**Bakersfield College**

**Program Review – Annual Update 2015**

**I. Program Information:**

Program Name: Rural and Delano Campus Programs (Formerly Delano Campus)

Program Type:  Instructional  Student Affairs  Administrative Service

***Bakersfield College Mission****:* Bakersfield College provides opportunities for students from diverse economic, cultural, and educational backgrounds to attain Associate and Baccalaureate degrees and certificates, workplace skills, and preparation for transfer. Our rigorous and supportive learning environment fosters students’ abilities to think critically, communicate effectively, and demonstrate competencies and skills in order to engage productively in their communities and the world.

Describe how the program supports the Bakersfield College Mission: The mission of Bakersfield College, Delano is to provide opportunities for students from diverse economic, cultural, and educational backgrounds the ability to attain Bakersfield College degrees and certificates, workplace skills, and prepare them for transfer. The Delano Campus is located in North Kern County and serves/provides opportunities throughout rural Kern County to include Arvin, Shafter, McFarland, Wasco and the myriad of correction and rehabilitation facilities in the area. Rural Kern County has some of the highest unemployment rates in the country. For example, according to the 2015 US census, 90.2% of Arvin’s population are economically disadvantaged. In Spring 2015, Delano Campus also ventured into our local jails and prison to begin providing inmates with our Bakersfield College instructional programs. This new initiative makes our overall student population the most diverse group of students in the history of Bakersfield College. For all these students, Delano Campus is often the only pathway to obtain academic and occupational success. The Campus management, staff and faculty are responsible for advocating programs and services that meet the needs of these unique communities. Student and instructional support services include Counseling, Financial Advising, Educational Advising, Assessment Testing, Computer Labs, Peer Tutoring, Admissions and Registration.

Program Mission Statement: The mission of the Bakersfield College Delano Campus is to provide ready access to the high quality education necessary for our socially and ethnically diverse students--whether they be vocational, transfer-oriented, developmental, or some combination of these--to thrive in a rapidly changing world. The Delano Campus is responsible for quality instruction and services that include the unit’s strategic initiatives:

-Improve North Kern County area student access, retention, and success

-Provide effective learning and earning pathways for North Kern County area students

-Provide quality face time instruction to our inmate education population

-Support student learning through appropriate technology

-Support student learning through streamlined systems and processes

**II. Progress on Program Goals:**

1. List the program’s current goals. For each goal (minimum of 2 goals), discuss progress and changes. If the program is addressing more than two (2) goals, please duplicate this section.

