

**BAKERSFIELD COLLEGE**  
**2015 - 2019**

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**Strategic Goal #1: Maximize Student Success**

**Objective 1.1: Increase Completion**

**Bakersfield College Strategy:**

- Enhance preparations for First Time in This College students
- Implement strategies and programs to further Bakersfield College's student success priorities
- Scale up and provide student support from college entry till completion

**Bakersfield College Action:**

- Develop, implement, review and update comprehensive plans to better coordinate in-reach, outreach, and recruitment activities.
- Utilize technology to automate processes and augment student support programs
- Provide timely and individualized interventions, for example Early Alert, to ensure students are aware, accountable, and supported by the most effective services available.
- Assess, enhance and expand study halls, tutoring, supplemental instruction, Math Lab, Writing Center and Student Success Lab and accelerated and compressed curriculum
- Continue to develop and expand the Making It Happen (MIH) program.
- Develop focus on resources for end of college outcomes and goals such as transfer programs and career services.

**Objective 1.2: Improve Milestone Achievements**

**Bakersfield College Strategy:**

- Enhance pre-enrollment services and pre-collegiate programs to ensure student success outcomes
- Implementing strategic initiatives and programs to advance Bakersfield College's student success priorities, as well as the allocation of appropriate resources to support those initiatives
- Provide ongoing support throughout all phases of students' academic progression

**Bakersfield College Action:**

- Develop, implement, review and update comprehensive plans to better coordinate in-reach, outreach, and recruitment activities.
- Strengthen orientation, testing, placement and counseling efforts
  - Ensure full matriculation for all incoming students
  - Reexamine, assess and enhance all matriculation steps
  - Strengthen college representation in the high schools through partnerships with high school counselors and outreach and matriculation services at high school sites
- Utilize technology to automate processes and augment student support programs
- Promote academic, career and Career Technical Education (CTE) pathways

- Provide timely and individualized interventions to ensure students are aware, accountable, and supported by the most effective services available. Examples include: Supplemental Instruction, Math Lab, Writing Center, Making It Happen (MIH) and Student Success Lab.
- Continue Habits of Mind (HOM) and Making It Happen (MIH) to improve student effort, student faculty interaction and leverage persistence into successful outcomes.
- Increase progression and success through pre-collegiate accelerated and compressed curricula
- Develop a variety of summer bridge options

### Objective 1.3: Increase Student Engagement

**Bakersfield College Strategy:** (use Renegade Scorecard to increase faculty and staff interaction)

- Promote active participation in co-curricular and extracurricular work related to students' course work

**Bakersfield College Action:**

- Develop and implement “study halls” with embedded tutoring to ensure student engagement
- Provide the opportunity for students to attend guest lectures
- Enhance participation in academic support services, including Supplemental Instruction; Science, Technology, Engineering and Mathematics (STEM); Mathematics, Engineering, Science Achievement program (MESA); Making It Happen (MIH) mentoring program; Critical Academic Skills (CAS); Habits of Mind (HOM), etc.
- Include “students habitat” spaces in facilities planning
- Enhance participation in student organizations
- Enhance student participation in campus conferences, workshops and guest lectures such as BCLEARNS, Equity Summit, Social Justice, Pre-Law, Achieving The Dream (ATD)

## Strategic Goal #2: Implement Student Equity

### Objective 2.1: Close Achievement Gaps

**Bakersfield College Strategy:**

- Continue to examine the data to identify and address barriers that disproportionately impact student success and progression and achievement, including:
  - Increase access for African American and American Indian students
  - Increase the number of African American, American Indian, Latino students completing Comprehensive Student Educational Plans (SEP)
  - Increase success rates in pre-collegiate writing and math courses for African American, Disabled Students Programs and Services (DSPS), economically disadvantaged students and students over 40
  - Increase transfer rates for Latino students.
- Implement professional development strand for diversity, equity, and creating effective services for impacted groups.

**Bakersfield College Action:**

- Provide targeted and enhanced orientation, testing, placement and counseling efforts for impact groups
- Increase support for college and community mentorship programs like African American Success Through Excellence and Persistence (ASTEP) and Padrinos.
- Scale up interventions through pre-collegiate, Making It Happen (MIH); African American Male Mentoring Project (AAMMP); African American Success Through Excellence and Persistence (ASTEP) and Latino Initiative activities, including individualized contact and intrusive support and other initiatives targeting underserved student populations.
- Continue Habits of Mind (HOM) to enhance Student Effort and Habits of Mind (HOM) and Making It Happen (MIH) to improve Student Faculty Interaction and leverage persistence into successful outcomes.
- Create learning communities by theme and groups using culturally-relevant themes and texts.
- Provide summer bridge options for impacted groups
- Initiative campaign to complete Student Ed Plan through African American Success Through Excellence and Persistence (ASTEP); African American Male Mentoring Program (AAMMP); Padrinos, and other Latino Initiatives.

