

College Council  
**2009-10 Annual College Goals Report**

**Structure of the report**

There are three parts to this report, the first of which is 1) our summary of 2009-10 Annual College Goals. The second part of this report is 2) the written record of how each of our seven goals were generated by using the collated feedback from our campus-wide survey on college goals as a foundation. Using the survey data helped ensure that a collaborative approach was followed. The survey generated 159 responses with participation rates of 61% coming from faculty, 27% from staff, and 12% from administrators. The names of each initiative outlined in our Renegade 2012 Plan served as our seven goal categories. There are three sections clearly marked under each initiative: themes, goal, and recommendations & observations. The list of themes were created as a way to help us organize all the raw data and using these themes as a guide, we created the goal. Recommendations & observations section was included as a means by which we could highlight certain discussions generated from the creation of this report. The original report created by the College Goals Subcommittee was discussed at College Council on May 21, 2009 and revised. The written report section herein reflects the changes made at that meeting. The third part of this report includes 3) the raw data captured by the survey.

Document Adopted by College Council on May 21, 2009

Original report created by College Goals Subcommittee

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## 2009-10 College Goals Summary

### **Student Excellence**

*Research various prerequisites, assessment testing, placement, and retention methods to improve student success.*

### **Communication**

*Develop a protocol with procedures and training that ensures all College constituents will receive and use the information essential for their work, study or participation in campus processes.*

### **Oversight & Accountability**

*Establish mechanisms and training that ensure employees understand their role in the college and the concept of accountability, both individually and collectively, a positive expression of which is “Renegade pride”.*

### **Fiscal Responsibility**

*Create and adopt a Bakersfield College campus-wide budget development process that maximizes transparency, which includes an evaluation of that process.*

### **Facilities**

*Develop and implement strategies for effective maintenance and beautification of campus.*

### **Images**

*Identify and support specific projects, activities and programs that enhance the college's reputation within the institution and in the community.*

### **Linkages**

*Create a document that clearly outlines how decisions are made.*

## 2009-10 College Goals Written Report

### **I. Student Excellence**

Themes: prerequisites, orientation, and placement; counseling and supporting faculty; issues related to library, financial aid, DSP&S, facilities.

Goal: *Research various prerequisites, assessment testing, placement, and retention methods to improve student success.*

Recommendations & Observations

- Because there were a variety of comments related to counseling services, we recommend a college wide task force is formed to identify specific issues related to counseling services and to provide recommendations for optimizing these services to students.

### **II. Communication**

Themes: technology, training issues (how to dos! E-mail attachments, etc.)

Goal: *Develop a protocol with procedures and training that ensures all College constituents will receive and use the information essential for their work, study or participation in campus processes.*

Recommendations & Observations

- We strongly advise including discussions on mentoring and technology usage when addressing this goal.

### **III. Oversight & Accountability**

Themes: training, responsibility, explanation of processes

Goal: *Establish mechanisms and training that ensure employees understand their role in the college and the concept of accountability, both individually and collectively, a positive expression of which is "Renegade pride".*

Recommendations & Observations

- Review this initiative and clarify this initiative's goals and intent as a college council group.
- Clarifying the concept of "Renegade pride" led us to tie the idea to accountability in particular: to have pride in our college is to hold oneself and our collective body accountable in all actions.

### **IV. Fiscal Responsibility**

Background: This initiative was added to the strategic plan by previous president. Renegade round-tables didn't generate significant concerns in this area.

Themes: transparency, district-college relations, budget processes,

Goal: *Create and adopt a Bakersfield College campus-wide budget development process that maximizes transparency, which includes an evaluation of that process.*

Recommendations & Observations

- We do not intend to create a budget allocation model. Rather the intend to to outline the budget development process, focusing on processes, not allocations.

## **V. Facilities**

Background: There is a pervasive perception that we are not taking care of our own campus; and it would be good for us to explore the cause(s) of those general perceptions.

Themes: recycling, problem with process, expand opportunities for campus maintenance

Goal: *Develop and implement strategies for effective maintenance and beautification of campus.*

### **Develop**

Recommendations & Observations

- Strongly consider the stated CSI recommendation under this initiative
- Under strategies, strongly consider “Going Green,” recycling and sustainability campus-wide actions (without losing focus on effective maintenance).

## **VI. Image**

Themes: support for existing programs (Red & White, Health Fair, alumni barbecue, Renegade room, etc), visibility in community, internal and external relationships

Goal: *Identify and support specific projects, activities and programs that enhance the college's reputation within the institution and in the community.*

Recommendations & Observations

- Don't forget about newer part of Bakersfield on the west-side of town
- Work with Foundation
- Consider Delano, Weill Institute, etc.

## **VII. Linkages**

Background: This initiative was intended to address accreditation concerns.

Themes: budget and planning processes, discussions about unit plans, program plans

Goal: *Create a document that clearly outlines how decisions are made.*

Recommendations & Observations

- See goal under fiscal responsibility
- Include consideration of the budget and planning processes, such as unit plans and program review

## **VIII Conclusions**

**Some significant concerns outlined in survey**

- Bakersfield College identity issues
- Discuss relationship between district and colleges
- Providing opportunities to engage community
- Focus on manageable and doable goals

***VIII Conclusions (continued)***

**Some suggestion for next time we give survey:**

- We should ask how active one is on campus
- Provide employee the opportunity to submit name to assist in identifying future committee members
- Use survey tool to collect accomplishments of goals previously outlined the year before

