



Describe Department/Unit

Connection to College Mission

East Kern Center:

The East Kern Center serves the communities of Edwards Air Force Base, North Edwards, Mojave, Boron, California City and Tehachapi.

The Edwards AFB site offers the Cerro Coso IGETC, CSU Certification, and local pathways partially online and partially on-ground. Two degrees are available to students at this site: an AA in Liberal Arts: Arts and Humanities, and an AA in Liberal Arts: Social and Behavioral Sciences, which mainly online coursework. Students in the military can also take courses online and on-ground to complete their general education requirements for an associate degree from the Community College of the Air Force (CCAF) at the Edwards AFB site.

The Tehachapi campus offers the Cerro Coso IGETC, CSU Certification, and local pathways, as well as Associate Degrees in Liberal Arts: Arts and Humanities, Liberal Arts: Social and Behavioral Sciences, and Clinical Medical Assisting on-ground.

Additionally, students can complete an Associate Degree in Psychology almost entirely on-ground, with the exception of one online course. Available CTE programs at the Tehachapi site include Emergency Medical Technician certificate offered 100% on-ground and Industrial Technology courses in the area of Welding. In 2019, the Tehachapi campus was identified to offer a POST certified modular police academy where students can earn college credits that can be applied toward a degree and several cohorts have completed this program. Students and recruits who complete programs at our academy will be eligible to apply for a variety of law enforcement careers such as a police officer, deputy, reserve, probation or parole officer, and more. Most recently in 2022, the Tehachapi campus started to offer an 8-week Wildland Firefighting program.

Kern River Valley:

Another higher education location that falls under East Kern's umbrella is the Kern River Valley site. The Kern River Valley (KRV) campus serves the rural and socioeconomically challenged communities of Lake Isabella, Wofford Heights, Kernville, Bodfish, Weldon and Onyx from an office location located in the town of Lake Isabella. In support of the College's mission, KRV provides distance education support in the areas of general, transfer, career technical education programs, and GED preparation support to ensure that all students are adequately served.

East Kern and Kern River Valley:

All sites in the East Kern (South Kern) region offer comprehensive support services on-ground that assist with supporting the institution's instructional programs and college mission. These services include the following: Library, Learning Assistance Center, Counseling, Access Programs, Admissions and Records, and financial aid accessibility. All other student services are provided online or via the Iwv campus.

Overall, the East Kern campuses embrace and are committed to serving the diverse socioeconomic population of students who reside in the surrounding rural communities by providing outstanding educational, career technical, Early college/dual enrollment, prison education and distance education programs, along with facilitating student success through comprehensive supportive services. This ongoing commitment strives to meet our students' and community's educational and training needs that are in connection with Cerro Coso Community College's primary mission.

Review and Planning

Student Equity

When reviewing data from the Tehachapi campus and the East Kern service area, two areas stand out where my team and I can focus our efforts on to address and close existing performance and equity gaps.

Success Gap: East Kern/Tehachapi's overall success rate for 2024-25 is **88%**, compared to **93% college-wide**. While the difference is relatively small, it highlights the need to continue strengthening student connections to academic support services including library

and learning assistance resources to help more students persist and complete successfully.

Gender Representation Gap: The data below shows that East Kern and Tehachapi have a noticeably higher percentage of male students compared to the college overall:

Academic Year 2024-2025:

Metric	EK/Tehachapi Males	EK/Tehachapi Females	College-Wide Males	College-Wide Females
Headcount	68.9%	29.2%	39.4%	56.7%
Enrollment	64.6%	33.0%	37.4%	60.0%
FTES	65.8%	31.7%	39.4%	57.9%

Across all three areas of headcount, enrollment, and FTES men account for roughly **two-thirds of East Kern/Tehachapi students**, compared to **only 39% of the college-wide population**. The proportion of female students locally is **25-30 percentage points lower** than the institutional average, showing a clear gender imbalance.

Equity Implications: While East Kern has shown strong growth overall (with enrollments increasing from 75 in 2020-2021 to 2,179 in 2024-2025), this growth **has not** been evenly distributed by gender. The underrepresentation of women suggests a need to expand access and awareness among female students in East Kern communities. This could be connected to program types and scheduling, as many local offerings are career-focused areas that tend to attract more male students.

Next Steps: Moving forward, we'll focus on closing the gender gap through these and other approaches:

- Increased outreach and marketing aimed at female and nontraditional students in California City, Boron, Mojave, and Tehachapi.
- Showcasing female alumni and instructors in key programs to encourage representation.
- Hosting career or college exploration workshops specifically designed to connect females with in-demand programs and career fields available through the college.

- Partnering with local schools and community organizations (e.g., high school counselors, workforce centers, and parent groups) to promote college access and success for females.
- Collecting and reviewing gender-based enrollment and success data each term to measure progress and adjust strategies as needed.

The hope is that, based on this data, these EK/Tehachapi team efforts will help build awareness, strengthen student engagement, and close both the success-rate and participation gaps so that we can attempt to ensure equitable access and successful outcomes for all students at the Tehachapi campus and across East Kern.

Last Year's Initiatives

Name: ExploreU: Tehachapi Summer Career Camp

Action Plan

Explore, Discover and Succeed CTE!

