



**Kern Community College District
Board Policy**
Chapter 1 – Description/Mission

BP 1200 **Mission**

The mission of the Kern Community College District is to provide outstanding educational programs and services that are responsive to our diverse students and communities. To accomplish this mission, we will:

- Provide academic instruction to promote fulfillment of four-year college transfer requirements and encourage degree and/or certificate acquisition in our surrounding communities.
- Provide workforce skills training through Career and Technical Education programs.
- Provide basic skills education and student services programs to enable students to become successful learners.
- Establish partnerships with businesses and governmental entities as well as other educational institutions to advance economic development.
- Improve the quality of life of our students and communities through broad-based general education courses.

Prepare students with the skills to function effectively in the global economy of the 21st century.

Anticipate and prepare to meet challenges by continually assessing and prioritizing programs, services, and community needs.

Strategic Goals of the District

- Goal One: Maximize Student Success
- Goal Two: Ensure Student Success
- Goal Three: Provide Workforce and Economic Development Programs that Respond to Local Industry
- Goal Four: Reduce Equity Gaps
- Goal Five: Strengthen Organizational Effectiveness

Upon approval of the Kern Community College District's Strategic Goals every three years, this policy will be automatically updated by the Chancellor's Office.



**Kern Community College District
Board Policy**

Chapter 1 – Description/Mission

BP 1120 Values

The Board of Trustees and the employees of the Kern Community College District value:

- Assisting students to achieve informed educational goals.
- Fostering a learning environment that celebrates the diversity of people, ideas, learning styles and instructional methodologies.
- Recruiting and retaining the best and brightest employees.
- Promoting a climate of trust by sharing ideas and information.
- Meeting the highest standards of performance in everything we do.



2022-2024

KCCD Strategic Directions Addendum

2022-2024 Addendum to the 2019-2022 KCCD Strategic Plan

Message From the Chancellor



The 2019-2022 KCCD Strategic Plan did a great job of providing a framework for the last three years of successes. This addendum is meant to build on that groundwork, while adjusting and focusing it even further, so we can continue to meet the mission of the district while advancing student success and equity with fiscal intelligence.

When the Strategic Plan was created and implemented in 2019, no one could have predicted that one year later we would face a global pandemic, forcing everything to an online environment. Our classes, our support services, our staff, and even our graduations were moved online. As we move past the pandemic, we are seeing a fundamental shift with our students as more of them are preferring the online environment instead of face-to-face classes. This does not change our overarching strategic goals, but requires us to be agile with our thinking on how to successfully reach those goals as we shape our new future.

The Kern Community College District continues to #DareMightyThings as we keep the students as the heart and soul of everything we do. We are proud of the care we have for our communities and our desire to meet the educational and workforce needs of even our most disadvantaged students. With a district of almost 25,000 square miles geographically, the needs at each of our colleges and sites can vary widely - but I'm confident in our ability to not only meet those needs but far exceed them. Our district continues to expand our services to many of the smaller communities in our service area, making it easier for all students to get the education they deserve.

One of the areas we are focusing on as a district is our adult learners. Adult learners are working adults who want to upskill so they can promote to a better paying job, adults who are changing careers, or adults who have not yet attended college. Our goal is to find those individuals and offer them an education that can improve their lives. With a higher level of education, these adult learners can get jobs that pay more and that offer benefits. KCCD can fill the need with its vast array of resources and make education a reality for this underserved community.

In this addendum, we are also thinking differently about space utilization. We are using Measure J funds to build improved instructional spaces for our students at all of our campuses while we balance the shift we are seeing for students preferring to stay with the online format. We will address this with the implementation of HyFlex classrooms that allow our faculty to teach students in-person and remote simultaneously. We will look at ways we can use our space as a centerpiece for community engagement through shared use or lease agreements. We will do all of this while we continue to be eco-conscious improving our sustainability, efficiency, and energy resilience.

These are just some of the updates included in this addendum. As we move past an unexpected pandemic, my desire is for the Kern Community College District to come out stronger and continue to be a leader in the state and in the nation on providing the best educational opportunities for our students. Historically, our goal has been to “Build it and they will come.” We then moved to, “Build it and bring it to them.” Now we will move to, “Find them and customize their learning pathway.” Each of our students are at a different place, with different challenges, and we can provide the catalyst for helping them to better paying jobs and a better life. I look forward to the exciting work in front of us and ask all of the Kern Community College District to join me in these endeavors as we #DareMightyThings.