**Other observations/suggestions expressed at College Council**

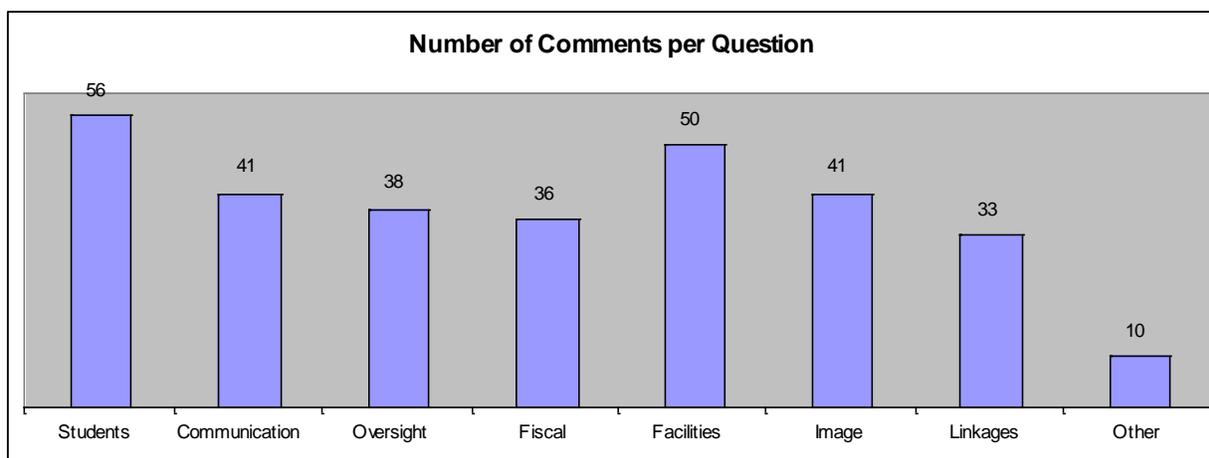
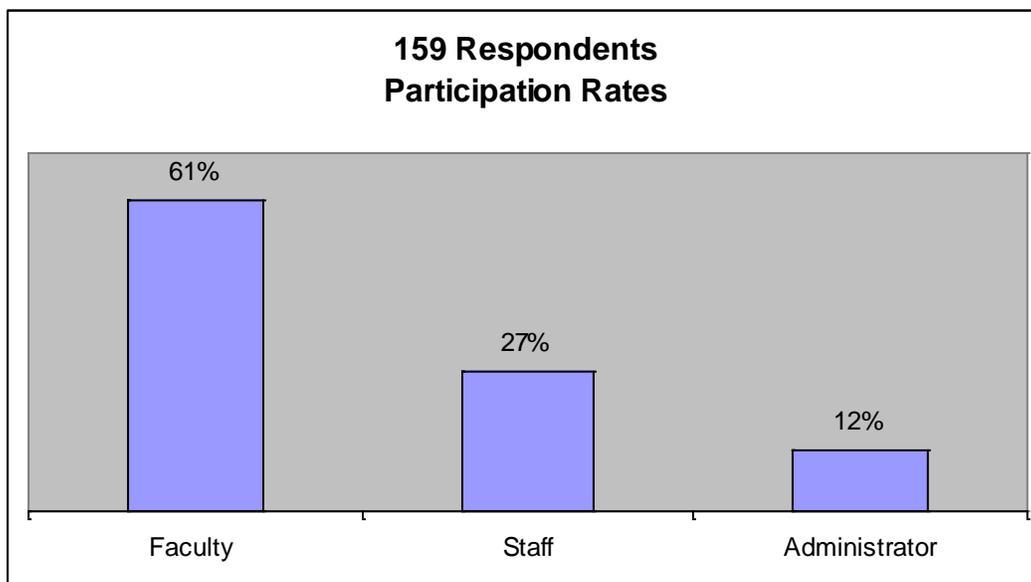
-Connect to CSI

-Outline goals at opening day

-Establish a tradition of providing last year's goals at opening day along with a bullet-point list of how we achieved those goals.

**COLLEGE COUNCIL SURVEY: 2009-2010 ANNUAL GOALS  
COLLATED FEEDBACK  
FRIDAY, 24 APRIL 2009, 4 PM**

**RESPONSE RATES**



## STUDENT EXCELLENCE

**Please provide your ideas for annual goals for the following strategic initiative: Student Excellence: Improve services to all students and remove barriers to academic and occupational success.**

PreReq/ Placement	To research various placement methods to see if we can improve student placement.	
	To reduce the amount of student failure by establishing appropriate course prerequisites.	
	to make sure students meet minimal educational requirements prior to admission and require remediation as a prerequisite for those who do not	AI
	To reduce dropout rate, research ways to make it easier to develop meaningful and mandatory course prerequisites.	AI
	To provide adequate assessment of students prior to their enrollment so they have a better chance of success in their courses.	AI
	Assess and place all new students accurately for English/ESL classes.	AI
	Analyze and improve the placement exams.	
	require students to take the success labs the first semester they arrive here	AI
	enforce pre-requisites and basic skills - students taking courses in the correct order and planning their college education requirements early. I realize this is specific, but I can't think of a way to word it generally, and one of the big barriers in student success is that the students are taking their courses in any haphazard way, being completely unprepared for most of them.	AI
	Work toward establishing appropriate skills prerequisites in all transfer level content courses, and provide sufficient staff to address the precollegiate needs of our students. Enough of the "right to fail" mentality already!	
	Expand educational counseling hours.	AI
<u>Counseling/ Advisement</u>	Problem: Counselors are generalists and mainly know what's in the catalog with respect to the Voc-Ed programs. With 65% of our students on campus seeking career training or having an occupational focus, why do we not have a percentage of our counselors who are dedicated to and specialize in the Voc-Ed areas? Students express frustration about this often, and many do not seek counseling as a result! Solutions: 1) Convert several counselors and/or academic advisors into specialists so that each Voc-Ed department has one specialist in the counseling office. Require that that counselor meet with and understand the programs and courses within that department enough to provide adequate advising. 2) Create a hiring plan that when "generalist" counselors leave the college employment, that position is filled with a specialist.	AI
	Examine viability of providing special services/counselor for veterans returning to school via our campus.	AI
	Student Excellence- Improve services to students by having more counselors, advisors and staff in the Counseling office year around.	AI

	Ensure there are enough counseling faculty to educate all new students about what it will take to succeed at BC as well as meet the needs of continuing students, including those on probation and disqualified from attending.	AI
	Research and report back on the viability of providing student advising services through the faculty in the discipline of the student's major.	
	To research the viability of re-framing student's relationships with their academic plan through on-line delivery approaches.	
	Something needs to be done about counseling students. The students are coming to other departments for help with registration because they are not getting the help needed in counseling. The problem started with walk in testing in Assessment. Now they see massive amounts of students, then the students can't get appointments with counselors because 1. There are no counselors because they are on break when the students are testing for admission and come back a week before classes start, or 2. there are not enough counselors.	NSG
	Establish some type of program where the college counselors come into the classrooms and inform students of all the programs and resources available, as well as the college's expectations.	AI
	Improve counseling services.	
<u>Disability</u>	Remove barriers to . . . occupational success. Allow students with physical disabilities to be eligible for consideration as a college employee if they have proven themselves as a student worker. (Would require changing minimum qualifications to be inclusive of those with physical limitations)	AI
	Seek to remove all barriers for those who are physically handicapped.	
<u>ACDV/ BSI</u>	To establish program based linkages to ACDV courses	
	We implement all of the items identified in the Basic Skills Initiative at BC	NSG
	To research the feasibility of requiring Student Devlpmt classes to be taken upon entrance to BC.	AI
<u>Facilities</u>	This college MUST invest in new classroom facilities and/or updating existing ones. We have strong community ties, but our campus is deteriorating due to lack of attention to infrastructure issues -- newer "boutique" colleges will inevitably tap into our lack of physical space and up-to-date classrooms as the situation continues to deteriorate. These are the major barriers to opportunities for student growth and enrichment at BC.	AI
	Provide places for students to sit inside large hallway buildings rather than on floor.	AI

