



College or District Being Nominated as it will appear in the program:

Name of Program or Practice(s) as it will appear in the program:

Submitter's Name:

Position/Title:

College or District:

Phone:

Email:

- I. Please attach no more than ***four pages*** that address all of the following:
 - A. Describe the program/practice(s) that have helped the college or district make significant progress toward achieving student equity goals and success for all students. Please include:
 - a. A description of the program or strategy.
 - b. A description of how the program or service provides a unique or new way of addressing student equity, access, success and social mobility, including the number of students served and plans to bring the program/service to scale.
 - c. List the name(s) of the individual(s) responsible for implementation of the program or strategy.
 - B. Identify the specific elements that have made the program/practice(s) effective and include:
 - a. The specific goals of the program/practice(s).
 - b. Measurable progress that has been made in the last twelve months or more toward achieving these goals. Please provide specific evidence that demonstrates the program or strategy's effectiveness in making progress towards the college's student equity and success goals.
 - c. The impact that the program/practice(s) have had on students, campus culture and/or the community.



- II. Please include testimonials from individuals in support of this nomination. They are not included in the four page maximum. Please attach videos, brochures or other supplementary materials about the program or practice.
Please request a Dropbox folder to submit large files or provide us a link with access to your own.
- III. You will need to submit three to five **high resolution 300dpi minimum**, heavy horizontal images prominently featuring your program, with a particular emphasis on students' faces. If selected as a winner, submitted photographs may be used in the program or in other awards' ceremony contexts.
- a. All photographs must be submitted with your application.
 - b. With the submitted photos, please include:
 - i. College name
 - ii. Who should be credited for the images (used when appropriate and space permits)
 - iii. Provide a brief caption of what's happening in each picture (including names if you have their information)

Mail or email the completed nomination form with attachments,
postmarked by **Monday, September 24, 2018**

Attention:

Rosa Estrada, Associate Governmental Program Analyst
California Community Colleges Chancellor's Office

1102 Q Street, Suite 4400
Sacramento, CA 95811

Email: restrada@cccco.edu

Phone: (916) 323-2759

2018 Chancellor's Student Success Award

Bakersfield College's High-Touch, High-Tech Transfer Pathways

With intensive focus on strengthening curricular alignment from high school through the Associate Degree for Transfer to baccalaureate attainment, Bakersfield College (BC) has leveraged our partnership with California State University Bakersfield (CSUB) to improve outcomes throughout our region.

In 2016, BC led the charge to develop a county-wide college promise, *The Kern Promise*, focused on Associate Degree for Transfer Pathways. To strengthen and advance work specifically focused on issues of transfer misalignment, BC established a transfer task force: the Workgroup to Advance Regional Baccalaureate Attainment (WARBA). Through WARBA, faculty leaders from BC and CSU Bakersfield developed a joint Memorandum of Understanding to clarify pathways from the community college to the four-year university – to be later called the ***Finish in 4*** project.

Through the project's development, dozens of BC and CSUB faculty organized through in person meetings to identify issues of misalignment across the transfer pathways program-by-program. Through our collaboration, faculty identified course articulation and/or ADT modifications to develop 27 fully-transferable, sequenced semester roadmaps which align coursework from the BC Associate Degree for Transfer through to the CSU Bakersfield baccalaureate.

The Kern Promise's Finish in 4 project is an unprecedented partnership between higher education institutions to support baccalaureate completion within in 60 semester units at BC and 60 units at CSUB over four years. Through the MOU with CSU Bakersfield, BC students are then guaranteed admission to CSUB in a similar major and junior-level standing.

