State of the College
2019-2020

Dr. Sonya Christian, President
December 15, 2019

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For the in-depth reports, please see the State of the College website at
https://www.bakersfieldcollege.edu/president/projects/stateofcollege

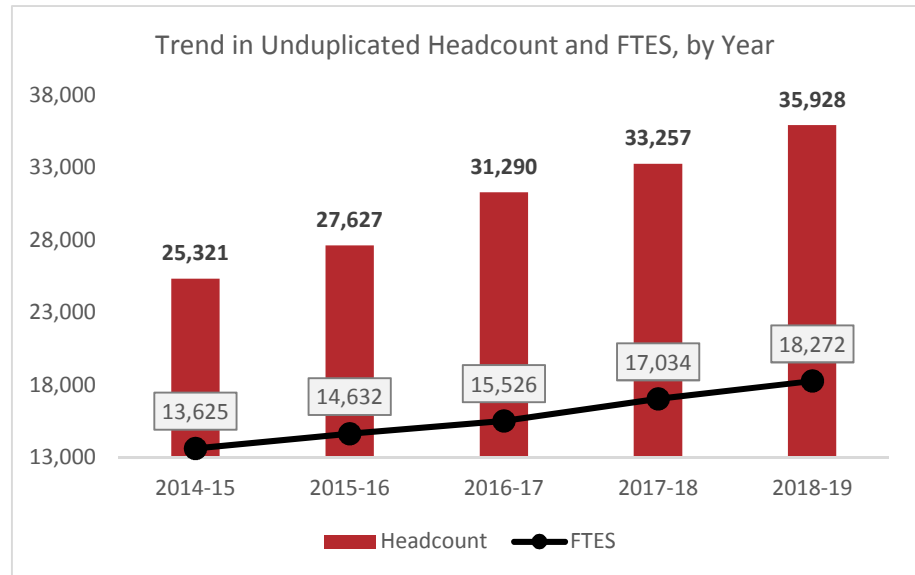# BAKERSFIELD
COLLEGE

Introduction

Bakersfield College (BC) is a place where learning happens. Increasingly, our community is coming to BC to learn. And increasingly, BC is learning how to better serve our community.

BC has seen tremendous growth in the last five years. In 2018-19, BC enrolled 35,992 students, a 42% increase since 2014-15. Of those students, BC serves 68% Latinx students and an increasingly diverse student population with regard to first-generation status, Pell Grant eligibility, and AB540 eligibility.

Trend in Unduplicated Headcount and FTES, by Year

Year	Headcount	FTES
2014-15	25,321	13,625
2015-16	27,627	14,632
2016-17	31,290	15,526
2017-18	33,257	17,034
2018-19	35,928	18,272

In addition, Early College and the Inmate Scholars programs have grown dramatically, a noteworthy point, especially in light of the new Student Centered Funding Formula (SCFF). Some highlights of BC's major accomplishment in the past year include:
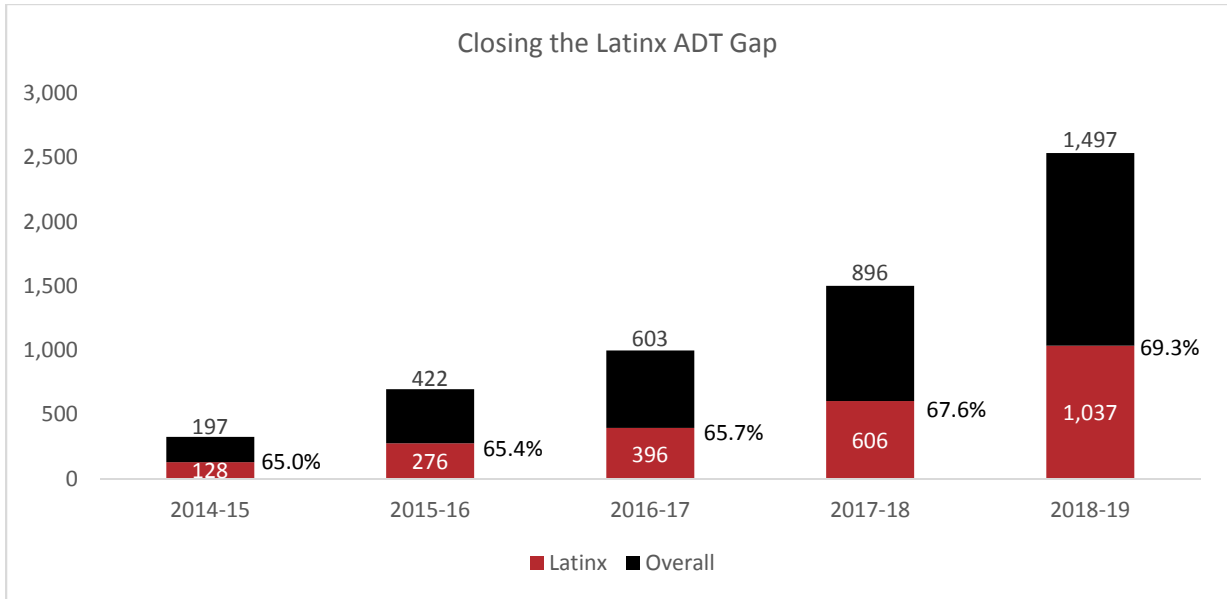

2018-19 Highlights

- 94 Early College Students earned an Associate degree the same year as their high school graduation; a 147% increase from the previous year
- 17 Inmate Scholars graduates with an Associate Degree for Transfer in Communications; this was the first graduating class
- 7,994 awards in 2018-19, a 57.7% increase from the previous year
- 12 Baccalaureate of Science degrees were awarded, a 71% increase from the previous year

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BC offers 31 Associate Degrees for Transfer (ADT), which includes 14 Associate in Science (AS-T) and 17 Associate in Arts (AA-T). These degrees are designed to provide a clear pathway to a California State University (CSU) major and baccalaureate degree. California Community College students who are awarded an ADT are guaranteed admission to the CSU system and given priority admission.
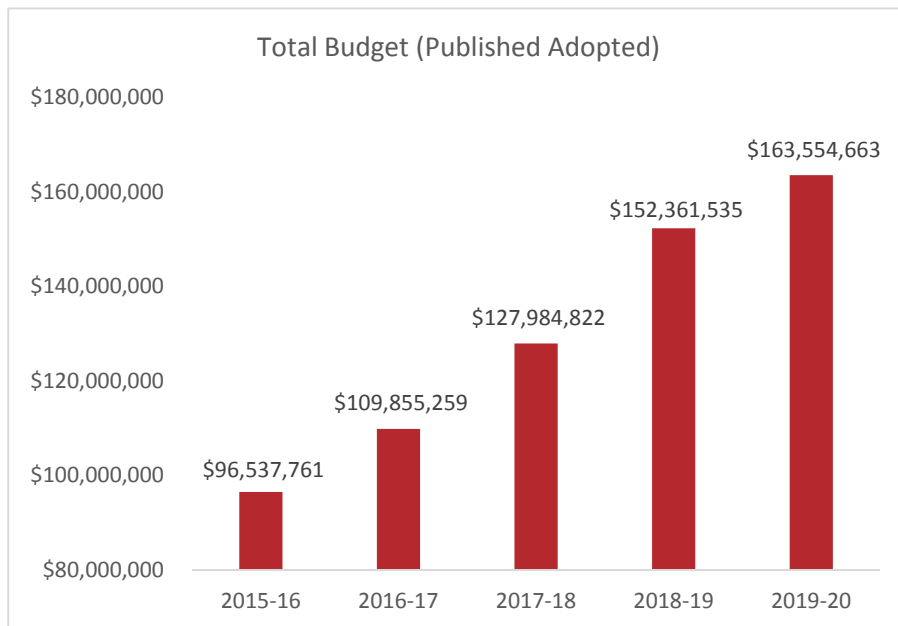
The number of awards conferred has increased over time, regardless of award type. Overall, awards more than tripled over the last 5 years, from 1,960 awards in 2014-15 to 7,994 awards in 2018-19. In 2018-19, ADTs awarded hit an all-time high: 962 AA-T and 535 AS-T degrees were awarded, totaling 1,497 ADTs. This gain was on top of an increase in ADTs by 601 from 2017-18 to 2018-19, an increase of 67%. Through Guided Pathways, BC has removed barriers, in an attempt to close achievement gaps, especially in completion. Over the last five years, Latinx has

been the majority of our student population (i.e., 71% in 2018-19); thus, we are closing the achievement gap of underrepresented groups earning an ADT.