<u>Student Support/ Services</u>	Support student services employees by increasing communication, decreasing administrative isolation from everyday issues and fostering flexibility to serve students' needs.	AI
	Students need better access to computers/printers.	AI
	Hire more staff in student services (counselors, financial aid, admissions) to meet the needs of students	AI
	We need more tutors, especially for basic skills and ESL students, whose numbers are growing exponentially.	AI
	Investigate the ability to have mentor programs peer and occupational	AI
	Identify, implement, and support specific activities to improve student success and retention.	
	We need more tutors for students whose first language is not English.	AI
	Measure student satisfaction regarding student services departments and then improve satisfaction in specific areas.	AI
	Do more student focus groups based on the Ken Gonzales model.	AI
	To research the fiscal impact of providing a textbook loan program.	AI
<u>Professional Devpt.</u>	"Service" starts with Classified Support Staff. Assertively lobby for sufficient support staff to fill positions, at all BC sites, in Counseling, A&R, Financial Aid, Assessment, etc.; areas that get the students "in the door" so that the next level can provide students with academic and occupational success in the classroom.	NSG
	Maximize resources to provide professional development opportunities for all constituency groups and prioritize instruction/service collaborations, learning outcome assessment and improvement activities, and diversity awareness at all levels (hiring as well as classroom instruction).	
	Consider allowing student services faculty and staff to meet together at least once per semester (during work hours) to share observed barriers, goals for improvement, current or revised policies, etc.	AI
	Provide support [of] staff and faculty to assess needs of students and to recommend the necessary assistance to overcome barriers to success.	
	To establish an effective and on-going training program targeted at all campus constituencies regarding strategies and methods for providing universal access in learning materials, textbooks, computers, and campus-wide resources to students and the community.	
	Improve the morale and quality of work.	
	To research the possibility of working with local high schools via campus constituents, bridging communication with the community that later are our potential students.	
<u>Pre-collegiate/ Orientations</u>	To research the possibility of a BC summer "bridge" program to help educate students on college requirements and culture	AI
	Conduct departmental orientations that include information on study skills, college support services, academic advisement, and connections with second year students in the program.	AI
	Better online services.	
<u>Online</u>	Our online course program needs to be researched. It does provide a	AI

<u>Instruction</u>	service to some students but is very easy to exploit and diminish our educational and 'community college' missions.	
	Provide more vocational courses	AI
	Provide more teachers and classrooms to accommodate the students that are being turned away	AI
	Provide needed sections of all courses--both developmental and major-specific--to expedite student graduation and success.	AI
	Increase retention and success in all courses by 10% through the development and implementation of student success strategies (left open so that individual departments could come up with their own ideas).	
	To research consistency in class units with other community colleges, providing similar classes.	AI
	Place increased focus on Universal Learning for all students, faculty and staff. Incorporate the principles of UDI as stated below as an institutional goal and movement toward inclusive learning. UDI Guidelines and Examples Universal design principles can be applied to many products and environments. Using the CUD format, UDI can be defined as the design of instruction to be usable by all students, without the need for adaptation or specialized design. Universal design principles can be applied to the overall design of instruction as well as to specific instructional materials, facilities, and strategies (such as lectures, classroom discussions, group work, web-based instruction, labs, field work, and demonstrations). Universally designed curriculum provides students with a wide range of abilities, disabilities, ethnic backgrounds, language skills, and learning styles multiple means of representation, expression, and engagement ( <a href="http://www.cast.org/">http://www.cast.org/</a> ). Listed below are examples of instruction that employ principles of UD. They are organized under eight performance indicator categories, with a goal statement for each (Burgstahler, 2007). Class climate. Adopt practices that reflect high values with respect to both diversity and inclusiveness. Example: Put a statement on your syllabus inviting students to meet with you to discuss disability-related accommodations and other special learning needs. Interaction. Encourage regular and effective interactions between students and the instructor and ensure that communication methods are accessible to all participants. Example: Assign group work for which learners must support each other and that places a high value on different skills and roles. Physical environments and products. Ensure that facilities, activities, materials, and equipment are physically accessible to and usable by all students, and that all potential student characteristics are addressed in safety considerations. Example: Develop safety procedures for all students, including those who are blind, deaf, or wheelchair users. Delivery methods. Use multiple, accessible instructional methods that are accessible to all learners. Example: Use multiple modes to deliver content; when possible allow students to choose from multiple options for learning; and motivate and engage students—consider lectures, collaborative learning	AI

	options, hands-on activities, Internet-based communications, educational software, field work, and so forth. Information resources and technology. Ensure that course materials, notes, and other information resources are engaging, flexible, and accessible for all students. Example: Choose printed materials and prepare a syllabus early to allow students the option of beginning to read materials and work on assignments before the course begins. Allow adequate time to arrange for alternate formats, such as books in audio format. Feedback. Provide specific feedback on a regular basis. Example: Allow students to turn in parts of large projects for feedback before the final project is due. Assessment. Regularly assess student progress using multiple accessible methods and tools, and adjust instruction accordingly. Example: Assess group and cooperative performance as well as individual achievement. Accommodation. Plan for accommodations for students whose needs are not met by the instructional design. Example: Know campus protocols for getting materials in alternate formats, rescheduling classroom locations, and arranging for other accommodations for students with disabilities.	
<u>Community</u>	Review community workforce needs and align CTE program offerings to meet those needs.	AI
	Comprehensive assessment of occupational needs in the community and determine what programs could assist in meeting community needs	
<u>Other</u>	Retain or regain local college-level control of finances and services.	
	Research the possibility of renumbering all college courses to better align with CSU and UC, using 100 through 299 numbers. This will help students understand the correct order to take courses, which is often a problem now.	AI

## COMMUNICATION

**Please provide your ideas for annual goals for the following strategic initiative: 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.**