HIGH-TECH INNOVATIONS ADDRESS STUDENT EQUITY & SUCCESS AT SCALE

Since 2013, BC has removed the walls dividing programs and resources to improve student outcomes and, now, to advance the Chancellor's *Vision for Success*. In recent years, college personnel have identified four, research-based, campus-wide performance indicators. The advancement of these indicators is jointly supported by many funding sources and personnel. The goals have become our college's mantra and the aligned activities our practice. They include:

- Attempting 15+ units in the first term
- Completion of transfer-level math and English in the first year
- Attempting 30+ units in the first year
- Completion of 9 core pathway units in the first year



To bring the Kern Promise's Finish in 4 project to scale, BC recognizes the utility of the momentum points in our daily operational work as well as our integrated planning activities. As such, BC has invested in improving campus-wide data literacy by recruiting and training a cadre of 30+ ***Data Coaches*** who utilize data across our guided pathways momentum points. Data Coaches are faculty,

classified staff, and administrators who participate in ongoing training and directly support **Completion Coaching Communities** in their use of cohort-based data to illuminate the needs of students in each pathway.

Through this collaboration of our BC data coaches and discipline faculty in our completion coaching community model, BC has expanded our intersegmental alignment efforts to improve pathway clarity and persistence. One example of this work at scale is Bakersfield College's work to develop a web-based **Program Pathways Mapper** tool, a visual display of pathway curriculum utilized in high school matriculation efforts to augment educational planning.

In the Program Pathways Mapper, BC Data Coaches, led by the Office of Institutional Effectiveness, have utilized outcomes data to enhance the tool with job outlook and salary information in a true visual integration of student affairs and instructional outcomes.

Data Coaches also utilized the fully-sequenced maps BC and CSUB faculty jointly developed through the Finish in 4 project as the initial data source for the Program Pathways Mapper tool.

The mapper tool is currently live and may be viewed at <https://programmap.bakersfieldcollege.edu/academics>.

IMPLEMENTATION TEAMS

While dozens of faculty, staff, and administrators from both Bakersfield College and CSU Bakersfield have contributed to this work, two key leadership groups led the effort:

Workgroup for the Advancement of Baccalaureate Attainment:

- Matthew Garrett, History Faculty
- Janet Fulks, Biology Faculty and Data Coach
- Eleonora Hicks, Sociology Faculty and Data Coach
- Marisa Marquez, Counselor & Transfer Center Director
- Khushnur Dadabhoy, Director of Transfer Pathways

BC's Leading from the Middle Team

- Craig Hayward, Dean of Institutional Effectiveness
- Billie Jo Rice, Dean of Instruction and Curriculum Committee Chair
- Jennifer Johnson, Department Chair of Nursing and Curriculum Committee Chair
- Mark Osea, Department Chair of Counseling and Articulation Officer
- Brynn Schock, Counselor

GOALS

Bleak educational attainment rates, debilitating unemployment topping 35%, and low overall preparedness to enter the UC and CSU systems directly from high school serve as the backdrop for Kern County students.

According to data reported by the California Department of Education, Kern County's educational attainment rates are of significant concern, with adults over 25 years of age earning bachelor's

degrees at roughly half the statewide rate. In some surrounding rural communities, rates substantially drop to less than 2%. In a recent study of 98 of the 100 largest metro regions in the country, researchers at the non-profit Measure of America found that Kern County has the highest rate of disengaged youth in the country. With 21.2% of those ages 16 to 24 neither in school nor working, over 26,000 young people in Kern County are completely disengaged. Low educational attainment and high disengagement paralyze social and economic mobility across our county, affecting the health of the communities we serve.

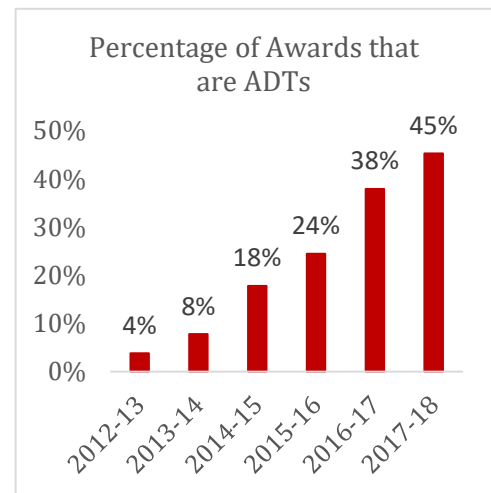
Through The Kern Promise’s Finish in 4 project, Bakersfield College aims to increase the following in line with the Chancellor’s Vision for Success:

