Strategic Direction 1: Student Learning

Developing a new ecosystem for student credit and microcredentialing
BC will lead the state in the development of a learner-centered ecosystem with outcome-oriented microcredentials at its core.
- Alteration of eLumen system to integrate microcredentials live by May 2021.
- Development and vetting of microcredentials at SLO, course, and program levels for 50% of courses and programs by May 2021.
- Collaboration with other community colleges on badge-based infrastructure.

Humanizing Learning and Equity-Based Teaching Practices Across the College
The development of a people-focused, humanized, equity-oriented model for teaching, both online and in-person, is imperative for the college.
- 75% of faculty will attend an equity-based teaching/humanizing learning training by May 2021.
- Instructional Design mini-grants will increase equity-based practice in online learning.
- Student success and retention rates for Spring 2021 online courses will be within 5% of the pre-covid high point.

Developing Thinking Around the Social Construction of Learning
The development of social structures to support learning is a critical part of Bakersfield College’s ability to continue to set the standard for modern, effective teaching practice.
- Social / Social Constructionist models of learning will be integrated with teaching workshops and seminars to support the development of good teaching practice.
- Social/collaborative structured will be developed and implemented across college learning contexts to support the development of advanced models of learning.

Applied / Authentic Learning will Become a Central Feature of Learning at BC
Learning is more powerful, and more effective in applied scenarios, and authentic assessment has been shown to produce more useful feedback for learning as well as more useful data on learning.
- Faculty will be encouraged to develop authentic and applied learning scenarios for their classes.
- Faculty will receive training in authentic assessment, and encouraged to integrate the practice into their classes.
- Models of applied and authentic learning will be highlighted to boost participation in these activities.

Strategic Direction 2: Student Progression and Completion

Momentum Point Completion
Bakersfield College will establish a minimum 10% target increase in each of the momentum points over the highest point in the past three years beginning in 2017-18. The aspirational target is set at a 25% increase.
<table>
<thead>
<tr>
<th>FTIC Enrollment</th>
<th>Baseline</th>
<th>10% Minimum Target</th>
<th>Change</th>
<th>25% Aspirational Target</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,599</td>
<td>2,859</td>
<td>260</td>
<td>3,249</td>
<td>650</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attempt 15+ units in 1st term</th>
<th>Baseline</th>
<th>10% Minimum Target</th>
<th>Change</th>
<th>25% Aspirational Target</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22.4% (582)</td>
<td>24.6% (703)</td>
<td>121</td>
<td>28% (910)</td>
<td>328</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attempt 30+ units in 1st year</th>
<th>Baseline</th>
<th>10% Minimum Target</th>
<th>Change</th>
<th>25% Aspirational Target</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18.9% (491)</td>
<td>20.8% (595)</td>
<td>104</td>
<td>23.6% (767)</td>
<td>276</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complete Transfer English</th>
<th>Baseline</th>
<th>10% Minimum Target</th>
<th>Change</th>
<th>25% Aspirational Target</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>29.8% (775)</td>
<td>32.8% (938)</td>
<td>163</td>
<td>37.3% (1,212)</td>
<td>437</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complete Transfer Math</th>
<th>Baseline</th>
<th>10% Minimum Target</th>
<th>Change</th>
<th>25% Aspirational Target</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14.7% (382)</td>
<td>16.2% (463)</td>
<td>81</td>
<td>18.4% (598)</td>
<td>216</td>
</tr>
</tbody>
</table>

**Schedule Management to increase access and completion**

Establish flexible paths toward completion through flexible semester structures, varied course modalities, and expansion of degree pathways at regional locations.

- Develop an 8 week + 8-week semester schedule for four high-enrolled ADT programs: 1) Administration of Justice, 2) Business Administration, 3) Communication, and 4) Psychology at BC SouthWest
- Expand early college pathways through CTE, baccalaureate degree, and at BCSW and facilitate data sharing through the launch of the CCGI platform.
- Grow Bachelor of Science in Industrial Automation graduates through expansion of Early College pathways and growth in feeder transfer MOUs.

**Student Support:**

Improve basic needs support during COVID-19 by expanding technology, improving FAFSA completion, meeting financial needs, and leveraging virtual supports like RenegadeBot and the Student Information Desk (SID).

**Strategic Directions 3: Facilities and Infrastructure**

*Continue the implementation of Measure J Projects for 2020-21*

Bakersfield College will continue to work with staff, faculty, and the community as we transform our campus and create a better BC by rebuilding our facilities and infrastructure. Construction will continue on the following projects.

- **Campus Center**
- **Field House Swing Space**
- **Memorial Stadium Phase II & III**
- **Science Engineering Building**
- **Camps Signage**
- **Gymnasium**

- **Infrastructure**
  - **TES Tank**
  - **Math Science Air Handler Replacement**
  - **Water Line Replacement**
  - **Humanities Elevator**

**Establish A Peace Garden at the Main Campus**

Work with campus and community groups to begin design of phase I of a multiphase project that will add multiple Peace Garden elements to the Panorama Campus.
Strategic Direction 4: Leadership and Engagement

Continue to evolve the New Employee Orientation to include diversity training

The New Employee Orientation is a one day orientation focusing on getting newly hired employees up-to-speed with various aspects of Bakersfield College. This includes an understanding of the services offered to our employees and students, access to technology, places to go for support, and includes a tour of the campus with lunch provided in the cafeteria. Part of the orientation includes introducing new employees to the culture of Bakersfield College, for example, how they can get engaged with our campus committees and how the college uses social media to stay engaged with each other and our community. This year, the focus is expanding the training on the BC culture to include a higher emphasis on diversity and sensitivity to current social issues. The goal is to immediately develop curriculum to include in the orientation that speaks to BC’s culture of diversity and inclusivity. We will accomplish this goal by:

- Bringing in campus experts to speak on diversity issues
- Providing space to discuss diversity and current social issues
- Providing campus resources and opportunities to further their learning on diversity

The success of this initiative will be measured by how many new employees completes the orientation with a goal of 100% of new employees completing the orientation.

Continue to evolve the new manager and new classified year long seminars

Once classified and management employees complete the one-day New Employee Orientation, the employees are then enrolled in a year-long seminar to further orient them to the various nuances of BC. The training usually consists of 3-hour trainings that happen once a month throughout the year. The training typically focuses on two distinct topics each day and allow for a much deeper dive in each of those topics. This year the goal is to focus on the development of two new modules.

- New Module #1: Introduction to the various remote user tools employed by the college. This could be things like Zoom, Canvas, SharePoint, Remote Access, etc.
- New Module #2: More in-depth diversity training. Taking the initial concepts presented at the New Employee Orientation and developing them further.

The success of this initiative will be measured by how many of our new employees successfully complete the year-long seminar with a goal of 100% of new employees.

Regional Leadership & Engagement

Convene regional leaders in education, industry, research, and policy to identify and implement solutions to issues of poverty, unemployment, health disparities, and education rates in Kern.

- Implement Centric Research Project on Public Health Pathway and service learning
- Homelessness and Data Project with Adventist health; includes projects to collect and analyze data on food and housing insecurity among BC students
- Launch a 3-part webinar series on the future of Kern in partnership with the National Renewable Energy Lab (NREL) to discuss transition of Kern’s energy economy toward renewable sources.
- Secure resources for regional workforce development to facilitate the energy industry transition toward renewable energy, biofuels, and other climate restoration projects.