## FTES Growth Plans & Tactics

### FTES

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<tbody>
<tr>
<td>Regular (FTES)</td>
<td>15,347.09</td>
<td>14,029.81</td>
<td>15,291.31</td>
<td>15,478.37</td>
<td>13,817.00</td>
<td>15,475.04</td>
<td>15,784.54</td>
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<td>A. C. D. F. G. H.</td>
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<tr>
<td>Special Admit (FTES)</td>
<td>953.64</td>
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<td>1,622.44</td>
<td>1,783.40</td>
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<td>2,428.93</td>
<td>2,477.51</td>
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<td>37.39</td>
<td>38.14</td>
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<tr>
<td>Non-Credit (FTES)</td>
<td>32.46</td>
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<td>48.03</td>
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<td>A. C. D.</td>
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### Bakersfield College SCFF

<table>
<thead>
<tr>
<th>2-Year Target</th>
<th>Work Plan &amp; Tactics</th>
<th>Responsible Administrator/Staff</th>
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<tbody>
<tr>
<td>SCFF Category: FTES</td>
<td>A. New Student Outreach / Yield</td>
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*Kylie Campbell, Early College Director*
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<tr>
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1) **Early Awareness:** Presentations to local Middle School/Jr. High Students; offer field trips to BC campuses; conduct awareness presentations to parents; offer NC courses to parents.
   - Early awareness & application workshops at rural junior high schools (Alma Feathers)
   - Early awareness & application workshops at KHSD feeder schools (Berenice Arellano)
   - Concurrent Enrollment presentations for 8th grade students (Kara McDonald)
   - Health Science Career Fairs (Jacqueline Stoner)

2) **High School Outreach:** 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.
   - Rural High School Senior Matriculation (Alma Feathers, Samantha Guillory, Jesus Oropeza)

3) **Kern County College Night:** Increase the BC presence in KCCN; offer workshops on student success support and financial aid.
   - Health Science Representation (Jacqueline Stoner, Maria Herrera, Vanesa Hernandez)
   - Early College Representation (Alma Feathers, Berenice Arellano, Chase Brown, Maria Herrera, Diana Figueroa, Samantha Guillory)

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<th>A.1. Program Managers (Alma Feathers, Berenice Arellano, Kara McDonald, Jacqueline Stoner)</th>
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<td>A.2. Advisors (Chase Brown, Maria Herrera, Diana Figueroa, Samantha Guillory)</td>
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<tr>
<td>A.3. Program Managers (Alma Feathers, Berenice Arellano, Jacqueline Stoner) &amp; Advisors (Chase Brown, Maria Herrera, Diana Figueroa, Samantha Guillory, Vanesa Hernandez)</td>
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4) **Kern Economic Development STEMposium, STEM, and MESA Student Organizations:** Encourage engagement and support for student transition to BC STEM majors.
   - Promote STEM pathways in Early College (Alma Feathers, Berenice Arellano, Jacqueline Stoner)

5) **KHSD Health & Energy Academy:** Engage students involved in KHSD Health and Energy Academies.
   - Engage with KHSD Health Academy (Jacqueline Stoner)
   - Engage with KHSD Energy Academy (Berenice Arellano)

6) **Career Awareness & Planning:** Implement career awareness and planning to help students prepare for their BC matriculation steps.
   - Career Exploration Workshops
   - STDV courses

7) **Comprehensive Student Education Plan:** Develop CSEPs beginning at 9th-grade level to ensure that dual and concurrent enrolled courses are included, providing a clear path for student completion.
   - Rural 12th Grade Ed Plans (Jesus Oropeza)
   - McFarland Early College Ed Plans (Cynthia Zamora)
   - KHSD Early College Pathway Ed Plans (Josie Guillen, Chase Brown, Maria Herrera, Diana Figueroa)
   - HSCI B17 Ed Plans (Maria Herrera, Vanesa Hernandez)

8) **Schedule of Classes:** Open the schedule of classes earlier for students to select and plan their courses for express enrollments each term.
• Post Spring 2023 courses in DualEnroll.com by the time the Spring 2023 Update Form is available (Vanessa Beltran)
• Schedule all Spring 2023 dual enrollment courses by November 18th (Sharon Bush, Alma Feathers, Berenice Arellano)
• Receive 2023-2024 wish-lists from high schools by December 15th (Alma Feathers, Berenice Arellano)

9) **Annual Update Form:** All terms will be included on the update form to allow students to enroll for the year.
   - Add terms in DualEnroll.com as they are available on the Update Form (Kylie Campbell)

10) **Express Enrollments/Priority Registration Day 2/One-Click Registration:**
    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 an One-Click registration app specifically for BC for student ease of use.
    - Bakersfield Areas (Berenice Arellano)
    - Rural Areas (Alma Feathers)