- Improve associate degree completion
- Increase transfer rates
- Decrease excess unit accumulation
- Reduce equity gaps across all measures
- Reduce regional achievement gaps

MEASURABLE PROGRESS

In our integrated framework, BC has kept laser focus on the end objective: improving baccalaureate attainment rates throughout Kern County. As such, our high-touch work with our primary four-year university partner, CSU Bakersfield, has resulted in at-scale improvements for transfer-intent students. Evidence that demonstrates how our high-touch strategies of structured conversations with a key four-year partner can improve access to baccalaureate completion include:

- Grew Associate Degrees for Transfer pathway offerings by 900%; recognized by the Campaign for College Opportunity in June 2016
 - BC offers 30 Associate Degrees for Transfer
- Grew Associate Degree for Transfer awards by over 1,400%, contributing to overall degree completion by 58.8% since 2012. ADTs accounted for 45% of all BC awards in 2017-18.
- Average unit attainment for students pursuing the ADT is 83 compared to 97 for the AA/AS general pathway.
- Increased overall transfer student rate significantly in the past four years: 57% to the UC and 43% to the CSU
- Increased transfers to CSU Bakersfield by 36.2% in the last 5 years, with a total of 78.82% of all CSU transfers choosing CSUB. The majority of transfers are Latino.
- Increased two-year baccalaureate completion of BC transfer students at CSUB from 31% in 2010 to 48% in 2014, exceeding CSU’s *Graduation Initiative 2025* goal.



CAMPUS & COMMUNITY IMPACT

With intensive focus on strengthening curricular alignment from high school through the Associate Degree for Transfer to baccalaureate attainment, BC has leveraged our partnership with CSU Bakersfield to improve outcomes throughout our region.

Bakersfield College's role in addressing persistent barriers to economic and social mobility is magnified in this community where, for too many, a college degree is seemingly out of reach. Yet, community colleges have historically exacerbated these issues of access, progression, and mobility through systemic institutional barriers which lead to excess unit accumulation, lengthened time to completion, and low transfer rates.

Equipped with the knowledge that 41% of California jobs will require a bachelor's degree by 2025, BC acknowledging the moral imperative to provide opportunities for social mobility. Bakersfield College's work to strategically **reduce regional achievement gaps** through the intentional design of a student success architecture, through which multiple partners have aligned to remove systemic barriers and create clarity in the pathways to baccalaureate attainment for students in Kern County. BC's steadfast work to dismantle systemic barriers have included a laser focus on addressing mass under-placement upon entry, poor advising structures, and misalignment across educational systems. Our data show the impact:

- Timely completion of transfer-level English has substantially increased over the past five years. Since 2012-13, BC has more than doubled the rate at which students are completing transfer-level English in their first year.
- Completion of transfer-level math in the first year also increased 38% from 2012-13 to 2017-18.
- The completion rates of BC's Scorecard cohorts have trended upward over the past three years to a new high of 42% for the latest cohort. Disaggregation of completion rates by race show that though completion rates for African American and Hispanic/Latino students are also improving
 - From 26.8% to 38.6% for Hispanic/Latino students
 - From 32% to 39.8% for African American students

Through alignment of transfer pathways with CSU Bakersfield, expanded support using a Guided Pathways framework, and transfer pathways, BC aims to expand access to the associate degree and open the pathway to the baccalaureate to students for all students in Kern County. Bakersfield College's high-touch, high-tech strategies can be replicated throughout the state to improve, at scale, outcomes for students throughout the state.





