

# PERSISTENCE AND RETENTION

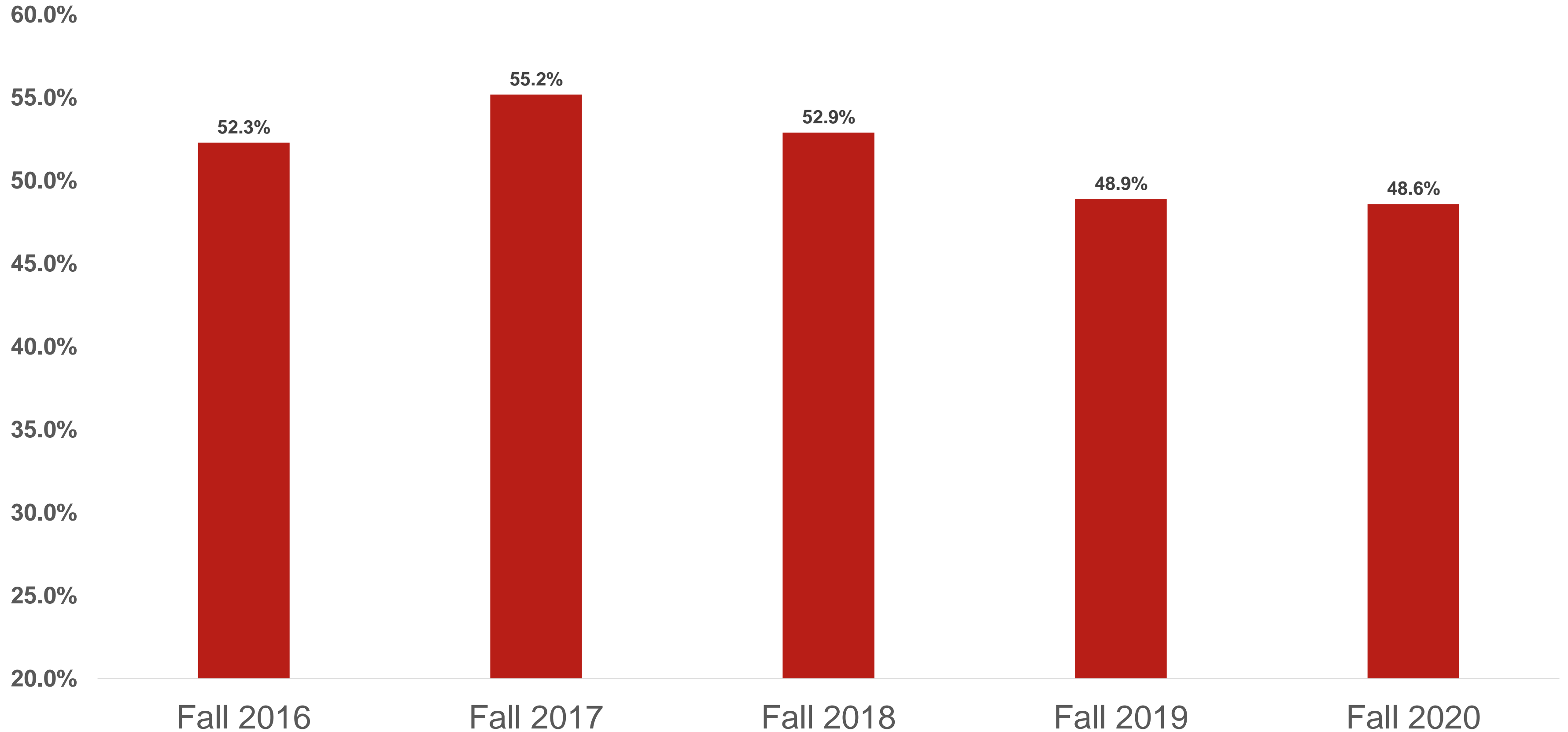
## BC's Hi-Tech/Hi-Touch Approach

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2022-2023 Overview



# CALL TO ACTION - BC PERSISTENCE RATES



# SUMMER 2022 PLANNING SESSSIONS

- **Chancellor's Retreat**
  - 6/13/22
  - 6/14/22
  - 6/15/22
- **EAC student-centered scheduling work sessions**
  - 5/31/22
  - 6/7/22
  - 6/28/22
- **President's Retreat and follow-up work sessions**
  - 6/16/22
  - 6/21/22
  - 6/22/22
  - 6/23/22
  - 6/27/22
  - 6/29/22
  - 6/30/22
- **Enrollment Management Academy**
  - 7/11/22
  - 7/12/22
  - 7/13/22
  - 7/14/22