<u>Technology</u>	Utilize Luminous to seek feedback on how well students and staff AI are paying attention to targeted announcements.	
	Take advantage of technology such as twitter, blogs, text messaging to communicate with the campus more quickly.	AI
	To integrate wi-fi to all campus buildings by 2010. 2. To implement a "dead zone" scheduling time for campus-wide collaborative enterprises	AI
	Notify faculty and staff well in advance of changes in technology protocol. (So far the pattern has seemed to be an explanation following big changes.)	AI
	Provide technology training to all employees	AI
	Install computer carts in all classrooms with access to Internet etc. Create more wireless spots/buildings on campus.	AI
	More communication is needed--emails, newsletters, letting us know when local newspaper articles mention BC	AI
	Email has certainly made it much easier to read and respond to messages from various groups. I remember when we only knew about other constituencies by going to our campus mailboxes and reading hard-copy memos. That meant the information was delayed.	NSG
	Improve our internal and external culture of communication by developing comprehensive communication protocols.	AI
	Incorporate effective uses of technology with targeted training opportunities within multiple communication venues.	AI
	Enhance the use of web-based communication through the development of processes for posting minutes to BC Public Folders or develop department blogs.	AI
	Provide staff development opportunities to incorporate new technology into existing technology.	AI
	make sure all buildings and classrooms have standardized communication and technology available for use	AI
	Provide campus-wide wireless internet in the classrooms so that professors can bring in computer to show websites and video off the web that demonstrates key concepts.	AI
	Pilot and maximize use of Luminis campus-wide.	AI
	We need all classrooms to be "smart classrooms."	AI
	To explore the feasibility of interactive online services via the college website.	
	Make the firewalls mo' betta.	
	Give cell phones back to the deans. I think we can afford \$35 a month to be able to reach them easily.	AI

	need to cut down on emails	AI
	No ideas on this one . . . seems to be a real problem. I know I would like a kind of "current issues" web site that is updated by admin as a kind of one stop shop so I don't have to keep going back to reference multiple emails.	AI
	Another start might be to build on the new setting up of student e-mail accounts. Just like we have bc_faculty and other such listserves, how about having bc_student that folks could use for sending out announcements directly to the students, eliminating the middle-people (which is very inefficient and, I suspect, ineffective) of faculty and/or staff?	AI
<u>In-person</u>	Provide one or more opportunities for campus-wide F2F engagement related to the mission of the college (in other words-not just a party).	AI
	Give staff opportunities to get together and share teaching strategies, assessment tools, etc.	
	There has been talk in the past about having some sort of college hour that could be used for meetings, etc. Maybe such scheduling could provide a start at encouraging communication.	AI
	Develop a program of periodic open houses for all departments to showcase good things going on in those areas; to familiarize others on campus as to what your area contributes to the students, campus and community; and to foster opportunities for collegial interaction.	AI
	NA	
<u>Structure/ Process/ Committee</u>	this is so broad -for starters, it would help to start with distribuitng a current/correct org chart then identify chain of command processes.	AI
	Require new committees addressing issues to review/connect with others which have/are doing the same thing. May not be in the right place, but it sorta seems to fit here...	AI
	To establish more individual's involvement in various committees, community service, for example. As more junior faculty/staff have come on board, some type of "mentoring" would help to bring newer employees up to speed on committees' activities.	AI
	Develop a protocol with procedures for communication that ensures all College constituent s will receive and use the information essential for their effective work, study or participation in campus processes.	
	To include a direct line of reporting and communication from District goals and plans to BC campus.	AI
	Research the viabilty of establishing a time sensitive and accountability reporting protocol for college committees.	
	To communicate (and listen to) the recommendations of Academic Senate much more in college planning of proposed intersessions.	AI
	Develop a systematic process for surveying our external	

	constituencies.	
<u>Trust</u>	Promote honesty; a "culture" of trust and open communication will follow.	
	Enhance trust and collegiality across campus by clarifying processes, practicing collaboration, making data and decisions as transparent as possible, and communicating decisions and outcomes in a timely manner.	
<u>Commentary</u>	Stop unilateral actions from on-high without collaboration and communication. Two recent examples: implementation of the new Kern Schools FCU Renegade Card and the change in the student email protocol.	NSG
	Stop lying. Fire people who repeatedly lie as a matter of course.	NSG
	Remove secondary agendas that keep communication from flowing: for example, no information to the campus that we were missing a doctor at the beginning of the year, no information to the campus that the Kern Co. Mental Health liaison was no longer funded on the campus, etc.	NSG
	This communication goal is doubletalk. Say what you mean. This is too high-faluting for general understanding. Your communication goal is a prime example of poor communications.	NSG
	no idea what this means. what are "comprehensive communication protocols?" how about clear writing?	NSG
	You might like to think we have a culture of communication, but I'm not sure that's the case. Communication grows through relationship, and if people are too busy to establish meaningful relationships, communication will be perfunctory, if it happens at all. How do we improve communication when people don't even return phone calls or answer e-mails? I guess we have to start by making sure that workloads are reasonable and that time is allowed for communication. Whether it's face-to-face or via technology, communication still takes time.	NSG
	I think you could've crammed a few more empty buzzwords in there, like "we will implement proactive next-gen outside-the-box synergies", as well. We have a media liaison, and I'm assuming that at least one of our umpteen-hundred administrators is in charge of Public Relations, and has people who keep the BC name in front of the media and community leaders. What more do we need? (And no, more professionally-created Powerpoint presentations and videos delivered via net-conferences are NOT the way to go.)	NSG
	The district and management needs to communicate to the campus faculty and staff in a timely matter. Perhaps a go pro academy for them would be good.	AI

## OVERSIGHT & ACCOUNTABILITY

**Please provide your ideas for annual goals for the following strategic initiative: Oversight and Accountability: Improve relationships and connections with all stakeholders including campus constituencies, the district, and the student and business communities we serve.**

<u>Instruction</u>	SLOs in the classroom are not being measured. The first step is to get realistic SLOs, that is, to make sure they match the needs of our graduates. The only thing we really care about is whether the students can use their BC skills to make it in the work environment or for higher education needs. The heck with the district and other stakeholders. They typically care less about they can do for students, and more about the relative power they can wield and what extra bucks are earmarked for them.	AI
	Staff need to be held accountable for their actions and their needs to be consistency. Why is bad behavior rewarded? For example, I know of faculty who did not do their previous job but instead of being held accountable were rewarded by giving them full-time teaching assignments	NSG
<u>Reporting/ Communication</u>	Have district officials talk with department chairs to get a feel for what is happening here, in particular Tom Burke.	AI
	More open communication. Less behind closed door policymaking. Try investing in events and ideas that improve morale on campus and develop more personal relationships between staff/faculty/admins. How about some personal interest stories in the Source?	AI
	To conduct monthly open invitation state of the union meetings led by Chancellor and President	AI
	Development of a kind of campus wide open house at some time in the semester to showcase student projects, club activities, etc. for the community.	AI
	To have representatives from the college keep the constituent groups informed about district decisions that affect groups on campus.	AI
	Stop lying. Fire people who lie and steal.	NSG
	To consider educating the community and students on the impact of state budget cuts to class offerings through a coordinated public relations campaign.	AI
	The best way to improve relationships is to communicate effectively and to provide good service. When students and the community do not understand college procedures (class cancellations, poor communication from HR, etc.) the college's image suffers. A means to improve the relationship between the college and the district is for the district to understand the limitations of its role in the college's business (See the examples above--Renegade Card, email protocol).	NSG, AI?
	If regaining trust of our leadership is valued, then these changes need to be communicated to the staff. These changes made	NSG, AI?

