**Challenges and Opportunities**

The newly published [California Community Colleges Long-Range Master Plan](http://californiacommunitycolleges.cccco.edu/Portals/0/Reports/MasterPlan_2016_ADA_Final.pdf) (March 2016) states in its Plan Objectives that “It is apparent that the state’s changing economic and demographic landscape presents both challenges and opportunities in delivering an affordable education to the adult population of California.” It further says: “….community college growth will be stimulated not only by the state’s future demography, but also by the….desire to improve the access and retention of historically underrepresented students and to play a more significant role in strengthening the economic development of California.”

BCC is committed to meeting the challenges of our Five-Year Education Master Plan. Implementing this EMP over the next five years, BCC will proactively accommodate projected enrollment shifts while managing limited resources.

1. **Unmet Student Needs and Untapped Student Populations.** BCC is a highly-sought-after college locally, nationally, and internationally. Being one of the few community colleges to experience enrollment growth even during a thriving economic period, BCC has been facing challenges in keeping up with current student demands for classes and support services, and also has been receiving pleas from untapped student populations. The untapped populations include, but are not limited to, local working-adult and senior populations, inmates, high school dropouts, foster youth, undocumented students, an increasing number of first-generation college students and their parents, and new immigrants. BCC has begun to expand contract education, offer non-credit courses, and initiate partnerships with local agencies to serve these untapped populations. Proactively, BCC also intends to reach out and recruit potential high school drop-outs via concurrent enrollment program and academic and career pathways from school-to-college to decrease the number of high school drop-outs. Through learning communities and other cohort programs, BCC will serve these students through “high touch.”
2. **Demand for Technology and Online Education.** The Internet has become a vital tool for learning and major part of daily living. To meet varied student learning patterns, BCC offers 100% online education courses and hybrid courses, and delivers almost all, if not all, of its traditional in-class courses in a smart classroom environment. BCC recognizes that the success rate of online courses is lower than the rate of face-to-face instruction, is cognizant of the challenge of keeping instructional technology up to date, and works to ensure the quality of teaching and learning in all venues. BCC participates in a district-wide distance education committee to improve course success. The College will use the upcoming one-time state technology budget to update and upgrade its instructional technology. To sustain its quality education and services programs, BCC is committed to pairing “high touch” with “high tech.”
3. **Career Technical Education (CTE) and Economic Development.** To further enhance the state and national economies, CTE-related grants and funding resources have been made available to community colleges. BCC has several cutting edge high-tech CTE programs, including Biotechnology, Multimedia Art, and Computer Information Technology, and well-known CTE programs geared to serve the shifting needs of local residents, e.g., American Sign Language, Public and Human Services, Language Interpretation, etc. BCC will continue to utilize existing and upcoming CTE-related funding sources to keep CTE programs up-to-date in order to meet employer demand, especially for new and emerging labor force areas in green industry.
4. **Statewide New Initiatives and Mandates.** New California initiatives and statutes impacting BCC’s functions and operations include, but are not limited to, the following:

SB 361 Community College Funding System requires that starting 2006-07, each credit FTES be allocated $4,367 or more and non-credit $2,626 or more adjusted for the change in cost-of-living provided in the annual Budget Act.

SB 1143 Student Success Initiative. Implemented through Student Success Support Programs (SSSP), SB 1143 mandates the colleges to enhance entry services through placement assessment, college orientation, counseling and Student Education Plan (SEP), and follow-up of at-risk students.

SB 1440 Student Transfer Achievement Reform Act and AB 2302 requires community colleges to grant ADTs enabling students to transfer to CSUs and increase the transfer abilities to UCs.

SB 850 Baccalaureate Degree Pilot Program authorizes a selected number of community colleges to offer a baccalaureate degree in high demand CTE areas.

Student Equity. Title 5 regulations specify that colleges must review and address the following populations when looking at disproportionate impact: American Indians or Alaskan natives, Asians or Pacific Islanders, Blacks, Hispanics, Whites, men, women, and persons with disabilities (§54220(d)). The [State Budget Trailer Bill, SB 860 (2014-15)](http://extranet.cccco.edu/Portals/1/SSSP/StudentEquity/Student%20Equity%20provisions%20in%20SB%20860%20Budget%20bill.pdf) added requirements to address foster youth, veterans, and low income students.

BCC faced challenges when Equity and SSSP were first introduced—e.g., personnel recruitment and hiring process, compliance, data reporting. However, the College has broadly planned and communicated about the development and implementation of these plans over the last three years, and began to implement its primary plans under the BCCMP umbrella through an integrated approach. To meet other initiatives and mandates, BCC is developing non-credit programs, and developed a plan to offer a CTE Baccalaureate program on campus (but did not receive the funding last year). Known as a transfer college, BCC is devoted to the development and implementation of ADTs. The growing number of ADTs developed by faculty at BCC, and the soaring number of students receiving ADTs over the recent years collectively has become a top success story of the College.

1. **Integrated Planning, Implementation, and Evaluation.** To be efficient, effective, and cost-effective, BCC has committed to developing and implementing its primary plans in an integrated fashion, and will continue to evaluate the planning processes and outcomes. The College has been searching promising models nationwide for integration planning and implementation ideas, but with marginal success in this search. Thus BCC has been designing and piloting an in-house model through participatory processes and enhanced communication. BCCMP is the main vehicle for this effort.