# STRATEGIES AND TACTICS TO INCREASE ENROLLMENT

## SCFF as Tactical Framework

- Student Outreach & In-Reach
  - Focus on yield through the enrollment funnel:  
(relentless examination of the data at every step)
  - Relationships, relationships!
  - In-Person outreach at feeder high schools
- Re-Enrollment
  - Matching tactics to targeted re-enrollment cohorts
  - Different strategies based on time away from college
  - Targeted campaigns – stop out students
- Persistence and Retention
  - Institutionalize online Student Information Desk (virtual one-stop shop)
  - Ongoing campaigns - close to completion, faculty flags/referrals, etc.
  - Student progress reports (2<sup>nd</sup>, 4<sup>th</sup>, 8<sup>th</sup>, 12<sup>th</sup> weeks) – follow up

## Program Growth

- Dual Enrollment
- Rising Scholars
- Nursing
- Health Care programs
- Energy
- Non-Credit
- Adult Programs

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COLLEGE**

# TARGETS, TACTICS, AND WORK PLANS

SCFF Category Type	SCFF Category	2019-20	2020-21	2021-22	Target		Tactics Mapped Code	
					2022-2023	2023-2024		
<b>FTEs</b>	Regular (SCFF)	15,291.31	15,478.37	13,817.00	15,475.04	<b>15,784.54</b>	A,C,D,F,G,H	
	New Students							
		New Students (NSA)	2,234.79	2,212.78	2,166.29	2,274.60	<b>2320.10</b>	A,F,G
	All Students	Persistence/Retention (FTIF)						
		Fall to Spring (FTIF)	69%	65%	61%	81%	<b>82.6%</b>	C,D
		Fall to Fall (FTIF)	47%	45%		65%	<b>66.3%</b>	C,D
		Momentum Points - Attempting 15 units in the first term	19%	20%	18.0%	20%	<b>20.4%</b>	C,D
		Persistence/Retention (All)						
		Fall to Spring (All)	68%	66%	66%	81%	<b>82.6%</b>	B,C,D,E,G
		Fall to Fall (All)	47%	46%		65%	<b>66.3%</b>	B,C,D,E,G
		Program Growth Opportunities (All)						
		Health	994.00	943.59	896.70	941.54	<b>960.37</b>	A,C,D
		STEM (Energy TBD)	2,469.87	2,400.04	2,101.84	2,206.93	<b>2,251.07</b>	A,C,D
		Nursing	2,186.10	2,167.19	2,055.79	2,158.58	<b>2,201.75</b>	A,C,D
		Adult Learners (All) 30	2,838.00	3,555.50	3,068.70	3,222.14	<b>3,286.58</b>	C,D,G
		AB540 (All)	873.22	812.29	727.39	800.13	<b>816.13</b>	A,C,D,G
		Baccalaureate	8	17	8	8	9	C,D,E,F,G
		Special Admit (SCFF)						
		Dual Enrollment - All	1,622.44	1,783.40	2,313.27	2,428.93	<b>2,477.51</b>	A,B,C,F, G
		Dual - English	172.05	161.08	191.31	200.88	<b>204.89</b>	A,B,G
	Dual - Math	14.69	15.99	20.30	60.30	<b>61.51</b>	A,B,G	

# BRAINSTORMING AND THINK-TANK YIELDED 100+ SPECIFIC "MICRO-TACTICS"

TACTICS MAP			
<u>Tactic ID</u>	<u>Tactic Category</u>	<u>Tactic Number</u>	<u>Tactic Description</u>
A	New Student Outreach/Yield	A.1	Early Awareness Outreach: Middle School/Jr High Students
		A.2	High School Outreach: High School Students
		A.3	High School Outreach & Training: High School Counselors
		A.4	Middle/High School Outreach: Parents
		A.5	High School Presentations: BC staff and faculty cross training on the value of CCC education, BC student support offerings, and financial aid literacy
		A.6	FAFSA Workshops: High School Locations
		A.7	Kern County College Night
		A.8	Kern Economic Development STEMposium
		A.9	High School STEM & MESA Clubs
		A.10	KHSD Health & Energy Academy
		A.11	Career Awareness/Planning
		A.12	Comprehensive Education Plan: Starting in 9th Grade
		A.13	Outreach: Involvement in High School campus committees
		A.14	CCC Apply
		A.15	Default CSFP Template

See this document at [www.bit.ly/3CwVtP8](http://www.bit.ly/3CwVtP8)