11) **Program Mapper Enhancement:** Courses offered to meet student’s availability and course of study requirements; ensure that the current program mapper is continually updated.
    - Add Early College offerings by high school to program mapper (Kylie Campbell & Craig Hayward)

12) **Outreach:** Increase new freshman numbers by 12% during 2022-2023 and another 2% in 2023-2024.
   - Rural First-Time student outreach (Alma Feathers)
| **Special Admit (FTES):**  
Increase 5% from 2021-2022 baseline of 2,313 to 2,429 in 2022-2023; and, additional 2% (2,478) in 2023-2024 | **B. Dual Enrollment / Early College**  
1) **Refine dualenroll.com:** Improve student facing to clarify the area of student application; fix requirement of entering social security on CCCApply causing students not to be enrolled on dual enroll; non-resident completion of SB150 fee waiver to avoid out-of-state fees; update form to include all terms for annual enrollment.  
   • Improve student facing resources and support for DualEnroll.com utilizing the Early College webpage (Alma Feathers, Berenice Arellano, Vanessa Beltran)  
   • SB150 Outreach & Support (Alma Feathers, Berenice Arellano)  
2) **Scale dual enrollment faculty mentorship program:** Scale up faculty mentors for each discipline instead of one per department to build the capacity, build rigor in instruction, facilitate open communication, and how to access support services (i.e. Writing Center, Library, Tutoring, Student Support Programs, etc.)  
   • Recruit mentor from each discipline (Kylie Campbell)  
   • Establish roles of the dual enrollment faculty mentor (Alma Feathers)  
   • Encourage and track regular meetings between faculty mentors, departments, and high school instructors (Berenice Arellano)  
   • Early College Convening with presentations on BC support services (Kylie Campbell, Berenice Arellano, Alma Feathers)  
3) **Review programs of study for pathway high schools:** Formalized structure, cross-collaboration in curriculum development to ensure alignment; assign math instructors with over a 1.0 load and continue to scale up offerings; area F will need more faculty. | **(Alma Feathers, Jacqueline Stoner)**  
**B.1. Program Managers** (Berenice Arellano, Alma Feathers) & Support Staff (Vanessa Beltran)  
**B.2. Director (Kylie Campbell) with FCDC & Program Managers** (Berenice Arellano, Alma Feathers)  
**B.3. Director (Kylie Campbell), Program Managers (Berenice Arellano, Alma Feathers)** |
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|   | • Verify Early College pathway plans for class of 2023, 2024, 2025, and 2026 (Alma Feathers, Berenice Arellano)  
   |   | • Send plans to Counseling Dean & Chair for approval (Kylie Campbell)  |
|   | 4) **New Early College Programs:** Continue to grow Early College course offerings at high school locations.  |
|   | • Increase section count and enrollments by 18% (Berenice Arellano, Alma Feathers, Jacqueline Stoner)  
   |   | • New Industrial Automation (INDA) Certificate pathway at Kern Valley High (Berenice Arellano)  
   |   | • Child Development pathway at Wonderful College Prep, Delano (Alma Feathers)  
   |   | • Public Health (PBHS) pathway at Wonderful College Prep, Delano (Alma Feathers)  
   |   | • New Physical Therapy Assistant (PHTA) course at CTEC (Jacqueline Stoner)  
   |   | • New high school partners:  
   |   |   | o Del Oro High School (Berenice Arellano)  
   |   |   | o Bakersfield Adventist High School (Jacqueline Stoner)  |
|   | 5) **Pathway Mapper Review:** Embed early college offerings into the pathway maps; update maps in collaborative efforts between EAC and SALT.  |
|   | • Add Early College offerings by high school to program mapper (Kylie Campbell & Craig Hayward)  |
|   | 6) **Increase use of OER classes:** select courses and instructors that are using OER to mitigate the cost of textbooks for dual enrollment / early college students; increase awareness of OER offerings; ensure OER sections are clearly labeled  |

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B.4 Program Managers (Alma Feathers, Berenice Arellano, & Jacqueline Stoner)

B.5. Director (Kylie Campbell) & Craig Hayward

B.6. Director (Kylie Campbell) & FCDC
**SCFF Category: FTES**

**Regular (FTES):** Increase 12% from 2021-2022 baseline of 13,817 to 15,475 in 2022-2023; and, additional 2% (15,785) in 2023-2024

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### C. Persistence and Retention

3) **Summer Events:** Provide outreach/counseling/advising/registration/financial aid support at summer events on campus - Step Up to STEM, Summer Musical, etc.; Offer area-specific tours/welcome events; Summer School class visits - engage with students taking summer classes, ensure prep for Fall term.