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| **Program Goal** | **Which institutional goals from the Bakersfield College Strategic Plan will be advanced upon completion of this goal? (select all that apply)** | **Progress on goal achievement**  **(choose one)** | **Comments** |
| 1. . *Increase student access to available Delano Campus technology by 50 percent through increased lab hours and using currently available staff by 1 April 2012* | 1: Student Learning  2: Student Progression and Completion  3: Facilities  4: Oversight and Accountability  5: Leadership and Engagement | Completed: \_\_\_\_\_\_\_\_\_\_ (Date)  Revised: June 1, 2016  Ongoing: \_\_\_\_\_\_\_\_\_\_ (Date) | The number of computers has increased the past few years but limited space and lack of a common study place has made the growth stagnant. |
| 2. *Create a Delano Adjunct Staff Development Plan and submit it to the SDCC for approval and inclusion on the SDCC training schedule.* | 1: Student Learning  2: Student Progression and Completion  3: Facilities  4: Oversight and Accountability  5: Leadership and Engagement | Completed: \_\_\_\_\_\_\_\_\_\_ (Date)  Revised: August 1, 2016  Ongoing: \_\_\_\_\_\_\_\_\_\_ (Date) | The Student Success Program manager is a member of the SDCC. The SDCC has a focus to improve Delano’s faculty and staff access to staff development presentations. This includes the use of interactive classrooms to broadcast in Delano. The future goal is to educate staff and adjunct on how to work with our wide range of students. For example, inmate education-flex day training, dual enrollment/ high school offerings. It is imperative that as our rural initiatives expands; we train and work with our staff so that both students and staff can achieve success. |
| 3. *Establish a five year “Delano Career Tech Expansion Plan” that supports the needs of the Northern Kern County citizens by June 1, 2012.* | 1: Student Learning  2: Student Progression and Completion  3: Facilities  4: Oversight and Accountability  5: Leadership and Engagement | Completed: \_\_\_\_\_\_\_\_\_\_ (Date)  Revised: August 1, 2016  Ongoing: \_\_\_\_\_\_\_\_\_\_ (Date) | The Delano CTE plan is to have a certificate-welding program in Delano; leverage Delano High School facilities to add other programs; increase dual enrollment and articulation agreements with area high schools; and work with rural high schools to establish college readiness and early college programs. This year ag academies in Delano and Wasco placed 180 students on an early college pathway. A similar model will also launch Arvin. |
| 4. *Activate the BC Foundation Delano College Center Foundation Auxiliary NLT 1 December 2015* | 1: Student Learning  2: Student Progression and Completion  3: Facilities  4: Oversight and Accountability  5: Leadership and Engagement | Completed: \_\_\_\_\_\_\_\_\_\_ (Date)  Revised: September 1, 2016  Ongoing: \_\_\_\_\_\_\_\_\_\_ (Date) | The BC Delano Foundation Auxiliary is an active part of the Delano Campus. Since its return, it has sponsored eight separate events, issued $50,000.00 in scholarships, and funded $10,000.00 in an early college pilot program at Cesar Chavez High School in Delano. The auxiliary needs additional community member involvement. This goal remains valid to consider the foundation fully functional |
| 5. 75 percent of all Delano Campus students will be fully matriculated by October 1, 2015. | 1: Student Learning  2: Student Progression and Completion  3: Facilities  4: Oversight and Accountability  5: Leadership and Engagement | Completed: \_\_\_\_\_\_\_\_\_\_ (Date)  Revised: \_\_December 1, 2015\_\_ (Date)  Ongoing: \_\_\_\_\_\_\_\_\_\_ (Date) | As of 9/28/2015 72% have completed their student ed plan and 69% are fully matriculated. At this time last year the numbers were 65% (completed ed plan) and 64% (fully matriculated). |

1. List new or revised goals (if applicable)

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| **New/Replacement Program Goal** | **Which institutional goals will be advanced upon completion of this goal? (select all that apply)** | **Anticipated Results** |
| 90% of all ag academy students will be fully matriculated. | 1: Student Learning  2: Student Progression and Completion  3: Facilities  4: Oversight and Accountability  5: Leadership and Engagement | Currently, there is no data available. It is expected as we move forward with pathways and academies we will offer the same student services as all BC students. This |
| Increase the number of Hispanic male students by 5% at rural sites Arvin, Shafter, Wasco, McFarland and Delano. | 1: Student Learning  2: Student Progression and Completion  3: Facilities  4: Oversight and Accountability  5: Leadership and Engagement | Currently, there is no data available for this number but in general and as is the case for Delano. Female students attend college at a higher rate. |

**III. Trend Data Analysis:**

Highlight ***any significant changes*** in the following metrics and discuss what such changes mean to your program.

1. Changes in student demographics (gender, age and ethnicity).
   * + Delano campus has traditionally enrolled more females than males and the gap has consistently remained at about 20 percent the past five years. College wide the gap is around 9 percent. BC Delano’s largest age group is ages 20-29 and they account for about 49 percent of our student population. Last year this group accounted for 54%. It is important to note that the 29 and under age group accounts for 89 percent of Delano students. Delano has a much younger population than found campus wide -- 78 percent in this age group. Recruitment of students ages 30 and older could have a positive impact on the area’s participation rate and be a source to increase FTES.
2. Changes in enrollment (headcount, sections, course enrollment and productivity).
   * + The headcount this past year was at 3,021, a 10% increase from the previous year. The FTES has remained fairly consistent the past three years and the 2014-15 year was no different as it operated at 1,018.9 FTES. We averaged 28 students per section offered which is down from the 33-35 students per sections over the past five years. We offered 333 sections. The smaller classes sizes coincides with an increase in student retention and success. 1st day waitlist were significantly higher than last year -- 722 (14-15) compared to the 562 in 13-14. Before 13-14 year the average was 1,400.
3. Success and retention for face-to-face, as well as online/distance courses.
   * + Delano’s success and retention levels have been at about 67 percent and 87 percent over the past five years. Success and Retention drive our plans to collaborate with local high schools. The belief is we can improve student success by helping local educators better prepare students for higher education. This is an area of concentration for all rural sites this year and will continue.
4. Changes in the achievement gap and disproportionate impact (Equity). The Delano Campus success and retention rates are mostly the same as Bakersfield College, but the male students at the Delano Campus have lower success rates that those at the main campus. In addition, students age 30 or higher have lower success and retention rates than the main campus.
5. Other program-specific data that reflects significant changes *(please specify or attach).* All Student Affairs and Administrative Services should respond.