Sincerely,



Sonya Christian
Chancellor

“The only way to predict the future of higher education is to assume responsibility to create it.”
Peter Diamandis in his 2015 book, *Bold: How to Go Big, Create Wealth, and Impact the World*

Strategic Planning Committee 2018/2019

Primavera Arvizu

Vice President, Student Services, Porterville College

Mustafa W. Barra

Student, Director of Legislative Affairs Student Government Association, Bakersfield College

Michael Carley

College Institutional Researcher, Porterville College

Anna Carlson

Educational Advisor, Cerro Coso Community College

Lisa Couch

Vice President, Finance and Administrative Services, Cerro Coso Community College

Tonya Davis

Vice Chancellor, Human Resources, Kern Community College District

John Means

Vice Chancellor, Educational Services, Kern Community College District

Bob Ngo, Director

Institutional Research and Reporting, Kern Community College District

Concepcion Oropeza

Educational Advisor, Student Success and Support, Porterville College

Liz Rozell

Interim Vice President, Instruction, Bakersfield College

Nick Strobel

Faculty, Bakersfield College

Denise Taylor

Educational Services Assistant, Kern Community College District

Laura Vasquez

English Professor, Cerro Coso Community College

Stephanie Vega

Department Assistant III, Bakersfield College

2022-2024 Addendum Planning Committee

Todd Coston

Associate Vice Chancellor, Planning and Educational Technology, Kern Community College District (Chair)

Primavera Arvizu

Vice President, Student Services, Porterville College

Michael Barrett

CSEA Union Representative, Cerro Coso Community College

Trudy Gerald

Associate Vice Chancellor, Economic and Workforce Development, Kern Community College District

Corey Marvin

Vice President, Instruction, Cerro Coso Community College

Bill Moseley

Vice President, Innovation and Development, Bakersfield College

Manny Mourtzanos

Vice President, Student Services, Management Association President, Bakersfield College

Bob Ngo

Director, Institutional Research and Reporting, Kern Community College District

Robert Simpkins

Professor, Social Science, Academic Senate President, Porterville College

2022 KCCD Board of Trustees

Mr. Romeo Agbalog, *President*

Mrs. Nan Gomez-Heitzeberg, *Vice President*

Mr. Jack Connell, *Clerk*

Mr. Kyle Carter

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Mr. Yovani Jimenez

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Gian Gayatao, *Student Trustee*

Strategic Planning Addendum Process

On July 1st of 2021 the Kern Community College District introduced Sonya Christian, previous President of Bakersfield College, as the new Chancellor of the Kern Community College District. The current KCCD Strategic Plan is dated to sunset on June 30, 2022, so in January of 2022 an addendum workgroup was assembled. The workgroup consisted of a few members from the original planning team, as well as new members and representation across all employee groups and campuses. Between January and March of 2022, the addendum work group met three times while developing a two-year addendum to the existing plan.

Although many of the original goals are still relevant, there was a significant unexpected impact due to the global pandemic caused by the COVID-19 coronavirus. Even during the global shutdown, the colleges were able to maintain progress on many of the strategic goals, but some of the goals suffered. The goal of the two-year addendum was to maintain much of the original strategic plan, while also introducing some new strategic directions to align with the goals of the new Chancellor and the Board of Trustees.

In this document you will begin to see the term 'strategic directions' used in place of 'strategic plan'. This is intentional and implies the "direction" the Chancellor and the Board of Trustees intend for the district. The term 'strategic directions' is also intended to provide more local control of how the colleges move into each specific direction.

This document is designed to give a view of the updated and consolidated Strategic Directions followed by a brief description of the added or re-worded initiatives beneath each goal. The last section is a brief narrative on the progress made over the last three years one the 2019-2022 Strategic Plan.

2022-2024 Revised KCCD Strategic Directions

Strategic Direction #1: Maximize Student Success, Ensure Student Access, and Reduce Equity Gaps

- Increase by at least 20% the number of KCCD students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job
- Increase by 35 percent the number of KCCD students transferring annually to a UC or CSU
- Decrease the average number of units accumulated by KCCD students earning associate degrees from approximately 92 total units to 79 total units.
- Optimize Student Enrollment
- Increase Annual FTES
- Increase Annual Productivity
- Decrease Waitlisted enrollments on first day
- Increase Number of concurrent enrollments
- Reduce equity gaps through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps for good within 10 years
- (New) Develop Non-Credit Education and Adult Education throughout the community

Strategic Direction #2: Provide Workforce and Economic Development Programs that Respond to Local and Regional Industry

Increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60 percent to 69 percent

Note: The words "and Regional" were added to this goal to reflect an expanded focus beyond just our local industry.

Strategic Direction #3: Strengthen Organizational Effectiveness

- Provide Effective Professional Development
- Meet and Exceed Internal and External Standards and Requirements
- (Re-word) Develop Inter-District Collaboration and Cooperation
- Improve Facilities and Maintenance
- (New) Improve Technology Infrastructure
- (New) Resource Development

Looking Forward and Building on Success

This section provides a brief overview of the modified or added bullets that make up the addendum.

Strategic Direction #1: Maximize Student Success, Ensure Student Access, and Reduce Equity Gaps

(NEW) Develop Non-Credit Education and Adult Education partnerships throughout the community.