- Early College Summer Academies
  - Rural (Alma Feathers)
  - KHSD (Berenice Arellano)
  - Health Science (Jacqueline Stoner)
  - Concurrent Enrollment (Kara McDonald)

4) **Student/Parent Orientation:** Develop/Implement full-day orientation for incoming students and parents; instruction and student services support; generate parent buy-in.

- Early College Orientations
  - Rural (Alma Feathers)
  - KHSD (Berenice Arellano)
  - Health Science (Jacqueline Stoner)

### D. Re-enrollment

1. **Student Re-Engagement Center:** The center’s goal is to re-enroll students; designated employees following a communication calendar of campaigns; secure a location to house the team; establish leadership, calendar, and processes.

- Reengaging Concurrent Enrollment Students (Kara McDonald)

7. **Develop a Peer Mentoring Program:** Peer mentors by pathway to assist with engagement and persistence campaigns; focus on critical groups and milestone achievement; explore a partnership with Mentor Collective.

- Peer Assisted Learners- PALS (Jacqueline Stoner)
- Early College Peer Mentors (Berenice Arellano, Alma Feathers)
- Concurrent Enrollment Peer Mentors (Kara McDonald)

C.3. Program Managers (Alma Feathers, Berenice Arellano, Jacqueline Stoner, Kara McDonald)

C.4. Program Managers (Alma Feathers, Berenice Arellano, Jacqueline Stoner, Kara McDonald)

D.1. Concurrent Program Manager (Kara McDonald)

D.7. Program Managers (Alma Feathers, Berenice Arellano, Jacqueline Stoner, Kara McDonald)
additional 2% (38) in 2023-2024

**Non-Credit (FTES):** Increase 5% from 2021-2022 baseline of 46 to 48 in 2022-2023; and, additional 2% (49) in 2023-2024

**Incarcerated (FTES):**
Increase 5% from 2021-2022 baseline of 456 to 479 in 2022-2023; and, additional 2% (489) in 2023-2024

### E. Rising Scholars Program

**1. Increase Service Areas:** Reach out to leadership in local jails, juvenile facilities, formerly incarcerated/justice-involved, and Kern County probation to increase cohort size, a number of classes offered and, offer more short-term/non-credit classes. Reach out to colleges with successful on-campus programs for formerly incarcerated; assign faculty lead to work directly justice-involved students on campus.

- Concurrent Enrollment for high school students in juvenile schools (Kara McDonald)

### F. Baccalaureate Programs

**4. CTEC Student Pipeline** - partnership w CTEC; align CTEC/BC/CSUB programs of study; develop curriculum; facility sharing

- Early College Industrial Automation Pipeline
- KHSD Pathways (Berenice Arellano, Chase Brown)
- Shafter (Berenice Arellano, Chase Brown)
- RFK (Alma Feathers, Samantha Guillory)
- Kern Valley (Berenice Arellano, Chase Brown)

### E.1. Concurrent Program Manager (Kara McDonald)

### F.4. Program Managers (Alma Feathers, Berenice Arellano) & Advisor (Chase Brown)
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### G. Degree Completion with Transfer Focus

#### 1. Institutionalize Graduation Increase Initiative:
Intrusive outreach and support for completion of degrees and certificates (i.e. Baccalaureate, ADT, AA/AS, Certificates, Non-Credit); grad check to be completed for all students nearing completion; auto awarding of stackable degrees; graduation increase initiative prioritized by SCFF points.

- Check all students with 30+ units after Fall 2022 for ability to graduate (Jesus Oropeza, Cynthia Zamora, Josie Guillen, Diana Figueroa)
- Anticipated number of Early College graduates:
  a) McFarland- 60
  b) Wonderful- 60
  c) Wasco- 60
  d) KHSD-20
  e) DJUHSD- 15
- Check for Education and Industrial Automation certificate completers (Berenice Arellano, Alma Feathers, Chase Brown)
- Early College Pre-Commencement to celebrate Early College graduates (Kylie Campbell)

#### 5. Outreach:
develop outreach material regarding degrees, certificates, transfer options at BC targeting middle/junior high and high school students; collaborate with local schools to interact with students and families; develop transfer-specific workshops and activities for high school students; highlight transfer options and processes; build awareness regarding increased lifeline earnings with a baccalaureate degree; partner with high school counselors to focus on transfer awareness and support; attend UC transfer conference with high school counselors; leverage and hire high school counselors as professional experts during summer to support outreach and transfer prep processes.

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### F.6. Advisor (Chase Brown)

### G.1. Program Managers (Alma Feathers, Berenice Arellano, Kara McDonald) & Counselors (Jesus Oropeza, Cynthia Zamora, Josie Guillen) & Advisors (Chase Brown, Diana Figueroa)

### G.5. Kylie Campbell & Counseling Dean & Chair
partner counselors; leverage and hire high school counselors as professional experts during summer to support outreach and transfer prep processes.