Participation rates are a major concern for the Delano Campus region. KCCD participation rates for North Kern area is 25.61 per 1000 residents based on a population of 118,685. This number has dropped as the North Kern Population grows.

**IV. Program Assessment (focus on most recent year):**

1. How did your outcomes assessment results inform your program planning? Use bullet points to organize your response.
   * FTES Levels: FTES continues to drive the Delano program as the primary outcome each year. The primary focus is to maintain a minimum of 1000 FTES to ensure center funding from the state. Since 2007, Delano has experience a 52 percent increase in FTES, but a couple of years ago Delano was under the 1000 FTES due to budget cuts. The current FTES is 1,018.9 and is slightly above what we need to maintain center funding. The FTES target is a critical number for the Delano campus and directly impacts facility additions, improvement and development. The additions of courses at the prisons and the High School pathways have helped our FTES. Collaboration with high schools to keep the classes as “open” will be key to gaining apportionments. The goal this year and every year is to stay above 1000.
   * Productivity Levels: Productivity levels provide an assessment of efficiencies at the Delano Campus. The target is to be within .5 of the Bakersfield College FTES/FTEF levels and indicates equity among faculty load between the two campuses. Delano has maintained productivity levels above the Panorama Campus since 2009. This past year, Delano’s productivity of 14.4 is slightly less than the traditional average 16-17 it has maintained in years past, but is critical to maintain 1000 ftes and center funding. Productivity is a key historical scheduling tool used in developing Delano class schedules and faculty assignments. Productivity goes down when trying to balance FTES at the center. We strive to be as efficient as possible, but when trying to maintain FTES we keep lower enrolled courses. The purpose of center funding is to allow some lower enrolled courses at distant sites.
   * Success and Retention: Delano’s success and retention levels have been at about 67 percent and 88 percent over the past five years. Success and Retention drive our plans to collaborate with local high schools. The belief is we can improve student success by helping local educators better prepare students for higher education. The Delano Campus has 89 percent retention and 67 percent success rate among students age 19 and under demographics.
   * Degree/Certificate Awards: Delano Campus has chosen to focus on AA/AS degrees because our current business is to provide general education requirements and supplemental courses to complete the most popular degrees. Over the past five years, Delano Campus has awarded 872 AA/AS degrees and averages 174 degrees per year. The AA/AS degrees awarded over the past five years have been steady, around 170, except for the spike in in 13-14 (197). Delano area unduplicated students account for 11.4 percent of the college wide headcount. Degrees awarded decreased by 11 percent over the previous year.
2. How did your outcomes assessment results inform your resource requests? The results should support and justify resource requests.
   * Annual FTES & Degree/Certificate Awards: The previous year’s spike in degrees awarded was due to a shift in resources. The Delano campus added an additional adjunct counselor to help rural students through the matriculation process. In addition, we hired a replacement full time classified employee to work the admissions and records area. The increase in student support has budget concerns, but demonstrates a commitment to improved student support. It is important we shift resources to new initiatives. The addition of inmate education, career pathways at high schools and myriad of remote instructional sites requires additional personnel support to thrive and be successful. The additional workload accounts for a 35 percent increase in workload with no increase in manpower to support these initiatives. In addition, the 35 percent increase is spread out around Kern
   * Student Success/Retention: Last year, Delano campus decreased the high-touch, one-on-one counseling to assist with the development of Ed Plans. This year we changed the focus back to student support services to assist students in the matriculation process. In collaboration with main campus, Delano Campus staff was busy at all local rural high schools assisting students with matriculation. This resulted in an increase of 7% for completed student plans and 4% for fully matriculated, compared to the previous year.
3. How do course level student learning outcomes align with program learning outcomes? Instructional programs can combine questions C and D for one response (SLO/PLO/ILO).
   * Not applicable
4. How do the program learning outcomes or Administrative Unit Outcomes align with Institutional Learning Outcomes? All Student Affairs and Administrative Services should respond.