This initiative focuses on creating one-week or two-week CTE exploration summer camps at the Tehachapi campus. Students will dive deep into a specific

The two main reasons for this initiative are the following:

1. To provide higher education access for pre-teenagers and teenagers so that these young adults can gain valuable insight into various CTE career paths along with
2. Introduce these students to their local Cerro Coso Community College campus in Tehachapi.

Students will dive deep into specific CTE subject area taught by field experts and instructors. For our first summer camp experience, the Director of East Kern will work closely with the Public Administration Faculty Chair to determine and gain faculty assistance in the creation of the initial one-week CTE career theme (i.e., Law Enforcement, Firefighting). As we grow, other CTE career programs can be offered.

Below are the steps to be accomplished throughout the 2024-2025 academic year, with a goal of implementation of offering the initial one-week summer camp program by summer 2025.

Defining the CTE Summer Camp Goals and Objectives

Determine specific goals and objectives of the summer campus including what we want students to learn, experience, and achieve during the program.

Determining Target Audience

Identify the age group and demographics of the pre-teenagers and teenagers that we will be recruiting.

Program Design and Curriculum

I will need the assistance of faculty and the department chair(s), to develop a curriculum that includes a wide range of career exploration activities. This might include (but not limited to workshops, hands-on-activities, guest speakers, field trips, and group projects. We will need to balance the camp program with a mix of fun and educational activities to keep students engaged.

Duration and Schedule

Decide on the duration of the summer camp program, whether it is one or two weeks, and the schedule (half-day or full day).

Facilities & Equipment

Even though the initiative determined that the summer camp will take place at the Tehachapi campus, we will need to know what resources and equipment are required and ensure we are able to house those items required for the program's activities.

Staffing

With the assistance of faculty and the department chair(s), recruit qualified and in-field professionals, guest speakers, etc. that can provide insight that is connected to the determined curriculum.

Registration and Marketing

Develop a registration process (will this camp be non-credit, community education or even a credit bearing course) and determine if any fees are required. Determine registration deadlines. Create a marketing plan that utilizes different promotional channels to promote the summer camp in the East Kern communities. Creat

experiences for students to get excited about the summer camp including offering career panels at the middle and high schools.

Funding and Budget

Determine the summer camps program budget, including expenses for materials, additional facilities, and marketing. I will work closely with the Dean of Career Technical Education (CTE) regarding funding streams to support this program.

Lead Measure of Success

CTE program creation steps completed - January 2025

Lag Measure of Success

CCCC Explore U: Summer Career Camp begins summer 2025

Initiative Status

Completed

Summarize actions taken on this initiative

Original Goal:

The ExploreU initiative aimed to provide pre-teen and teenage students with hands-on exposure to Career Technical Education (CTE) pathways through one- to two-week summer camps at the Tehachapi campus. The objectives were to increase access to higher education for local youth, introduce them to the Cerro Coso Tehachapi campus, and spark interest in specific career fields by working with faculty and industry professionals.

Outcome:

While the ExploreU program did not launch as originally envisioned, the initiative's core goals were realized through the JumpStart Summer Career Camp, a program funded by CTE. JumpStart aligned closely with ExploreU's objectives, and its implementation fully addressed the intended outcomes.

Implementation:

- Launch & Continuation: The first JumpStart camp was held in Summer 2024, with the second in Summer 2025. Both programs ran successfully with similar structures and activities.

- Participation: Average of 25 high school students (grades 9–12) attended each year; target was 30.
- Career Areas Covered: Law Enforcement, Firefighting, and Allied Health/EMT. Students also received CPR training and certification.
- Program Format: Two weeks of half-day sessions, with lunch provided daily.
- Activities: Hands-on demonstrations; guest speakers from each career area; field trips and industry partner tours to hospitals and fire stations; on-campus ambulance demonstration; career counseling; and virtual reality career exploration.
- Partnerships & Staffing:
 - Funded entirely by CTE.
 - Daily events coordinated by CTE liaisons.
 - Support from East Kern/Tehachapi campus staff.
 - Educational counseling staff facilitated career exploration activities.
- Marketing & Outreach: Social media campaigns, print advertising, letters to dual enrollment/Early College high school students, and targeted outreach to parent groups.

Impact & Feedback:

- Received positive feedback from students and parents.
- Several students expressed new interest in the featured career fields after participating.
- Program offered at no cost to students, removing barriers to participation.

Next Steps:

The JumpStart camp will continue annually, with consideration of expansion to the Kern River Valley community beginning in the 2026–2027 academic year.

Name: East Kern Access4All - Financial Assistance for Higher Education

Action Plan

The cost of college can be a substantial hurdle that prevents individuals from accessing and/or completing a college education. East Kern (EK) data reveals that 83.6% of students are currently not receiving financial aid, whereas 16.4% students are receiving financial aid. The data

graph showing this information can be found in the Performance and Equity Gaps section of this plan.

This initiative will attempt to answer the question of why there is a disproportionate number of financial aid recipients in East Kern and what can be done to ensure sure that moving forward EK students' financial needs are being met. The goal is to lower the risk of financial barriers for both incoming and returning students so that we can attempt to ensure student retention and success.