- Ed Planning course for all 9th grade students (Kylie Campbell)
- Hire high school counselors as adjuncts to meet with students on their high school campus after the school day for ed planning, registration, and matriculation support (Kylie Campbell & Counseling)

13. **Transfer Awareness Campaigns**: Implement series of awareness workshops for various audiences focusing on the transfer process (Jr High/Middle School, High School, Bridge to BC).

- Bring McFarland, Wasco, Shafter, and Arvin High students to BC Transfer Day on September 12th (Alma Feathers, Berenice Arellano)

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### H. Diversified Hiring

4. **Aspire Faculty Internship** - develop model; conduct campus visits; identify/train faculty mentors; explore housing options for interns

- Include potential high school dual enrollment instructors (Kylie Campbell)

7. **Recruitment Postings/Website Redesign** - highlight benefits of college and community; feature welcoming language/images; increase ease of site navigation

- New high school dual enrollment application process in NeoEd (Kylie Campbell)

G.13. Program Managers (Alma Feathers, Berenice Arellano)

H.4. Director (Kylie Campbell)

H.7. Director (Kylie Campbell)
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## Supplemental Plans & Tactics

### SCFF Category: Supplemental

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<th>Bakersfield College SCFF (2-Year Target)</th>
<th>Work Plan &amp; Tactics</th>
<th>Responsible Administrator/Staff</th>
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</table>
| **AB540**<br> (Headcount) | **Dual Enrollment / Early College**<br> 1) **AB540 Eligible Students:** Provide services to Early College students to provide an ease of transition from high school to BC.  
- Early outreach for potential AB 540 students (Alma Feathers, Berenice Arellano, & AB 540 team)  
- Ease transition using documents provided by students in DualEnroll.com while they were in Early College (AB 540 Team, Vanessa Beltran) | B.1. Program Managers (Berenice Arellano, Alma Feathers), AB 540 Team and Support Staff (Vanessa Beltran) |
2023; and, additional 2% (8,726) in 2023-2024

3) **CCPG**: Increase 10% from 2021-2022 baseline of 18,328 to 20,161 in 2022-2023; and, additional 2% (20,564) in 2023-2024

### 2) **Financial Aid**
Financial Aid application completion for Early College students transitioning as first-time freshman at BC.
- Include in matriculation cycle (Advisors)

### C. Persistence and Retention

1) **Summer Melt Mitigation**: Targeted calling and messaging to ensure AB540 students register for and enroll in the fall; target continuing students who did not complete a financial aid application.
- Title V Team (Jacqueline Stoner)

2) **Summer Events**: Provide outreach/counseling/advising/registration/financial aid support at summer events on campus - Step Up to STEM, Summer Musical, etc.; Offer area-specific tours/welcome events; Summer School class visits - engage with students taking summer classes, ensure prep for Fall term.
- Early College Summer Academies
  - Rural (Alma Feathers)
  - KHSD (Berenice Arellano)
  - Health Science (Jacqueline Stoner)
  - Concurrent Enrollment (Kara McDonald)

6) **Area Outreach**: Dean’s Welcome Letter; Area tours; Area Meet and Greet events - Dean, faculty, staff; integrate AB540 and financial aid information with area outreach; AB540 team will personally follow up with eligible students to ensure persistence and completion.
- Health Science students (Jacqueline Stoner)

10) **Financial Aid Support**: Regular messaging; classroom presentations; support provided in person in pathway areas on scheduled days; competitions and incentives for completing FAFSA/CADAA applications; conduct financial aid application workshops; Financial Aid scripts to be used in counseling and advising/SID; Financial Aid fairs; Financial Aid Canvas course for all students.

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B.2. Advisors (Chase Brown, Maria Herrera, Diana Figueroa, Samantha Guillory, Vanesa Hernandez)

C.1. Title V Program Manager (Jacqueline Stoner)

C.2. Program Managers (Berenice Arellano, Alma Feathers, Kara McDonald, Jacqueline Stoner)

C.6. Title V Program Manager (Jacqueline Stoner)

C.10. Title V Program Manager (Jacqueline Stoner)
advising/SID; Financial Aid fairs; Financial Aid Canvas course for all students.

- Health Science students (Jacqueline Stoner)

11) Calling/Text Messaging Campaigns: Non-financial aid completers; AB540 stopped out students.

- Health Science students (Jacqueline Stoner)

12) Cross training on financial aid applications: EAC/SALT key collaborators to support the financial aid application process.

- Include all Early College and Title V Advisors and Counselors

21) Targeted Advertising: personalized advertising that address strategies for persistence, variety of student voices/experiences; message via internal and external platforms.