In addition to the regular work of promoting student success and equity, we have identified new populations of students to serve to provide them the skills and abilities to advance economic and social mobility. For example, areas of continued and increased focus will be deepening our special admits which means moving from dual enrollment to Early College for our high school students. This strategy will help us to grow our special admits FTES which are funded at a higher credit rate.

Working through outreach and leveraging our numerous relationships to community members and organizations throughout our KCCD service area, we will expand access to the numerous credit and noncredit programs. This intentional, targeted outreach and growth will open doors to new segments of students, including stranded employees, workers who would like to increase their skills, and workers who would like to shift to a different category of work within their industry. We will also leverage these partnerships to develop new areas of instruction to support and drive the workforce and economic growth of our region.

Strategic Direction #2: Provide Workforce and Economic Development Programs that Respond to Local and Regional Industry

KCCD will continue to provide workforce development education and training that prepares students for success within their field of study. With the enhanced regional focus that comes with hosting the Central Motherlode Regional Consortium, we will establish and employ regional goals that align and are mutually supportive of our local employment goals. This effort will allow us support student outcomes and strengthen economic development across the region.

The priority sectors for KCCD will be:

- **Healthcare:** We've created a Healthcare Pathways Development Coalition composed of local hospitals and clinics, community organizations, and representatives from the nursing education programs at Bakersfield College and California State University, Bakersfield. The coalition has established subcommittees dedicated to increasing the number of clinical rotation placements available for nursing students, advocating for mobile simulation labs, and researching healthcare workforce data to make informed decisions on the future of the medical profession in our region.

- **Energy:** KCCD is a core partner on two technical assistance grants from the United States Department of Energy’s Communities LEAP opportunity, which is designed to facilitate renewable energy implementation in our service area. In one proposal, the City of Bakersfield is the lead agency for a proposal to implement community microgrids in disadvantaged communities and the agriculture sector, as well as provide workforce training in zero-emission vehicle maintenance and charger installation. In the second proposal, the County of Kern is the lead agency working with industry and community partners examining opportunities for carbon dioxide removal technologies, which include carbon capture and geologic storage, where Kern County has the potential to be a nationwide leader.
- **Automation and Manufacturing:** We continue to expand the industry and community partners in the Advisory Committee for our Industrial Automation baccalaureate program, which includes representatives from Chevron, Frito-Lay and Tesla. We’re also engaged in conversations with labor and community organizations to recruit incumbent workers into our industrial technology programs.
- **Military and Aerospace:** Cerro Coso Community College offers an Associate of Science degree in Cyber Security Technology and Certificate of Achievement for Cyber Security Technicians, which are extremely competitive careers in high demand throughout the workforce development infrastructure, but particularly in the military and law enforcement fields. Mojave Air and Space Port is an engaged partner with the district in aerospace workforce development, as well as in renewable energy, where they’re working with Concentric Power to build a solar-powered microgrid to support research and testing for privatized space flight.
- **Entrepreneurship:** In 2021, KCCD reopened its Launchpad space at the Weill Institute for in-person service to provide a one-stop-shop for aspiring business owners in Kern County. Participants in the Launchpad can receive training around how to start and sustain a business, as well as access the computer lab and other resources inside the facility to prepare financial documents, reports, and rent equipment for investor presentations
- **Agriculture:** In December 2021, Bakersfield College unveiled the Billy Barnes Animal Science Institute, a lab facility that will help the college expand its animal science program when the new agriculture building is completed at the Panorama Campus in 2024. The Valley Strong Energy Institute’s Ag/Water/Energy Education Series series also continues to inform our campus community on the regulations, technology and workforce development impacting the Central Valley farmer community.

Strategic Direction #3: Strengthen Organizational Effectiveness

(Re-Word) Develop Inter-District Collaboration and Cooperation

Note: This is a re-wording of the existing goal “Foster districtwide Collaboration and Cooperation”

To further strengthen organizational effectiveness through fostering Districtwide collaboration and cooperation, KCCD continues to consolidate the common functions and processes shared among the colleges, thereby reducing duplication of efforts. Inter-district collaboration and cooperation is being enhanced in three ways. The first is through encouraging programmatic partnerships between our colleges, utilizing shared course curriculum. The second is through #KernCCD Learns, which focuses on professional development opportunities. The third is by growing our existing employees through joint appointment of administrative positions and faculty leadership positions. The District also seeks to create an environment of collaboration and cooperation through maintaining effective communication and frequent opportunities for dialogue with employees, stakeholders, industry partners, and community leaders.

(New) Improve technology Infrastructure

Develop a focused plan on investing in technological solutions to better serve our employees and students. There are three areas of technology focus. The first is improving our enrollments through new and innovative software thus eliminating manual inputting of information. The second is improving the safety and security footprint to ensure data is kept secure and our employees are kept safe. The third is around improving our organizational efficiency and keeping our key business systems upgraded and current.