**Strategic Goal #3: Ensure Student Access****Objective 3.1: Optimize Student Enrollment****Bakersfield College Strategy:**

- Accelerate progression to college-readiness

**Bakersfield College Action:**

- Redesign pre-collegiate courses

**Bakersfield College Strategy:**

- Expand dual enrollment, pathways, articulation and concurrent enrollment

**Bakersfield College Action:**

- Establish agreements with high school districts in Bakersfield College's service area

**Bakersfield College Strategy:**

- Expand Bakersfield College's Rural Initiative

**Bakersfield College Action:**

- To increase access to courses and services in rural communities

**Objective 3.2: Be the Higher Education Option of First Choice****Bakersfield College Strategy:**

- Fully develop and continue to implement the strategic communication plan to include community partners, potential students and parents, students using a variety of mediums

**Bakersfield College Action:**

- Develop and implement the Equity TV

**Bakersfield College Strategy:**

- Develop signature programs that distinguish Bakersfield College's unique academic programs

**Bakersfield College Action:**

- Implement the Bachelor of Applied Science degree program
- Enhance the Pre-Law program
- Develop expanded marketing plan for Bakersfield College's quality and exemplary programs
- Continue to strengthen the collaborations and partnerships with community groups and highlight Bakersfield College's quality programs and services

**Strategic Goal #4: Enhance Community Connections**

**Objective 4.1: Provide Workforce and Economic Development Programs that Respond to Local Industry**

**Bakersfield College Strategy:**

- Institutional Level - Engage with Business, Industry and other community organizations to spur economic development, create new workforce niches as well as respond to workforce needs
- Departmental Level - Continue to strengthen and integrate Career Technical Education (CTE) programs by engaging industry partners

**Bakersfield College Action:**

- Continue to facilitate community conversations at Bakersfield College; continue to participate with community groups in planning future strategy for Kern County and the surrounding areas. Partners: Kern Economic Development Corporation, Kern Taxpayer Association, political leaders, chambers, educational partners etc.
- Develop and expand Career Technical Education (CTE) programs to meet community needs

**Objective 4.2: Reflect the Communities We Serve**

**Bakersfield College Strategy:**

- Monitor the student and staff demographics to ensure that the college profile is a microcosm of the community's profile.

**Bakersfield College Action:**

- Enhance outreach and advertising efforts.

**Strategic Goal #5: Strengthen Organizational Effectiveness**

**Objective 5.1: Provide Effective Professional Development**

**Bakersfield College Strategy:**

- Strengthen and deepen the professional learning of all faculty and staff in a fiscally sustainable manner and continue the movement towards a learning organization that is agile with distributed leadership.

**Bakersfield College Action:**

- Continue to advance conferences, peer learning, learning from experts etc.
- Assess and evaluate professional development needs.

**Objective 5.2: Meet and Exceed Internal & External Standards & Requirements**

**Bakersfield College Strategy:**

- Continue to develop metrics and standards as an institutional scorecard representing initiatives and core educational services at BC

**Bakersfield College Action:**

- Optimize and identify internal and external standards and requirements for each of the four data strands for the Renegade Scorecard: Student Learning; Student Achievement; Perception; Operational.

**Objective 5.3: Increase Trust and Create a Collaborative Culture**

**Bakersfield College Strategy:**

- Continue to foster collaborative workgroups that are integrated with the goal of the college
- Empower individuals to own and advance the work while understanding and appreciating diverse perspectives
- Ensure transparency, widely distribute information and facilitate communication to enhance trust

**Bakersfield College Action:**

- Continue to move work through empowered workgroups with clarity of goals and outcomes.

**Objective 5.4 Improve Facilities and Maintenance**

**Bakersfield College Strategy:**

- Seek external resources to “fix” the campus that has significant needs
- Develop a system for continuing to maintain facilities after they are fixed

**Bakersfield College Action:**

- Pass the 2016 bond
- Implement the Enterprise Strategy that will generate revenue for facilities maintenance and upkeep