

# Renegade 2012 Plan



# Focus on the Future



Bakersfield  
College

# Bakersfield College

## Our Mission

With its heritage as a foundation and an eye toward the future, Bakersfield College provides 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. We will accomplish our mission by:

- Establishing strong connections with our student and business communities
- Understanding the needs of our diverse student population
- Responding to student and community needs with efficiency and flexibility
- Honoring our long heritage of community involvement
- Remaining vigilant in scanning our present and future environment within which we operate
- Promoting tolerance and patience with all of our stakeholders

## Our Vision

The diverse communities we serve will trust Bakersfield College with their most precious resource—people. Our high standards of education and service will earn that trust. Our values will be evident in all that we do.

## Our Values

<b>People</b>	We value our students, faculty, staff, and our communities. We recognize that education is a human endeavor. It is personal and hinges on the mutual respect and trust of the learners, the providers, and the communities they serve.
<b>Integrity</b>	We hold our academic and fiduciary responsibilities to the highest professional and ethical standards. These areas are measured for accountability in order to maintain the trust of our students and community.
<b>Education</b>	Education is the reason our institution exists, both for its own sake and for the benefit of the local, state, and national economy. People who are educated are more geographically and economically mobile and better able to contribute to society as a whole.
<b>Courage</b>	We value the courage to learn, teach, and lead with the moral and mental strength to do what is right as students, faculty and staff—even in the face of personal or professional adversity.
<b>Diversity</b>	We respect and embrace the strengthening power of diversity. We recognize and delighting in the differences between people and cultures helps us function better in our increasingly diverse community.
<b>Tradition</b>	Our traditions are the precious heritage that defines who we are, where we come from, and why we should be proud.

# Our Strategic Initiatives

*As a body of staff and students committed to our future, we will...*

## Student Excellence

Improve services to all students and remove barriers to academic and occupational success.

## Communication

Improve our internal and external culture of communication by developing comprehensive communication protocols. We will incorporate effective uses of technology with targeted training opportunities within multiple communication venues.

## Oversight and Accountability

Improve relationships and connections with all stakeholders including campus constituencies, the District, and the student and business communities we serve.

## Fiscal Responsibility

Ensure effective and efficient use of available resources to meet the mission of the college.

## Facilities

Create a safe, attractive and well-maintained campus environment.

## Image

Enhance the image of Bakersfield College to external and internal audiences.

## Linkages

Improve links between planning, assessment, curriculum, program review, and budget processes.

# Student Excellence

We assist students to achieve their academic, occupational, and personal goals as well as the competencies necessary for learning and earning with the use of academic, financial, early alert, and various other services and support. This includes the use of evaluation and assessment tools to measure success outcomes including retention and progress.

## Assumptions

- Students thrive when they are well-informed about opportunities, services, and responsibilities at Bakersfield College
- Regular, two-way communication between students and their college is critical to student success

## Strategic Initiative

**Improve services to all students and remove barriers to academic and occupational success.**

## Strategies

- A. Devise strategies to inform and educate students about the expectations of a student in a college setting.**
- B. Inform students about proven strategies to overcome barriers to success.**
- C. Improve the morale of and quality of work/study environment for all students and employees on campus.**
- D. Expand and enhance classroom, service strategies, activities, and approaches to improve student retention and success.**
- E. Provide opportunities for dialogue and advocacy for all student excellence related activities among all constituent groups.**
- F. Increase our understanding and knowledge of student barriers to success directly from the students and develop solutions to meet those needs.**

## Outcomes

- Outcome: All campus constituencies understand potential and existing barriers to student success and have a role in reducing or removing those barriers.
- Outcome: New and returning students understand college expectations and are better prepared to succeed in reaching their academic goals.
- Outcome: All students have access to proven strategies that improve student success.
- Outcome: Satisfied employees more effectively serve students leading to enhanced probability of student success.

KCCD Strategic Initiative 1: Greater responsiveness to community needs through programs offered, the establishment of college areas of particular strength, and area workforce development.

KCCD Strategic Initiative 2: Respond more effectively to the needs of under-prepared students.

# Communication

Communication is the dissemination of the institutional life-blood that is information. It must be honest, accurate, and transparent. Receivers must trust the content and be able to discern between messages that are essential and those that are peripheral. Communication concerns issues involving content, mode, and efficacy of transmission to both internal and external receivers.