Evidence of recent progress on this strategic direction can be found in Appendix B of this document.

(New) Resource Development

There are three areas of focus for the Resource Development goal. The first is to pursue grants to support our mission. The second is to leverage the college foundations to increase programmatic resources by pursuing philanthropic opportunities. The third is to re-think the way we utilize our facilities in the post-pandemic era.

Appendix A -Progress on Previous Set Goals

Strategic Goal #1: Maximize Student Success

Increase by at least 20% the number of KCCD students who acquire associate degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.

VFS Goal #1: Increase by 20% the number of KCCD students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job, from a baseline year of 2016-17.

Bachelors, Associates, and Credit Certificates Awarded

	2016 17	2017 18	2018 19	2019 20	2020 21	% Change
BC	1,630	3,005	5,432	6,113	6,287	286%
CC	543	640	813	895	912	68%
PC	504	606	826	921	788	56%
KCCD	2,677	4,251	7,071	7,929	7,987	198%

KCCD and its colleges had surpassed the VFS goal by 2017-18. With each successive year, all three colleges have dramatically increased the number of awards conferred to its students.

Increase by 35% the number of KCCD students transferring annually to a UC or CSU.

VFS Goal #2: Increase by 35% the number of KCCD students transferring to a UC or CSU.

Transfer to UC or CSU

	2016 17	2017 18	2018 19	% Change
BC	923	1085	1291	40%
CC	202	264	302	50%
PC	169	187	248	47%
KCCD	1202	1369	1664	38%

** The College totals do not add up to KCCD totals because students who were enrolled at more than one college in the previous year were counted at both colleges.*

In the most recent year where official data is available, KCCD had already surpassed the VFS goal. And while the 2019-20 and 2020-21 official data has not been released yet, internal data KCCD data indicate that the number of students who transfer to a 4-year college after leaving KCCD continues to grow.

Decrease the average number of units accumulated by KCCD students earning associate's degrees from approximately 92 total units to 79 total units.

VFS Goal 3#: Decrease the average number of units accumulated by KCCD students earning associate's degrees from approximately 92 total units to 79 total units.

Avg Number of Units, All Associates Earners

	2016 17	2017 18	2018 19	2019 20
Bakersfield College	91	89	87	85
Cerro Coso Community College	78	81	80	81
Porterville College	90	86	86	83
KCCD	89	88	86	84

Our data shows that the average number of units that KCCD associates earners accumulate has decreased from 89 units the 2016-17 baseline year to 84 units for associates earned in 2019-20. With two more years, to reach the goal, KCCD still needs to reduce the number of units accumulated by another 5 units. This mirrors the progress that all California Community Colleges have made on this goal, with all 2019-20 associates earners at all California Community Colleges averaging 84 units accumulated at graduation.

Strategic Goal #2: Ensure Student Access

Progress on previous set goals:

Optimize Student Enrollment

Optimizing student enrollment will provide easier access to our courses and programs through a variety of initiatives. For noncredit courses and programs, the *Noncredit CCCApply application* has been implemented and continues to be refined. In Dual and Concurrent Enrollment, *DualEnroll.com* has been implemented, and is in the process of being fully integrated with Banner to allow direct registration for these student populations. *Autoenrollment* is being implemented for targeted student populations, with the goal of broader adoption as the process becomes more automated.

Increase Annual FTES

There are multiple initiatives underway to increase the annual FTES within KCCD. First, there is significant *growth and development of new courses and programs*, in response to the continuous evolution of needs in the economy and communities represented by KCCD. These new curricula are primarily focused on high-road, high-demand jobs in areas like health, STEM, and Renewable Energy, and are supported by *targeted institutes and strong partnerships* like the Valley Strong Energy Institute. KCCD is making significant progress toward a *Noncredit Institute*, as the colleges ramp up the development and offering of Noncredit courses as part of CDCP programs. In the summer terms, several *Noncredit Academies* will be offered, in subjects including Performing Arts, STEM, and Entrepreneurship. *Adult Education* is another area of significant development in terms of increasing FTES. Specific, targeted initiatives are being planned and developed to support and address specific workforce needs throughout the community. In partnership with employers and other outreach channels, customized credit and non-credit learning opportunities will be offered to workers who are stranded in their current positions or who face other barriers to upward mobility.

Increase Annual Productivity

Productivity is a measure of the effective deployment of faculty resources to impact the maximum number of students. The primary factor impacting productivity is the alignment of the academic schedule with student needs and enrollment patterns. This work will be accomplished through two initiatives: First, through the *hiring of strategic faculty positions* to meet the Faculty Obligation Number, thereby enabling colleges to increase capacity in impacted courses and pathways. Second, through the implementation of *Ad Astra*, which will allow the integrated use of predictive analytics throughout the scheduling and enrollment management cycle. The result of this work will be more courses in the areas where student demand is higher, and more focused, relevant scheduling of lower-demand courses, ensuring higher productivity.