# BAKERSFIELD COLLEGE WORKPLAN

**BAKERSFIELD  
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**Master Work Plan  
2022-2023**

*Dr. Zav Dadabhoy, President*

Bakersfield College SCFF (2-Year Target)	Work Plan & Tactics
<p><b>SCFF Category: FTES</b></p> <p><b>Regular (FTES):</b> Increase 12% from 2021-2022 baseline of 13,817 FTES to 15,475 FTES in 2022-2023; and, additional 2% (15,785) in 2023-2024</p> <p><b>CDCP (FTES):</b> Increase 5% from 2021-2022 baseline of 36 to 37 in 2022-2023; and, additional 2% (38) in 2023-2024</p> <p><b>Non-Credit (FTES):</b> Increase 5% from 2021-2022 baseline of 46 to 48 in 2022-2023; and, additional 2% (49) in 2023-2024</p>	<p><b>A. <u>New Student Outreach / Yield</u></b></p> <ol style="list-style-type: none"> <li>1) <b>Early Awareness:</b> Presentations to local Middle School/Jr. High Students; offer field trips to BC campuses; conduct awareness presentations to parents; offer NC courses to parents.</li> <li>2) <b>High School Outreach:</b> Presentations to local high school students; conduct matriculation workshop series – CCCApply, CSEP, Financial Aid application, registration; offer workshops and cross-training opportunities to high school counselors on the value of CCC education, student support offerings, financial aid literacy, BC matriculation, registration, and building students’ pathway mapper; present during high school staff and community committee meetings.</li> <li>3) <b>Kern County College Night:</b> Increase the BC presence in KCCN; offer workshops on student success support and financial aid. BC is an educational partner; pathways, student support services, and student organizations included.</li> <li>4) <b>Kern Economic Development STEMposium, STEM, and MESA Student Organizations:</b> Encourage engagement and support for student transition to BC STEM majors.</li> <li>5) <b>KHSD Health &amp; Energy Academy:</b> Engage students involved in KHSD Health and Energy Academies.</li> <li>6) <b>Career Awareness &amp; Planning:</b> Implement career awareness and planning to help students prepare for their BC matriculation steps.</li> <li>7) <b>Comprehensive Student Education Plan:</b> Develop CSEPs beginning at the 9<sup>th</sup>-grade level to ensure that dual and concurrent enrolled courses are included, providing a clear path for student completion.</li> <li>8) <b>Schedule of Classes:</b> Open the schedule of classes earlier for students to select and plan their courses for express enrollments each term.</li> <li>9) <b>Annual Update Form:</b> All terms will be included on the update form to allow students to enroll for the year.</li> <li>10) <b>Express Enrollments/Priority Registration Day 2/One-Click Registration:</b> Increase the number of express enrollment offerings at high schools and BC campus locations; all hands-on deck for high school priority registration day; develop a One-Click registration app specifically for BC for student ease of use.</li> <li>11) <b>Program Mapper Enhancement:</b> Courses offered to meet student’s availability and course of study requirements; ensure that the current program mapper is continually updated.</li> </ol>

[2022-2023 BC Master Work Plan\\_Zav Dadabhoy.pdf](#)

