2022-23 Workplan

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Educational Services
August 4, 2022

Goal #1: SCFF

- **Target Metrics:**
  - In conjunction with executive teams at Bakersfield College, Cerro Coso Community College, Porterville College, and the Kern Community College District Office, identify and establish districtwide SCFF targets/metrics (below).

		Bakersfield College	Cerro Coso	Porterville College	Kern CCD
Base Allocation	Regular FTES	15475.04	2013.41	2373	19861.45
	Special Admit FTES	2428.93	318.68	362	3109.61
	Incarcerated FTES	479.23	632.49	N/A	1111.72
	CDCP FTES	37.39	*	19	56.39
	Non-Credit FTES	48	*	5	53
Supplemental Allocation	AB-540 (headcount)	1478	173	151	1802
	Pell (Headcount)	8555	1196	2102	11853
	CCPG (headcount)	20161	4383	3353	27897
Student Success	Associates for Transfer (headcount)	2377	148	244	2769
	Associates Degree (headcount)	1309	202	283	1794
	Baccalaureate (headcount)	8	**	N/A	8
	Certificates (headcount)	542	127	75	744
	Transfer Level English & Math (headcount)	639	75	151	865
	Transfer to a 4-year University (headcount)	879	126	288	1293
	Nine or More CTE Units (headcount)	4254	753	448	5455
	Regional Living Wage (headcount)	5382	1620	828	7830

- **Strategies to Achieve Goal:**
  - Provide support to the College Presidents, Vice Presidents of Instruction and the Vice Presidents of Student Services to develop strategies and tactics resulting in the attainment of the institution-set SCFF target metrics identified below.
  - Support Vice Presidents with districtwide leadership to maximize supplemental apportionment and DEIA metrics through collaborative efforts among the colleges.
  - Work with designated VPs to establish goals and priorities for advancing metrics on the Supplemental Apportionment of the SCFF
  - In coordination with designated VPs and District IR teams, develop actionable data reports for outreach and in-reach campaigns according to the data elements identified for general and targeted campaigns. Assist campuses with utilization and implementation of these reports
  - Collaborate with designated VPs, IT and A&R teams to develop and implement a process for automating and systematizing "auto awards"

- **Advances:**
  - Vision For Success Goal(s): 1-4
  - Kern CCD Strategic Direction(s): 1, 3
  - Kern CCD Board of Trustees' and Chancellor's Priority(ies): 1, 3

Goal #2: Dual Enrollment/Early College
- **Target Metrics:**
  - The combined Dual Enrollment / Early College Programs at Bakersfield College, Cerro Coso Community College, and Porterville College will deliver educational opportunities to high school students equivalent to 31,731 enrollments (3,110 FTES), reflecting an 18% increase from 2021-22.
- **Strategies to Achieve Goal:**
  - Support the Districtwide Dual Enrollment team to:
    - Develop College and Career Access Pathways (CCAP) agreements with Wonderful College Prep Academy, Delano and Wonderful College Prep Academy, and Lost Hills.
    - Expand Dual Enrollment and Concurrent Enrollment to offer additional courses and certificate/degree pathways. Every 9th grade high school student will have a college educational plan and complete 5-6 college units in their first year of high school.
  - Support college teams to create faculty-to-faculty exchanges with high school discipline counterpart faculty to better align curricula and to create seamless transitions from secondary to postsecondary education through the California Academic Partnership Program (CAPP) Guided Pathway Alignment Project (GPAP).
  - Provide guidance for college teams to increase Middle and Early College opportunities through the GearUp grant.
  - Support the development of at least one associate degree pathway at each high school in Porterville College's service area utilizing the Guided Pathways framework.
- **Advances:**
  - Vision For Success Goal(s): 1-3, 5
  - Kern CCD Strategic Direction(s): 1, 3
  - Kern CCD Board of Trustees' and Chancellor's Priority(ies): 1, 3

Goal #3: Expansion of Adult Education Programs and Implementation of the REACH Program
- **Target Metrics:**
  - Expand the number of course offerings available to adult learners through partnerships with various agencies, employers, and industry partners.
  - Successfully implement the REACH Program
- **Strategies to Achieve Goal:**
  - In collaboration with college Vice Presidents and the Kern CCD Educational Services team to:
    - Attract and enroll adult learners into one of the colleges non-credit certificated programs that will lead to a higher paying job

