

Bakersfield College



Renegade 2012 Plan



Spring 2008

Renegade 2012 Plan



Focus on the Future



Bakersfield
College

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INTRODUCTION



Bakersfield College has developed and conducted a campus-wide strategic planning process. The self-study process and subsequent recommendations from the accreditation team during the Fall of 2006 site visit mandated a comprehensive strategic plan that would direct the college's strategic focus and Educational Master Plan. Subsequently, this strategic plan aligns with the four (4) strategic initiatives of the Educational Master Plan (EMP), is linked to the 2006 Kern Community College District Strategic Plan, the California Community College System Plan and directly responds to the recommendations of the 2006 Accreditation Report.

In the fall of 2007, President Bill Andrews created a Strategic Planning Committee from a diagonal slice of representatives of critical campus constituencies and commissioned them with the task of developing a truly strategic and actionable plan. The Strategic Planning Committee elected to bring in consultants, John Milburn and Patti Coffman to assist with the process. After confirming the required outcomes, the consultants commenced work with the committee in December 2007. To appeal to a broader base of faculty and staff, the committee adopted the title, *The Renegade 2012 Plan*, and formally omitted the term strategic plan when communicating with campus sectors.

The Planning Committee met weekly and maintained good communication through an effective list-serve. This method ensured that all members were able to maintain consistent communication, provide real-time feedback and input and make timely decisions. During February and March of 2008, the committee provided leadership to the 2012 Task Force who were trained to conduct and capture broad campus input using a variety of data gathering tools. In March, Strategy Development Teams identified strategies, goals and outcomes, which became the foundation for the 2012 Plan. In May, the College Council reviewed and accepted the plan. The 2012 Plan was presented to the Kern Community College District Board of Trustees in June 2008.

THE 2012 PLANNING PROCESS

Planning Components

In order to construct a meaningful and actionable 2012 Plan, the following components are required and were faithfully employed:

- 1. A defined and articulated planning process with expected outcomes**
- 2. Institutional commitment to and participation in the planning process**
- 3. Broad survey and analysis of campus-wide input**
- 4. Strategic priorities, goals and/or objectives leading to the year 2012**
- 5. Outcome measurements and indicators**
- 6. Accountability and implementation guideposts**

Goal of Strategic Planning

The broad strategic planning goal is two-fold:

- 1) To provide the College with effective and reliable institutional review and improvement
- 2) To revitalize the collective will of all campus constituencies to embrace systematic planning

Inclusive planning with informed action leads to targeted change and self-instituted accountability.

