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

Agriculture, Nutrition, and Culinary Arts Pathway:
Provide leadership within the ANC pathway by tracking, disseminating, and growing the pathway student progress and momentum points:
- Math and English Completion
- Completion of 15 units in the first semester
- Completion of 30 units in the first year

Additional pathway activities will include:
- Collaborate with pathway faculty lead to communicate momentum point progress to students and information to faculty;
- Explore expansion of instructional program offerings to rural locations (Child Development, Nutrition, Agriculture);
- Collaborate with pathway educational advisor to direct Ocelot communications to students;
- Support recruitment efforts to local high schools and occupational opportunities with local community partners;
- Continue to expand science course offerings (CRPS B5 and SOIL B1) to support college-wide student completion efforts and address the existing GE science bottleneck.

Enrollment Management Committee:
- Serve as Administrative Chair;
- Expand membership of committee;
- Disseminate enrollment management practices and progress to wider campus community;
- Share Ocelot Utilization and Provide Training;
- Enhance collaboration between completion coaching teams and Student Information Desk to support ongoing enrollment campaigns.

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
Bakersfield College Southwest:

- 2021-2022 Goal: 1,000 FTES;
- Craft and Implement Scheduling Plan to offer full degrees at new University Center starting in Spring, 2022:
  - Communication ADT
  - Psychology ADT
  - Business ADT
  - Sociology ADT
  - Administration of Justice ADT
  - Early Childhood Education ADT
  - Elementary Teacher Education ADT
  - History ADT

- Oversee room utilization, including assignment of office space to faculty and student services personnel;
- Schedule course options for morning, afternoon, and evening blocks;
- Engage in 8+8 scheduling for ADT's & CSU GE Certificates with Goal of 367 sections and inclusion of maps within Program Mapper;
- Collaborate with the KCCD District Office to support the application process to establish BCSW as a Center.

Guided Pathways Strategic Team:

- Serve as Administrative Chair;
- Coordinate pathway leads to share best practices and plan activities with Counseling Department;
- Share Starfish Utilization and Provide Training as needed;
- Support Finish in 4 program.

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

- Communicate Guided Pathways momentum points and facilitate progress for students
  - As administrative Chair of AIQ, guide annual review of Institutional-Set Standards and alert the college of areas needing further support;
  - As administrative Chair of the Guided Pathways strategic team (and Dean over ANC pathway working cooperatively with our faculty lead), coordinate the communication and organization of pathway teams to support student progression and completion:
    - 30+ Units – Goal: 18%
    - Math & English – Goal: 12%
    - Math – Goal: 16%
    - English – Goal: 24%

- Focus upon Institutional Persistence Rate Goal of 75% from Fall 2020 to Fall 2021;
- Competency Based Education
  - As Dean over the selected program, Culinary Arts AS, provide administrative support and oversight over the CBE program development and implementation process.
**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**

**ANC Pathway:**
- As ANC administrative lead, track Perkins data to meet or exceed district and state goals:
  - Postsecondary Retention and Placement
  - Earned Postsecondary Credential
  - Non-traditional program enrollment
  - Employment
- Enhance relationships with community partners, in fields such as Agriculture and Culinary Arts;
- Oversee planning and development of garden projects as student learning labs for Agriculture, Culinary Arts, Nutrition students;
- Manage Strong Workforce (SWF) and Vocational and Technical Education Act (VTEA) projects to improve student learning outcomes;
- Increase number of students taking ANC specific work experience courses by 10%
- Support faculty-lead creation of industry relevant curriculum in Geographic Information Systems (GIS);

**Institutional Planning:**
- As administrative co-chair of AIQ, support discussion of coordination of Institution-set standards with institutional goals, including the increase of student success rate in CTE courses – Goal: 80% ;
- Oversee Expansion of Adult Education to support Institutional Goals: 20% increase
  - Instructional planning for noncredit by site based on industry and community needs;
  - Coordinate with Summer Bridge and Curriculum Committee to build onramp to credit programs.
- Drive expansion of CNA cohorts in rural sites by 10%

**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**

**Child Development Center**
- Oversee provision of service to BC students, enabling them to obtain quality childcare while attending their classes;
- Administer the CDC as a learning laboratory for BC students preparing for careers in healthcare and education;
- Support application to expand center licensing to provide childcare to children as young as 18 months as California transitions to universal pre-kindergarten under AB 130;
Delano Center

- 2021-2022 Goal: 600 FTES;
- Craft and Implement Scheduling Plan to offer full degrees at Delano Center:
  - Heating, Ventilation, and Air-Conditioning (HVAC) Certificate and Associate of Science Degree;
  - Psychology ADT;
  - Administration of Justice ADT;
  - Early Childhood Education ADT;
  - Communication ADT;
  - Explore addition of new programs, including History ADT and Spanish ADT
- Oversee room utilization, including assignment of office space to faculty and student services personnel;
- Schedule course options for morning, afternoon, and evening blocks;
- Oversee expansion of instructional spaces, including planning of Regenerative Garden and scheduling of Agriculture programs to fit local need.
- Encourage collaboration between main campus student services offices and Delano and other remote site provision of services.

Rural Initiatives: Noncredit

- Coordinate with CCCApply Noncredit application team to support student applications;
- Ensure rural staff are trained to support students to utilize noncredit application;
- Oversee site programming for noncredit program completion
  - Job Spot
  - Shafter
  - Delano
  - Wasco
  - Arvin

Strategic Direction #4 – Leadership and Engagement

Work Plan

Accreditation and Institutional Quality Committee:

- Serve as Administrative Chair and College Council Member;
- Guide and Support Accreditation Midterm Report Taskforce to draft BC’s ACCJC Midterm report;
- Distribute Annual Accreditation survey and share outcomes with campus community;
- Support Strategic Directions reporting and share outcomes with campus community.

Fundraising:

- Hire Program Manager to support grant writing and special projects for Department of Agriculture;
- Engage in training opportunities to facilitate successful grant writing efforts;
- Apply for a minimum of two additional grants;
- Expand capacity and network to support BC Foundation funding of instructional projects.