- Develop and expand community partnerships, such as Bakersfield City School District, Central Labor Council (CLC), United Farm Workers (UFW), Promotora, California Farmworkers Foundation, local Churches, PIQE, and Migrant Education.
- **Advances:**
  o Vision For Success Goal(s): 1, 4-5
  o Kern CCD Strategic Direction(s): 1-3
  o Kern CCD Board of Trustees' and Chancellor's Priority(ies): 1, 3

Goal #4: Improve users' access to the District's and Colleges' documents and resources.
- **Target Metrics:**
  o Develop a written districtwide accessibility plan
  o Implement software to assist in the compliance of accessibility documents
  o Provide leadership and support to the Kern CCD Accessibility Task Force
- **Strategies to Achieve Goal:**
  o The metrics enumerated above will be pursued and attained through frequent meetings, communication, and collaboration with a districtwide taskforce comprised of representatives from all employee groups at each of the colleges. The taskforce will also confer with consultants/experts in the field as needed.
- **Advances:**
  o Vision For Success Goal(s): 1, 5
  o Kern CCD Strategic Direction(s): 1, 3
  o Kern CCD Board of Trustees' and Chancellor's Priority(ies): 1, 3

Goal #5: Faculty Leadership Development Initiatives
- **Target Metrics:**
  o In support of designated personnel, fully implement planned districtwide faculty leadership development initiatives
- **Strategies to Achieve Goal:**
  o Coordinate with designated faculty to implement the programs associated with Kern CCD's recently initiated Faculty Leadership Development program, including districtwide faculty projects.
  o Centralize and make available preexistent professional development resources within and beyond Kern CCD, (e.g., Professional development / FLEX resources at each college, CCCCO Vision Resource Center, etc…).
  o In concert with designated faculty and Vice Presidents, reestablish the implementation of a campus-based faculty peer mentor program.
- **Advances:**
  o Vision For Success Goal(s): --
  o Kern CCD Strategic Direction(s): 3
  o Kern CCD Board of Trustees' and Chancellor's Priority(ies): 3

Goal #6: Revisions to Kern CCD Administrative Procedures for Chapters 4 & 5

- **Target Metrics:**
    - By the end of AY23, submit revisions to Administrative Procedures associated with Chapters 4 & 5 of Kern CCD Board Policies.
- **Strategies to Achieve Goal:**
    - In concert with Academic Senate Presidents and college Vice Presidents of Instruction and Vice Presidents of Student Services, review and revise current Administrative Procedures to ensure for relevance and alignment with current practices.
- **Advances:**
    - Vision For Success Goal(s): --
    - Kern CCD Strategic Direction(s): 3
    - Kern CCD Board of Trustees' and Chancellor's Priority(ies): 3

Goal #7: Enhance districtwide collaboration among the Vice Presidents of Instruction and Vice Presidents of Student Services to maximize synergy through the sharing of resources, knowledge, and mutual support.
- **Target Metrics:**
    - Achieve a greater degree of cohesion among Vice Presidents
    - Structure monthly Vice President meetings to maximize the use of time with a focus on problem-solving barriers to student success and operation efficiency.
- **Strategies to Achieve Goal:**
    - Work with Vice Presidents to identify key goals and outcomes for the year.
    - Collaborate with Vice Presidents and Vice Chancellors to determine and prioritize bidirectional items for discussion and resolution.
    - Ensure meetings between Vice Presidents and Vice Chancellors is mutually beneficial, focused and solution-oriented.
- **Advances:**
    - Vision For Success Goal(s): --
    - Kern CCD Strategic Direction(s): 3
    - Kern CCD Board of Trustees' and Chancellor's Priority(ies): 3

Goal #8: Ensure Districtwide implementation of Rising Scholars programs at each of the colleges and ensure the achievement and maximization of potential FTEF and student enrollments.
- **Target Metrics:**
    - The combined Rising Scholars Programs at Bakersfield College, Cerro Coso Community College, and Porterville College will deliver educational opportunities to students equivalent to 1,112 FTES.
- **Strategies to Achieve Goal:**
    - Facilitate frequent communication and collaboration with designated District and college personnel to ensure adequate resource.
    - Implement wrap-around support and services for justice involved students both on campus and off-campus.