- Postcards home to all incoming and returning high school students notifying them of the dual enrollment courses at their high school and registration dates (Berenice Arellano, Alma Feathers)

D. Re-enrollment

2) Develop Communication Plan: AB540, Pell, and CCPG will be included in the SID calling campaign messaging scripts; offer flex week workshops for faculty engagement and awareness efforts to increase headcount for each supplemental program.

- Health Science leads and peer mentors assist with calling campaigns and get messaging to health science students (Jacqueline Stoner, Vanesa Hernandez)
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• Early College Peer Mentors (Berenice Arellano, Alma Feathers)  
• Concurrent Enrollment Peer Mentors (Kara McDonald) |

**G. Degree Completion with Transfer Focus**

1) **Institutionalize Graduation Increase Initiative:** Intrusive outreach and support for AB540 students’ completion of degrees and certificates (i.e. Baccalaureate, ADT, AA/AS, Certificates, Non-Credit); grad check to be completed for AB540 students nearing completion; auto awarding of stackable degrees; graduation increase initiative prioritized by SCFF points.

- Check all students with 30+ units after Fall 2022 for ability to graduate (Jesus Oropeza, Cynthia Zamora, Josie Guillen, Diana Figueroa)
  - Anticipated number of Early College graduates:
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    - Wonderful- 60
    - Wasco- 60
    - KHSD-20
    - DJUHSD- 15
- Check for Education and Industrial Automation certificate completers (Berenice Arellano, Alma Feathers, Chase Brown)
- Early College Pre-Commencement to celebrate Early College graduates (Kylie Campbell)
### III. Student Success Plans & Tactics

#### Student Success

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<tr>
<td>Associates for Transfer (Headcount)</td>
<td>787</td>
<td>1,194</td>
<td>1,400</td>
<td>1,498</td>
<td>2,161</td>
<td>2,377 (+10%)</td>
<td>2,425 (+2%)</td>
<td>C. D. E. G.</td>
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<tr>
<td>Associates (Headcount)</td>
<td>528</td>
<td>583</td>
<td>606</td>
<td>649</td>
<td>1,190</td>
<td>1,309 (+10%)</td>
<td>1,335 (+2%)</td>
<td>C. D. E. G.</td>
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<tr>
<td>Baccalaureate (Headcount)</td>
<td>5</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>8 (+100%)</td>
<td>16 (+100%)</td>
<td>C. D. E. F. G.</td>
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<tr>
<td>Certificates (Headcount)</td>
<td>287</td>
<td>327</td>
<td>175</td>
<td>173</td>
<td>493</td>
<td>542 (+10%)</td>
<td>553 (+2%)</td>
<td>C. D. E. G.</td>
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<tr>
<td>Transfer Level Math &amp; English (Headcount)</td>
<td>312</td>
<td>433</td>
<td>542</td>
<td>578</td>
<td>581</td>
<td>639 (+10%)</td>
<td>652 (+2%)</td>
<td>C. G.</td>
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<tr>
<td>Transfer to a 4-Year University (Headcount)</td>
<td>578</td>
<td>759</td>
<td>835</td>
<td>799</td>
<td>-</td>
<td>879 (+10%)</td>
<td>896 (+2%)</td>
<td>C. D. G.</td>
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<td>Nine or More CTE Units (Headcount)</td>
<td>3,473</td>
<td>3,760</td>
<td>3,892</td>
<td>3,747</td>
<td>3,867</td>
<td>4,254 (+10%)</td>
<td>4,339 (+2%)</td>
<td>C. D.</td>
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<td>Regional Living Wage (Headcount)</td>
<td>3,170</td>
<td>3,666</td>
<td>3,864</td>
<td>4,893</td>
<td>-</td>
<td>5,382 (+10%)</td>
<td>5,490 (+2%)</td>
<td>C. F. H.</td>
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<td>Bakersfield College SCFF (2-Year Target)</td>
<td>Work Plan &amp; Tactics</td>
<td>Responsible Administrator/Staff</td>
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<td><strong>SCFF Category: Student Success</strong></td>
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<td>1) <strong>Associates for Transfer:</strong> Increase 10% from 2021-2022 baseline of 2,161 to 2,377 in 2022-2023; and, additional 2% (2,425) in 2023-2024</td>
<td><strong>A. New Student Outreach / Yield</strong></td>
<td>A.1. Program Managers (Alma Feathers, Berenice Arellano, Kara McDonald)</td>
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<td>2) <strong>Associates:</strong> Increase 10% from 2021-2022 baseline of 1,190 to 1,309 in 2022-2023; and, additional 2% (1,335) in 2023-2024</td>
<td><strong>1) High School Outreach:</strong> Conduct matriculation workshop series at local high schools – CCCApply, CSEP, Financial Aid application, registration; offer workshops and cross-training opportunities to high school counselors on BC matriculation, registration, and building students’ pathway mapper; present during high school staff and community committee meetings.</td>
<td>A.4. Program Managers (Alma Feathers, Berenice Arellano, Jacqueline Stoner)</td>
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<td>4) <strong>Certificates:</strong> Increase 10% from 2021-2022 baseline of 493 to 542 in 2022-2023; and, additional 2% (553) in 2023-2024</td>
<td><strong>4) Career Awareness &amp; Planning:</strong> Implement career awareness and planning to help students obtain customized CSEP and related work-based learning experiences.</td>
<td>A.5. Counselors (Jesus Oropeza, Cynthia Zamora, Josie Guillen) &amp; Advisors (Chase Brown, Diana Figueroa, Maria Herrera)</td>
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<td><strong>A.5. Counselors</strong></td>
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### B. Dual Enrollment / Early College