	without good communication erodes the trust of the stakeholders in the district. This needs to be communicated to the leadership.	
	All campus/district policies that affect students and faculty AND proposed changes to campus policies that affect students and faculty should be published on the BC website.	AI
	Refer to #2.	NSG
	*Oversight should be equally applied to all areas of the campus and students should have access to this information.	
<u>Process/ Procedural</u>	Listen to the end user when working with Banner issues.	AI
	Create and distribute procedure manuals to all employees giving specific guidelines about how to accomplish tasks and who the connections should be	AI
	District to provide clear communication of it's role to the campus constituencies, through the use of Organization Charts and development of a procedure manual.	AI
	Review this initiative and clarify its goals and intent.	AI
	WE need meetings were all BC Depts have Reps at and all have a say at what goes on.	AI
	Utilize College Council to seek interactions with various district staff at least once per month to ensure that the college has input into district initiatives.	AI
	*Oversight should be equally applied to all areas of the campus	
<u>Community</u>	Work on strengthening relationships between the business community and the college.	
	Strengthen BC connections with the external community and business/workforce sector.	
	Invite communities to gather and have exchanges of ideas and discuss various issues of what may be offered and what is needed.	AI
	Encourage groups from the different departments to visit local schools, and businesses.	AI
	To research the viability of posting the connections the campus has with business's in the community so that if there are other ideas they can be shared.	
	Encourage disciplines to touch base with high schools, CSUB on a yearly basis. (Some already do this.)	AI
<u>Program/ Model</u>	Mandatory participation in graduation by faculty	AI
	Sponsor Career Days more frequently	AI
	Adopt and articulate a clear continuous quality improvement model that is used to examine all aspects of institutional effectiveness.	
	set up outreach programs that students and staff can participate in for credit	AI
	See answer to #2. Time. Set up goals for specific improvements. Where are there problems? Work on those. Conversely, if you can identify where something is working well, try to duplicate it elsewhere.	NSG, AI?
<u>Commentary</u>	Have no idea what you mean here...too vague and doesn't orient me very well.	NSG

Dissolve the district and/or honor the results of the KH Audit regarding cutting administration positions. Let the campuses decide how these monies can best be utilized to serve the students and the community.	?
Current efforts are to be applauded. We can always do more to improve accountability.	NSG (but nice)
Increase in district staffing and increasing the levels of management at the district is difficult to understand in these tough economic times.	NSG
Create an atmosphere of encouragement from administrators and supervisors to allow opportunities for classified staff to take active roles in campus-wide activities and governance. Classified have lots of good ideas and can benefit immensely from participating in planning, interacting with other campus constituencies in a role as collaborator rather than subordinate, and seeing the bigger picture. This would also aid in overcoming and preventing the "silos" which have been mentioned in several assessments.	
N/A	
Not sure.	

## FISCAL RESPONSIBILITY

**Please provide your ideas for annual goals for the following strategic initiative: Fiscal Responsibility: Ensure effective and efficient use of available resources to meet the mission of the college.**

<u>District</u>	Campus administrators will work closely with district staff to ensure that all accounts in Banner accurately reflect up-to-the-day expenditures and balances.	
	Audit the cost of the district office. Do a cost-benefit analysis, and then reduce overhead where it is being taken the furthest away from instruction. There must be *some* retiree we could hire as a consultant to do this. ;-)	
	Consider tabling the portal for now. It is going to be 90% fluff, and won't contribute significantly to the mission, but will cost us a lot.	
	Use some of the money in district reserves to avoid slashing teaching assignments.	
	Raise the reserve emergency fund to at least 25% of the annual budget and hire accordingly	
<u>Transparency</u>	Foster transparency.	
	Continue aiming for transparency and communication between all areas of the campus	
	The college should implement a transparent and truly collaborative procedure for budgeting and resource allocations.	
	More transparency in the district....why are we hiring more staff (Vice Chancellors) when we need more student services staff?	
	Distribute financial summaries or pie charts of where the money is going. That might help keep things in perspective.	AI
	We need to do something about selecting less expensive books for students. It's ridiculous that a beginning math book is \$150. Can we get departments together and do some home publishing to get the cost down?	AI
	To schedule an inventory of all fixed assets for future reallocation of assets as needed.	AI
<u>Budget Processes</u>	To implement funding decisions (new positions and equipment/supplies) based upon program FTES productivity as the primary consideration	
	Develop a campus budgeting process that meets the language and intent of Title 5 and AB1725.	
	Evaluate the current budget building and planning decision-making process, through the use of Unit plans.	
	Monitor budgets carefully to implement the 10% reduction while seeking revenue generation opportunities.	
	To have college council evaluate budget decisions and processes, not to just be informed of them.	
<u>Revenue/ Donations</u>	We need to find ideas for funding out side of the box. EX: Delano's security car went down and Delano PD wanted to donate a old policecar. We need to find ways were the community	

	can help wjith items not just money.	
<u>Spending/ Process</u>	Easier method of ordering routine office supplies.	
	To consider bringing in an independent auditor to review all campus expenditures and make recommendations on future spending.	
	Get rid of all wastefull spending including use of student fees.	
	Research the feasibility of campuswide quantity purchasing of office and custodial supplies made available through a distribution site on campus	
	Instructors need to make sure the resources used are used effectively and not wasted.	
	Examine "professional expert" contracts to determine if they are necessary for campus operations.	
	Keep track of what resources are used most frequently and which ones the college does not have available and what alternatives may be utilized.	
<u>Training</u>	Cross train departmental personnel so there is more than one person who can do one job - cut checks	
	Workshops for staff the help them find ways to conserve energy on campus.	
<u>Other</u>	Adopt and articulate a clear continuous quality improvement model that is used to examine all aspects of institutional effectiveness.	
	Another approach might be to keep signs up in all staff areas asking, "For whom are we here?" And maybe start all decision-making with that question, as well.	
	Obviously, from a faculty perspective, the more good full-time teachers we hire AND KEEP, the more consistent our product will be and the better our retention.	
	Stop hiring more administrators, clean the whole campus and offer more classes.	
	Refer to #1.	
	This is not my expertise and I am not sure what is in place now.	
	More money on infrastructure that actually benefits ALL students. The Levan Center construction is a classic example of an expansion that will serve only a portion of our student population. A new classroom building, however, or renovating existing buildings, would benefit many more students.	
	To research the viability of establishing a campus wide group of staff, faculty and administrators to see that fiscally we are trying to conserve.	
	No opinion	NSG
	see above	NSG
	Researching how we could better advertise BC.	