- In conjunction with a districtwide team of college representatives and IRR personnel, review Rising Scholars data to evaluate potential opportunities for program growth and expansion.
- Ensure that each college applies for and secures CCCCO funding through the Rising Scholars Network grant.

- **Advances:**
  - Vision For Success Goal(s): 1, 3, 5
  - Kern CCD Strategic Direction(s): 1, 3
  - Kern CCD Board of Trustees' and Chancellor's Priority(ies): 1, 3

Goal #9: Full implementation and Districtwide adoption of a new course scheduling software
- **Target Metrics:**
  - In coordination with the Chief Information Officer, the IT team, and the college Vice Presidents, implement a new course scheduling system, and ensure its full utilization by college teams by the end of AY23.
- **Strategies to Achieve Goal:**
  - Facilitate regular communication, planning and decision-making processes between the CIO, the IT team, and Vice Presidents to ensure the free exchange of information.
  - Ensure timely decision-making processes to align with the established software implementation timeline, with full completion by May 2023, including user training.
  - In concert with Vice Presidents, establish campus-based teams of users to implement and effectively utilize the new software through training.
- **Advances:**
  - Vision For Success Goal(s): 1-3
  - Kern CCD Strategic Direction(s): 1, 3
  - Kern CCD Board of Trustees' and Chancellor's Priority(ies): 1, 3

Goal #10: Achieved established Districtwide enrollment targets
- **Target Metrics:**
  - Achieve established Districtwide FTES metrics in regular, special admit (dual enrollment and incarcerated students), CDCP, and non-credit student enrollment as outlined below.
  - Maximize headcount of students eligible for AB-540, Pell grants, and Community College Promise Grant (CCPG) to achieve the metrics below.
  - Full Implementation of CRM Recruit (Go-live date – Fall 2022)
  - Full Implementation of DualEnroll.com and CRM Recruit software to enhance operational efficiency and minimize obstacles to student access,

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- **Strategies to Achieve Goal:**
    - Support the initiatives of the Associate Vice Chancellor of Educational Services in the advancement and achievement of Districtwide Supplemental SCFF metrics.
    - Support the Districtwide Early College team to achieve enrollment targets and outcomes.
    - Coordinate with Vice Presidents of Student Services to establish enrollment fee waivers as opportunities to assist students in the movement to free tuition.
    - Collaborate with college personnel to develop a practice in which every student applies for FAFSA.
    - Work with Vice Presidents of Instruction and Vice Presidents of Student Services to identify and support students to ensure Satisfactory Academic Progress (SAP) and remaining Pell ineligible.
    - Expand AB-540 efforts through community partnerships.
- **Advances:**
    - Vision For Success Goal(s): 1-3
    - Kern CCD Strategic Direction(s): 1, 3
    - Kern CCD Board of Trustees' and Chancellor's Priority(ies): 1, 3

Vision For Success Goals

1. Over five years, increase by at least 20 percent the number of California Community College students annually who acquire associate degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.
2. Over five years, increase by 35 percent the number of California Community College students transferring annually to a UC or CSU.
3. Over five years, decrease the average number of units accumulated by California Community College students earning associate degrees.
4. Over five years, increase the percent of exiting CTE students who report being employed in their field of study.
5. Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups.
6. Over five years, reduce regional achievement gaps across all of the above measures through faster improvements among colleges located in regions with the lowest educational attainment of adults.

Kern CCD Strategic Directions:

Link: 2022-2024 Kern CCD Strategic Plan Addendum (do-prod-webteam-drupalfiles.s3-us-west-2.amazonaws.com)

1. Maximize student success, ensure student access, and reduce equity gaps
2. Provide Workforce and Economic Development programs that respond to local and regional industry
3. Strengthen organizational effectiveness

Board of Trustees and Chancellor's Priorities:

1. Advancing Student Success and Equity: SCFF metrics. Embed the SCFF metrics into College performance/scorecard. (CCPG, Pell, and AB-540; Momentum points such as college-level English and Math, 15 units/semester, 30 semester/year, 9 CTE units).
2. Resource Development: Grants, philanthropy and other resources to support the colleges
3. Inter-District Collaboration and Cooperation: Improve efficiencies and effectiveness by integrating work across the district (e.g., shared programs, join appointment of administrative positions, faculty leadership positions)
4. Technology Infrastructure to Support Colleges: Modernize processes for recruitment and retention of students (dual enrollment; data analytics in adult learner recruitment processes).