1) **Refine dualenroll.com:** Improve student facing to clarify the area of student application; fix requirement of entering a social security on CCCApply causing students not to be enrolled on dual enroll; non-resident completion of SB150 fee waiver to avoid out of state fees; update form to include all terms for annual enrollment; align registration options to CSEP, Pathway Mapper.

   - Improve student facing resources and support for DualEnroll.com utilizing the Early College webpage (Alma Feathers, Berenice Arellano, Vanessa Beltran)
   - SB150 Outreach & Support (Alma Feathers, Berenice Arellano)

2) **Scale dual enrollment faculty mentorship program:** Scale up faculty mentors for each discipline instead of one per department to build the capacity, build rigor in instruction, facilitate open communication, how to access support services (i.e. Writing Center, Library, Tutoring, Student Support Programs, etc.), importance of CSEP, Program Mapper, Starfish training.

   - Recruit mentor from each discipline (Kylie Campbell)
   - Establish roles of the dual enrollment faculty mentor (Alma Feathers)
   - Encourage and track regular meetings between faculty mentors, departments, and high school instructors (Berenice Arellano)
   - Early College Convening with presentations on BC support services (Kylie Campbell, Berenice Arellano, Alma Feathers)

3) **Review programs of study for pathway high schools:** Formalized structure, cross collaboration in curriculum development to ensure alignment; assign math instructors with over a 1.0 load and

### B.1. Program Managers
(Berenice Arellano, Alma Feathers) & Support Staff (Vanessa Beltran)

### B.2. Director (Kylie Campbell) with FCDC & Program Managers
(Berenice Arellano, Alma Feathers)

### B.3. Director (Kylie Campbell), Program Managers (Berenice Arellano)
continue to scale up offerings so students can complete degree/certificate; area F will need more faculty.

- Verify Early College pathway plans for class of 2023, 2024, 2025, and 2026 (Alma Feathers, Berenice Arellano)
- Send plans to Counseling Dean & Chair for approval (Kylie Campbell)

4) **New Early College Programs:** Continue to grow Early College course offerings at high school locations.

- New Industrial Automation (INDA) Certificate pathway at Kern Valley High (Berenice Arellano)
- Child Development pathway at Wonderful College Prep, Delano (Alma Feathers)
- Public Health (PBHS) pathway at Wonderful College Prep, Delano (Alma Feathers)
- New Physical Therapy Assistant (PHTA) course at CTEC (Jacqueline Stoner)
- New high school partners:
  - Del Oro High School (Berenice Arellano)
  - Bakersfield Adventist High School (Jacqueline Stoner)

5) **Pathway Mapper Review:** Embed early college offerings into the pathway maps; update maps in collaborative efforts between EAC and SALT.

- Add Early College offerings in Program Mapper

6) **Increase use of OER classes:** select courses and instructors that are using OER to mitigate cost of textbooks for dual enrollment / early college students; increase awareness of OER offerings; ensure OER sections are clearly labeled.

- Request OER classes for Early College
C. Persistence and Retention

1) Summer Melt Mitigation: Calling and Messaging to ensure students register for and enroll in the fall.
   - Early College (Alma Feathers, Berenice Arellano)
   - Health Science (Jacqueline Stoner)

3) Summer Events: Provide outreach/counseling/advising/registration/financial aid support at summer events on campus - Step Up to STEM, Summer Musical, etc.; Offer area-specific tours/welcome events; Summer School class visits - engage with students taking summer classes, ensure prep for Fall term.
   - Early College Summer Academies
     - Rural (Alma Feathers)
     - KHSD (Berenice Arellano)
     - Health Science (Jacqueline Stoner)
     - Concurrent Enrollment (Kara McDonald)

D. Re-enrollment

4) Student Survey Input: Deploy a survey to gather information on reasons why students stopped out.
   - Survey Early College students who dropped or stopped participating (Kylie Campbell)