## FACILITIES

**Please provide your ideas for annual goals for the following strategic initiative: Facilities: Create a safe, attractive and well-maintained campus environment (now and in the future).**

<u>Staffing/Resources</u>	Hire more custodians and security staff.	
	Quit hiring more administrators at the district level.	
	1st - Lobby for sufficient support staff to fill positions in Campus Security, Custodial, and M & O - at all BC sites.	
	Problem: Not enough help or resources for big things to get done (such as painting the interior of a building). Solution: Budget and prioritize skilled trades time of a certain amount to focus on one big project every few months, so that it's not simply triage and spot repair.	
	Find a way not to rehire custodial staff that have proven to be lazy or inefficient	
	Reorganize and establish one central custodial and grounds unit with service responsibility for the entire campus.	
	Increase the monies available for maintainance, particularly preventative maintenance. We build or remodel and then we ignore.	
	Hire more staff	
	Budget for cleaning and repair of existing structures and assign a certain level of quality control for each building and facility.	
	To expand the custodial and maintainence staff in order to keep an attractive and well-maintained campus.	
	Fill vacant positions in custodial and grounds staff.	
	Hire the personnel or use volunteer personnel...	
	<u>Maintenance/ Cleaning</u>	To consider an on-going campus beautification program that includes spray-washing and painting of all building facades during summer and winter breaks. Interior classrooms also would be painted as resources permit.
Clean the buildings--power wash every single one of them!		AI
Clean/powerwash exteriors of all campus buildings.		AI
To outsource building maintenance (e.g. cleaning) and grounds management. If ever there was a time to view economic disasters as an opportunity, this is it!		
Create a schedule for carpet cleaning, floor waxing, painting buildings, etc.		AI
I have seen much new construction on campus [ ex: Levan Hall, Baseball Field] funded by grants, donations etc, but no matinance on older areas of campus. Old buildings need painted and cleaned. Our parking lots need to be repaved and painted and gates installed for added security. Why build new areas, but let the old parts go to seed.		NSG
...to paint and clean up the facilities and grounds.		AI
Start doing maintainence on our buildings with more pride. After	AI	

	painting clean up, after fixing the plumbing take the extra and old parts and throw them out....learn the proper way to clean a bathroom.	
	Many of the classrooms have not had a good cleaning in quite sometime; cobwebs and spiders in the windows are abundant	NSG
	Clean all classrooms (floors, desks, dry boards) on a daily basis. Clean bathrooms daily.	AI
	Some restrooms and dining areas are below health and safety standards.	NSG
	Better cleaning of our campus. Our office never gets vacuumed nad the dust is very unhealthy. Restrooms could use a very thorough cleaning rather than just a superficial one. Our buildings are covered in cobwebs and dirt; power spray washing would help. The windows on the Admin building are so dirty with dirty screens and dirt stuck between the windows and screens; not a good impression for those coming to the campus the first time or to the President's office. Many walkways need powerwashing to cut the gum and crud on them. Our campus is old but could be much sharper with more thorough cleaning.	AI
	See above. Our building has crumbling tile floors, broken windows that have not been fixed in years, and cracking, exposed drywall/plaster that no one even bothers to patch anymore, and I know we're not the only building on campus facing these problems. What message do facilities such as this really send to our students?	NSG
	We need to have a clean-up crew powerwash the ENTIRE campus to get the years of gum, cobwebs, dead bugs, and other gack accumulation removed from the surface. We need to have the lighting systems inspected and upgraded. These systems need to be inspected regularly for outages. Disneyland can do it--we can do it.	AI
	I think the campus already looks pretty good!	NSG
<u>Environmental</u>	Implements a college wide recycling program.	
	Establish recycling and clean-up crews comprised of interested students/staff/faculty.	
	...and add'l trash cans/recycling containers	
	Investigate Earth day recommendations...recycle bins, especially paper & plastics.	
	To institute renewable/sustainable energies on campus.	
	We need a comprehensive recycling program, and we need more trash cans.	
Process/ <u>Completion</u>	Problem: Work orders in many cases have been open for years, and projects have been stopped mid-stream due to lack of parts or the person being pulled off of the task for some other issue. Solution: Create a system where the person initiating the work order is given a list of work orders that she/he has submitted, then be able to view the work order number, date initiated, current status, and comments (such as "awaiting parts" or "sent to bid" or	

“Clean” Culture/  
Mindset

"awaiting funding") for projects that are in limbo.	
Review the scope, membership, and activities of the Facilities Sub-committee in order to bring more of the greater campus community into the decision-making process.	
Problem: Multiple avenues for facilities issues. We have a work order system, yet we were asked several times for facilities issues for a different entity (district facilities planner). To check on those requests, numerous administration and staff have to be involved. Solution: Create a common entry point for all facilities issues, including long-term ones.	
Allow those who occupy areas of campus to participate in the evaluation of M&O staff. Work with CSEA to establish a policy of volunteerism that doesn't prevent BC Faculty and Students from investing their time and resources into making the campus a nicer place to be.	
Survey any areas of problems regularly.	
Make a list of areas that need to be attractive and safe and prioritize	
Respond to work orders. Maintenance items are left unanswered for years, with nary a word to the people affected.	
Develop a plan for planned building upkeep and stick to it.	
Provide a systematic process for building maintenance/upkeep, this improves image as well as safety.	
Establish a master plan for regular maintenance of buildings in regards to paint (exterior/interior), floor tiles, etc.	
...not have it up to the professor to put an infinite amount of work orders in before work is done.	
Just encourage everyone to pick up after themselves and not be concerned about whose "job" it is. It's everyone's job to keep our "home" clean, safe, and tidy.	AI
Launch a no tolerance for littering campaign; establish penalties for violations and enforce them.	
Have 'clean the campus' days, etc.	AI
Consider ways to improve campus cleanliness (restrooms, classrooms, grounds, etc.)	
Inform students that they need to do their part in keeping the campus clean, maybe give some sort of incentive when an improvement is seen on the amount of trash found around campus and in the restrooms.	AI
Create opportunities for campus groups to help with campus clean-up projects/days and ways to make it more attractive.	AI
require community service that would help provide these services (require of students and staff)	
To explore the concept of adopting a specific area of the campus for trash pickup i.e., the adopt a highway program.	
To investigate the viability of campus-wide (staff, faculty, administration) clean-up, fix-up days. Ex. replacing, repairing, painting, simple cleanup tasks, that could give a quick sprucing	AI

	up on the campus.	
<u>Specific/Practical</u>	Blooming flowers as done in the past by Gene Howard.	AI
	Lighting in the staff parking lot behind the bookstore/business office needs to be fixed.	AI
	Install more campus trash cans with attached "no littering" signs.	AI
	Consider finding a sponsor for Memorial Stadium to generate capital - I'm thinking "Taco Bell Arena".	AI
	Implement a smoke free environment.	
	2nd - Sufficient/improved lighting	AI
	Student union with much less a cafeteria feel	
	Make sure all clocks and lighting work and are synchronized on a daily basis. Someone should check these...	AI
<u>Other</u>	Develop and display visuals of the future for a sustainable campus that demonstrates a commitment to create a safe, attractive, well-maintained environment that supports student learning.	
	No opinion	NSG
	Maintain a clean, friendly, green campus environment that promotes learning, diversity, and collegiality.	

