

**BC Scorecard**

	Target	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	Fall 2008
1 Annual Headcount (CCC Data Mart)		23,494	23,626	23,722	22,600	21,847	23,942	26,314	18,779
2 High School Enrollment Yield	28.7%	32.3%	31.8%	28.9%	32.0%	32.0%	33.5%	34.3%	
3 Adult/Student Participation Rate BC main campus	74.9				63.4	61.4	67.0	74.3	71.2
3 Adult/Student Participation Rate Delano	74.9				38.0	39.8	44.8	51.1	49.4
3 Adult/Student Participation Rate Tehachapi	74.9				25.7	26.3	28.4	30.5	29.5
4 Percent of Financial Aid recipients			32.1%	39.2%	44.9%	41.2%	40.5%	47.4%	
5 Course success rate for all courses	69.0%	67.9%	68.5%	68.9%	69.1%	68.5%	68.3%	68.9%	67.0%
6 Course success rate for vocational courses	79.0%	78.7%	79.0%	80.6%	79.9%	80.2%	80.6%	82.0%	78.9%
7 Course success rate for online courses	64.0%	55.6%	61.6%	51.6%	53.9%	54.2%	51.1%	54.1%	49.5%
8 Ratio of Online success rate to All courses	1.00	0.82	0.90	0.75	0.78	0.79	0.75	0.79	0.74
9 Fall persistence rate (ARCC 2009)	69.3				70.6	68.5	69.3		
10 Basic skills improvement rate (ARCC 2009)	52.6					50.1	51.5	46.3	
11 Course success rate for basic skills (ARCC 2009)	59.5%			61.6%	62.5%	63.1%	61.2%	60.0%	58.0%
12 Ratio of Basic Skills success to All courses	1.00			0.89	0.90	0.92	0.90	0.87	0.87
13 Transfer Directed rate (ARCC 2007, 2008, 2009)	29.2			33.3	29.8	28.3	26.2	26.4	
14 Transfer Rate (ARCC 2007, 2008, 2009)	27.5			34.0	32.5	31.7	30.3	31.4	
15 Transfer Rate (CCCCO 2006)	40.8			38.4	37.0	37.9			
16 Transfer rate residual (actual minus expected)	1.00			3.92	3.20	4.01			
17 Number of transfer students at UC		67	47	53	63	68	58	66	
18 Number of transfer students at CSU		788	785	829	769	755	824	815	
19 Number of certificates awarded		378	521	489	451	565	847	908	
20 Number of associate degrees awarded		766	870	895	904	970	1,008	1,018	
21/22 Percent of FTES target for the academic year	100%	97.7%	101.5%	102.6%	101.4%	95.4%	101.1%	102.9%	106.6%
23/24 Productivity ratio (FTES per FTEF) by academic year	17.5	16.61	17.70	17.95	17.71	16.38	16.43	16.89	17.51