Closing the Latinx ADT Gap

Year	Latinx	Overall	Percentage
2014-15	128	197	65.0%
2015-16	276	422	65.4%
2016-17	396	603	65.7%
2017-18	606	896	67.6%
2018-19	1,037	1,497	69.3%

■ Latinx ■ Overall

BC also continues to strengthen its fiscal stability and efficiency in conjunction with compliance and regulatory responsibilities, despite the evolving SCFF and the potential economic recession.

The graph below demonstrates the College's fiscal growth and stability. The Adopted Budget was developed using the 2019-20 Advance Apportionment (which is equal to the 2018-19 Constrained Total Computational Revenue) plus cost-of-living adjustment (COLA) of 3.26%.

Total Budget (Published Adopted)

Year	Total Budget
2015-16	$96,537,761
2016-17	$109,855,259
2017-18	$127,984,822
2018-19	$152,361,535
2019-20	$163,554,663

BC continues to evaluate strategies for long-term fiscal sustainability, as well as creatively develop trailblazing practices to advance equitable outcomes for all students. Through our vision, courageous leadership, and unwavering commitment, BC has earned local, statewide, and national recognition for our leadership, and innovation.
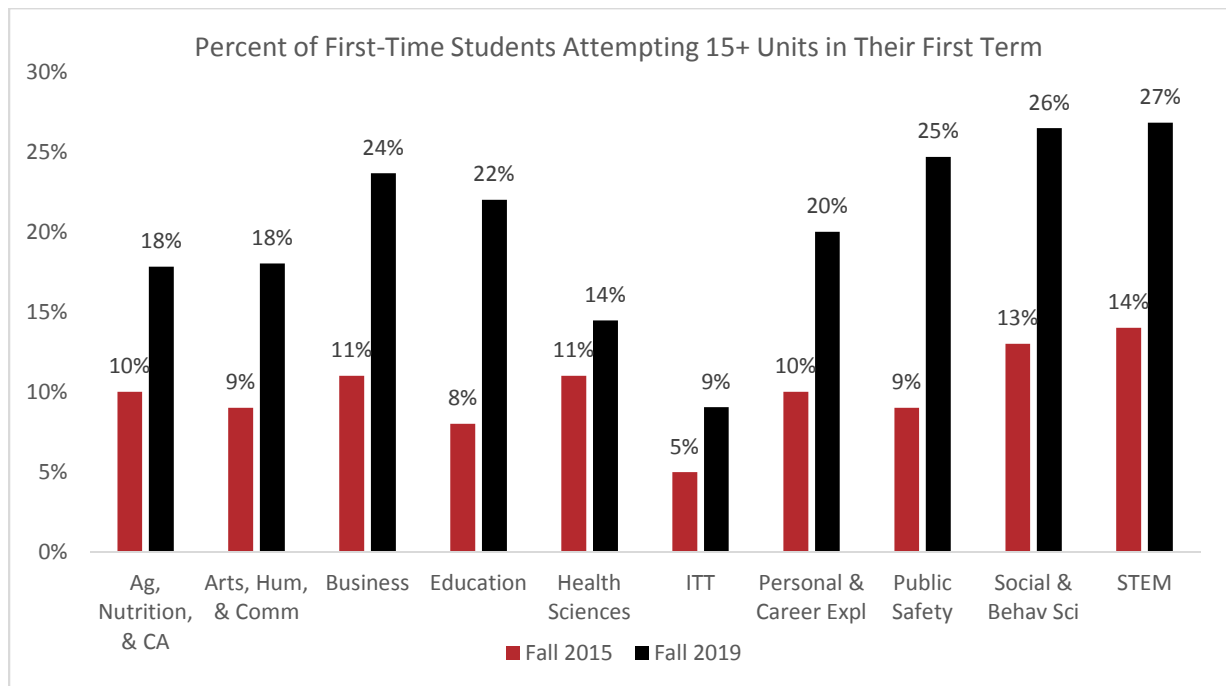
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Section I: Instruction

Bakersfield College has rapidly scaled our Guided Pathways work to start in the ninth grade of High school to baccalaureate completion at the CSU. BC continues to improve student success outcomes, and now, to advance the State Chancellor's *Vision for Success* and the SCFF. BC has identified four, research-based, campus-wide performance indicators, which have become our college's mantra and the activities of our practice.

BC's Guided Pathways Momentum Points

- *Attempt 15 units in the first term*
- *Attempt 30 units in the first year*
- *Complete transfer-level English and math in the first year*
- *Complete 9 core pathway units in the first year*

Instruction continues to move the needle on our Guided Pathways Momentum Points through our Completion Coaching Teams who support our ten Metamajors and eight Affinity Groups. The Completion Coaching Teams are a cross-functional team of faculty, staff, and administrators responsible for improving performance outcomes for students within their scope of responsibility (e.g., Foster Youth, STEM pathway, etc.)

BC has seen tremendous growth in Fall 2019 for the percent of first-time students attempting 15+ units in their first term (bit.ly/BC-GP-Dashboard). Overall, 19% of first-time students attempted 15+ units in their first term, compared to 10% of first-time students in Fall 2015 (note: we have grown from 4,394 first-time students in Fall 2015 to 5,076 in Fall 2019).

Percent of First-Time Students Attempting 15+ Units in Their First Term

Metamajor	Fall 2015	Fall 2019
Ag, Nutrition, & CA	10%	18%
Arts, Hum, & Comm	9%	18%
Business	11%	24%
Education	8%	22%
Health Sciences	11%	14%
ITT	5%	9%
Personal & Career Expl	10%	20%
Public Safety	9%	25%
Social & Behav Sci	13%	26%
STEM	14%	27%

First-time students completing transfer-level English and math in their first year has also seen growth – almost doubling from 3.1% in Fall 2015 to 6.1% in Fall 2018.

In addition to the Metamajors, Affinity groups are also seeing improvements in student success through their Completion Coaching Teams. For example, the African American Initiatives Affinity Group have helped close the achievement gaps in completing transfer-level English through the Umoja program and are closing the achievement gaps for African American students completing transfer-level math.