## IMAGE

**Please provide your ideas for annual goals for the following strategic initiative: Image: Enhance the image of Bakersfield College to external and internal audiences.**

<u>Marketing</u>	Use television and Internet to promote BC more effectively.	AI
	Continue with television, radio, and print media information about BC	AI
	"The Source" is visually attractive and the content informative, esp. the calendar of upcoming events. ADVANCE (timely) notice gives external and internal audiences a chance to plan, to attend and enjoy the wealth of diverse activities at BC. "Take the show on the road" - send "virtual" copies to local high schools/organizations/etc. (IF it is not already so distributed).	
	Use a combination of advertisement and course prerequisites to change our image from the "high school on the hill" to the "college on the hill".	
<u>Facilities</u>	Explore new graphic identity using actual professional designers.	
	Clean up cobwebs around campus, vacuum classrooms and offices, and dust. Begin recycling program on campus.	AI
	We need more signage with the BC logo displayed. We have the big sign at Mt V+ Univers and the Knight at Pan+ Hal, but no BC logos at both main entrances [ IE Staff Mall into the Gym and the main roadway into the Admin. Also we have many blank walls, which the student clubs could paint BC scenes on them. Like the mural in the Gym or just the BC Shield or whatever each club or Orgs like the band or sports teams etc. would want to display their ideas.	AI
	Need to utilize stadium more.	AI
	Clean the campus--the buildings really look shoddy (and I know the janitors are stretched thin, but can't we do something to get them extra money/help once or twice a year?) Also, the open house I mentioned earlier could help.	AI
	Cleaning up the campus would enhance our image both inside and outside the campus.	AI
	Put simple directional signs at campus entrances indicating what is most easily accessed via those entrances and which directions up or down the streets from those entrances/exits other campus sites can be found.	AI
	Maintain the campus lawn throughout the campus;	AI
	A clean campus without the piles of junk like that between the Language Arts building and the gym would greatly enhance our image.	AI
	Until we give this campus a much-needed facelift, it's hard to market the main campus of BC as the place for anyone to build a dynamic future. The buildings are in disrepair or have little to no personality, and if you take away our library, what other building on this campus would you want featured in a brochure	NSG

	or advertising campaign for BC? And no, the football or baseball stadiums don't count.	
	The banners hung on the lightposts are great! More of that would be super.	AI
	To investigate the viability of campus-wide (staff, faculty, administration) clean-up, fix-up days. Ex. replacing, repairing, painting, simple cleanup tasks, that could give a quick facelift to the campus.	
<u>Other</u>	Stop lying.	NSG
	#5 would be a good start. We would do good to aim for excellence a little more, and focus a little less on cynicism and lowest common denominator work behaviors.	NSG
	To eliminate the use of vacuous business language (such as "branding") and embrace solid business model language such as "return on investment" when considering budget--Employee labels: Dean of Academic Affairs is a start; instructors/professors (not classroom teachers) would also be nice; students are not "kids"; time off is not recess, nor is it Easter/Christmas vacation--not especially diversity sensitive language--Spring break and Winter break would be fine. Semester, not "term"--too K-12...and there is far too much of that at BC.	NSG
	Improve counseling to student ratio in order that community members and new students have services available to meet their needs.	
	1) Negotiate a fair contract with the members of CSEA before the expiration of the current contract or very soon thereafter. The current situation with no current contract for nearly two years causes morale issues which impact image enhancement.	
	Reinstate the Marching Band	AI
	Identify and support specific projects and/or activities that enhance the image of Bakersfield College.	
	see above	NSG
	I think we do a good job here, except that all the ads for the Renegade room have made it impossible for BC employees to drop in for lunch or dinner; everything is reserved. Perhaps we need a bigger Renegade Room.	NSG/AI?
<u>Planning/ Process</u>	Develop a plan to leverage existing programs, such as athletics, performing arts, fine arts, culinary arts that regularly interact with the off-community, as important ambassadors of the college.	
	Meet with department chairs ahead of time and discuss scenarios for adding or dropping classes, do not wait to last minute.	AI
	Provide job applicants with accurate information and simplify the hiring process Hold open to the public seminars on application procedures, common mistakes, interview techniques and expectations	AI
<u>Relationship/ Interaction/ Morale</u>	This can't be done with an ad campaign. It needs to come from a committed faculty and administration. As we trend toward a majority adjunct faculty, we lose many components that help	NSG

Community

bond students to faculty: office hours, a campus presence by faculty members, and a sense of continuity.	
Elimnate the distrust between faculty and administrators	
To make a public commitment to transparency in all areas: financial, planning, educational, and institutional goals. (The recently released media policy that requires all media responses be coordinated / approved through the BC Public Information office negates this goal, and may result in negative publicity for BC once the media hears that campus stakeholders can't answer questions from the media without administrative permission.	
If you show that BC employees are Number 1 then they will be your best advocates for enhancing our image in the community. In other words, let the staff know you have high expectations for employee work values (dependability, work ethic, etc.), treat your staff as though they were you most precious commodity and they will treat students and the community in the same way	
district needs to improve the way they communicate to others in order to bring back the feeling of community in our classrooms and staff. A happy staff creates a better learning enviroment for students.	
Research the need to survey our internal/external audiences to determine what the image of Bakersfield College is, communicate this to all of the constituents.	
Optimize programs that are designed to have Bakersfield College students giving back to the community through community service and volunteer groups.	
require community service that make our students and staff more visible in the community	
Community service projects	
Identify and energize alumni to support the College.	
Survey outside entities regarding image and discover which issues need to come to the fore.	
To highlight where BC is on the forefront ("up and coming") in the community (are we?)	
Have more visitations and activities on campus that involve the community.	AI
Continue with events and groups which success, such as the Red and White Wine Festival and the Health Fair, alumni barbecue, the Renegade Room	AI

## LINKAGES

**Please provide your ideas for annual goals for the following strategic initiative: Linkages:  
Improve links between planning, assessment, curriculum, program review, and budget processes.**