## Assumptions

- Successful outcomes are related directly to our ability to interact successfully and communicate with one another
- Miscommunication costs time and promotes low morale
- Good communication requires commitment, training and positive reinforcement
- We must think of communication first

## Strategic Initiative

**Improve our internal and external culture of communication by developing comprehensive communication protocols. We will incorporate effective uses of technology with targeted training opportunities within multiple communication venues.**

## Strategies

- A. Develop a protocol with procedures for communication that ensure all members of the College will receive the information essential for their effective work, study, or participation in campus processes.**
- B. Provide effective campus navigational tools.**
- C. Ensure that employees have necessary skills and information to channel incoming and disseminate outgoing information.**
- D. Address our culture of communication to ensure openness, honesty, fairness, and transparency in order to cultivate trust and mutual respect.**

## Outcomes

Outcome: Bakersfield College has a clear and comprehensive communication protocol with wide dissemination, easy accessibility, and regular review and update by College Council.

Outcome: Bakersfield College community members and visitors will be able to navigate around campus effectively.

Outcome: All campus staff can channel incoming and disseminate outgoing information appropriately.

Outcome: Accuracy and timeliness of message delivery improves as employees improve their ability to make themselves aware of important information available in central locations.

Outcome: Trust among individuals and constituencies grow as concerns are addressed in a timely and forthright manner.

KCCD Strategic Initiative 4: Creation and maintenance of trust between employee groups, the colleges, and the District Office.  
KCCD Strategic Initiative 5: Establish adequate and effective communication throughout KCCD.

# Oversight and Accountability

Bakersfield College will invest in the growth and development of transformational leaders that embrace change, welcome challenges, and support innovative ideas that maximize the potential of the students in our community. BC recognizes that this leadership team will emerge from all constituencies across the campus and will set the standards for accountability and performance.

## Assumptions

- Open, thorough and routine communication between the District Office, college administration and all campus constituencies leads to trust
- Mutual respect requires positive effort from all campus and District sectors
- Simple yet powerful tools, consistently used, can bridge the gap between mistrust and trust
- Clear expectations can remove barriers

## Strategic Initiative

**Improve relationships and connections with all stakeholders including campus constituencies, the District, and the student and business communities we serve.**

## Strategies

- Develop and maintain a positive relationship between the District and College.**
- Improve relationships between Campus constituencies by clarifying levels of accountability and responsibility for the good of the College.**
- Align the 2012 Plan with the District's strategic initiatives and the Educational Master Plan. All planning reflects fiscal responsibility to ensure institutional survival.**
- Strengthen community and business sector connections to achieve shared goals.**

## Outcomes

Outcome: All campus constituencies understand the role of the District and its relationship to the College with regard to institutional functions, responsible entities, communication protocol, and evaluation for improvement.

Outcome: All employees will understand expectations for ethical conduct in performing their duties, and will understand the consequences associated with noncompliance.

Outcome: There is increased trust and improved morale among all campus constituencies.

KCCD Strategic Initiative 4: Creation and maintenance of trust between employee groups, the colleges, and the District Office.

KCCD Strategic Initiative 5: Establish adequate and effective communication throughout KCCD.

# Fiscal Responsibility

Bakersfield College will achieve its student-learning mission by ensuring that it is fiscally responsible. Fiscal Responsibility encompasses making fiscal decisions that can be easily explained and linked to the institution's essential processes. This includes measurable outcomes to demonstrate the effective and efficient use of available resources.

## Assumptions

- Changing economic conditions require new efforts from college and District Office constituents
- Proactive and thoughtful planning and widespread communication are critical

## Strategic Initiative

**Ensure effective and efficient use of available resources to meet the mission of the college.**

## Strategies

- A. Ensure fiscal responsibility through optimal revenue-producing course scheduling, and increasing grants and collaborations.**
- B. Ensure appropriate management of funds to support the College's mission.**

## Outcomes

- Outcome: Increased funded enrollments/FTES.
- Outcome: Increased collaboration and commitment to ensure fiscal responsibility.
- Outcome: All personnel involved with budgetary decisions and assessment will be able to use the budget allocation model.
- Outcome: A clear link between budget proposals and college priorities is in the Educational Master Plan.

KCCD Strategic Initiative 3: Increase funding for KCCD functions.



# Facilities

Our facilities and how we care for them is an indication of who we are. We take pride in our history as a premier learning institution and the buildings and grounds that serve our students. Dedication to cleanliness, safety, proper usage and pleasant surroundings helps to improve our work and the overall college experience of our students.

## Assumptions

- People thrive in a clean, safe, and attractive environment
- By working collaboratively and proactively, we can make improvements
- Staff and students want their college to be clean, safe, and attractive

## Strategic Initiative

**Create a safe, attractive and well-maintained campus environment.**

## Strategies

- A. Unite the staff and students in an effort to improve and enhance the campus facilities and environment.**
- B. Establish a first point of contact and explanation of facilities' scheduling procedure.**
- C. Develop a Preventative Master Plan for campus-wide pest control.**
- D. Implement the Bakersfield College portion of the District Facilities master plan.**
  - D1. Simonsen Performing Arts Center modernization
  - D2. Delano Center Multi-purpose building construction
  - D3. Levan Center for the Humanities Construction
  - D4. Language Arts building swing space
  - D5. Campus Center modernization
  - D6. Wellness Center modernization
  - D7. Student Services building modernization

## Outcomes

- Outcome: Staff and students work collaboratively to make positive improvements to campus facilities.
- Outcome: Campus and District facilities usage coordinates in an effective, consistent, and efficient manner.