First-Time Latinx and Black/African American Students: Completing Transfer-Level Math in Their First Year
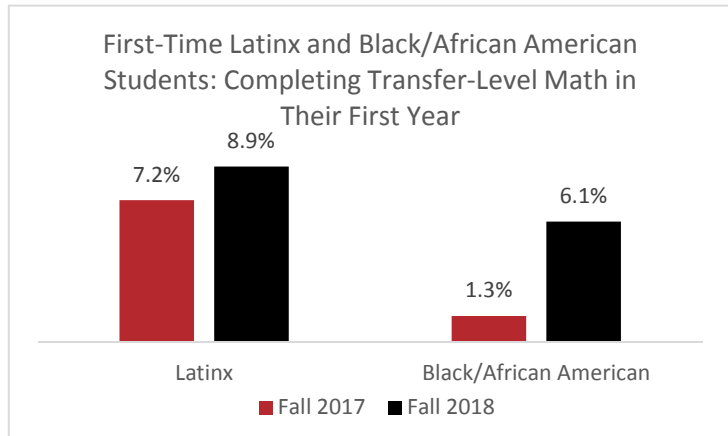
In addition, student-athletes outperform the general student population on all of the Guided Pathways Momentum Points. In fact, in Fall 2018, 62% of first-time student-athletes attempted 30+ units in their first year, compared to their peers at 12%. Similar trends can be observed for the Kern Promise students attempting 30+ units in their first year (i.e., 77% of first-time students in Fall 2018).

Bakersfield College Transfer Students

The Kern Promise and Finish In 4 programs merged in Fall 2018 as a result of the Associate Degree for Transfer Pathways agreement between BC and California State University, Bakersfield (CSUB). The number of students transferring to a CSU has dramatically increased, with the majority of BC students transferring to CSUB.

Number of BC Student Transfers to CSU
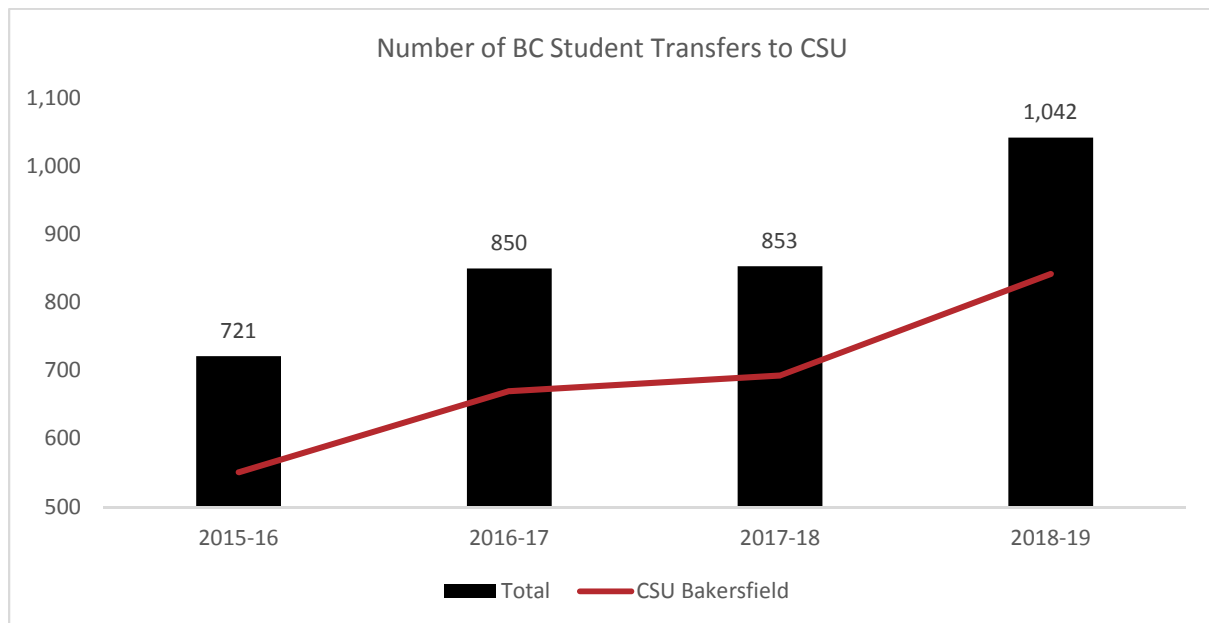
Dual Enrollment/Early College Program

This year, Bakersfield College set out to scale up dual enrollment with the implementation of Early College – the connection of course opportunities to pathway completion. Dual enrollment has seen tremendous growth since its inception in Fall 2013 through the partnership with the Wonderful Company, Wonderful College Prep Academy, and Wasco High School. The rapid increase in the enrollment can be seen in the graph below. Specifically, dual enrollment had over 10,000 enrollments in 2018-19, a 35% growth from 2017-2018.
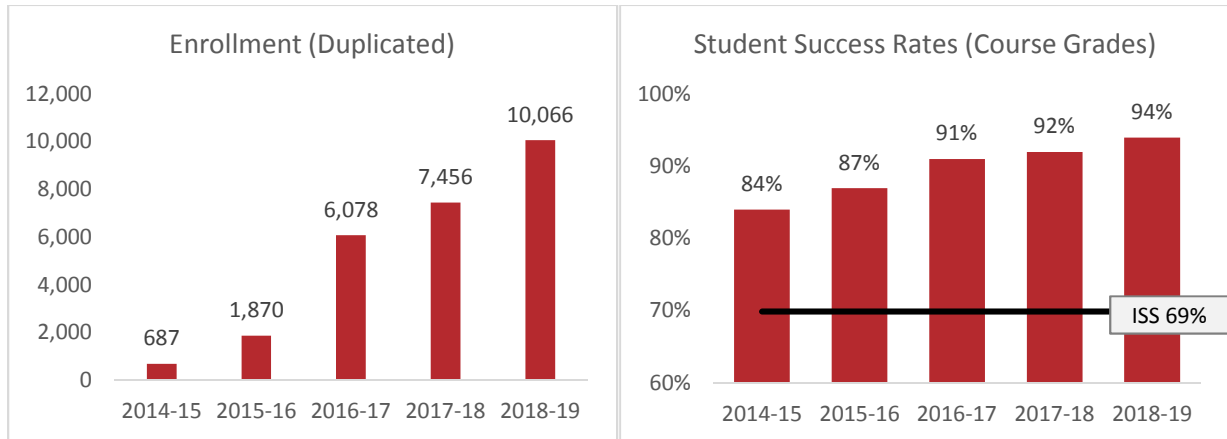
High school students in dual enrollment courses continue to exceed the institution set standard (ISS) for student success of 69%, with 94% achieving a grade of "C" or higher in the 2018-19 academic year.