Decrease Waitlisted enrollments on first day

The decrease in waitlisted enrollments is a second aspect of the same scheduling and enrollment strategies used to increase faculty productivity. It will be addressed through *strategic hiring of faculty positions* in high need subject areas, as well as *intelligent, data-informed scheduling by time, location, and modality* to effectively meet student demand.

Increase Number of concurrent enrollments

Concurrent enrollment, as a category of enrollment, has not yet realized its potential in the Kern Community College District. By replicating the lessons learned at Bakersfield College in the areas of Outreach as well as Concurrent Enrollment and Early College the number of Concurrent Enrollments can be significantly increased throughout the district.

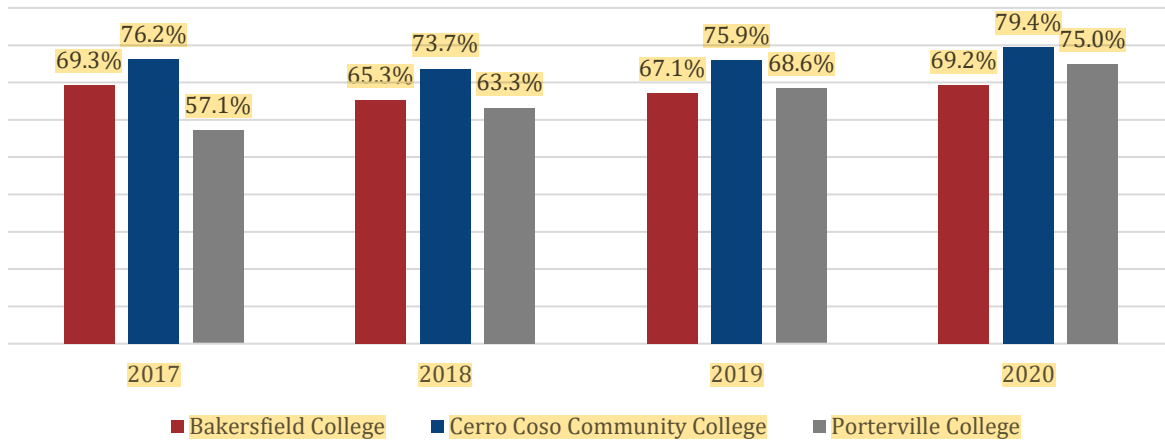
		2016 17	2017 18	2018 19	2019 20	2020 21
Total	Bakersfield College	1,143	1,288	1,849	3,243	3,754
	Cerro Coso Community College	856	902	1,178	1,399	1,461
	Porterville College	223	293	480	704	932
% of Total	Bakersfield College	51.4%	51.9%	52.7%	60.7%	61.1%
	Cerro Coso Community College	38.5%	36.3%	33.6%	26.2%	23.8%
	Porterville College	10.0%	11.8%	13.7%	13.2%	15.2%
Yr to Yr Change	Bakersfield College		12.7%	43.6%	75.4%	15.8%
	Cerro Coso Community College		5.4%	30.6%	18.8%	4.4%
	Porterville College		31.4%	63.8%	46.7%	32.4%
Total	Total	2,222	2,483	3,507	5,346	6,147
% of Total	Total	100.0%	100.0%	100.0%	100.0%	100.0%
Yr to Yr Change	Total		11.7%	41.2%	52.4%	15.0%

Concurrent Enrollments have increased every year for the past 5 years for the entire district and at each college. The most significant increase was the 2020 year, which saw an overall increase of 52.4%. Even with the challenges the pandemic has presented, the district saw a 15% increase in concurrent enrollments for 2021.

Strategic Goal #3: Provide Workforce and Economic Development Programs that Respond to Local Industry

Progress on previous set goals:

Increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60 percent to 69 percent.



Among students who responded to the CTE Outcomes Survey and did not transfer, Cerro Coso Community College had the highest percentage of students who reported working in a job very closely or closely related to their field of study, and has increased in the last four years from 76.2% to 79.4%

The percentage of students who reported working in job closely related to their field of study increased steadily for Porterville College from 57.1% in 2017 to 69.2% in 2020.

Bakersfield College has shown a few dips in 2018 and 2019; however, the percentage of students who reported working in job closely related to their field of study increased in 2020 to 69.2%.

Strategic Goal #4: Reduce Equity Gaps

Progress on previous set goals

Reduce equity gaps across all of the measures above (Goals 1, 2, and 3) through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps for good within 10 years.

Equity Gaps have reduced in the number of students who earned various types of awards in the selected year or attained apprenticeship journey status and the number of adult basic education, adult secondary education, and English as a Second Language students who enrolled in either a noncredit career education course or any college level credit course in the following categories:

- Hispanic Students: The Hispanic student population completion (2020) rate is 0.19% higher than the general student population.
- First Generation Students: The First Generation student population completion (2020) rate is 0.21% higher than the general student population.