* How do the program learning outcomes align with Institutional Learning Outcomes? We are a service unit and do not have program specific learning outcomes, but support all programs offering courses at the Delano Campus. The Delano Campus supports all BC programs in meeting learning outcomes as outlined in BC curriculums. Delano and rural community students will be exposed to the same academic rigor and standards as is expected of all Bakersfield College students. The expectation is students will be able to think critically and be problem solvers. They will be able to communicate clearly and possess the core knowledge they need to transfer to a four year school or enter a career in their chosen field. In the end, rural community students will contribute to society and be actively engaged in their community. Rural communities more than ever encompass a wide breadth of student diversity: ag academy high school students/dual enrollment students, inmate education students and etc. This underlines the importance of bringing Bakersfield College programs to our underserved rural communities of Northern Kern County.

***Institutional Learning Outcomes***:

*Think: Think critically and evaluate sources and information for validity and usefulness.*

*Communicate: Communicate effectively in both written and oral forms.*

*Demonstrate: Demonstrate competency in a field of knowledge or with job-related skills.*

*Engage: Engage productively in all levels of society – interpersonal, community, the state and the nation, and the world.*

1. Describe *any significant changes* in your program’s strengths since last year.
   * In March, Gustavo Enriquez, program manager SSSP rural initiatives joined the Delano Campus team.
2. Describe *any significant changes* in your program’s weaknesses since last year.
   * Long time and extremely valuable asset adjunct counselor, Veronica Lucas, joined the BC main campus and no longer assists the Arvin /Lamont communities. Rural Initiatives will miss a very talented individual but Delano Campus is glad she is start part of the BC family.
3. If applicable, describe any unplanned events that affected your program.
   * Two new initiatives have proven to be extremely rewarding, yet time consuming, ag academies and inmate education. In addition BC was awarded a grant to implement another pathway course at Arvin High school. We’ve also began expanding to more rural sites around Kern County.

**V. Assess Your Program’s Resource Needs:** To request resources (staff, faculty, technology, equipment, budget, and facilities), please fill out the appropriate form. <https://committees.kccd.edu/bc/committee/programreview>

1. Human Resources and Professional Development:
2. If you are requesting any additional positions, explain briefly how the additional positions will contribute to increased student success. Include upcoming retirements or open positions that need to be filled.
   1. It is imperative that a program manager for inmate education is hired. Inmate education has proven that it is very time consuming much more than the Delano Campus Director and Delano staff can give. A program manager is needed to coordinate admissions, assessment, and orientation. Unlike our other programs, inmate education is restricted to outside resources such as internet. All matriculation steps must be paper based. Inmate education requires a program specific leader to expand and meet the needs of this rapidly growing student population.
   2. This past year our students have seen an increase of matriculation and outreach efforts. With the goal that ever y BC student be fully matriculated. This year rural initiatives will see cohort #2 of the Ag academies and the addition of three cohorts. For the next three years, an additional three cohorts will be added yearly. Providing matriculation services to dual enrollment is a challenge, in particular the assessment. The assessment test in general is scheduled throughout the year but our dual enrollment students, with many of their high school extra-curricular and limited schedule, struggle to complete this matriculation step. Delano Campus requests a part time assessment assistant to support our rural initiative students.
   3. Through CCPT grant 1 we have established pathways at Wasco and Wonderful College and Career Prep Academy. In this grant Bakersfield College committed to providing tutoring for all college courses. The addition of a tutorial coordinator would assist in getting the tutors and supplemental instructors properly placed and trained to provide maximum support to our students.
3. Professional Development:
4. Describe briefly the effectiveness of the professional development your program has been engaged in (either providing or attending) during the last year, focusing on how it contributed to student success.
   1. Delano Campus usually holds counselor meetings throughout the semester. With the change to multi-measure and placing up (classes), the meetings proved vital to student success and communication with our high school partners. Through our collaborative meeting we were able to provide Wasco High School the first ever rural/main campus summer bridge.
5. What professional development opportunities and contributions can your program make to the college in the future?
   1. In the future we would like to propose a professional development meeting to discuss dual enrollment teaching. This would be a collaborative meeting between HR, BC department chairs and or faculty to discuss what it means to be a dual enrollment instructor.
   2. If space permitted, Delano would like to host a regional “inmate education’ best practices conference. Please note that Delano is limited on hotel accommodations.
6. Facilities:
7. How have facilities’ maintenance, repair or updating affected your program in the past year as it relates to student success?
   1. Our Site Operations Coordinator is key to student success. Juan, Delano site operations coordinator, is often seen all over campus filling faculty and administrator request resolve technology/campus facilities issues.