Impact of dual enrollment on first-time students with high school GPAs of 2.60 or higher
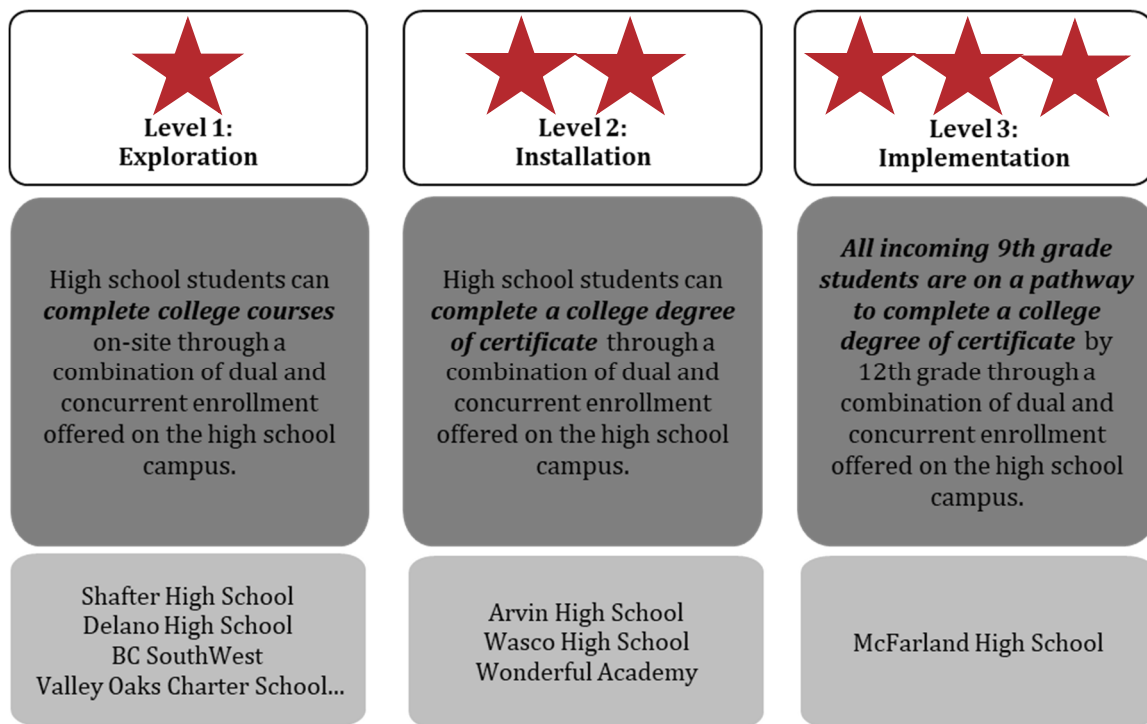
An analysis conducted by the Office of Institutional Effectiveness (OIE) showed that dual enrollment students with a high school GPA of at least 2.60 are earning nearly 3 more units than non-dual enrolled students in the same GPA range. There was also a very large effect of dual enrollment on math completion: 24% of formerly dual enrolled students in this GPA band completed transfer-level math in their first year, whereas only 14% of similar non-dual enrolled students completed transfer-level math in their first year.
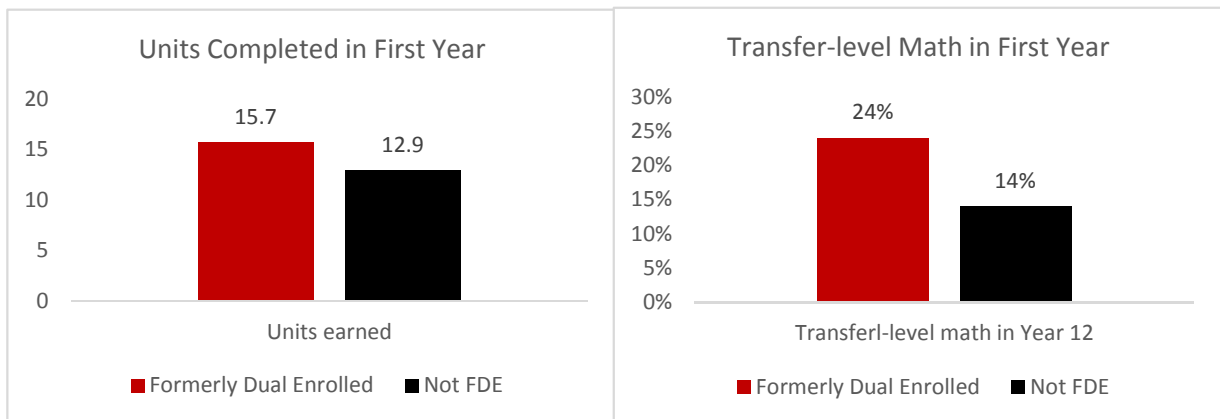
Students with a 2.60 GPA or better in high school represent about 65% of the formerly dual enrolled students and about 51% of non-dual enrolled students. The benefits of dual enrollment are concentrated among the group of students with high school GPAs of 2.60 or better. While students with lower GPAs perform about the same once they reach BC whether they were formerly dual-enrolled or not.
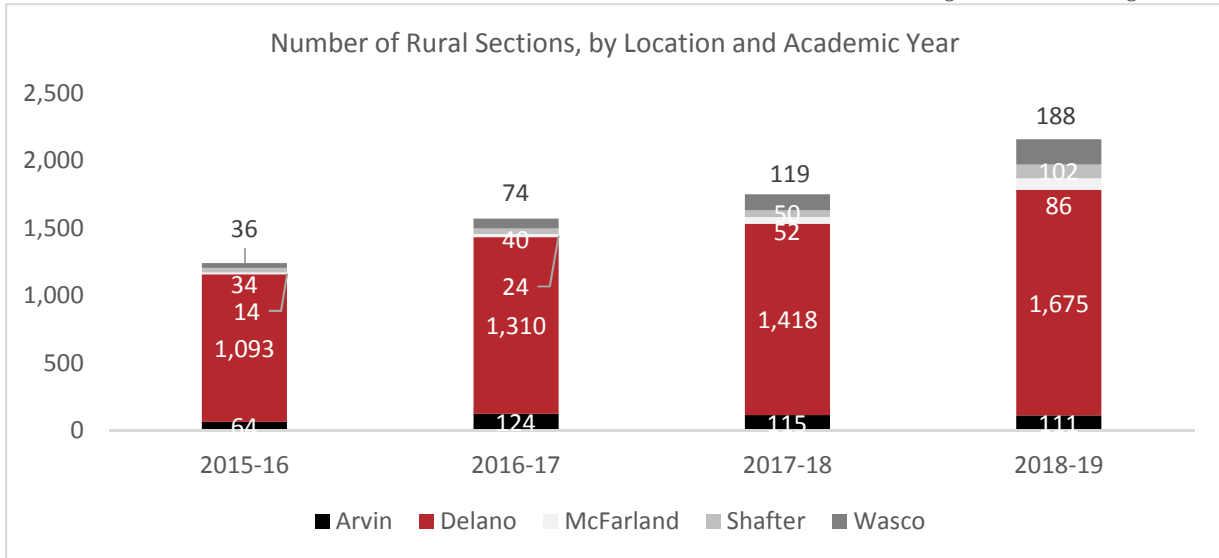
Early College

BC is extending collegiate learning by creating a guided pathway to college attendance and degree completion for our high school students, many of whom will be the first in their family to attend higher education. After a successful pilot with the Wonderful College Prep Academy and Wasco High School, with 28 Early College graduates in 2018 and 94 Early College graduates in 2019, Bakersfield College began the work for launching Early College in all rural high schools. The scale up began with detailing levels of Early College implementation to guide schools from dual enrollment participation (Level 1), to certificate/degree completion for select cohorts of students (Level 2), to the full implementation—all students being on a pathway to complete between 9 and 60 units by high school graduation (Level 3).

Level 1:
Exploration

High school students can *complete college courses* on-site through a combination of dual and concurrent enrollment offered on the high school campus.

Shafter High School
Delano High School
BC SouthWest
Valley Oaks Charter School...

Level 2:
Installation

High school students can *complete a college degree of certificate* through a combination of dual and concurrent enrollment offered on the high school campus.

Arvin High School
Wasco High School
Wonderful Academy

Level 3:
Implementation

All incoming 9th grade students are on a pathway to complete a college degree of certificate by 12th grade through a combination of dual and concurrent enrollment offered on the high school campus.