Equity gaps have reduced in students who earned 12 or more units at any time who exited the community college system, the number of students who enrolled in any four-year post-secondary institution in the subsequent year:

- Hispanic Students: The Hispanic student population transfer (2020) rate is 0.28% higher than the general student population.
- First Generation Students: The First Generation student population transfer (2020) rate is 1.62% higher than the general student population.

Several equity gaps have reduced among student who were enrolled and who earned an associate degree for the first time in the selected year, the average number of semester units in the California Community College system earned up to and including the selected year:

- Black or African American Students: The Black/African American student population reduction in excess unit accumulation (2020) rate is 1.30% higher than the general student population.
- Hispanic Students: The Hispanic student population reduction in excess unit accumulation (2020) rate is 0.62% higher than the general student population.
- First Generation Students: The First Generation student population reduction in excess unit accumulation (2020) rate is 2.79% higher than the general student population.

The Equity Gaps that will require strategies, attention, and focus are the following:

- Increase degree and certificate attainment for Black/African American and male students.
- Increase transfer for four-year institutions for Black/African American and male students.

Ensure that districtwide enrollment management strategies are equitable and based upon core priorities of student needs, access, and success.

Examples of some of the ongoing enrollment management software and strategies the district has utilized:

- Implementation of CRM Recruit
- Implementation of Dual Enroll
- District wide enrollment discussions and strategies
 - Collaboration
 - Return on Investment
 - Snap-shot of loss points
 - Access to data and reports

- Addition of late start classes
- Creation of Transition Teams:
 - Economic and Workforce Development/Non-Credit Education
 - Economic and Workforce Development/Adult Education
 - Incarcerated Student Programs
 - Dual and Concurrent Enrollment
 - Outreach and Retention
 - Administrative Technology
 - Tactical Efficiencies

Understand the specific factors impacting the success of these learners

Example of ongoing strategies the district is using to understand the specific factors impacting the success of our students:

- A District workgroup was formed to address onboarding and outreach to identify barriers or obstacles for students
- The colleges continue to build support for students and for groups that are disproportionately impacted
- Another District workgroup is focusing on building strategies to support students with financial need
- Support colleges in the execution of their Student Equity Achievement Plans
- The colleges regularly review results from student engagement surveys including the Community College Survey of Student Engagement (CCSSE) and internally developed student surveys.

Support traditionally underrepresented student groups with equity minded strategies and support

Each College has a version of an Equity, Diversity, and inclusion committee focusing on cultural and institutional policies and practices that demonstrate a commitment to diversity and inclusion with all campus constituents. An example from all three colleges' equity minded strategies includes the following:

- Coordinate college efforts to redesign the college experience with the goal to increase the number of students completing their educational goals while closing equity gaps.
- Increase equitable student success by coordinating campus wide efforts to develop effective onboarding and support mechanisms along students' pathways towards their educational goals.
- Promote cultural competence in faculty, students, and staff.

Strategic Goal #5: Strengthen Organizational Effectiveness

Progress on previous set goals

Provide Effective Professional Development

KCCD has provided professional development opportunities for various employees and employee groups at various levels throughout the organization. Professional development and employee training occur in formal, structured settings, such as a training session or FLEX workshops, as well as through informal and spontaneous opportunities, such as through direct supervision, peer feedback and on-the-job learning. In both circumstances, KCCD seeks to maximize learning opportunities and employee development in a challenging, yet supportive, workplace environment. *Examples of the many professional development examples can be found in Appendix B of this document.*

Meet and Exceed Internal and External Standards and Requirements

In the spirit of continuous improvement and strengthening organizational effectiveness, KCCD diligently seeks to establish, meet, and exceed self-established (internal) benchmarks, as well as standards set by external agencies, accreditation commissions, legislative and regulatory bodies, and state and federal agencies, including the California Community College Chancellor's Office. *Specific examples of meeting Internal and External Standards can be found in Appendix B of this document.*

Additionally, opportunities to strengthen institutional effectiveness through self- and external accountability through coordinated efforts and leadership provided by KCCD's offices of Institutional Research and Reporting. "Through a renewed emphasis on the use of data in decision making, KCCD seeks to streamline and coordinate our data sources and data flow processes across the District, increasing our efficiency and ability to respond to our students' needs and increase student success....Creating a cohesive data strategy and data policy moving forward, giving KCCD the ability to do advanced data science and react more effectively and efficiently to our students' needs." (2022, KCCD IEPI Partnership Resource Team application)

Foster Districtwide Collaboration and Cooperation

KCCD is committed to promoting a safe, healthy, and productive workplace environment for all employees through fostering a spirit of collaboration and cultivating practices of cooperation among us resulting in positive experiences for all employees, the colleges, and the District as a whole. Through synergistic efforts and effective communication among/between the colleges and the District Office, KCCD continues to build its capacity to enhance its operational efficiency and strengthen its organizational effectiveness through 'economy of scale' practices. Improved efficiency also results in the reduction of duplicated efforts across the District.