The first step is to figure out if these non-financial aid recipients are not financial aid eligible OR are not applying for financial aid.

Steps:

During the 2024-2025 academic year, East Kern will request data from IR to identify "who" the students are that are not receiving financial aid, so that information can be personally collected to determine the "why".

There can be several reasons "why" a student may not be receiving financial aid. Based on the student's response and/or reason the East Kern team will create and use an intervention strategy(s) to overcome any barriers that prohibit the student from receiving financial aid assistance.

Stumbling Blocks & Intervention Strategies:

1 -NO Knowledge & Did Not Apply

Students did not apply due to lack of knowledge about financial aid and/or their ability to do so.

- Intervention
 - Create and implement an East Kern financial aid marketing and event campaign.
 - Input will be obtained from the East Kern team members along with the college's financial aid department and the marketing department. Promotional activities and events will be established.
 - Create and promote a student employment campaign on the Tehachapi campus.*

If students are not financially eligible refer to intervention strategies listed below for non-financial aid eligible students.

2 -Knowledge but are NOT Eligible

Income Threshold - students or students from families with higher incomes do not quality for need-base aid. income

- Intervention - Create and implement a "Get the Word Out" Cerro Coso Promise and Foundation Scholarship Campaign. Input will be obtained from the East Kern team members along with the college's outreach department. Activities and events will be established.

Academic Progress Ineligibility

- Intervention - Support Services Intervention - Refer to Counseling Department and Learning Assistance Center

Incomplete FAFSA Forms or other required forms

- Intervention - Connect with students and refer to FA department for assistance.

*Budget Committee: The new request you will be seeing to fund East Kern/Tehachapi campus student worker employment is connected to this initiative and the ongoing need for student worker employment in Tehachapi. We are requesting to fund two non-financial aid recipient student workers during the fall and spring semesters. The amount being requested is \$27,000.00. This will be an ongoing request.

Lead Measure of Success

Have obtained a list from the Institutional Research Department that identifies 100% of East Kern students that are identified as "not current financial aid recipient" by the end of the fall 2024 semester.

Lag Measure of Success

By June 2025, 80% of East Kern students that were identified as "not financial aid recipient" were contacted and a minimum of one intervention strategy was implemented depending on their situation.

Initiative Status

Completed

Summarize actions taken on this initiative

Original Goal:

The East Kern Access4All initiative sought to address the disproportionately low rate of financial aid recipients in East Kern (83.6% not receiving aid vs. 16.4% receiving aid) by identifying the reasons behind non-participation and implementing strategies to reduce financial barriers. The goal was to increase student access, retention, and success by ensuring students were aware of, eligible for, and supported in applying for available financial aid resources.

Outcome:

This initiative led to the establishment of monthly, in-person financial aid assistance sessions at the Tehachapi campus beginning in July 2024. In partnership with the Financial Aid Department, these sessions have provided direct support to students navigating the FAFSA process and exploring additional funding opportunities. While a request for a full-time financial aid technician at Tehachapi was denied (requested in the East Kern ASP for 2025-2026), virtual financial aid support via Zoom is now promoted as a supplement to in-person help.

Implementation:

- On-Campus Assistance: 12 in-person financial aid assistance sessions were held between July 2024 and June 2025, serving an average of 10-20 students per session.
- Marketing & Outreach: Financial aid information including the Cerro Coso Promise/CC Scholars program was promoted through social media campaigns, flyers on campus, and at on-campus enrollment and community events.
- Barrier Identification: Many non-recipients did not apply for aid due to the belief they would not qualify. Once informed about the Cerro Coso Promise Scholarship, students learned they could receive funding even if not eligible for traditional need-based aid.
- Intervention Focus: Addressed lack of knowledge through direct student engagement at events and targeted on-campus marketing.

Impact:

- FAFSA Recipients: Increased by 25% since the initiative began.
- Student Awareness: Anecdotal reports indicate that more students are applying for aid after learning about additional funding sources such as the Cerro Coso Promise/CC Scholars Scholarship.
- Access: Continued removal of cost barriers through free in-person and virtual support options.

Next Steps:

- Continue monthly on-campus financial aid assistance sessions moving forward each academic year.
- Promote virtual financial aid appointments for students unable to attend in person.

- Request a full-time financial aid technician at the Tehachapi campus to expand service availability in the East Kern College Center ASP for the Academic Year 2026-2027.

Initiatives for Next Academic Year

Relocation and Development of the Tehachapi Campus

Is this a multi-year Initiative? Y

Specific Action Steps to be Taken

This initiative was originally included in the East Kern 2025-2026 section plan. With forward momentum, the updated plan for the Tehachapi campus relocation to a permanent site is now scheduled for the 2026-2027 academic year. Over the current academic year, significant planning and progress has been made to prepare for this move. Given the revised relocation timeline, it is appropriate to repeat the initiative here with a few key updates to reflect our continued progress and adjusted schedule.