Division of Enrollment Management
California State University, Bakersfield
9001 Stockdale Highway
Bakersfield, California 93311-1022

661/654-2160
FAX 661/654-6970

September 18, 2018

Rosa Estrada
Associate Governmental Program Analyst
California Community Colleges Chancellor's Office
1102 Q Street, Suite 4400
Sacramento, CA 95811

Dear Ms. Estrada:

I am pleased to write this letter to support Bakersfield College's (BC) nomination for the 2018 Chancellor's Student Success Award. This award recognizes colleges that "*utilize new and innovative ways to improve student access, equity, and social mobility success outcomes.*" BC has certainly demonstrated its effectiveness is meeting this criterion. Over the last year, CSU Bakersfield (CSUB) and BC have entered into an extremely unique partnership. Through the collaborative efforts between CSUB and BC we have developed the **FINISH IN 4** project to encourage students within Kern County to complete their transfer and baccalaureate degree in four years. This unprecedented partnership between higher education institutions focuses on benefits to Kern County students, and ultimately the community, and serves as a model for other higher education institutions. Over the last year we have been successful in bringing faculty from our two campuses in various disciplines together to discuss and clarify pathways to facilitate and boost college transfers and increase 4-year college completion. This collaboration provided an opportunity for faculty to identify course articulation and/or Associate Degree for Transfer (ADT) modifications that were necessary to develop 27 fully transferable semester roadmaps which align coursework from BC ADT (or AA/AS) through the CSU Bakersfield baccalaureate. Now students will be able to transfer all of their credits and enter CSU Bakersfield at the junior-standing level.

The collaborative **FINISH IN 4** initiative unveiling event between CSUB and BC took place on May 8, 2018 with both President Horace Mitchell and President Sonia Christian signing the historic proclamation. The **FINISH IN 4** program guarantees students will complete their transfer degree in the first 2 years at Bakersfield College and baccalaureate degree in the following 2 years at CSUB if they take a full load at each college. With just 22% of Kern County residents 25 years of age and older holding an Associate's Degree or higher, compared with California's average of 39%, this initiative is an excellent way to decreasing time to completion, closing attainment gaps and aiding in student success. Our college's mutual goal is to move students with intentionality through each stage of their educational and career goals in a more efficient and impactful way.

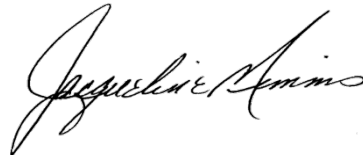
To date the progress in college achievement has been substantial and can be measured by the products our two campuses have created, the increased number of degrees and transfers, as well as the healthy

Rosa Estrada
September 18, 2018
Page 2

collaboration between the institutions that promises even more successful completions. Our desire is to remove barriers and to provide clarity through our **FINISH IN 4** pathways.

While the academic preparation of students to transfer successfully to four-year colleges have been traditionally viewed as the major responsibility of the home institutions (community colleges), as the receiving institution on this project, CSUB shares equally in this critical role in facilitating the transfer process and in supporting students' academic success after transfer and share responsibility for the outcomes of BC's transfer students. CSUB applauds BC's willingness to work together to minimize institutional barriers associated with a seamless advancement through our educational institutions on the way to a baccalaureate degree. For these reasons, we strongly support BC's nomination for this award.

Sincerely,

A handwritten signature in black ink, appearing to read "Jacqueline Mimms". The signature is fluid and cursive, with a large initial "J" and "M".

Jacqueline Mimms, Ph.D.
Associate Vice President



Rhonda Mohr, Vice Chancellor
Student Services and Special Programs
1102 Q Street, Sacramento, California 95811

September 19, 2018

Dear Vice Chancellor Mohr,

It is my pleasure to share my strong endorsement of Bakersfield College's nomination for the Chancellor's Student Success Award. As a Senior Program Officer at the College Futures Foundation, I am lucky to collaborate with a number of the state's most student centered institutions advancing number of important innovations and Bakersfield College is a standout in that group.

The work of our foundation is closely aligned with the goals of the Vision of Success and, in particular, we have been partnering with institutions interested in paving the way toward the goal of a 35% increase in the number of students transferring to the California State University and the University of California. We are fortunate to have Bakersfield College as one of our partners in this effort and their work to date has been extraordinary.