G. Degree Completion with Transfer Focus

1) Institutionalize Graduation Increase Initiative: Intrusive outreach and support for completion of degrees and certificates (i.e. Baccalaureate, ADT, AA/AS, Certificates, Non-Credit); grad check to be completed for all students nearing completion; auto awarding of stackable degrees; graduation increase initiative prioritized by SCFF points.
   - C.1 Program Managers (Alma Feathers, Berenice Arellano, & Jacqueline Stoner)
   - C.3. Program Managers (Alma Feathers, Berenice Arellano, Jacqueline Stoner, Kara McDonald)
   - D.4. Director (Kylie Campbell)
   - G.1. Program Managers (Alma Feathers, Berenice Arellano, Kara McDonald) & Counselors (Jesus Oropeza, Cynthia Zamora, Josie Guillen) & Advisors (Chase Brown, Diana Figueroa)
Baccalaureate, ADT, AA/AS, Certificates, Non-Credit); grad check to be completed for all students nearing completion; auto awarding of stackable degrees; graduation increase initiative prioritized by SCFF points.

- Check all students with 30+ units after Fall 2022 for ability to graduate (Jesus Oropeza, Cynthia Zamora, Josie Guillen, Diana Figueroa)
- Anticipated number of Early College graduates:
  - McFarland- 60
  - Wonderful- 60
  - Wasco- 60
  - KHSD-20
  - DJUHSD- 15
- Check for Education and Industrial Automation certificate completers (Berenice Arellano, Alma Feathers, Chase Brown)
- Early College Pre-Commencement to celebrate Early College graduates (Kylie Campbell)

4) **Degree and Certificate Awarding Automation:** Develop automated process for awarding degrees and certificates; utilize broader team for award verification (A&R, Counseling, CTE); significantly reduce time to award notification.

- Participate in planning and integration to learn how Early College graduates can be included (Kylie Campbell)

6) **Outreach:** develop outreach material regarding degrees, certificates, transfer options at BC targeting middle/jr high and high school students; collaborate with local schools to interact with students and families; develop transfer-specific workshops and activities for high school students; highlight transfer options and processes; build awareness regarding increased lifeline earnings with a baccalaureate degree; partner with high school counselors to focus on transfer awareness and support; attend UC transfer conference with Kara McDonald) & Counselors (Jesus Oropeza, Cynthia Zamora, Josie Guillen) & Advisors (Chase Brown, Diana Figueroa)

G.4. Director (Kylie Campbell)

G.6. Program Managers (Alma Feathers, Berenice Arellano)
<table>
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<tr>
<th>3) Baccalaureate: Increase 100% from 2021-2022 baseline of 4 to 8 in 2022-2023; and, additional 100% (16) in 2023-2024</th>
<th>F. Baccalaureate Programs</th>
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<td>4) <strong>CTEC Student Pipeline</strong> - partnership w CTEC; align CTEC/BC/CSUB programs of study; develop curriculum; facility sharing</td>
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<td>- Early College Industrial Automation Pipeline</td>
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<td>- KHSD Pathways (Berenice Arellano, Chase Brown)</td>
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<td>- Shafter (Berenice Arellano, Chase Brown)</td>
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<td>- RFK (Alma Feathers, Samantha Guillory)</td>
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<td>5) Transfer Level Math &amp; English: Increase 10% from 2021-2022 baseline of 581 to 639 in 2022-2023; and, additional 2% (652) in 2023-2024</td>
<td>A. New Student Outreach / Yield</td>
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<td>7) <strong>Comprehensive Student Education Plan:</strong> Develop CSEPs beginning at 9th grade level to ensure that dual and concurrent enrolled courses are included, providing a clear path for student completion.</td>
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<td>- Map high school to college course sequencing for Math and English, including dual enrollment opportunities (Kylie Campbell)</td>
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<td>C. Persistence and Retention</td>
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<td>8) <strong>Student-Centered Scheduling:</strong> develop schedule based on needs of specific student profiles (AM, Afternoon, PM/online); align with updated pathway maps; ensure completion is possible in two years; ensure schedule productivity</td>
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| F.4. Program Managers (Alma Feathers, Berenice Arellano) & Advisor (Chase Brown) |
| A.7. Director (Kylie Campbell) |
| C.8. Program Managers (Alma Feathers, Berenice Arellano) |

**high school partner counselors; leverage and hire high school counselors as professional experts during summer to support outreach and transfer prep processes.**

- Update and share marketing materials for Early College degree pathways offered at each high school (Alma Feathers, Berenice Arellano)
<table>
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<tr>
<th>6) Transfer to a 4-Year University: Increase 10% from 2020-2021 baseline of 799 to 879 in 2021-2022; and, additional 2% (896) in 2022-2023</th>
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**G. Degree Completion with Transfer Focus**

1) **Institutionalize Graduation Increase Initiative:** Intrusive outreach and support for completion of degrees and certificates (i.e. Baccalaureate, ADT, AA/AS, Certificates, Non-Credit); grad check to be completed for all students nearing completion; auto awarding of stackable degrees; graduation increase initiative prioritized by SCFF points.