Concept for a Groundbreaking Career and Technical Education Campus in Tehachapi, California

Future Vision - Cerro Coso Community College has an exciting opportunity to lead the way in the California Community Colleges system by developing the first-ever satellite campus entirely dedicated to Career and Technical Education (CTE). While many community colleges, including nearby Antelope Valley College (AVC), Bakersfield College, and BC campus in Arvin, offer similar liberal arts and CTE courses, no institution in the region or the state has a campus solely focused on in-person career certificates and workforce training.

Why a CTE satellite campus?

Cerro Coso Community College has the opportunity to lead by establishing California's first standalone CTE satellite campus. Across the state, for-profit schools often enroll over 1,000 students per site, charging \$15,000-\$25,000 per program. If a Tehachapi campus captures even a portion of that demand, we could realistically enroll several hundred in-person students annually but at a fraction of the

cost, making career training accessible to East Kern residents and beyond.

This campus would be designed around local industry needs, with a focus on programs in welding, administration of justice, industrial, aerospace, health care, and firefighting to name a few, while also giving us the flexibility to expand or adapt using other proven CTE programs already offered at Cerro Coso. In addition, the campus would house our popular ART courses and program that serve a broad range of students along with providing high-demand science classes that are required prerequisites for CTE certificates, allied health programs, and transfer pathways to universities. By blending in-person technical training with these core academic offerings, the Tehachapi campus would provide students with a comprehensive, affordable, and future-focused education while supplying employers with the skilled workforce they need.

If the concept of a CTE-focused college is not adopted, the newly developed Tehachapi campus will still play a vital role in serving and supporting the students of East Kern. It will continue to provide access to higher education opportunities, helping students achieve their academic and career goals while contributing to the region's growth and development.

Creating a Third Space

As part of the Tehachapi campus relocation, we envision creating a "Third Space," a place beyond home and work where students, staff, and community members can gather and connect. The goal is to make the campus a true community hub that invites people to come together, share ideas, and build relationships. This space will create a sense of belonging and pride, encouraging engagement and collaboration both inside and outside the classroom. By creating this welcoming environment, the Tehachapi campus will become a place where people want to learn, work, and be part of something meaningful.

Two Initial Areas of Focus for Campus Transition and Success: Staffing:

As the Tehachapi campus prepares for relocation and growth, it is essential to ensure staffing that supports facilities management, in-

person student services, campus expansion, and long-term sustainability. Two positions are particularly critical at this stage:

- **Admissions and Records Technician II** (requested in A&R AUP and supported)
- **Financial Aid Technician** (requested in FA AUP and supported)

Important Note - These positions will be based at the Tehachapi campus to directly support students and daily operations. At the same time, they will also handle tasks that don't require in-person contact. This is the same approach used at the IWV campus, where staff balance local, face-to-face services with broader responsibilities that help the entire college. By serving both local needs and college-wide goals, this model makes the most efficient use of staff, supports enrollment across all campuses, and ensures the Tehachapi campus is prepared for both immediate service and long-term growth.

Staff approved in previous planning cycle – Thank you!

- **Site Maintenance & Operations Specialist** (Hired – will be hired when we move to new facility)
- **Systems Support Specialist I** (Approved - Hired when we move into new facility)
- **Public Officer I full-time** (position filled)

Early Observational Data, or "Lead" Measure(s)

Project Milestones Met on Schedule

Measure: Percentage of planned relocation milestones (planning, design, permits, stakeholder meetings) completed each quarter.

Goal: 90% or more milestones completed on schedule.

Do you request help developing these instruments?

Institutional Performance Data, or "Lag" Measure(s)

Campus Readiness

Measure: Completion of facilities and infrastructure by target date of August 2026 (percentage of campus operational).

Goal: 100% completion by relocation target (2026-2027 academic year).

Person Responsible

District and College Wide Responsibility

What unit gap or institutional goal does this address?

It addresses a strategic plan goal or objective

Stronger Together: Making East Kern the Place People Want to Work

Is this a multi-year Initiative? N

Specific Action Steps to be Taken

Stronger Together: Making East Kern the Place People Want to Work

At Cerro Coso Community College's East Kern campuses, our people are at the heart of everything we do. The purpose of this initiative is to strengthen employee engagement, connection, and spirit by building an environment where everyone feels valued, supported, and inspired. The initiative goals will center on creating a sense of belonging and trust, promoting celebration and recognition, encouraging self-care and mindset awareness, and providing tools that help us all connect with one another in meaningful ways.

This initiative is not about adding more to our East Kern employee's plate. Instead, it is about creating moments that make the work everyone is doing more rewarding and energizing. Each quarter, beginning in July 2026, my team will focus on a theme that highlights an aspect of positive culture. With a minimum of two themes, the thought is to provide out a book that connects directly to the activities and ideas my team will explore together.

The goal is simple, to give employees workplace flexibility and the resources and experiences that increase their sense of connection, gratitude, and joy in their work not just at the East Kern campuses and offices, but also beyond the workplace as well. I want my people to feel supported, recognized, and proud to say: "Cerro Coso Community College East Kern is the place I want to be."