# PERSISTENCE & RETENTION TACTICS

- Summer Melt Support  
Intentional transition period from high school to BC
- Bridge to BC - Summer: Maximize outcomes
- Bridge to BC - Summer: Student Outreach by Area to ensure shared engagement (community development)
- Bridge to BC - Summer: Bootcamp Initiative - connect students with resources, supports and programs best aligned with their goals and needs
- **Bridge to BC - Summer: Expand recruitment to larger population (re-qual, returning, undecided major, stopped out, etc.)**
- Summer Events: Step up to STEM Academy
- **Summer Events: Student Orientation Program**
- Summer Events: Summer Musical
- Summer Area Events (month of July)
- Captive Audience Outreach: Classroom Visits
- Area Tours
- Summer Area Events (month of July)
- Welcome Letter from Dean
- Area Meet and Greet
- New Hire Area Onboarding
- New Faculty Seminar
- **New Faculty Engagement Persistence Project Workgroups**
- **Persistence Project Pilot: first year, first term students**
- Humanize Digital Experience:  
Student-focused website and software experiences
- Canvas for pathway-specific weekly student messaging
- Implement Milestone Check-In Days
- Host Financial Aid Speaker Events
- Calling/Messaging Campaign:  
Non-returning Students
- Calling/Messaging Campaign:  
Did not meet Milestones
- Calling/Messaging Campaign:  
No Ed Plan
- Develop Student Survey:  
Progress Report Students
- Calling/Messaging Campaign:  
Summer 2022 Drops
- Calling/Messaging Campaign:  
Under-enrolled Students
- Updated Counseling/Advising Templates:  
Programs of Study
- Updated Financial Aid Scripts for SID
- Create Canvas Hub for Student Supports
- Host FAFSA Workshops
- Expand Work-based Learning Opportunities
- Welcome Message from BC Bookstore w important dates, processes
- Welcome Message from Student Government Association
- Welcome Message from Athletics
- Expand Convocation
- Host Financial Aid Fairs
- Host Student Employment Fairs (in person and virtual)
- Institutionalize Graduation Initiative
- Update Finish in Four Agreements
- Utilize CRM Recruit to Support Persistence
- **Achieving the Dream (ATD)**
- **Data Coaches Support**
- Establish College-wide Persistence ISS
- Establish College-wide Persistence Targets:  
Fall to Spring, New Students
- Establish College-wide Persistence Targets:  
Fall to Spring, All Students
- Establish College-wide Persistence Targets:  
Fall to Fall, New Students
- Establish College-wide Persistence Targets:  
Fall to Fall, All Students
- Establish College Ed Plan ISS
- Institute College-wide Progress Reporting
- Increase Math and English Bootcamp Offerings and Participation
- Increase CDCP Offerings and Participation
- 9 CTE units within the first semester (map); first year SCFF
- Student-Centered Scheduling
- **Gather necessary data to inform Persistence work**
- Targeted Advertising:  
Barriers to Persistence/Strategies for Persistence



# OUR APPROACH



# SYNERGIZING EFFORTS

## BC's "Persistence Project"

- Targeted classes most FTF take in fall
- Opt-in model
- Leverage best practices of successful BC programs (Nursing, Athletics, DSPS)

## Well-Oiled Communication Capabilities


- Paired with timely data delivery to support outreach, persistence, and success tactics.


## Achieving the Dream Team


- Work is focused on supporting persistence (enrollment) & financial aid (supplemental & persistence).
- Process mapping work ongoing to identify opportunities to improve and streamline the student experience.
- Enrollment waterfall analysis identifying when & who drops out of the application/enrollment/persistence pipeline.
- Success in one area generates follow-on, additive success in other areas (e.g., increased financial aid uptake correlates with increased persistence).


# Renegades Persist

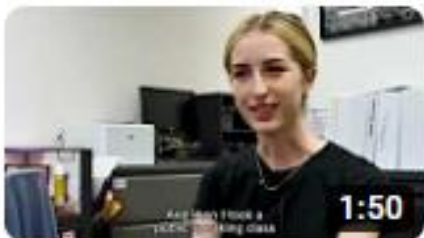



- A woman with long dark hair, wearing a light-colored patterned shirt, speaking in an office setting. A video player overlay shows a duration of 2:02.

1 **Renegades Persist: A Spotlight on Christine Dinh**  
Bakersfield College • 41 views • 3 months ago
- A woman with dark hair, wearing a black top and a pink lanyard, speaking in a classroom or office. A video player overlay shows a duration of 1:38.

2 **Renegades Persist: A Spotlight on Michelle Mesa**  
Bakersfield College • 23 views • 3 months ago
- A man with short dark hair, wearing a grey t-shirt, speaking in an office setting. A video player overlay shows a duration of 1:28.

3 **Renegades Persist: A Spotlight on Victor Lara**  
Bakersfield College • 17 views • 3 months ago
- A woman with long dark hair, wearing a black top, speaking in an office setting. A video player overlay shows a duration of 1:31.

4 **Renegades Persist: A Spotlight on Katheline Fierro**  
Bakersfield College • 24 views • 3 months ago
- A woman with blonde hair, wearing a black top, speaking in an office setting. A video player overlay shows a duration of 1:50.

5 **Renegades Persist: A Spotlight on Chloe Sackett**  
Bakersfield College • 41 views • 3 months ago
- A woman with long dark hair, wearing a light-colored top, speaking in an office setting. A video player overlay shows a duration of 1:34.

6 **Renegades Persist: A Spotlight on Elena Enriquez**  
Bakersfield College • 32 views • 3 months ago

<https://www.youtube.com/playlist?list=PLYxbYPEHTppgwfQuGhwmo19d24boDObBI>



# TOOLS & RESOURCES

## Student Information Desk



### Student Information Desk

We can help with enrollment, account holds, academic advice and more.

