Barstow Community College
Superintendent-President's Goals
And
2019-2020 Agenda for the
Advancement of Student Success and Community Development

Student Success Goals

In alignment with the system-wide goals identified by the Chancellor of the California Community Colleges as reflective of students' most urgent needs, Barstow Community College will establish baseline measures and institutional goals to be reached by **2022** that will be annually monitored and that aim to:

1) **Increase the number of students who earn credentials and build skills for work**
   - Increase by at least 20 percent the number of students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for in-demand jobs.

2) **Increase the number of students who transfer**
   - Increase by 35 percent the number of students who transfer annually to a UC, CSU or other four-year institution.

3) **Reduce time and cost to complete degrees**
   - Decrease the average number of units accumulated by students earning associate's degrees to the average among the quintile of colleges showing the strongest performance on this measure (about 79 units).

4) **Increase the percent of students who get jobs in their field of study**
   - Increase the percent of exiting CTE students who report being employed in their field of student to the average among the quintile of colleges showing the strongest performance on this measure (69 percent).

5) **Reduce gaps in equitable achievement of student goals**
   - Reduce equity gaps in achievement by 40 percent within 5 years across goals 1 -4 above among traditionally underrepresented student groups.

6) **Elevate educational attainment of adults in the Barstow service area**
   - Reduce regional achievement gaps across goals 1-4 above so that educational attainment of adults in the Barstow service area reaches levels comparable to regions historically high for this measure.

Board Approved: March 18, 2020

STUDENT LEARNING & ACHIEVEMENT

- Identify and prioritize remaining curriculum "reset" priorities to complete by the end of spring 2020. These include courses, programs, certificates and degrees for compliance with Title 5, Chancellor's Office requirements and articulation with transfer institutions.

- Identify and prioritize development of new Associate Degrees for Transfer and communicate these prominently to college groups and prospective students.

- Conduct preliminary evaluation of effectiveness of AB705 implementation. Quantitative and qualitative data from students, faculty and staff will inform the evaluation. Results will be communicated to college constituent groups.

- Communicate college's participation in the Open Educational Resources (OER) initiative to college constituents, including the Board of Trustees.

- Assess college's development and initial implementation of Guided Pathways framework and communicate status to college constituent groups, including the Board of Trustees.

- Conduct status review of college's plan to meet compliance standards as documented in 2019 Follow-Up Report to ACCJC and in response to ACCJC action expected by February 2020. Communicate status broadly to constituent groups, including Board of Trustees.

- Continue to communicate enhancements and modifications of the Barstow College Promise in light of legislative changes and continue to monitor and communicate progress of all Promise student cohorts.

- Increase faculty and staff participation in professional development pertaining to teaching and learning especially for disproportionally impacted student groups, in accordance with the Student Equity and Achievement Plan.

INSTITUTIONAL EFFECTIVENESS (Planning, Governance, and Organizational Development)

- Led by the Institutional Effectiveness Committee, conduct a status update on implementation of the 2022 Strategic Plan and provide an executive summary to constituent groups, including the Board of Trustees.
- Implement mechanisms that ensure alignment of 2020/21 budget planning with institutional strategic goals.

- Continue to support the **data integrity project** and invest in the development of a **culture of inquiry** into student learning and achievement and institutional effectiveness and intentionally practice **evidence-based decision-making** at all levels of the college.

    - Communicate examples of evidenced-based inquiry
        - Data used to focus discipline-level conversations for program review
        - Transfer patterns that include all transfer institutions and alignment between associate's degree and major at transfer institution

        - Distribution of student majors and patterns of informed selection of and change in majors
        - Labor market data for program review and development
    - Provide professional development to all college groups, including the Board of Trustees, on the Chancellor's Office Simplified Metrics and how these relate to the college's student success goals.

- Provide summary report of professional development needs assessment to all constituent groups. Prioritize collaborative development of classified staff professional development plan in accordance with the 2018-2021 CSEA Collective Bargaining Agreement.