Quarterly Roadmap - To begin July 2026

Each quarter has a theme and activities will occur in connection to that theme

Quarter 1: Jul-Sep – Mindset & Growth

- Theme: Mindset Matters

Quarter 2: Oct-Dec – Gratitude & Recognition

- Theme: Gratitude in Action

Quarter 3: Jan-Mar – Self-Care & Energy

- Theme: Self-Care & Rhythm

Quarter 4: April-Jun – Culture & Connection

- Theme: Feedback, Trust & Contagious Energy (Contagious Culture, Culture Playbook).

East Kern/KRV Site(s) – Campus Wellness & Work Schedule

(Ongoing request from previous section planning cycles that have not been addressed)

Recent data from the KCCD Employee Wellness Focus Group highlights that **flexibility is essential** for supporting employee well-being and retention. Employees consistently expressed a need for hybrid options, compressed workweeks, and staggered schedules, not as perks, but as necessary solutions to balance caregiving, commuting, and workload demands.

A **compressed workweek (4/10 schedule)** has been identified as a strong fit for East Kern's satellite campuses and offices. East Kern is requesting that employees at these sites be given the option to work a 4/10 schedule throughout the academic year when appropriate, providing needed flexibility while maintaining operational coverage. This approach supports both campus wellness and productivity and aligns with the KCCD Strategic Plan initiatives related to employee engagement and institutional well-being.

During the COVID-19 pandemic, East Kern campuses were closed on Fridays without any disruption to academic or student service operations. Community and student feedback at the time was positive, and even now, campus activity remains minimal on Fridays. With smaller staff size, often fewer than five employees per site, extending daily hours Monday through Thursday would better serve

students and allow staff to have more focused time to complete their responsibilities.

Anticipated Benefits:

- Increased productivity with limited staffing
- Extended campus hours Monday through Thursday
- Reduced overhead costs
- Improved employee well-being and job satisfaction
- Decreased commuting time (80% of management and classified staff commute to Tehachapi)
- More personal time and potential childcare savings, which can improve attendance and overall work performance

Early Observational Data, or "Lead" Measure(s)

Participation Rate in Culture-Building Activities

- Measure: Percentage of employees participating in quarterly engagement or connection activities (book discussions, gratitude challenges, team events)
 - Target: 75% participation of staff members during each quarter

Implementation of 4/10 Schedule Pilot

- Measure: Number or percentage of eligible East Kern/KRV staff participating in the 4/10 schedule pilot.
 - Target: At least 75% participation by the end of the first term of implementation.

Do you request help developing these instruments?

Institutional Performance Data, or "Lag" Measure(s)

Campus Climate - “Place People Want to Work” Indicator

- Measure: Percentage of employees who respond “agree” or “strongly agree” to the statement: “East Kern is a place I enjoy working and feel valued.”
 - Target: 85% agreement by June 2027

Commute and Work-Life Balance Impact

- Measure: Employee self-reports of improved work-life balance or reduced commute stress in annual wellness feedback.
 - Target: 80% of respondents report improved balance or satisfaction.

Person Responsible

Lisa Stephens, Director of East Kern

What unit gap or institutional goal does this address?

Kern Community College District Strategic Plan Initiative

Presence and Strategic Growth in the Kern River Valley

Is this a multi-year Initiative? Y

Specific Action Steps to be Taken

The Kern River Valley (KRV) campus is a vital higher education access point for the rural communities of the Kern River Valley, one of the most economically challenged regions in Kern County and within the Cerro Coso Community College service area.

In 2024-2025, KRV served 536 students, 655 enrollments, and generated 75.3 Full-Time Equivalent Students (FTES).

Economic need in this region is severe:

Lake Isabella ranks 51st of 53 Kern County communities by median income (\$26,763)

This places the Kern River Valley among the most economically deprived areas in Kern County, underscoring the campus's essential role in expanding access, supporting mobility, and addressing regional inequities.

Economic and Educational Context

- Socioeconomic challenges directly affect local students:
- 62.6% of KRV students are economically disadvantaged (vs. 34.1% collegewide).
- 70.7% receive financial aid (vs. 38.9% collegewide).

Many are first-generation learners with limited transportation, broadband, and job access.

KRV serves as a lifeline for education and upward mobility in this rural region.

Fiscal Impact

Maintaining the KRV campus is both equitable and fiscally responsible. In 2024-2025, Early College students in the KRV zip codes brought in $75.3 \text{ FTES} \times \$6,300 = \$474,390$ in annual apportionment funding. Online students from the KRV zip code brought in an additional $44.5 \text{ FTES} \times \$5,416$ (estimated) = $\$241,012$.

With annual operating costs of \$11,820 (rent, equipment, maintenance, dues, and services), the campus yields a net fiscal benefit exceeding \$715,402 per year.

KRV's local impact includes:

- Dual Enrollment Pathways with Kern High School District, preparing students for college success and reducing time to degree.
- Online and Hybrid Learning Support through local access and advising.
- On-Site Student Services, including financial aid, technology, and academic counseling.

If Cerro Coso were to leave Lake Isabella, the local high school would likely partner with Bakersfield College, resulting in the loss of FTES and future enrollment pipelines.

Strategic Growth Initiative: Expanding Access and Enrollment

To strengthen sustainability and impact, Cerro Coso is launching a targeted 3% annual enrollment growth plan through online expansion and early college pathways.