# Kern Community College District Balanced Scorecard

## CCCC Scorecard

5/6/2009

	Target	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	Fall 2008
1 Annual Headcount (CCC Data Mart)		10,410	10,233	9,410	8,379	7,793	8,765	8,566	4,946
2 High School Enrollment Yield	29.9%	17.0%	20.1%	20.3%	26.5%	24.0%	28.8%	31.3%	
3 Adult/Student Participation Rate IWV Campus	74.9				120.7	118.8	122.0	123.7	123.1
3 Adult/Student Participation Rate Bishop	74.9				55.6	71.0	92.7	79.2	71.8
3 Adult/Student Participation Rate Mammoth	74.9				85.9	56.3	86.4	94.4	67.0
3 Adult/Student Participation Rate Kern River Valley	74.9				60.9	63.1	72.5	72.1	67.1
3 Adult/Student Participation Rate So. Kern	74.9				35.3	28.1	24.9	24.8	22.4
4 Percent of Financial Aid recipients			14.6%	18.3%	23.7%	18.4%	17.7%	19.4%	
5 Course success rate for all courses	69.0%	71.4%	73.1%	71.2%	68.5%	70.1%	72.2%	70.5%	66.1%
6 Course success rate for vocational courses	79.0%	75.5%	77.9%	72.2%	67.4%	72.3%	74.5%	72.5%	65.2%
7 Course success rate for online courses	64.0%	66.7%	67.2%	64.5%	63.3%	63.7%	64.5%	63.4%	61.3%
8 Ratio of Online success rate to All courses	1.00	0.93	0.92	0.91	0.92	0.91	0.89	0.90	0.93
9 Fall persistence rate (ARCC 2009)	58.3				57.1	54.5	52.8		
10 Basic skills improvement rate (ARCC 2009)	55.3					44.0	46.0	49.8	
11 Course success rate for basic skills (ARCC 2009)	56.0%			52.4%	61.3%	50.2%	55.8%	54.8%	57.4%
12 Ratio of Basic Skills success to All courses	1.00			0.74	0.89	0.72	0.77	0.78	0.87
13 Transfer Directed rate (ARCC 2007, 2008, 2009)	25.5			25.4	21.4	22.9	22.5	21.3	
14 Transfer Rate (ARCC 2007, 2008, 2009)	26.3			29.7	26.9	29.6	28.9	29.3	
15 Transfer Rate (CCCCO 2006)	40.8			37.0	36.4	40.8			
16 Transfer rate residual (actual minus expected)	1.00			3.12	1.83	6.74			
17 Number of transfer students at UC		15	15	11	11	18	15	9	
18 Number of transfer students at CSU		63	64	67	60	66	65	58	
19 Number of certificates awarded		30	48	37	43	26	19	23	
20 Number of associate degrees awarded		246	251	246	260	212	234	212	
21/22 Percent of FTES target for the academic year	100%	99.0%	100.4%	107.2%	98.6%	89.4%	87.8%	98.6%	109.9%
23/24 Productivity ratio (FTES per FTEF) by academic year	14.0	10.81	12.57	13.44	13.47	12.67	12.77	14.21	15.27



Kern Community College Balanced Scorecard  
**KCCD Scorecard**

5/6/2009

	Target	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	Fall 2008
1 Annual Headcount (CCC Data Mart)		41,288	40,579	38,557	36,475	35,110	38,078	40,496	27,984
2 High School Enrollment Yield	28.3%	31.4%	31.1%	28.1%	31.8%	31.6%	34.0%	34.7%	
3 Adult/Student Participation Rate	74.9				63.4	62.2	67.7	73.8	69.9
4 Percent of Financial Aid recipients			29.3%	35.0%	41.2%	37.0%	36.7%	42.9%	
5 Course success rate for all courses	69.0%	68.3%	68.8%	69.0%	68.6%	68.4%	68.8%	69.2%	66.5%
6 Course success rate for vocational courses	79.0%	78.2%	78.6%	78.0%	77.0%	78.0%	78.8%	79.5%	75.9%
7 Course success rate for online courses	64.0%	63.8%	64.7%	60.4%	60.5%	60.9%	59.7%	59.7%	56.7%
8 Ratio of Online success rate to All courses	1.00	0.93	0.94	0.88	0.88	0.89	0.87	0.86	0.85
11 Course success rate for basic skills	57.8%			56.9%	57.3%	57.7%	58.4%	57.6%	57.1%
12 Ratio of Basic Skills success to All courses	1.00			0.82	0.84	0.84	0.85	0.83	0.86
17 Number of transfer students at UC		105	76	70	88	106	80	87	
18 Number of transfer students at CSU		977	963	1,020	974	923	985	993	
19 Number of certificates awarded		534	724	617	604	741	930	1,036	
20 Number of associate degrees awarded		1,200	1,314	1,301	1,413	1,385	1,477	1,438	
21/22 Percent of FTES target for the current term	100%	100.1%	103.1%	103.2%	100.6%	94.0%	97.5%	101.6%	107.0%
23/24 Productivity ratio (FTES per FTEF) by academic year	17.5	14.64	16.02	16.57	16.52	15.32	15.38	16.03	16.98

## Student Access Indicators

1. Annual Student Headcount is the unduplicated number of students enrolled at each college and district wide for each academic year from the CCC Data Mart based on MIS data. This counts each student that meets full term reporting criteria, or those who attempted at least a 0.5 unit credit course or eight hours of positive attendance during the fall, spring, or summer semester within an academic year. Currently there are no targets or signal values set for this indicator.
2. High School graduate enrollment yield (or participation rates) for the last six fall terms. This is the percent of high school graduates that enroll at each college in the fall term immediately after high school graduation. The percent is the total number of freshmen 'ever enrolled' in fall from each of the identified (primary) feeder high schools for each college, divided by the total number of high school graduates for the same academic year. The report is available on the [District IR webpage](#) and shows data for each feeder high school and college.