McFarland High School

Rural Initiatives

Bakersfield College is committed to bringing educational and training opportunities to all students located in the rural communities in Kern County. BC's rural areas have seen tremendous growth, doubling the number of sections and increasing the FTES by 74% in the last four years.
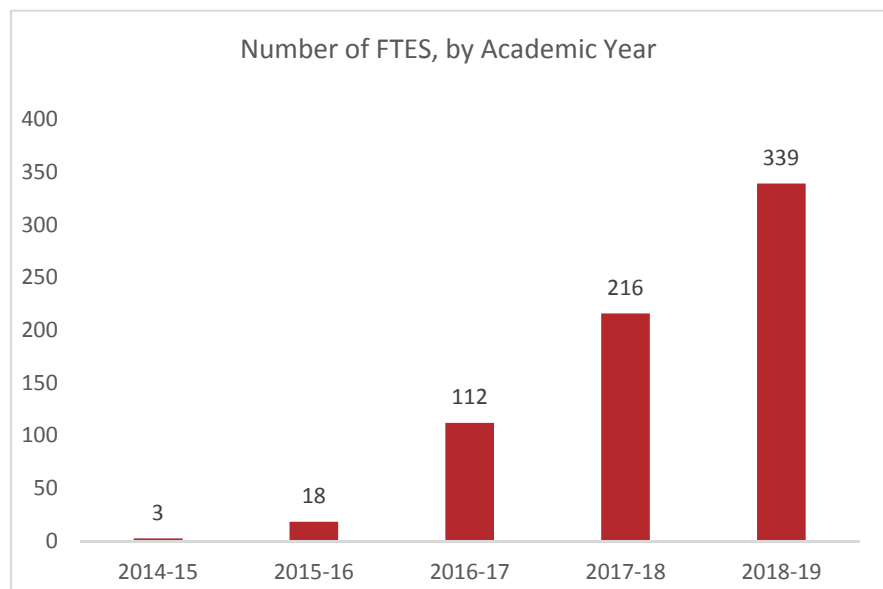
Number of Rural Sections, by Location and Academic Year

Legend: ■ Arvin ■ Delano ■ McFarland ■ Shafter ■ Wasco

Academic Year	Arvin	Delano	McFarland	Shafter	Wasco
2015-16	64	1,093	14	34	36
2016-17	124	1,310	24	40	74
2017-18	115	1,418	52	50	119
2018-19	111	1,675	86	102	188

In the recent ACCJC accreditation cycle, BC received commendations for providing quality and equitable services to all students, highlighting the work in the rural communities.

Commendation 2: The team commends the College for its commitment to mission as exemplified by its proactive outreach to and support of its students in the rural portions of its 5,000 square-mile service area, including the communities of McFarland, Arvin, Wasco, Shafter, and Delano, through the Rural Initiatives program. The College's efforts to partner with these and other rural Kern County communities to offer classes and support services at remote sites has helped create the foundation for a college-going culture throughout the Bakersfield College service area (II.A.I, II.C.3).
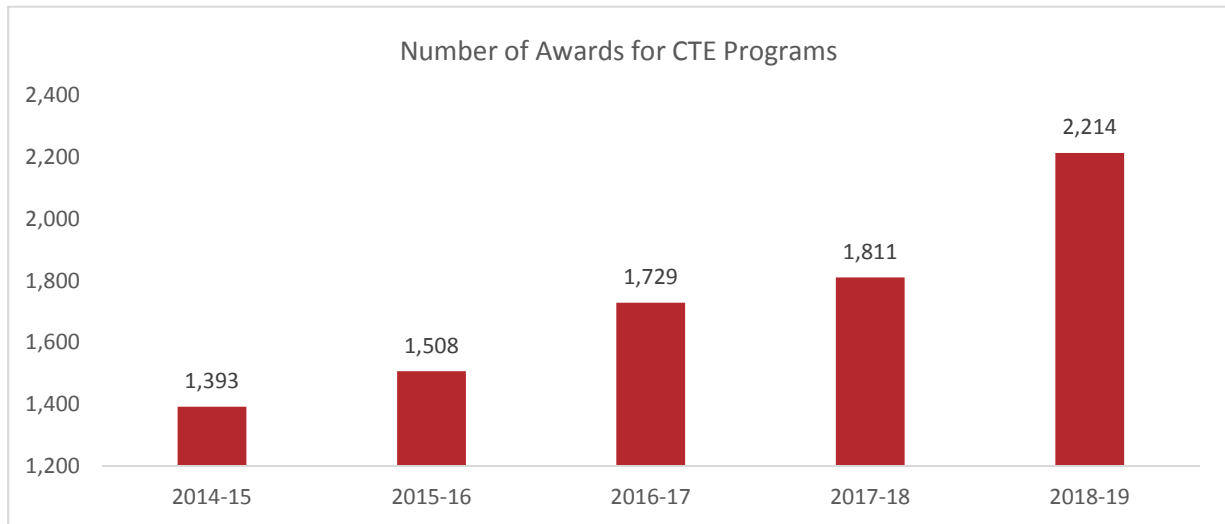
Inmate Scholars

Bakersfield College offers courses in nine facilities and 16 prison yards. With over 1,600 enrollments in Fall 2019, the FTES is projected to increase. Interestingly, the success rates are continuously high, being above 85% success and closing all race/ethnic achievement gaps. In August 2019, BC graduated its first cohort of 17 inmate scholars with an ADT in Communications.
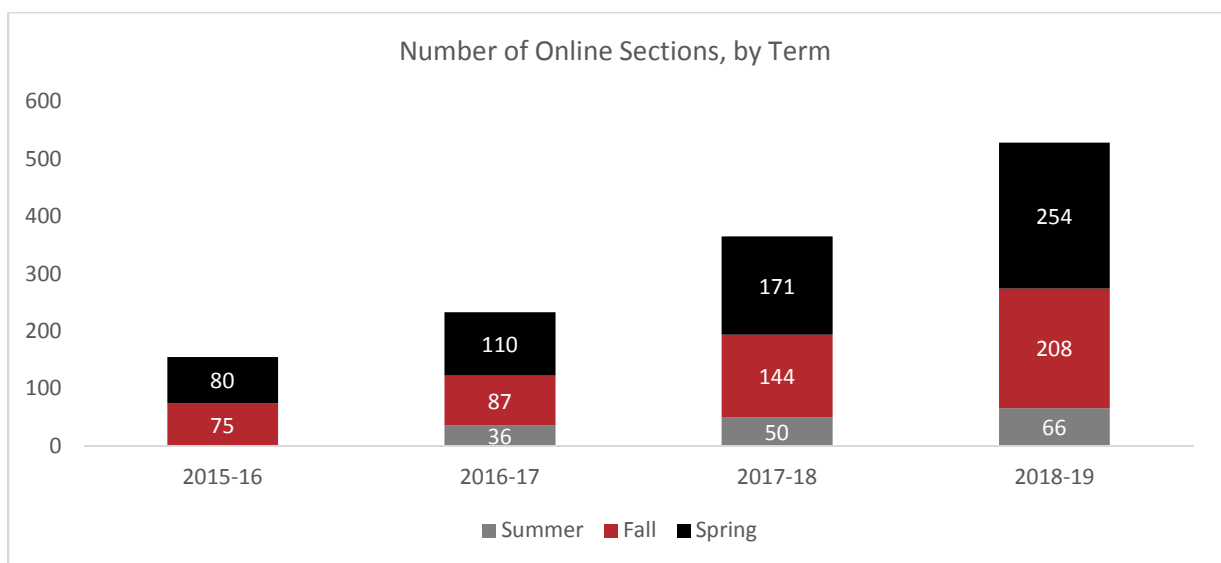
Number of FTES, by Academic Year

Academic Year	FTES
2014-15	3
2015-16	18
2016-17	112
2017-18	216
2018-19	339

Strong Workforce

Bakersfield College was awarded $3,582,538 dollars in Local and Regional funding and has seen an increase of CTE FTES, enrollments, courses, programs, and awards. In fact, in the last five years, the number of CTE awards has increased by 59% and with 22% growth in the last year, alone.