To this end, KCCD strives to engage, equip, and empower employees across the District who have the capacity to provide effective leadership at their primary location (District Office or at a college), as well as across the entire organization. This strategy is especially effective in multi-college

districts in which each college has the tendency to isolate, rather than centralize, its efforts and processes. The consolidation of efforts and resources reduces the investment of personnel time, fiscal resources, and time to project completion. Analogous to Henry Ford's business strategy of mass production, assembling multiple cars simultaneously requires less time, effort, and resources than assembling them separately. The same can be said of multiple colleges with similar and overlapping processes in the same district.

Evidence of KCCD's efforts to advance this strategic direction can be found in Appendix B of this document.

Improve Facilities and Maintenance

Continuous care, maintenance and improvement of facilities is a priority of KCCD to create learning and working environments that are safe and comfortable. In pursuit of this strategic direction, KCCD provides ongoing leadership and investment to protect its assets and maximize their utilization.

Evidence of progress on this strategic direction can be found in Appendix B of this document.

Appendix B – Evidence of work in-progress or completed

Provide Effective Professional Development – Examples

Examples of current professional development activities across KCCD include, but not limited to:

- Workshops specifically designed for new KCCD employees, such as New Employee Orientation, New Management Academy, New Faculty Seminar (monthly), and New Classified Academy
- Faculty workshops and orientation, such as FLEX workshops and Adjunct Faculty Orientation
- Classified workshops, such as monthly ‘Roundtables’ for classified employees at Bakersfield College (position specific), and Classified Retreat at Cerro Coso Community College
- Professional development and networking opportunities for managers, such as an annual Deans’ Retreat, and year-round sessions hosted by the KCCD Management Association such as monthly ‘Lunch-and-Learn’ webinars on assorted topics of relevance to managers, as well as the KCCD Management Symposium (annual conference for all 185 KCCD managers and confidential classified employees)
- KCCD Leadership Academy
- Academic Technology workshops provided year-round to address distance education pedagogy, instructional design, Canvas, and other digital tools to enhance the utilization of academic technology tools, improve teaching practices, and maximize learning opportunities for students
- Mandatory workshops for anyone teaching Dual Enrollment courses provided by the Districtwide Distance Education Committee
- Screening Committee training and workshops, among others
- Legal guidance workshops and compliance training provided by Liebert Cassidy Whitmore
- The ‘Quick Tips for Teaching Success’ faculty webinar series at Porterville College, which provides peer-to-peer learning opportunities related to the implementation of successful teaching and learning strategies in online, face-to-face, and hybrid environments

Porterville College’s Guided Pathways Academy, an immersive, informal, individualized, and workshop-based approach to each participating faculty member’s program under the framework of Guided Pathways and by emphasizing and building relationships with specialists across the college who can provide support for academic programs and help streamline and simplify the student experience in areas such as: outreach, improved retention, graduation, and transfer rates, student-centered scheduling, recognizing and closing equity gaps in courses and programs, understanding curriculum and articulation processes, incorporating outcomes assessment as a tool for course improvement, teaching-and-learning classroom strategies, and career and transfer options in faculty member’s subject area

Meet and Exceed Internal and External Standards and Requirements – Examples

Evidence of KCCCD's efforts to meet external standards include, but are not limited to:

- ACCJC institutional accreditation
- Program accreditation, such as Nursing and Allied Health programs,
- CCCCCO reports, such as reserve percentages and Faculty Obligation Number reporting
- Vision for Success goals
- Student Success metrics
- CTE and Gainful Employment metric
- AB705 implementation plan
- Student-Centered Funding Formula metrics, among others

Similarly, evidence of internal standards and self-established goals include:

- Board-established goals, such as college reserves and other fiscal health metrics
- Strategic goals
- Student equity plans and other success metrics
- Program Reviews, Administrative Unit Reviews and individual workplans
- Various institution-set standards, such as:
 - SCFF metrics for enrollment, supplemental and student success metrics
 - Course success and student retention rates
 - FTES, FTEF and productivity goals
 - Student Learning Outcomes assessments
 - Program Review completion rates

Foster Districtwide Collaboration and Cooperation-Examples

Evidence of KCCCD's efforts to advance this strategic direction include, but not limited to:

- Joint use of curricula and academic programs between colleges, such as
 - BC's Industrial Automation curriculum is shared with Cerro Coso in support of efforts to offer this degree to students in the Rising Scholars program at various prison facilities
 - Porterville College shared its Entrepreneurship curriculum with Bakersfield College, which is now a full-fledged degree with embedded certificates. Bakersfield College subsequently referred local industry leaders in small business development to key administrators at Cerro Coso for the purpose of exploring the viability of offering an Entrepreneurship program in Ridgecrest
 - Bakersfield College and Cerro Coso Community College shared program and course curricula to strengthen each other's Nursing programs
- In the Fall 2021, faculty across the district were invited to submit proposals to the District Office of Educational Services for enhancing organization efficiency through Districtwide leadership and project management. Seven (7) faculty leaders are currently shepherding the following Districtwide projects:
 - Chris Cruz-Boone, BC - Noncredit Guidelines
 - Rudy Menjivar, BC – OER Creation Project