The target is based on a five year average of the combined CCC College Going Rate (CPEC) from the same set of feeder high schools for each college. The statewide average is used as the target for the district indicator. Signal values are set to green if the value is greater than or equal to the target; yellow if the value is between 90-99% of the target; and red if the value is below 90% of the target.

3. Adult Participation Rates (APR) are based on the unduplicated headcount of students 'ever enrolled' at specific locations within the district each fall semester, per 1,000 adults, age 18 and over, that reside in the same zip code based on 2006 population data. There are 62 zip codes assigned to nine academic sites across the district. The target for this indicator is the statewide participation rate for each year as shown in ARCC 2008 and ARCC 2009. Target rates vary by year from 65.7 (2004/05) to 74.9 (2007/08). College APR at or above the target are green; rates between 90% and the target are yellow; rates below 90% are red.
4. Percent of Financial Aid recipients from the total annual student headcount (see indicator 1) for the last five academic years. These data are based on college and district MIS. The numerator is the unduplicated number of students receiving any financial aid during the academic year (fall, spring, then summer) divided by the unduplicated total of enrolled students by headcount status for the same academic year. Currently, there are no targets or signal values set for this indicator. We continue to research this indicator. One proposal is to use the percent of population in each service area living at or below 150% of the poverty level as a possible target for each college.

**Student Success Indicators**

5. Course success rates for **All Courses** for the last six academic years. Course success is defined as a grade of A, B, C, CR, or P. Course success rates are the number of students with a successful grade, divided by the total number of students receiving a final grade. See Course Success in the KCCD Statistical Review 2007 on the [District IR webpage](#). Targets are currently set at 69% for each college over the six year period. Rates at or above the target are green; rates between the target and one percent below (68%) are yellow; and rates below 68% are red.
6. Course success rates for **Vocational (CTE) classes** for the last six academic years (same as above). Targets are currently set at 79% for each college over the six year period. Rates at or above the target are green; rates between the target and 1.5% below (77.5%) are yellow; and rates below 77.5% are red.
7. Course success rates for **Online classes** for the last six academic years (same as above). Targets are currently set at 64% for each college over the six year period. Rates at or above the target are green; rates between the target and 2% below (62%) the target are yellow; and rates below 62% are red.
8. Students in Online Courses will be equally successful to students in All Courses. This is a ratio of online course success rates to the success rates for all courses. The numerator is the Online Course Success rate divided by the course success rate for All Courses. If the two rates are equal, the ratio will be 1.00. This is also the target. The indicator is green for values at .90 and higher; yellow for values between 0.80 and 0.90; and red for values less than 0.80.
9. Persistence rate from the Accountability Reporting for Community Colleges (ARCC 2009). This is the percent of first time students with a minimum of six units earned in a fall term who enrolled anywhere in CCC system the next fall. Each college is compared to a peer group identified in the ARCC 2009 report. The scorecard shows the peer group average as the target for each college. This indicator is green for values greater than the peer average; yellow if equal to the peer average; and red for values below the peer group average.

**Basic Skills Indicators**

10. Basic Skills improvement rate (ARCC) for three cohort based periods. This indicator is directly from the [2009 ARCC report](#). Each college is compared to a peer group average. This indicator is green for values greater than the peer group average; yellow if equal to the average; and red for values below the peer group average.

11. Course success rates for Basic Skills Courses (ARCC). Course success is defined as a grade of A, B, C, CR or P. Course Success rates are the percent of students with a successful grade, divided by the total number of students receiving a final grade. Each college is compared to their peer group average. This indicator is green for values greater than the peer average; yellow if equal to the average; and red for values below the peer group average.
12. Students in Basic Skills Courses will be equally successful to students in all courses. This is a ratio of basic skill course success rates to success rates for all courses. The numerator is the Basic Skills Course Success rate divided by the Course Success rate for All Courses. If the two rates are equal, the ratio will be 1.00. This indicator is green for values greater than 0.90; yellow for values between 0.80 and 0.90; and red for values less than 0.80.