Number of Awards for CTE Programs

Year	Number of Awards
2014-15	1,393
2015-16	1,508
2016-17	1,729
2017-18	1,811
2018-19	2,214

Academic Technology and Distance Education

The Academic Technology (AT) Department supports students and faculty and their courses through Canvas, BC's learning management system and software platform for most of the online learning activities. In the last five years, there has been tremendous growth in the distance education offerings; the number of online courses has grown 349% on the last five years and the number of hybrid sections has more than doubled.
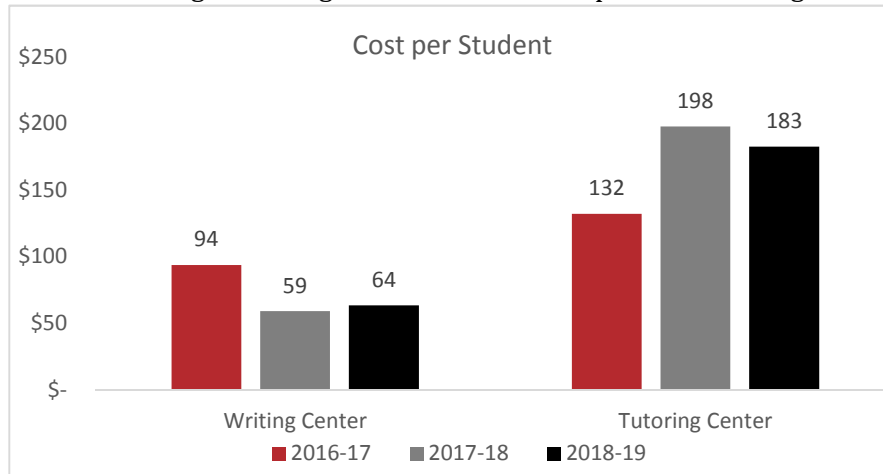
Number of Online Sections, by Term

Term	Summer	Fall	Spring
2015-16		75	80
2016-17	36	87	110
2017-18	50	144	171
2018-19	66	208	254

■ Summer ■ Fall ■ Spring

Section II: Student Services

There are 9 offices that provide student services: Academic Support Services, Counseling and Advising, Disabled Student Program and Services, Extended Opportunities Programs and Services, Office of Financial Aid, Office of Student Life, Student Health and Wellness Center, Student Success and Equity, and Veterans Resource Center.

Academic Support Services

Specifically, in 2018-19, there were almost 45,000 student visits (duplicated) among the support services. This growth aligns with the BC's Completion Coaching Team work to support students staying on the path by making referrals to academic support services, when needed.

Cost per Student

Writing Center: 94 (2016-17), 59 (2017-18), 64 (2018-19)
Tutoring Center: 132 (2016-17), 198 (2017-18), 183 (2018-19)

■ 2016-17   ■ 2017-18   ■ 2018-19

The cost per student varies by type of service. For the Writing Center, costs have slightly increased by $4.41. On the other hand, the Tutoring Center cost per student has decreased by $15.19.
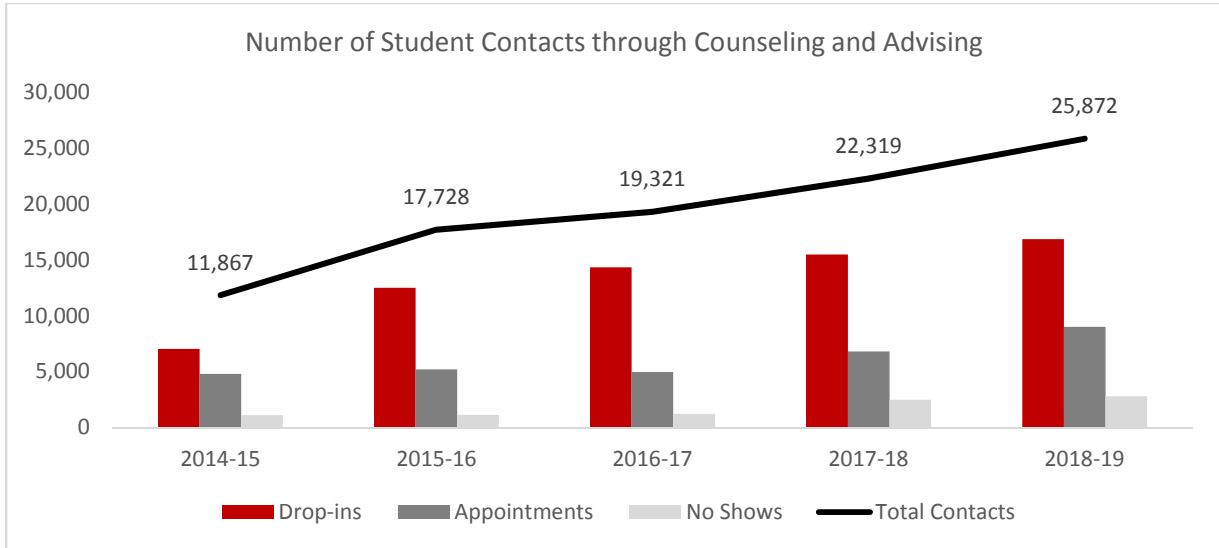
Outreach and School Relations

In 2018-19, 3,756 high school seniors were fully matriculated, an increase of 83% from 2015-16. Moreover, all incoming students in 2018-19 completed a Comprehensive Student Education Plan (CSEP) prior to starting their first semester, which mapped each student's pathway based on completing 15 units per semester, 30 units per year, and transfer-level English and math in their first year.

Fully Matriculated High School Students

2015-16: 2,048
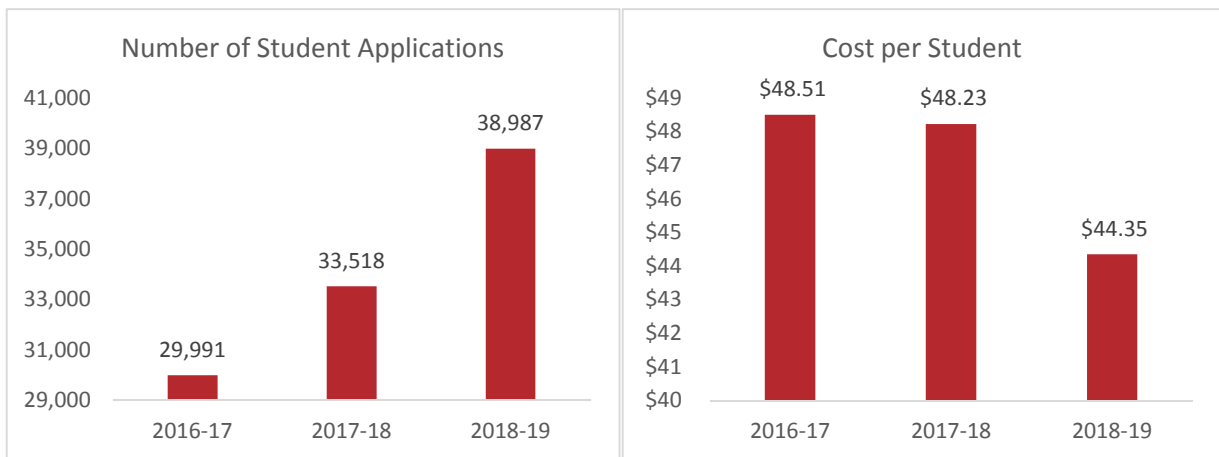2016-17: 2,563
2017-18: 3,368
2018-19: 3,756
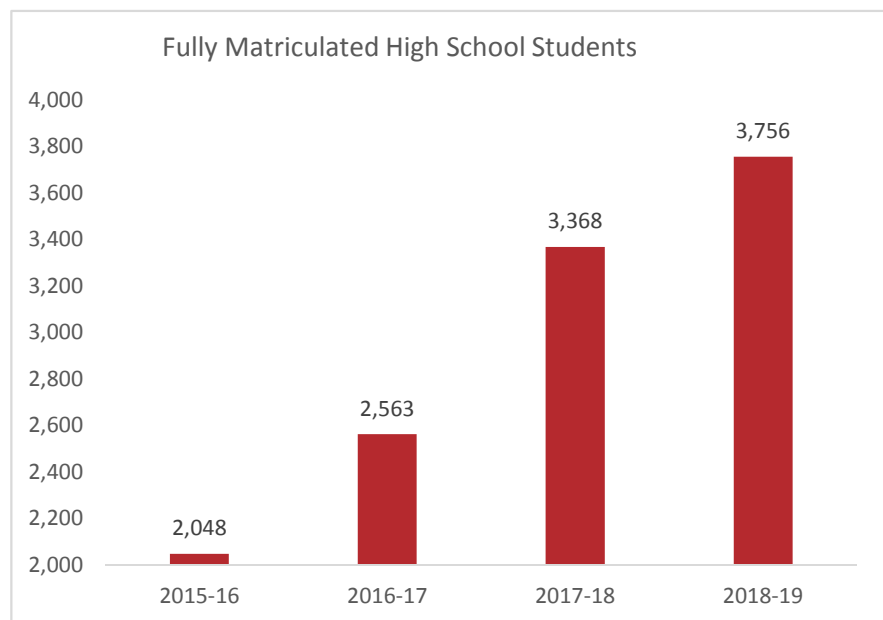
Counseling and Advising