- Mon. - Thurs.: 8 a.m. - 6 p.m.
- Fri.: 8 a.m. - 12 p.m.
- Sat.: 9 a.m. - 1 p.m.
- Sun.: Closed

[Go to the Student Information Desk](#)

## Financial Aid Virtual Desk



*The Office of Financial Aid & Scholarships is OPEN virtually!*

HAVE QUESTIONS?  
**VISIT THE VIRTUAL LOBBY!**

MONDAY-THURSDAY: 8AM TO 4PM

FRIDAY 8AM-11:45AM

**BE SURE TO HAVE YOUR BC  
STUDENT ID NUMBER READY**



## MORE TOOLS & RESOURCES





# INITIATIVES & CAMPAIGNS

## Outreach & Early College

- Case management approach serving students from the 9th grade through their first year at BC
  - Enrollment - Concurrent enrollment, Dual enrollment & Senior matriculation
  - Retention & success - Educational planning, intervention & transfer, weekly HS site visits

## Bridge to BC

- One-day orientation
- Customized curriculum

# INITIATIVES & CAMPAIGNS

## Re-enrollment

- Establish BC Student Re-enrollment Center
- Develop Communication Plan
- Institutional timeline for SID campaigns
- Calling campaigns
- Social media campaigns
- Student Survey Input
- Bridge to BC – Summer
- Improve Focus on Customer Service: Refine Student Messaging in the Banner Billing Statement
- Develop Cognos Reports: Re-enrollment data by area





# INITIATIVES & CAMPAIGNS

Near Graduates/Completers (close to completion efforts)

- Focused efforts targeting students based on SCFF
- Identified students that may be off-track (degree-wise)

Search and Recover Efforts

- Stop-outs: intentional calling campaigns to enroll
- Probation students: allocated a dedicated advisor to meet 1:1 with students re-engage with the campus

Monitoring Waitlists

- Deans and Chairs monitored in collaboration Scheduling Dept.
- Regular data sharing, e.g. shared documents
- Expanded waitlist size to have informed decision-making for new sections
- Contacted students via SMS and phone campaigns





# INITIATIVES & CAMPAIGNS

Investment in Relationships and Partnerships

New Faculty Seminar

Adjunct Faculty Seminar

Faculty Chairs and Deans

President's Circle

CSUB – Finish in Four

High School Counselors

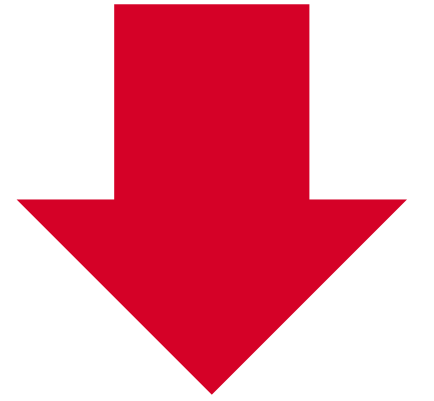


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# RESULTS



# FALL 2022 CENSUS DATA

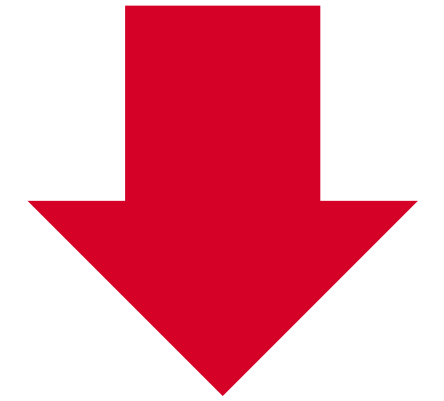


Days from Start of Term: 17

## +18.9%

	Fall 2019 09/10/2019	Fall 2020 09/08/2020	Fall 2021 09/07/2021	Fall 2022 09/06/2022
Current Enrollments	64,246	61,105	54,033	64,237
% Difference from Previous Date		-4.9%	-11.6%	+18.9%
Estimated FTES	7,812.7	7,567.5	6,592.4	7,642.6
% Difference from Previous Date		-3.1%	-12.9%	+15.9%
Headcount	23,256	21,922	19,816	23,703
% Difference from Previous Date		-5.7%	-9.6%	+19.6%
Fill Rate	80.0%	75.1%	71.2%	76.5%
% Difference from Previous Date		-6.1%	-5.2%	+7.5%
Sections with Enrollments	2,173	2,272	2,267	2,622
% Difference from Previous Date		+4.6%	-0.2%	+15.7%