- Alex Rockey, BC – Exploring a Center for Applied Research
- Maria Wright, BC – Faculty Diversification Fellowship Program
- Jaclyn Kessler, CCCC – Math and Stem projects, ORE, Contract Grading
- Rachel Tatro-Duarte, PC – Virtual Reality training/curriculum/lessons
- Robert Simpkins, PC – Faculty Leadership Development, Building Trust and a Collaborative Culture Across the District
- The District employs the services of select college administrators to serve in dual capacities to support Districtwide functions or support common initiatives among the colleges, while also partially fulfilling duties at their primary college/site/assignment, thereby consolidating efforts, and improving operational efficiency. For example,
 - Several Vice Presidents at each of the colleges provide leadership to Districtwide transition teams on various functional areas of the District, such as
 - Economic and Workforce Development, Non-credit, and Adult Education
 - Rising Scholars Programs (Prison Education)
 - Dual and Concurrent Enrollment
 - Outreach and Retention
 - Educational Technologies
 - Tactical Efficiencies
 - Interim Associate Vice Chancellor, Enrollment Management Officer and Interim Director, Early College (BC) provide leadership, vision and support to each of the colleges on Dual Enrollment efforts
 - Interim Associate Vice Chancellor, Planning and Educational Technology (BC) continues to provide leadership for Information Technology initiatives at Bakersfield College, while also serving in District and college IT functions
 - Vice President, Student Services (CCCC) supports Vice Chancellor of Educational Services, in providing leadership to Districtwide VPs' Council meetings

Vice Presidents of Instruction (CIOs) and Vice Presidents of Student Services (CSSOs) initiate and self-organize weekly meetings to maximize inter-district collaboration, enhance communications and create opportunities for consultation and collaboration on functional issues of common interest

Improve Facilities and Maintenance-Examples

Evidence of progress on this strategic direction include, but not be limited to, the following:

- The use of Measure G and Measure J general obligation bonds has created many opportunities to build new facilities or renovate existing structures
- SchoolDude software allows Maintenance & Operations teams at the District Offices and each of the colleges to track and manage workorder requests, as well as develop a preemptive system for preventative maintenance
- FacilitySoft software allows District and college leaders to track the allocation and use of bond funding, capital projects, and state deferred maintenance projects. Additionally, FacilitySoft allows campus leaders to
 - Maintain building inventories, facility allocations, and basic building layouts
 - Track and report the efficiency of space utilization

- Fusion software is an asset management tool that allows the District Office and colleges to track building maintenance inventories and evaluate capital assets, including estimated costs of operation, repair costs, and replacement values through the application of reliability engineering principles. Additionally, Fusion provides a mechanism for KCCD to report facility and space utilization data to the State.

Improve Technology Infrastructure-Examples

Evidence of progress on this strategic direction include, but not be limited to, the following:

- Upgrades or implementation of enterprise level systems and software such as Banner 9, Ellucian, CRM Recruit, DualEnroll.com, Campus Logic (financial aid system for tracking awards), Banner Document management (electronic documents integrated with Banner finance and A&R), Ad Astra, KCCD ReadyEd app (COVID safety management and contact tracing), and library processing systems
- MIS integration with Starfish and EAB
- Application streaming, remote desktops and Microsoft Teams were accelerated by COVID conditions
- Transition to a cloud-based environment improved backup capabilities and increased data security and reliability, thereby resulting in more resilient to adverse tech circumstances
- Data warehousing infrastructure improvement
- Strategic utilization of HEERF funds in the classrooms to support students and employees, and to bolster the District's teaching and learning capabilities, such as HyFlex and Super-HyFlex classrooms to reach a greater number of students across a large geographic area. HyFlex and Super-HyFlex classrooms are in the process of being modified and equipped with an improved instructor's station, tracking cameras and monitors on every wall, and laptops for every student to fully engage in breakout rooms for both in-person and remote learners.
- Improved wifi infrastructure to increase the number and range of wireless access points across KCCD facilities, including parking lots
- Purchase, rental, and disbursement of laptop and wifi hotspots to students and personnel requiring additional technology hardware and wireless access
- Installation of cameras and speakers in faculty and staff offices
- Purchase of more laptop carts that are highly mobile instead of relying upon 'fixed' computer labs
- Enhanced WAN infrastructure (Wide Area Network) to improve site-to-site and internet connectivity capacity
- Emergency communication upgrades and integrated phone system improvements