Within the last year, Counseling and Advising has utilized a high-tech, high-touch approach with the implementation of Starfish, a case management technology tool, primary counselor and advisor contacts with students have more than doubled in the last five years and have increased 16% from the previous year. In 2018-19, the cost per student for Starfish was $7.47.

Number of Student Contacts through Counseling and Advising

Year	Total Contacts
2014-15	11,867
2015-16	17,728
2016-17	19,321
2017-18	22,319
2018-19	25,872

Legend: Drop-ins, Appointments, No Shows, Total Contacts

Financial Aid

The Financial Aid Office had an increase in applications. Our ongoing efforts to maximize the distribution of California Promise Grant and Pell Grant funds to students have been supported by legislation such as AB 19 which established the California College Promise. In 2019-20, BC received a 53% increase of AB 19 funds.

Number of Student Applications

Year	Applications
2016-17	29,991
2017-18	33,518
2018-19	38,987

Cost per Student

| Year	Cost
2016-17	$48.51
2017-18	$48.23
2018-19	$44.35

Given the growth in funding and increase in number of student applications, the cost per student for financial aid has gone down in the last three years.

Section III: Administrative Services

Budget and Finance

The initial 2018-19 apportionment utilizing the SCFF resulted in large changes in actual funding versus previously expected levels of funding. The Governor's 2019-20 budget included changes to the SCFF, partly to stabilize the formula's outcomes. The Kern Community College District's (KCCD's) 2019-20 Adopted Budget was developed using the 2019-20 Advance Apportionment (equal to the 2018-19 Constrained Total Computational Revenue) plus cost-of-living adjustment (COLA) of 3.26%.

Bakersfield College's budget has grown over the last 5 years. There has been a 5.7% increase in general funds (GU) from 2018-19 to 2019-20 fiscal year.
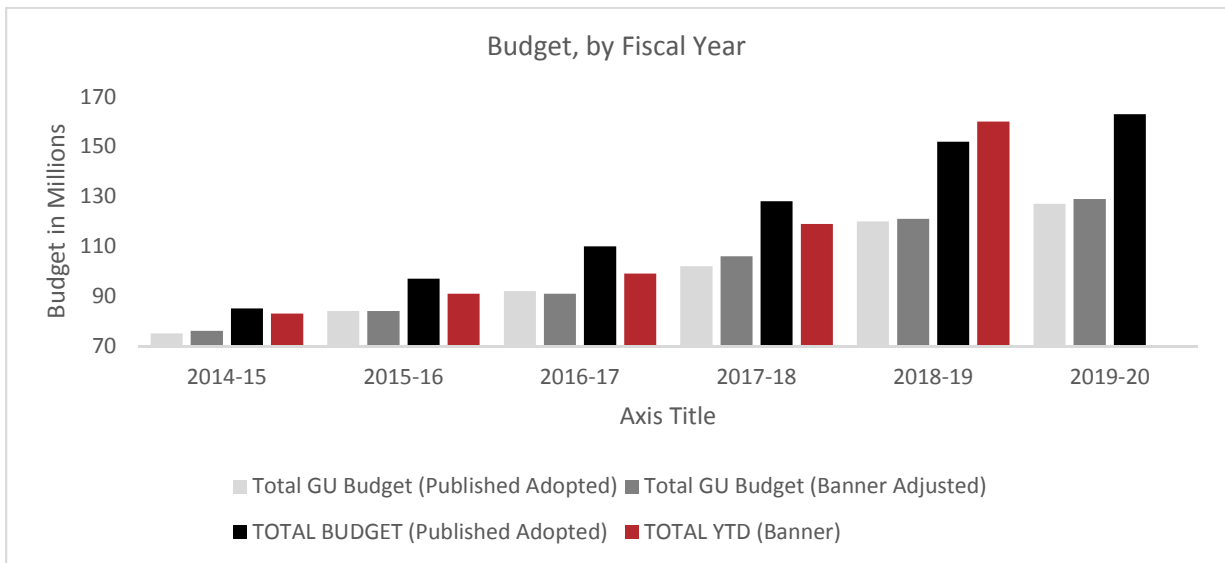
The below chart shows the longitudinal trend of the adopted versus actual reserves with the 2019-20 adopted budget reserves. The reserves are well above the prescribed KCCD Board of Trustees minimum of 5%, indicating a continual compliance to board policy.
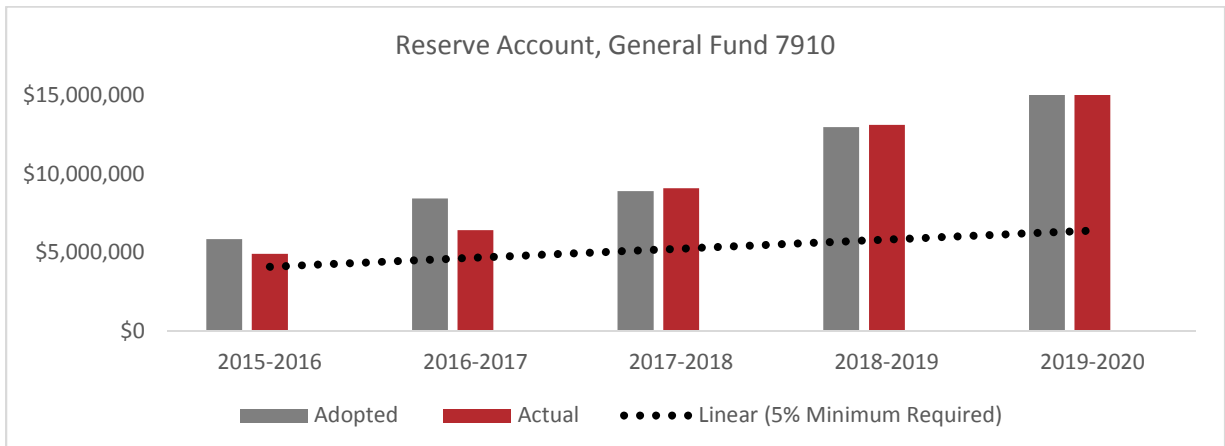
Technology Support Services

The responsibility of the Technology Support Services department is to support the wide variety of technology software and equipment and other technology needs across our multiple sites. The number of help desk tickets received by Technology Support Services increased by 25% from the previous year; yet maintained a high completion rate of over 96%.