Key strategies:

- Support Dual Enrollment with Kern High School District.
- Introduce college opportunities to students in middle school.
- Re-engage Adult Learners through outreach and flexible learning options.

A 3% increase would raise enrollment from 536 to 552 students in the first year, increasing FTES from 75.3 to 77.6 for Early College students and for online students, 44.5 to 45.8 FTES generating an additional funding to cover the very minimal expenses at KRV.

Conclusion

For an annual investment of just \$11,820, Cerro Coso sustains nearly \$715,402 in funding and delivers equitable higher education to one of Kern County's most underserved regions.

Maintaining and growing — the KRV campus ensures continued economic mobility, educational access, and long-term institutional benefit.

Early Observational Data, or "Lead" Measure(s)

A minimum of a 3% increase in KRV campus/office phone calls and in-person visits for assistance.

Do you request help developing these instruments?

Institutional Performance Data, or "Lag" Measure(s)

A minimum of a 3% increase at the end of the 2026-2027 academic year in the area of KRV headcount and enrollments for the online and Early College student population (combined).

Person Responsible

Lisa Stephens

What unit gap or institutional goal does this address?

Requested Resources

#74 Facilities: KRV Office Space Lease Renewal & Rent Increase Request

Is this a one-time request or an on-going request? One-Time

Amount Requested \$720.00 Annual Increase

Is this request supported in your initiatives or elsewhere?

None

Initiative #3: Presence and Strategic Growth in the Kern River Valley

Description/Explanation

We are requesting the Kern River Valley office space lease renewal and increase in rent starting July 1, 2026.

The Kern River Valley (KRV) campus provides essential higher education access for one of the most economically challenged regions in Kern County and within Cerro Coso Community College's 18,000 square mile service area.

In 2024-2025, KRV served 536 students, supported 655 enrollment. Data will show the amount that FTES generated amount within the communities zip codes.

This request reflects an annual rent increase of **only \$720** (i.e. \$60.00 per month), bringing the total facility lease to \$10,920. Funding this increase maintains the existing instructional and student services space necessary to continue dual enrollment, online learning support, and on-site student services for Kern River Valley residents.

Supporting Facts/Data

Location and Use: The KRV site, centrally located in **Lake Isabella's high-traffic main boulevard**, functions as both an instructional and student support center hub for the Kern River Valley communities.

Facility Role: The leased space houses access to student services, academic support and technology access for students enrolled in both online courses and in Early College.

Operational Data:

- **Early College FTES Generated (2024-2025):** $75.3 \times \$6,300 = \$474,390$ in annual apportionment (this data includes only students living in the Kern River Valley zip codes).
- **Online Generated (2024-2025):** $45.5 \times \$5416.00 = \$241,012.00$ in annual apportionment (this data includes students only living in the Kern River Valley zip codes).
- **Annual Rent (after increase):** **\$10,920**, only **2.3%** of total funding generated.
- **Return on Investment:** 6,453%

Student Demographics:

- **62.6%** economically disadvantaged (vs. 34.1% collegewide).
- **70.7%** receive financial aid (vs. 38.9% collegewide).

Many are **first-generation, rural students** with limited transportation and broadband access.

Community Context: Lake Isabella ranks **51st of 53 Kern County communities** by median income (**\$26,763**). The facility is one of the **few education service sites** in the Kern River Valley area.

Impact on the Department/Unit

The rent adjustment directly supports East Kern/KRV's ability to fulfill the college's **mission of providing accessible, high-quality education** to underserved rural populations.

Without this facility, the college would lose its **only physical presence** in the Kern River Valley, significantly reducing its ability to:

- Provide **dual enrollment courses** with the Kern High School District.
 - If they had a choice, Kern Valley High School would choose BC over CCCC to provide dual enrollment courses at the high school.
- Provide **in-person student support** crucial for online, low-income and first-generation students.

Loss of this location would restrict the college's **equity, access, and completion goals**, contradicting institutional priorities under the **Cerro Coso Educational Master Plan** and **California Community Colleges Vision for Success**.

Impact on Operational Efficiency

Funding this very minimal rent increase allows for a cost-effective, multi-function office that supports both in-person instruction support and student services from a single location.

Short-term impact:

- Prevents disruption of services and possible a costly relocation.
- Maintains efficient delivery of student services support to a geographically isolated population.

Long-term impact:

- Preserves a **revenue-generating area** that brings in approximately **\$715,402,00 annually** at minimal overhead cost.
- Enhances sustainability by supporting a planned **3% annual enrollment growth (initiative #3)**, increasing FTES and college revenue.

Maintaining this lease remains the most cost-effective and operationally efficient means of serving the Kern River Valley communities.

Faculty Position Requests

None

Locations

Justification

No faculty positions are being requested in East Kern

Classified Position Requests

Supported - Admissions and Records Technician II (Located in the A&R AUP Plan)

Locations

EKC Tehachapi

Justification

East Kern is supporting the request to hire an Admissions & Records Technician II to be housed at the Tehachapi campus. While in-person enrollment is often used as the primary metric for staffing decisions, the data clearly shows that East Kern/Tehachapi serves a far larger student population than what appears in face-to-face class counts alone.