1. How will your Facilities Request for next year contribute to student success?
   1. By adding an additional part time site staff. We would be able to extend the services to most of our staff. Currently, Juan can only assist professors during the morning and afternoon hours. Juan would also have more time for preventive maintenance. Juan also assists with all our rural sites operation. This includes Shafter, Wasco , Arvin and north west Fresno.

C. Technology and Equipment:

1. Understanding that some programs teach in multiple classrooms, how has new, repurposed or existing technology or equipment affected your program in the past year as it relates to student success?
   1. This past summer we had to divide our biggest computer lab into two spaces. The lack of manpower prevented us from being able to get both spaces ready for summer school. It was a struggle to accommodate instructors with request for computer/lab time. Additionally, the lack of a computers prevented us from establishing a lab minimum of 32. Our largest lab is currently 30, and this limits us in the matriculation process ( new student workshop, orientation and etc) and other programming (summer bridge).
2. How will your new or repurposed classroom, office technology and/or equipment request contribute to student success?
   1. Smaller, shared labs allow us to be more efficient. We are more efficiently serving students, but we need to get the labs to 32 computers each. We need less staff because jointly assigned rooms mean we don’t need to split up staff.
3. Discuss the effectiveness of technology used in your area to meet college strategic goals.
   1. Technology at our rural sites is often limited. For example: a student development class is often taught in a computer lab/classroom. At Arvin High School we do not have the luxury, at times, having access to a computer lab/space. Our instructors have to adapt and be resourceful.

D. Budget: Explain how your budget justifications will contribute to increased student success for your program. Budget increases are easily justified. Branching out into rural communities to include support CCPT1/CCPT2 grants, equates to a 35-40 percent increase in our operational load. This requires additional manpower and resources in order to be successful. In the past, Delano faculty and staff have been able to absorb these increases. We are now beyond the point in which our Delano resources can absorb this additional workload. We need more people and resources to manage the Bakersfield College rural programs.

**VI. Conclusions and Findings:**

Present any conclusions and findings about the program. This is an opportunity to provide a brief abstract/synopsis of your program’s current circumstances and needs.

This past year, Delano Campus truly took the name Rural Initiative and expanded our operation to all four corners of Kern county. Inmate education and pathway courses have really opened a new world and a new type of student we serve. It is commendable that Delano Campus has been able to offer a vast array of quality student services while taking on new initiatives. However, operating with current staff is not a sustainable system. It is important to get new staff in place to uphold the quality services that BC has been routinely providing. It is with great pleasure that Delano Campus now compasses Rural Initiatives. We look forward to serving the diverse student population of North Kern and outlying areas.

**VII. Forms Checklist (place a checkmark beside the forms listed below that are submitted as part of the Annual Update):**

[Best Practices Form](http://committees.kccd.edu/bc/committee/programreview) **(Required)**

Curricular Review Form **(Instructional Programs Required)**

[Certificate Form](http://committees.kccd.edu/bc/committee/programreview) **(CTE Programs** **Required)**

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[Faculty Request Form](http://committees.kccd.edu/bc/committee/programreview)  [Classified Request Form](http://committees.kccd.edu/bc/committee/programreview)  [Budget Form](http://committees.kccd.edu/bc/committee/programreview)

Professional Development Form  [ISIT Form](http://committees.kccd.edu/bc/committee/programreview)  [Facilities Form](http://committees.kccd.edu/bc/committee/programreview) (Includes Equipment)

Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_