Number of Help Desk Tickets, by Academic Year

	2017-18	2018-19
Total	7,915	9,873
Closed	7,889	9,516
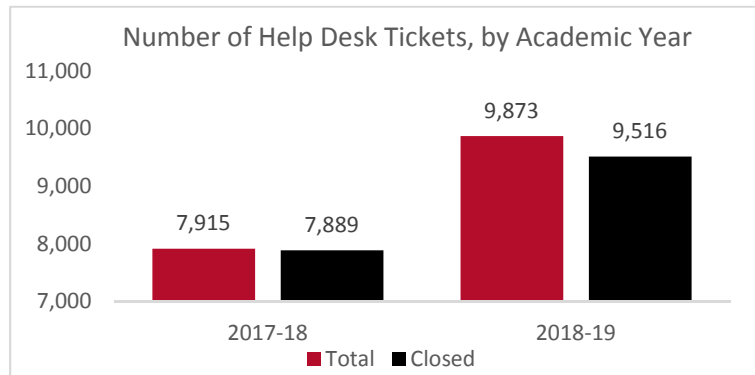
Facilities and Maintenance and Operations

Last year, the Maintenance and Operations (M&O) Department improved and replaced landscaping on BC's campus by adding over 500 new plants, trees, and bushes. Further, M&O implemented a preventative maintenance program to ensure buildings and equipment are properly maintained. In addition to this work, M&O completes about 8,700 work orders per academic year, ranging from minor repairs to major campus improvements.

Facility	Square Feet	Start Date	Move-in Date
Veterans Resource Center (VRC)	4,715	Fall 2018	Fall 2019
Campus Center/ABC Building	67,336	Winter 2018	Spring 2020
Infrastructure		Spring 2018	
Memorial Stadium – Phase I		Spring 2019	Fall 2019
Science & Engineering Building (S&E)	68,300	Fall 2019	Fall 2021
Gymnasium/Fieldhouse	71,100	Spring 2020	Fall 2022
Construction of Arvin Center	27,100	Spring 2021	Spring 2022

M&O worked closely with the campus community, KCCD staff, and outside consultants to implement year three of Measure J, which includes 14 projects in various phases. The transformation of our campus for the next 60 years has begun and major changes will be seen over the next 10 years ranging from construction of new buildings, renovations of buildings, and major repairs to our campus infrastructure. This last year, all parking lots on campus were replaced and the wireless infrastructure was updated marking completion of the first Measure J funded projects. The grand opening of the Veterans Resource Center was on December 10, 2019. Phase I of the Memorial Stadium was completed prior to the start of the football season. Construction on the Campus Center is set for completion next year. BC will break ground on the New Science & Engineering Building and Gymnasium this year and are in the process of designing the new surface parking lots, Campus Center Annex, Welcome Center, Arvin Campus, and the Delano Learning Resource Center.

Section IV: Leadership and Innovation

Guided Pathways Leadership

Bakersfield College is an acknowledged leader in statewide guided pathways implementation. In 2018-19, BC hosted site visits from six colleges who came to learn about our approach to guided pathways, including our metamajors, completion coaching teams, momentum points, data coaches, and leadership. BC also held an additional 18 meetings via phone or Zoom on similar guided pathways topics with other schools from around the state.

Program Mapper

In collaboration with Chancellor's Office, BC pioneered the development of a powerful new platform that clarifies student pathways to program completion. The Program Pathway Mapper provides accessible, vetted maps that current and prospective students can access on any connected device. Counselors and outreach staff are using it extensively, as well. Since launching in January 2019, over 25,000 users have made over 50,000 visits to the program mapper, viewing over 300,000 pages.

Below is an example of a program map for the Business Administration ADT:

Currently 27 community colleges and one CSU are implementing the program mapper. BC secured $396,000 in grant funding to co-develop a prototype for the CSU system with CSU Bakersfield. That work is expected to be completed by June 2020.

Research Data Warehouse

BC also is leading the way in developing a highly available MIS-based research data warehouse. It is designed to allow for improved quality assurance over critical MIS data that is used for decision support and in the student success funding formula calculations. Additionally, the project is designed to scale and to transfer to other colleges. KCCD is working with two other members of the 4CIS group to explore implementing the same data warehouse design at those locations, allowing the colleges and districts to work more closely and share knowledge on areas of critical shared importance.
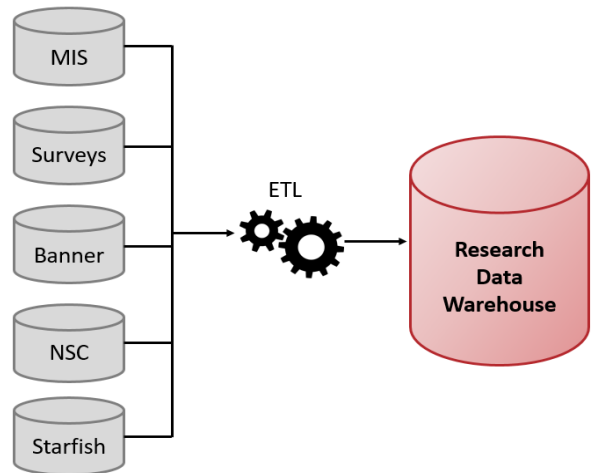
Baccalaureate

The Industrial Automation (INDA) Bachelor's program has had 54 students enrolled so far and a 60% graduation rate. The labor market analysis for this program indicates a robust demand for Mechatronics Engineers and Robotics Engineers with a median hourly wage of over $50 per hour. BC is connecting its Early College pipeline to the INDA baccalaureate program, which will result in hundreds of additional INDA bachelor's in science graduates by 2024.

Data Coaching

BC's innovative approach to data coaching has captured a lot of attention. In the past year, BC's data coaching program has been the focus of two RP group publications and numerous presentations. BC data coaches support Completion Coaching Communities, which are teams of faculty, administrations, and student services professionals support the whole student by providing wrap-around services to those enrolled in a specific metamajor or affinity group.

The 30+ data coaches are supported by the Office of Institutional Effectiveness.

The innovative curriculum developed by the Office of Institutional Effectiveness has helped develop a data culture, as data coaches are helping to move the needle on student success in a big way.

Bakersfield College SouthWest

In October 2019, Bakersfield College SouthWest (BCSW) moved to its new location near 9400 Camino Media, adjacent to the CSUB campus. BCSW is a transfer-focused education center that enables students to complete certificates and Associate Degrees for Transfer while within walking distance of CSUB. Facilities include a science lab, tutoring and writing center, dedicated counseling and advising services, and a designated student study area. In addition to the expansion of course offerings to enable students to complete full programs of study, BCSW is also expanding its student service offerings to include tutoring, advising, counseling, financial aid, student jobs placement, and veterans' services. In Fall 2019, BCSW offered 115 sections and reached student enrollments of 2,850 (315 FTES), the highest in the history of the center.

Closing

In closing, Bakersfield College is a place where learning happens. We are also learning how to increase student success in innovative and thoughtful ways. In effect, BC exemplifies the learning that we wish to see in the world. So not only is BC learning, BC <u>is</u> learning.

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BC = Learning

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Section V: Institutional Priorities
2018-2021 Strategic Directions

Student Learning | *A commitment to provide a holistic education that develops curiosity, inquiry, and empowered learners.*

Student Progression and Completion | *A commitment to eliminate barriers that cause students difficulties in completing their educational goals.*

Facilities and Technology | *A commitment to improve the maintenance of all facilities, technoloy, and infrastructure and implement Measure J funding to build a better BC.*

Leadership and Engagement | *A commitment to build leadership within the College and engagement with the community.*