# SPRING 2023 CENSUS DATA

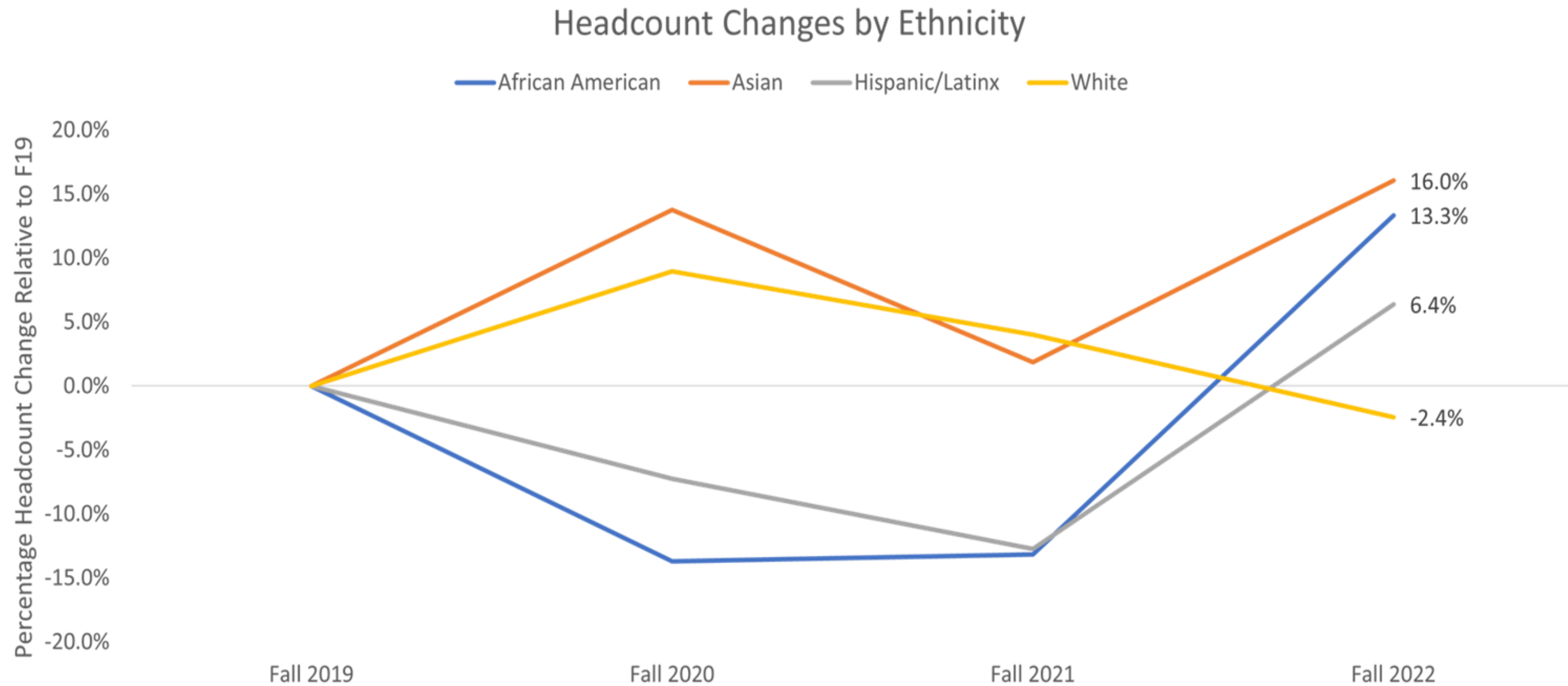


**+17.2%**

Days from Start of Term: 24

	Spring 2020 02/11/2020	Spring 2021 02/09/2021	Spring 2022 02/08/2022	Spring 2023 02/07/2023
Current Enrollments	84,751	70,732	68,615	80,409
% Difference from Previous Date		-16.5%	-3.0%	+17.2%
Estimated FTES	10,392.4	9,323.9	8,865.0	10,057.3
% Difference from Previous Date		-10.3%	-4.9%	+13.4%
Headcount	32,677	27,484	28,554	31,662
% Difference from Previous Date		-15.9%	+3.9%	+10.9%
Fill Rate	72.8%	71.7%	68.3%	70.4%
% Difference from Previous Date		-1.6%	-4.7%	+3.0%
Sections with Enrollments	3,311	2,939	3,215	3,635
% Difference from Previous Date		-11.2%	+9.4%	+13.1%