For 2024-25, East Kern/Tehachapi zip codes generated **1,021 unduplicated headcount** and **3,523 enrollments**, yet only **34% of headcount** and **19.7% of enrollments** were in-person. This

means that **66% of headcount** and **80%+ of enrollments** came from online or hybrid students. These students who still depend on A&R services for residency determination, ID.me verification, transcript processing, enrollment adjustments, petitions, special admit paperwork, prerequisite clearances, graduation applications, and general navigation of college processes.

The addition of an A&R Technician II is essential to:

- strengthen daily campus operations,
- provide timely support to both in-person and online students, and
- reduce processing delays that currently impact enrollment, completion, and student satisfaction.

This position would also be instrumental in supporting **special admit students** and **specialized programs**, two areas where duties have increasingly overloaded current staff. Having a dedicated A&R Technician on-site would allow the campus to manage documentation-heavy workflows more efficiently and ensure compliance with district and state requirements.

At the same time, the role can support **college-wide A&R work that does not require in-person presence**, mirroring the highly effective staffing structure used at IWV where employees balance local services with broader institutional responsibilities. This makes the position a **high-impact investment**, providing value to East Kern and the entire college.

Salary Grade

Number of Months per Year

12

Number of Hours per Week

40

Salary Amount

Supported - Financial Aid Technician (Located in the FA AUP Plan)

Locations

EKC Tehachapi

Justification

East Kern is supporting the request to hire a full-time Financial Aid Technician to be housed at the Tehachapi campus. Past discussions rely heavily on **in-person enrollment only**, but the data clearly shows that our campus is serving far more students than those physically in the classroom. In 2024-25, East Kern/Tehachapi zip codes generated **1,021 headcount** and **3,523 enrollments**, yet only **34% of headcount** and **19.7% of enrollments** were in-person. The remaining **66% of headcount** and **80%+ of enrollments** came from students taking online or hybrid courses. These are the students that still rely on Tehachapi campus-based support services for financial aid, advising, document submission, identity verification, and general help navigating the college system. Note these numbers do not include Early College students, whom we also serve at the Tehachapi campus.

A dedicated Financial Aid Technician on-site would significantly strengthen daily operations, reduce processing delays, and provide direct support to both in-person and online students which is a need that continues to grow as East Kern enrollment increases across all modalities. This position would also allow the college to finally conduct **financial aid outreach in rural East Kern communities** (California City, Boron, Mojave, Tehachapi, and the Kern River Valley), an area where outreach has historically been limited due to staffing constraints.

In addition to campus-based services, the position can also perform college-wide financial aid functions that **do not require physical presence**, mirroring the highly effective model in place at the IWV campus. This structure ensures that the role supports East Kern while also contributing to broader institutional needs, making it a **high-impact, dual-benefit investment**.

Category	Value
Total Head Count (by EK/ Tehachapi Zip Code)	1,021
CC East Kern - In person	291
CC East Kern Hybrid - In person	56
Total	347
CC East Kern - In person	28.5%
CC East Kern Hybrid - In person	5.5%
Total	34%
CC Online	839
CC Online Hybrid	10
Total	849
CC Online	82.2%
CC Online Hybrid	1.0%
Total	83.2%

Note - All data above does not include Early College or Rising Scholar students.

Category	Value
Total Enrollment Count (by EK Tehachapi Zip Code)	3523
CC East Kern - In person	604
CC East Kern Hybrid - In person	93
Total	697
CC East Kern - In person	17.1%
CC East Kern Hybrid - In person	2.6%
Total	19.7%
CC Online	2696
CC Online Hybrid	10
Total	2706
CC Online	76.5%
CC Online Hybrid	0.3%
Total	76.8%

Salary Grade

Number of Months per Year

12

Number of Hours per Week

40

Salary Amount

Supported - Institutional Research Analyst

Locations

Justification

East Kern strongly supports the addition of an Institutional Research Analyst. This position is essential to ensure that the college has accurate, timely, and accessible data to guide decision-making. East

Kern and Tehachapi rely heavily on data to identify equity gaps, track enrollment trends, evaluate program effectiveness, and justify resource needs.

