercial Music Certificate Award Increase Goal 21-22: 10**
  (Four-year average – 9.5 certificates per year; 21-22 Goal: 10)

- Increase marketing and promotion of existing Commercial Music certificate
- Support the ongoing revision/updating of existing certificates to align with changing industry needs
- Support the development of at least 3 new Certificates of Achievement by researching certificates offered by comparable departments at other schools
- Work with local high school performing arts teachers to promote dual enrollment/early college opportunities for Kern County high school students
- Support area dean, department chair, and faculty in the recruitment of guest speakers and faculty candidates to enhance existing certificates and broaden the possibilities for new certificates
- Support and participate in advisory committees for Performing Arts department COA programs

**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**

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

**Work Plan**

- Work with specific high schools serving diverse populations to build a robust pipeline of Music and Theatre students of color
- Support and encourage department chair and faculty to select and promote diverse programming for Performing Arts events, representing more diverse populations in our venues and classrooms
- Pursue funding opportunities to increase BC performing arts presence in rural communities
- Ensure marketing and promotion of department events is equitable, inclusive, and accessible so that the department is welcoming more diverse audiences into our venues
- Support area dean in faculty diversification initiatives
- Pursue professional development and learning opportunities to enhance diversity, equity, and inclusion in all performing arts programs
- Complete accessibility courses provided by Bakersfield College to produce accessible materials for the department