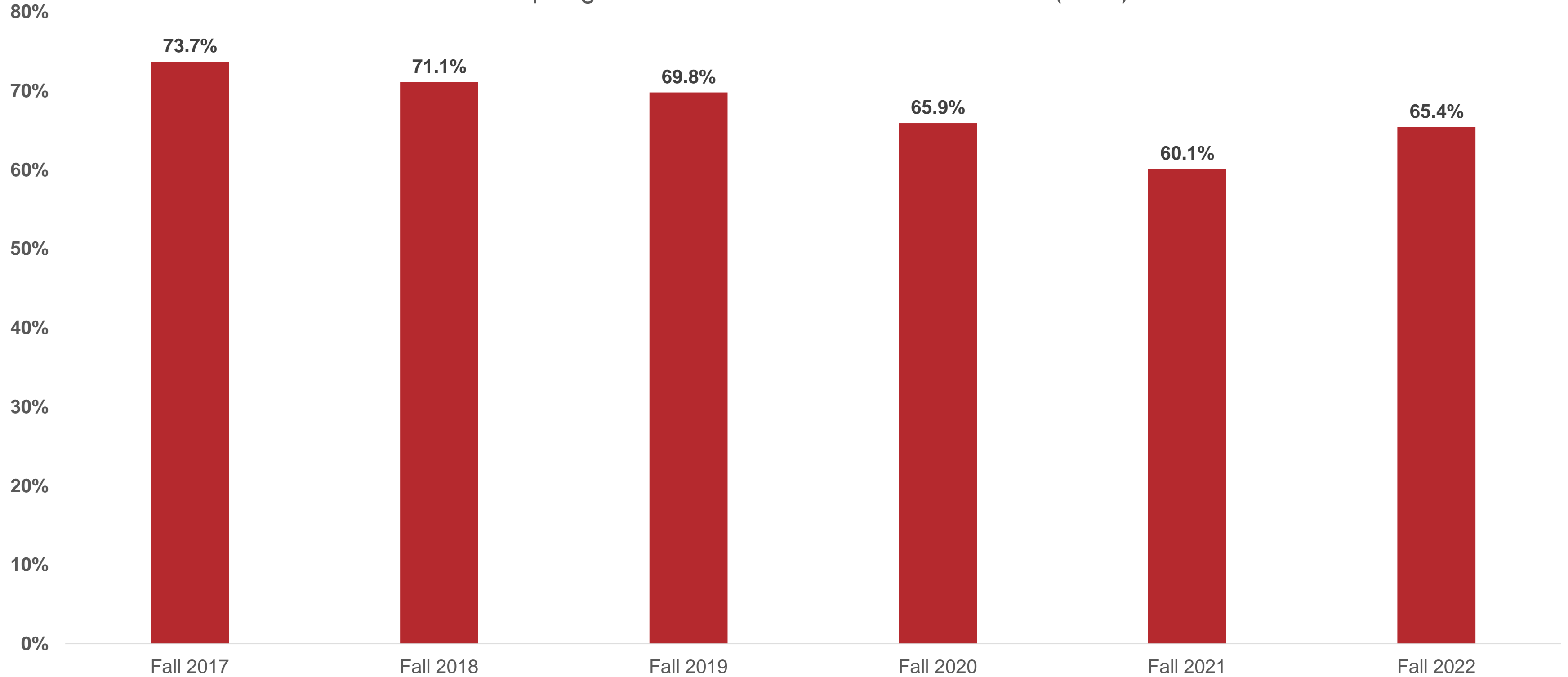
# BC HEADCOUNT CHANGES RELATIVE TO PRE-PANDEMIC FALL 2019 HEADCOUNT LEVELS BY ETHNICITY



0% level indicates parity with pre-pandemic, Fall 2019 levels

# PROMISING INITIAL PERSISTENCE OUTCOMES

Fall to Spring Persistence of First-Time Students (NSA)



# NEXT STEPS





# INSTRUCTIONAL POWER COMBOS



# HYFLEX CLASSROOMS



Started Application (N=7459)

•36% (n=2707) incomplete or fraudulent

Universe = CCCApply Application Starts for Fall 2021  
Non-Special Admit Students (N=7459)

Verified Applicants (N=4752)

•44% of verified applicants did not enroll (n=2091)

56% of verified applicants attempted course enrollment (2661/4752)

Enrolled (N=2661)

•6% of enrollees dropped all classes before 1<sup>st</sup> day (n=152)

53% of verified applicants started fall (2509/4752)  
94% of enrollees started fall (2509/2661)

Started Fall (N=2509)

•6% of students who started fall dropped all classes before Census (n=160)