### Transfer Indicators

The Student Progress and Achievement Rate (SPAR) is a composite indicator in the ARCC 2009 report. There are several indicators within SPAR that colleges can examine separately.

13. The SPAR Transfer Directed rate uses the percent of first time freshmen (FTF) that successfully complete both transfer level English and transfer level math within six years, based on a cohort of FTF (from each college) that have a minimum of 12 units earned and who attempted either transfer level math or English within six years of entry. Each college is compared to their peer group average rate. This indicator is green for values greater than the peer average; yellow if equal to the average; and red for values below the peer group average.
14. SPAR Transfer rate is the percent of first time freshmen (FTF) that transfer within six years, based on a cohort of FTF (from each college) that attempted transfer level math or English. This definition is similar to the above indicator, except the outcome is transfer to a four year institution. Each college is compared to their peer group average rate. This indicator is green for values greater than the peer average; yellow if equal to the average; and red for values below the peer group average.
15. CCCC Transfer Rate is the Actual Transfer rate defined by CCCC methodology. The state Chancellor's office produces transfer rate information for each college based on a longitudinal cohort study that differs with other methods and reports (i.e., SRTK, ARCC) and is at <http://www.ccco.edu/divisions/tris/rp/reports.htm>. This report includes a statewide transfer rate for each college by year. This indicator is green for values greater the statewide rate (40.8); yellow for values equal to the state average; and red for values less than the statewide rate.

16. The CCCCO Transfer Rate Residual is the Actual Transfer rate minus the Expected Transfer Rate, as shown in the above [transfer report](#). The difference between the Actual and Expected rates is called the Residual. When the residual value is positive, the college transferred more students than expected. This indicator is green for values above 1.00.

### Transfer & Awards Indicators

The following four indicators are for information only. Current plans are to research possible benchmarks from peer institutions and provide transfer/awards rates by gender and ethnicity. We may also consider "time to award" as a possible indicator, where the average number of semesters a student takes to complete a certificate or degree is shown by award, program, and/or major.

17. Headcount of transfer students enrolling at UC each year, as reported by CPEC Transfer Pathways. These data come from the University of California System Office, as reported by each UC, then are posted online at [www.cpec.ca.gov](http://www.cpec.ca.gov). There are no targets or signal values set for this indicator.
18. Headcount of transfer students enrolling at CSU each year, as reported by CSU and CPEC Transfer Pathways. Same as above, only for the CSU System. There are no targets or signal values set for this indicator.
19. Number of certificates awarded for the last six academic years. This is the total number of certificates (for any number of units) based on Banner institutional data and reported on the [District IR webpage](#). There are no targets or signal values set for this indicator.
20. Number of Associates degrees (AA/AS) awarded for the last six academic years. This is the total number of awards based on Banner institutional data and reported on the [District IR webpage](#). There are no targets or signal values set for this indicator.

### Revenue and Expenditures

21. Annual state residential credit FTES for the last six academic years. This is the total credit FTES (factored) for state residents, as shown on the first page of the CCFS 320 report. A graph of these data is shown in the [KCCD Statistical Review 2007](#), under Annual FTES on the District IR web page. FTES targets were set for each college for 2002 2003 to 2008 2009. The signal values show green for values that meet or exceed the target; yellow for values between 90 99% of the target; and red signals the value is below 90% of the target.

22. Percent of FTES target for the current term excluding positive attendance, as shown on the District Enrollment Report. The report is sent each Monday by the District Director of Institutional Research to the chancellor, college presidents, chancellor's cabinet, and district consultation council. This indicator is green for values that meet or exceed the target (100%); yellow for values between 90% and 99%; and red for values less than 90%.
  
23. Productivity ratio (FTES/FTEF) for last six academic years on KCCD IR web. This is the productivity ratio shown on the District IR web page, in the KCCD Statistical Review 2009. Targets are set by each college at executive council and shown on the scorecard. Signal values are green for values that meet or exceed the target; yellow for values between 90-99% of the target; and red for values less than 90% of the target.
  
24. Productivity ratio (FTES/FTEF) for the current term as shown on the District Enrollment Report. The district target is 17.5. Executive Council set individual college targets for productivity (shown in measure 23). The indicator is green when the college meets or exceeds the target; yellow if the ratio is between 90-99% of the target; and red when the ratio is below 90% of the target.