Salary Grade

Number of Months per Year

12

Number of Hours per Week

40

Salary Amount

South Kern ASP Budget Request Worksheet for FY27

Fund	Org Description	Account Description	Program Description	Activity	Location	2025	2025	2026	2027	Notes	Increase?	In planning document	If requesting increase of %5 or more			Operational Efficiency?
						Adopted Budget	Actual Expenses	Adopted Budget	Request				Data?	Relevance?		
GU001	Kern Valley Campus	Non-Inst Supplies & Materials	Instn Support/Academic Admin	CK	\$ 1,000.00	\$ 1,121.46										
GU001	Kern Valley Campus	Paper	Instn Support/Academic Admin	CK	\$ 1,500.00	\$ -										
GU001	Kern Valley Campus	Maint & Repairs Supplies	Instn Support/Academic Admin	CK	\$ 100.00	\$ 116.95										
GU001	Kern Valley Campus	Employee Travel DO	Instn Support/Academic Admin	CK	\$ 250.00	\$ -										
GU001	Kern Valley Campus	Food/Meetings	Instn Support/Academic Admin	CK	\$ 100.00	\$ -										
GU001	Kern Valley Campus	Institutional Dues/Memberships	Instn Support/Academic Admin	CK	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00							
GU001	Kern Valley Campus	Rental of Facilities	Instn Support/Academic Admin	CK	\$ 10,500.00	\$ 10,200.00	\$ 10,500.00	\$ 10,920.00	\$ 10,920.00							
GU001	Kern Valley Campus	Oth Equipment Maint/Agreements	Instn Support/Academic Admin	CK	\$ 500.00	\$ 434.28	\$ 500.00	\$ 500.00	\$ 500.00							
GU001	Kern Valley Campus	Postage/Express/Overnight Svcs	Instn Support/Academic Admin	CK	\$ 500.00	\$ -										
GU001	Kern Valley Campus	Other Services & Expenses	Instn Support/Academic Admin	CK	\$ 200.00	\$ 188.00	\$ 200.00	\$ 200.00	\$ 200.00							
GU001	East Kern Campus	Employee Travel DO	Instn Support/Academic Admin	CS	\$ 1,000.00	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00							
GU001	East Kern Campus	Institutional Dues/Memberships	Instn Support/Academic Admin	CS					\$ 1,500.00							
GU001	East Kern Campus	Outreach-Events	Instn Support/Academic Admin	CS	\$ -	\$ 300.00										
GU001	Tehachapi Campus	Non-Inst Students	Instn Support/Academic Admin	CT	\$ 22,000.00	\$ 8,116.91	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00							
GU001	Tehachapi Campus	Class Non-Instr Overtime	Instn Support/Academic Admin	CT	\$ 5,000.00	\$ 1,316.92	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00							
GU001	Tehachapi Campus	Class Non-Instr Overtime	Instn Support/Academic Admin	CK	\$ -	\$ 88.20										
GU001	Tehachapi Campus	Custodial Services	Instn Support/Academic Admin	CT	\$ -	\$ 264.60										
GU001	Tehachapi Campus	Inst Supplies & Materials	Instn Support/Academic Admin	CT	\$ 1,250.00	\$ -	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00							
GU001	Tehachapi Campus	Non-Inst Supplies & Materials	Instn Support/Academic Admin	CT	\$ 4,050.00	\$ 8,485.66	\$ 4,050.00	\$ 4,050.00	\$ 4,050.00							
GU001	Tehachapi Campus	Paper	Instn Support/Academic Admin	CT	\$ 3,900.00	\$ 2,380.45	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00							
GU001	Tehachapi Campus	Maint & Repairs Supplies	Instn Support/Academic Admin	CT	\$ 514.00	\$ 44.95	\$ 514.00	\$ 514.00	\$ 514.00							
GU001	Tehachapi Campus	Outreach Materials	Instn Support/Academic Admin	CT	\$ -	\$ -	\$ -	\$ -	\$ 4,000.00							
GU001	Tehachapi Campus	Employee Travel	Instn Support/Academic Admin	CT	\$ 3,000.00	\$ 4,115.62	\$ 3,000.00	\$ 5,000.00	\$ 5,000.00							
GU001	Tehachapi Campus	Employee Travel DO	Instn Support/Academic Admin	CS	\$ 1,000.00	\$ -										
GU001	Tehachapi Campus	Employee Travel DO	Instn Support/Academic Admin	CT	\$ 4,000.00	\$ 3,086.31	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00							
GU001	Tehachapi Campus	(Local) Online Training/Webinar	Instn Support/Academic Admin	CT												
GU001	Tehachapi Campus	Food/Meetings	Instn Support/Academic Admin	CT	\$ 500.00	\$ -	\$ 500.00	\$ 500.00	\$ 500.00							
GU001	Tehachapi Campus	Institutional Dues/Memberships	Instn Support/Academic Admin	CT	\$ 1,000.00	\$ 4,983.33	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00							
GU001	Tehachapi Campus	Rental of Facilities	Instn Support/Academic Admin	CT	\$ 126,800.00	\$ 122,866.08	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00							
GU001	Tehachapi Campus	Software/Licensing/Maintenance Svcs	Instn Support/Academic Admin	CT	\$ -	\$ 183.62										
GU001	Tehachapi Campus	Oth Equipment Maint/Agreements	Instn Support/Academic Admin	CT	\$ 5,000.00	\$ 1,542.11	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00							
GU001	Tehachapi Campus	Postage/Express/Overnight Svcs	Instn Support/Academic Admin	CT	\$ 1,500.00	\$ -										
GU001	Tehachapi Campus	General Advertising Services	Instn Support/Academic Admin	CI	\$ -	\$ 10.69										
GU001	Tehachapi Campus	General Advertising Services	Instn Support/Academic Admin	CT	\$ -	\$ 289.37										
GU001	Tehachapi Campus	Outreach-Events	Instn Support/Academic Admin	CT					\$ 2,000.00							
GU001	Tehachapi Campus	Other Services & Expenses	Instn Support/Academic Admin	CT	\$ -	\$ 300.00	\$ 300.00	\$ 500.00	\$ 500.00	\$ 300.00						