Even before the release of the Vision of Success, Bakersfield College was exploring barriers to transfer between BC and CSU Bakersfield. They had identified a series of small but confounding areas where curriculum between the two institutions was not aligned. The lack of curriculum alignment between the institutions left staff and faculty confused, posed enormous obstacles to advising, and prevented students from seeing a clear path to bachelor's degree completion.

Intersegmental curriculum work is not for faint of heart, so it was with an abundance of institutional courage that BC engaged their Cal State faculty partners. They convened joint faculty work sessions in more than 30 popular disciplines with the goal of mapping BC's lower division curriculum with upper division programs at CSUB. My understanding is that they succeeded in every discipline they convened and that they are poised to offer every first-year student intending to transfer in those programs a 4-year curriculum pathway.

Not only were they successful in navigating the rough waters of intersegmental faculty collaboration, I witnessed a growing awareness in these faculty of the ways that intersegmental planning could promote student success. The strides they have made at BC are helping Bakersfield students overcome the same disconnects that prevent students across the state from realizing the benefits of Associate Degree for Transfer guarantees. Acknowledging these efforts through recognition as a Chancellor's Student Success Award winner would highlight the dedicated efforts of these faculty on behalf of their students and would serve to promote the needed replication of this work elsewhere in the state.

Sincerely,

Shawn Whalen

Senior Program Officer
College Futures Foundation



CSU Bakersfield

Academic Affairs

Office of Enrollment Management

Mail Stop: 47 SA
9001 Stockdale Highway
Bakersfield, California 93311-1022

(661) 654-2160
(661) 654-6970 FAX

www.csub.edu

9-18-18

RE: 2018 Chancellor's Student Success Award

Dear Selection Committee:

I am honored and proud to submit a letter of support for Bakersfield College to receive the 2018 Chancellor's Student Success Award.

Bakersfield College has been a strong partner for CSU Bakersfield in the efforts to improve transfer student success within the Kern County area. As partner institutions, we have an ambitious goal of exponentially increasing the number of students earning an Associate's Degree for Transfer (ADT) at Bakersfield College and enrolling at CSU Bakersfield to earn their Baccalaureate degree.

Kern County was recently classified as an "educational desert" due to the low educational attainment rates in the region. Partnering with Bakersfield College has allowed us to work towards increasing the attainment of Associate's as well as Baccalaureate degrees to further improve the quality of life in the county.

As a part of the partnership, faculty from both institutions, from over 25 departments, came together to develop a seamless pathway allowing students to earn their ADT in two years and their Baccalaureate degree in 2 years for a total of 4 years. The program, Finish in 4, is becoming a state-wide model and has been awarded numerous grants from the College Futures Foundation to further the work already done.

I can unequivocally say that Bakersfield College's leadership, engagement, mission, and vision, have a lasting impact on student success and equity in Kern County.

If you have any questions, or need further information, please feel free to contact me via email at vlakhani@csub.edu or via phone at (661) 654-3271.

Sincerely,

Vikash Lakhani
Assistant Vice President, Student Success



*Bakersfield College President, Sonya Christian, and former California State University Bakersfield President, Horace Mitchell, at the Kern Promise's Finish in 4 Signing Event | May 8, 2018
Photo: Manuel de los Santos*



Bakersfield College 2017 Kern Promise Transfer Cohort students at their Signing Day | August 10, 2017 | Photo: Earl Parsons



*Bakersfield College Transfer Counseling Team Celebrating Transfer Day | September 10, 2018
Photo: Manuel de los Santos*



*Kern Community College District Chancellor, Tom Burke, supported by Local Dignitaries and Leaders
at the Kern Promise Grand Reveal | April 28, 2017 | Photo: John Farrand*



Natasha Harris, California State University Bakersfield Counselor, at the Kern Promise Finish in 4 Signing Event | May 8, 2018 | Photo: Manuel de los Santos