- Check all students with 30+ units after Fall 2022 for ability to graduate (Jesus Oropeza, Cynthia Zamora, Josie Guillen, Diana Figueroa)
- Anticipated number of Early College graduates:
  - McFarland- 60
  - Wonderful- 60
  - Wasco- 60
  - KHSD-20
  - DJUHSD- 15
- Check for Education and Industrial Automation certificate completers (Berenice Arellano, Alma Feathers, Chase Brown)
- Early College Pre-Commencement to celebrate Early College graduates (Kylie Campbell)

2) **Progress Benchmark:** Track student progress to acknowledge and encourage completion of momentum points, on track for transfer, degree completion.

- Update Early College cohort tracking documents each term to track progress towards degree completion (Cynthia Zamora, Josie Guillen, Jesse Oropeza, Diana Figueroa, Chase Brown, Maria Herrera)

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<tr>
<th>G.1. Program Managers (Alma Feathers, Berenice Arellano, Kara McDonald) &amp; Counselors (Jesus Oropeza, Cynthia Zamora, Josie Guillen) &amp; Advisors (Chase Brown, Diana Figueroa)</th>
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<th>G.2. Counselors (Jesus Oropeza, Cynthia Zamora, Josie Guillen) &amp; Advisors (Chase Brown, Diana Figueroa, Maria Herrera)</th>
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<td>• Participate in planning and integration to learn how Early College graduates can be included (Kylie Campbell)</td>
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<td><strong>10) Starfish Flags, Reports, and Follow-Ups:</strong> Clarify Starfish flags and reports available to support transfer and completion progress; add/refine GPS Canvas messaging to highlight milestones and progress report processes regarding transfer/completion; train faculty and staff to support transfer/completion coaching.</td>
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### A. New Student Outreach / Yield

1) **Career Awareness & Planning:** Implement career awareness and planning to help students prepare for their BC matriculation steps.
   - STDV dual enrollment Courses (Berenice Arellano, Alma Feathers)
   - HSCI B17 courses (Jacqueline Stoner)

2) **Comprehensive Student Education Plan:** Develop CSEPs beginning at 9th grade level to ensure that dual and concurrent enrolled courses are included, providing a clear path for student completion.
   - STDV dual enrollment Courses (Berenice Arellano, Alma Feathers)
   - HSCI B17 courses (Jacqueline Stoner)

### C. Persistence and Retention

7) **New Faculty Onboarding:** Dean’s area onboarding sessions; New Faculty Seminar; Persistence Initiative Workgroups
   - Early College training for new chairs, deans, and faculty (Kylie Campbell)
   - Instructor orientations for dual enrollment faculty (Berenice Arellano, Alma Feathers)

9) **Persistence Pilot Project - First Year Student Focus:** Progress reports for all; scheduled messaging; no-drop policy; persistence strategy resources
   - Title V team (Jacqueline Stoner)
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<th>10) Humanized Digital Resources: Program and pathway websites; language of digital messages to students</th>
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<tr>
<td>• Update Early College website (Kylie Campbell, Berenice Arellano, Alma Feathers)</td>
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<th>13) CTE Courses: increase number of students completing 9 CTE units in a year; CTE unit tracker; review/update CTE program maps; refine/update CTE certificate curriculum; develop additional CTE courses/certificates that reflect labor market demands</th>
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<td>• Continue scaling dual enrollment course offerings up to 9+ unit pathway in the high schools (Alma Feathers, Berenice Arellano, and Jacqueline Stoner)</td>
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<th>8) Regional Living Wage: Increase 10% from 2020-2021 baseline of 4,893 to 5,382 in 2021-2022; and, additional 2% (5,490) in 2022-2023</th>
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<th>C. Persistence and Retention</th>
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<tr>
<td>1) Student Employment/Work-based Learning: Expand WBL opportunities for students across pathways; student employment fairs - in person and online</td>
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<tr>
<td>• Develop dual and concurrent WBL opportunities</td>
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<th>2) CTE Courses: increase number of students completing 9 CTE units in a year; CTE unit tracker; review/update CTE program maps; refine/update CTE certificate curriculum; develop additional CTE courses/certificates that reflect labor market demands</th>
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<th>C.10. Director (Kylie Campbell) &amp; Program Managers (Alma Feathers, Berenice Arellano)</th>
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<th>C.13. Program Managers (Alma Feathers, Berenice Arellano, &amp; Jacqueline Stoner)</th>
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