<u>Structure/ Organization</u>	Get rid of at least half of the committees on campus.	
	Implement a simplified unit planning document that can serve as the basis for program reviews.	
	Create a Central Planning Committee with an appropriate governance structure to coordinate and/or monitor the various campus planning and assessment activities.	
	To increase efficiency and improve overall morale, consider deep freezing about half of all meetings on campus.	
	We need more meetings between all Depts of BC, so we can all work together instead of each part doing its own thing. EX: Staff has concerns about security matters, but the Pub safety Dept has no knowledge of it and is not even at the meeting or planning sessions.	
	Participatory governance groups should set standards for measurement of success, unit plans and program review should address these standards, and then budgetary process decisions are based on how effective the unit is in meeting the set standard	
	Try to map the existing links, and then look for holes that need to be filled in.	
	<u>Accountability</u> Teachers should be held more accountable for what they teach, how they teach it, and how their students perform. Some teachers aren't evaluated for many years because they slip through the cracks.	
	There probably will never be a good feedback link between student performance (in the real world and in later courses) and the effectiveness of previous teachers. That's a real shame and the union does us a disservice in that regard. Some teachers are joked about and hated by students and yet continue to teach for years. What can we do about that?	NSG?
	Provide and use relevant data in planning. Use technology to provide a collaborative and transparent process for doing all of this - That way, accountability is built into the process and subgroups can share data and techniques easily. Put the right people in charge of the right things.	
Guidance and leadership from the top(chancellor, president, . . .) down		

Process/  
Procedure

Address the perception that the voting process for new/replacement faculty prioritization by the FCDC may not always be done with institutional benefit in mind, but is sometimes influenced by popularity, personal feelings, and issues unrelated to the benefit of the position itself. Create a rating rubric, rather than a single vote, that focuses the process on established mission and instructional values.	
Put together a small group (< 10) to review and streamline the whole process, reducing the paper and steps involved and reducing data to only what is related to each specific step in the process. Reward improvement with resources.	
We develop the flow-chart that shows how decisions are made at BC and explicitly shows how dollars are then allocated from those decisions.	
This has got to be a joke. There is a "shadow list" of priorities for the favored. None of these processes mean anything in the current environment. Quit pretending that there is any planning or review and admit to the extreme nepotism that controls all.	NSG
Establish a planning process, create a flow chart and communicate to your staff!	
To create a more streamlined process that links budget, planning, assessment, etc.	
To reduce template driven processes and substitute program driven documents that are responsive to the information solicitation	
These links are currently being established, and the new planning and budget committee should help this process.	NSG
Assessment and evaluation should drive the planning process -.	NSG
Streamline the planning process to eliminate redundancies and reinforce opportunities to achieve targeted college goals.	
See #2 above. Additionally, do a better job of getting faculty input (and listening to it) when developing procedures, protocols, forms, etc. for a particular process. I'm thinking specifically of certain assessments, but expect this is more broadly applicable. Be sure the target audience realizes the importance of their participation in the review and allow debate.	
Clarify the connections between planning and budget by aligning the educational master plan, unit plans and curriculum and program review; simplifying the reporting process; and streamlining the timeline.	
Revise Unit Plan retaining elements that demonstrate alignment with College and District Strategic Initiatives and Annual Goals, and ensure integrated planning (budget, assessment, isit, facilities) with the use of appropriate data to support planning and decision-making.	NSG
BC has pretty much adopted the corporate model when it comes to running things, and I know there's no going back. But this trend to micromanaging the specific expected outcomes of	

	classes really does little to improve educational outcomes.	
<u>Communication</u>	Improving communication will improve all.	
	Take the money saved in staff and facility use and consider re-opening a common lunch area for staff, faculty, and administrators where all could communicate, catch up, and brainstorm.	
	Not sure why the links are not there already, so I can't really say. Is it a matter of poor communication? People just aren't interested?	
	Communicate and pay real attention to the work of committees rather than having their sole purpose be to meet an accreditation requirement.	
	Improve interdepartmental communication	
	Develop method of sharing College Council minutes with faculty and staff on regular basis	
	Be open to new and innovative ideas that are offered that can reduce time spent instead of relying on tried and true.	
<u>Incentive</u>	Encourage faculty to create new courses, provide incentive for innovation	
	Pay people enough to make it worthwhile to sit on these committees--including part-timers!	
	No opinion	NSG
	NA	NSG
	Not sure	NSG

## OTHER COMMENTS

**As comprehensive as the strategic initiatives try to be, they do not cover all issues and activities present on campus. If you have any other comments to share or goals to suggest, please share them.**

<u>Morale/Culture</u>	Increase employee moral and get this college back to being a great jcommunity college it was.	
	We are an institution of higher learning--we should look and act like it.	
	Keep the lines of communication open as you are doing now. Keep it professional and never personal or in a destructive manner.	
<u>Other/Misc.</u>	We need to do a better public relation job with the high school students. We are often called "High School on the Hill" and they need to know more about the tranfer level offerings and the low cost to the students. The math department is already visiting a few high schools every year, but we need to do more of this.	
	Research the viability of providing ATM interfaces for all daily monetary interactions on campus.	
	BC should get the main campus taken care of before considering construction of any additional satellite campuses or expanding existing satellite campuses.	
	1) Improve institutional memory and continuity by reducing a) turnover and b) repetitive studies, plans, etc. that are never implemented. By the time the project(s) become(s) a priority the groundwork must be started all over again and those who remember why the conclusions or plans were reached are gone. This could be included in Fiscal responsibility, Linkages, or Oversight and Accountability. The loss of positions a) in the layoffs of 2003 and b) that have been vacated but never filled has greatly impacted all activities and groups on this campus. We have too much work to do and not enough coverage for illness, vacation, and meetings.	
	None	
	<b>Some thoughts: The college realistically needs only about 3 or 4 goals--and they need to be manageable and do-able. Some of the goals I suggested above really could be placed under various initiatives--they are not separate and discrete activities, so perhaps the goals are set first, then connection to each initiative could be noted.</b>	
	1. How is advertising BC's classes currently viewed by the public when we are also being told to cut 10% and displaying classes as being "cancelled"? Does this affect our image publicly/internally as well as reflecting on how we exercise our fiscal responsibility? (I perceive this as setting up expectations and letting the public be disappointed.) 2. How is the lack of a printed schedule viewed	

<p>in the public eye (as well as internally)? How do we determine spending money on TV/radio type ads but not on printed schedules? Are we creating more of a divide by only reaching those potential students that have internet access versus those who do not? Combining both 1) and 2), it appears we are being reactive and not proactive. Also, it appears we are not taking the pulse of the community.</p>	
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