- Update the college's security plan utilizing recommendations from the assessment report conducted by Miller and Associates. This plan will include a training timeline for all college groups. The management team will be trained on emergency responsiveness prior to the start of the 20/21 academic year.
    - Explore opportunities to establish a joint security plan that potentially includes Barstow Community College District, the Barstow Veterans' Home, Barstow Unified School District, and Victor Valley College.
    - The Safety Committee will recommend prioritization of recommendations from the assessment report and oversee implementation of these recommendations in phases as needed.

FISCAL STABILITY & INFRASTRUCTURE

- Fully address findings from the 2019 financial audit.

- Prioritize process improvements to ensure internal controls.

- Re-establish connection between the college's planning and budget development processes that considers unit-level reviews and plans as well as major institutional plan priorities (i.e., Technology Plan, Enrollment Management Plan, Facilities Master Plan, etc.)

- Review and update draft enrollment management plan completed spring 2018 by developing base metrics for key access, efficiency and completion metrics and in alignment with Student Centered Funding Formula. Prioritize a small set of high-impact practices and continue implementation with development of the summer 2020 and fall 2020 semesters.

- Hire permanent Vice President of Academic Affairs, Vice President of Student Services, Vice President of Human Resources, Dean of CTE and Workforce and Economic Development, Dean of Counseling and Student Success, Dean of Enrollment Management and Services, and Dean of Instruction with goal of all positions filled by start of the fall 2020 semester.

- Working with strategic partners at the National Training Center at Ft. Irwin and with the Marine Corps Logistics Base in Barstow, draft a three-year strategic plan that prioritizes the development of new and expansion of existing educational offerings and supports for servicemen and servicewomen and their dependents. A draft plan will be presented to the Board of Trustees by the end of the fall 2020 term.
    - Obtain the 2019 Quality of Living report at Ft. Irwin to inform the development of the strategic plan.

- Develop expenditure budgets and cost-savings strategies that support institutional priorities while maintaining a budget reserve of at least 15 percent.

- Review and begin update of the 2030 Comprehensive Master Plan with immediate focus on the facilities needs for the college's current and future career technical programs, including establishment of an Innovation and Entrepreneurship Center.

    - Consultants Cambridge West Partnership and Administrative Services will present an update to the Board of Trustees spring 2020

- Support the Barstow Community College Foundation to develop a clear and compelling mission and strategic plan that aligns with the college's institutional priorities.

ECONOMIC WORKFORCE DEVELOPMENT & COMMUNITY-BUILDING

- Update the Board of Trustees on implementation of Dr. Shaw's recommendations for the college's Career Educational programs.

- Draft a strategic economic and workforce development plan that synthesizes Strong Workforce Project plans, program plans, Mountain Desert Economic Partnership plans (including the embedding of "essential skills" into educational programming. This plan will be developed by fall 2020, pending the hiring of a permanent CTE dean.

- Implement the college's strategies included in the 3-year Barstow Area Consortium for Adult Education.

    - Focus on integration of non-credit program development and MDEP "essential skills" programming as well as short-term career educational certificates and contract education development.
    - Lead the consortium in submission of the application for the California Department of Education (CDE) Workforce Innovation and Opportunity Act (WIOA), Title II grant for program years 2020–23. (Eligible applicant applications due February 28, 2020.)

- Work with internal and external partners to increase utilization of the Performing Arts Center while balancing revenue generation with operational expenditures. Using input from the community, the Board of Trustees, and college groups, lead the development of an operational plan for the Performing Arts Center to enhance awareness of the college, promote the arts in the community, and utilize the facility **to expand and enhance educational programs**.

- Draft a plan to expand utilization of the Wellness Center that includes new academic and athletic programs (present plan to Board of Trustees fall 2020)

    - Conduct preliminary assessment of increased utilization by different groups since hours of operation were expanded fall 2019.