45% of census enrolled students did not return in Spring 22

49% of verified applicants retained to Census (2349/4752)  
88% of enrollees retained to Census (2349/2661)  
94% of students who started fall retained to Census (2349/2509)

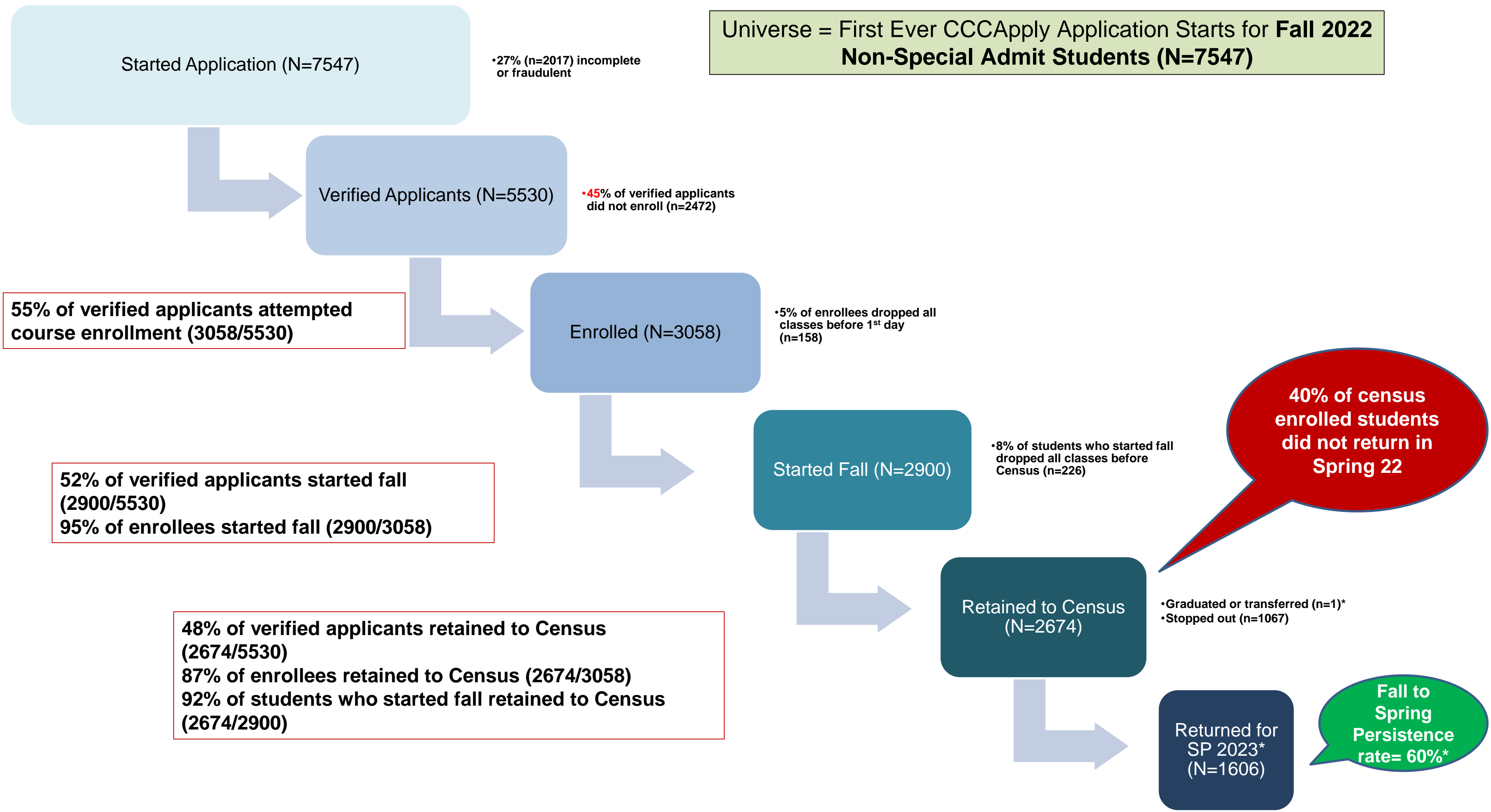
Retained to Census (N=2349)

•Graduated or transferred (n=67)\*  
•Stopped out (n=1055, 99 students returned in FA22)

Returned for SP 2022 (N=1226)

Fall to Spring Persistence rate= 55%\*

Universe = First Ever CCCApply Application Starts for **Fall 2022**  
**Non-Special Admit Students (N=7547)**





BC  
#Renegades!  
Persist!

**THANK YOU**