Outcome: Bakersfield College strives to become “pest-free.”

Outcome: Bakersfield College has a plan for implementing the District Facilities master plan.

KCCD Strategic Initiative 6: Recruit and retain an effective workforce and promote high morale.

# Image

The image of Bakersfield College is a critical component to our success. We respect each other and the work we each do. We also respect the traditions of education while effectively responding to the community we serve. The impression we give to each other affects not only how we see ourselves but also how we project ourselves to others. The impression we give to our students affects how they see themselves and how they perform. The impression we give to the community at large affects our ability to sustain the institution.

## Assumptions:

- Community outreach will continue to be an integral part of Bakersfield College
- Internal and external marketing must effectively respond to our diverse communities
- Students will continue to have many choices and options for schools
- Our internal marketing directly affects our external marketing
- We must responsibly manage the message we send to our communities
- Kern County will experience demographic changes and cultural shifts
- A positive image of our college affects student's academic experience

## Strategic Initiative

**Enhance the image of Bakersfield College to external and internal audiences.**

### Strategies

- A. Improve campus communication and information on marketing and outreach efforts.**
- B. Develop streamlined and simplified online systems for students.**
- C. Coordinate marketing efforts through a jointly developed marketing plan.**
- D. Enhance image and relevance of college via an improved and expanded catalog of "real" student photography.**
- E. Examine the branding of Bakersfield College.**
- F. Develop wayfinding and signage system for the campus.**
- G. Identify and energize alumni to support Bakersfield College.**

### Outcomes

Outcome: Marketing and outreach activities speak more directly to our audiences.

Outcome: Campus constituencies are better informed about marketing campaigns and efforts

Outcome: College has an identity system that is contemporary, flexible, and usable.

Outcome: Students easily register for courses, using familiar online methods.

Outcome: Marketing, Graphics and outreach areas have improved and readily accessible resources and equipment

Outcome: Bakersfield College utilizes positive community relationships and alumni to enhance marketing efforts.

KCCD Strategic Initiative 1: Greater responsiveness to community needs through programs offered, the establishment of college areas of particular strength, and area workforce development.

KCCD Strategic Initiative 6: Recruit and retain an effective workforce and promote high morale.

## Linkages

We have been told that we do *"a lot of good things randomly"* (National Center for Developmental Education, 2007). Better connections need to be forged. Clear links need to exist within the college between planning, assessment, curriculum, program review, and budget processes. Information about programs and finances needs to be provided regularly to the college community to inform future planning. We must also be aware of the planning process at the District level and forge links between the Renegade 2012 plan and the District planning processes. Our Renegade 2012 Plan must link to the District Strategic Plan.

### Assumptions

- Establishing clear linkages between programs, plans and processes is prudent use of our time and resources
- Systematic communication about linkages between programs, plans and processes eliminates redundancy
- Clear understanding of the inter-dependency of our programs, plans and processes can result in more effective and efficient use of resources

### Strategic Initiative

**Improve collaboration and integration by creating clear connections and enabling information-sharing between campus planning, assessment, program review, curriculum, and budget processes.**

### Strategies

- A. Improve awareness of multilevel strategic and program initiatives and their interrelationships**
- B. Evaluate College Council's membership requirement and clarify its role in making recommendations to the President.**
- C. Include programmatic and curricular changes in Unit Plan and Program Review documents to establish need for remodeling buildings.**
- D. Improve awareness of how planning documents guide budget decisions.**

### Outcomes

Outcome: Improved collaboration and integration of campus programs and activities.

Outcome: The College Community knows how our plans fit with KCCD and CCC strategic plans and other BC program initiatives.

Outcome: Clarification of College Council's role, and how it functions with other campus governance bodies, is clear to the campus community and membership requirements are easy to understand.

Outcome: Alignment between elements common to the Unit Plan and Program Review processes will be clear to college personnel who participate in these processes.

Outcome: Participating personnel are trained and know how to update Unit Plans with appropriate documentation.

Outcome: By assessing Unit Plans, administrative or designated entities determine all Unit Plans contain appropriate documentation.

KCCD Strategic Initiative 4:	Creation and maintenance of trust between employee groups, the colleges, and the District Office.
KCCD Strategic Initiative 5:	Establish adequate and effective communication throughout KCCD.

To view the entire Renegade 2012 Plan, go to [www.bakersfieldcollege.edu/2012](http://www.bakersfieldcollege.edu/2012)