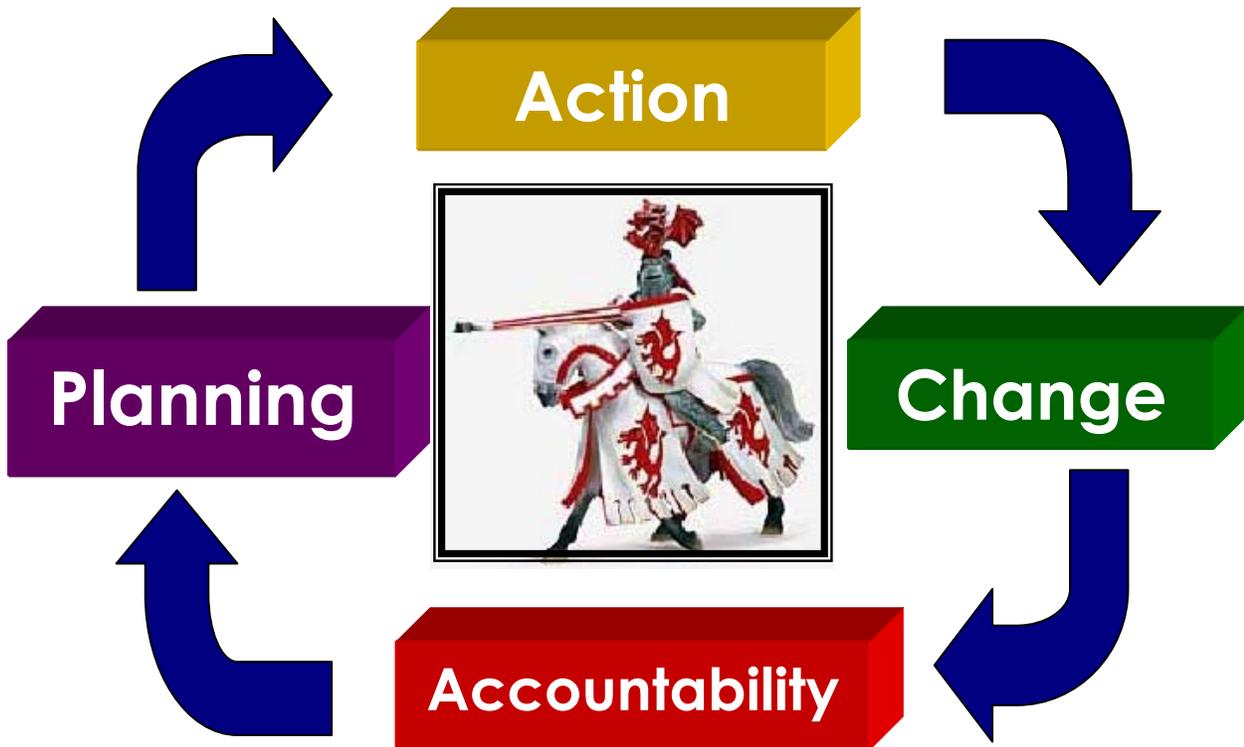


Figure 1.0 Strategic Planning Cycle

Organization Structure for Strategic Planning

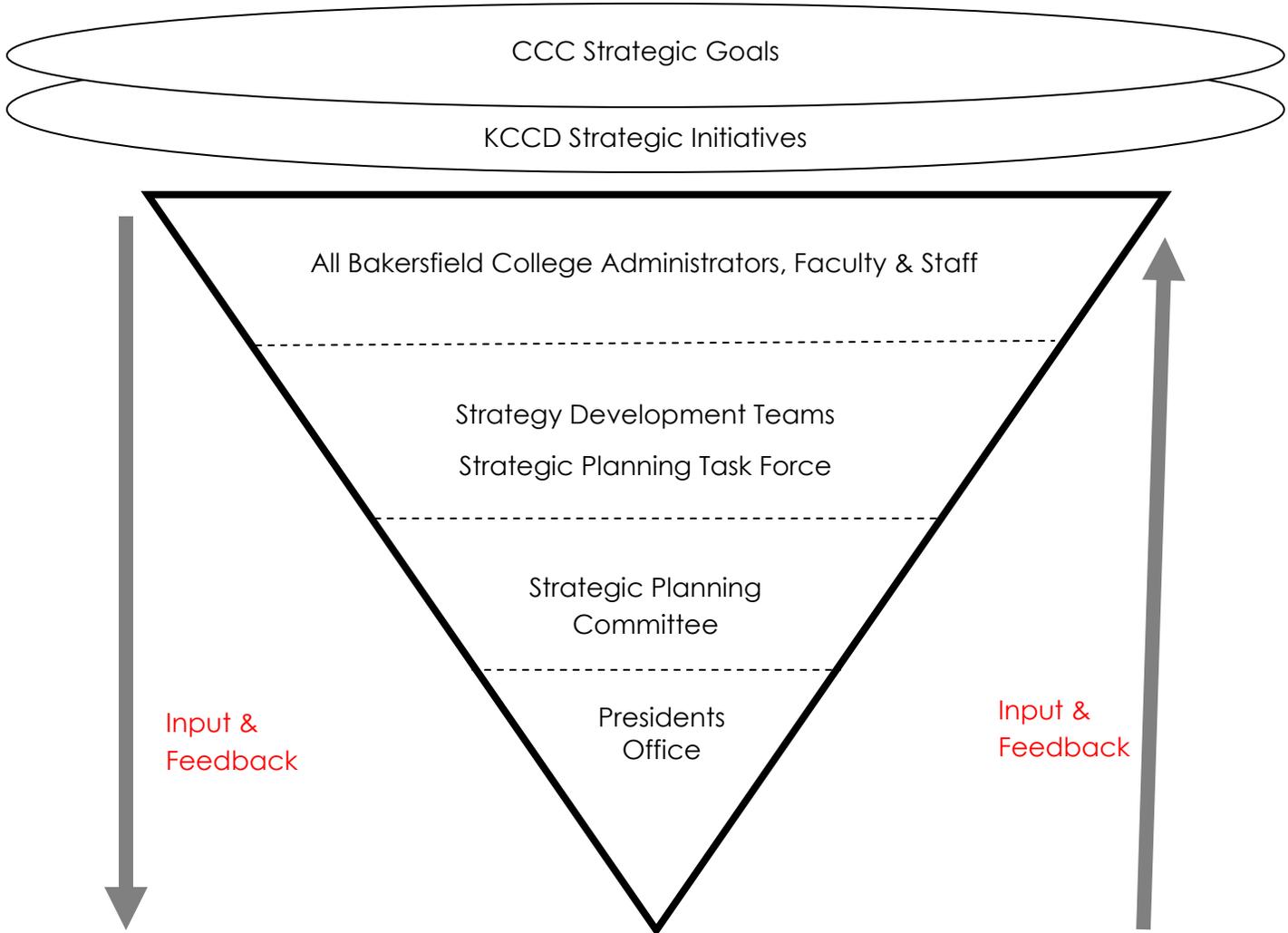


Figure 2.0 Organization Structure for Strategic Planning
Bakersfield College 2008

Strategic Planning Process

The process used in developing this plan includes a structured approach to data gathering that collects targeted information from the constituents of the entire organization.

The first phase of data collection occurred at the all-campus summit on January 18, 2008. The purpose of this event was two-fold:

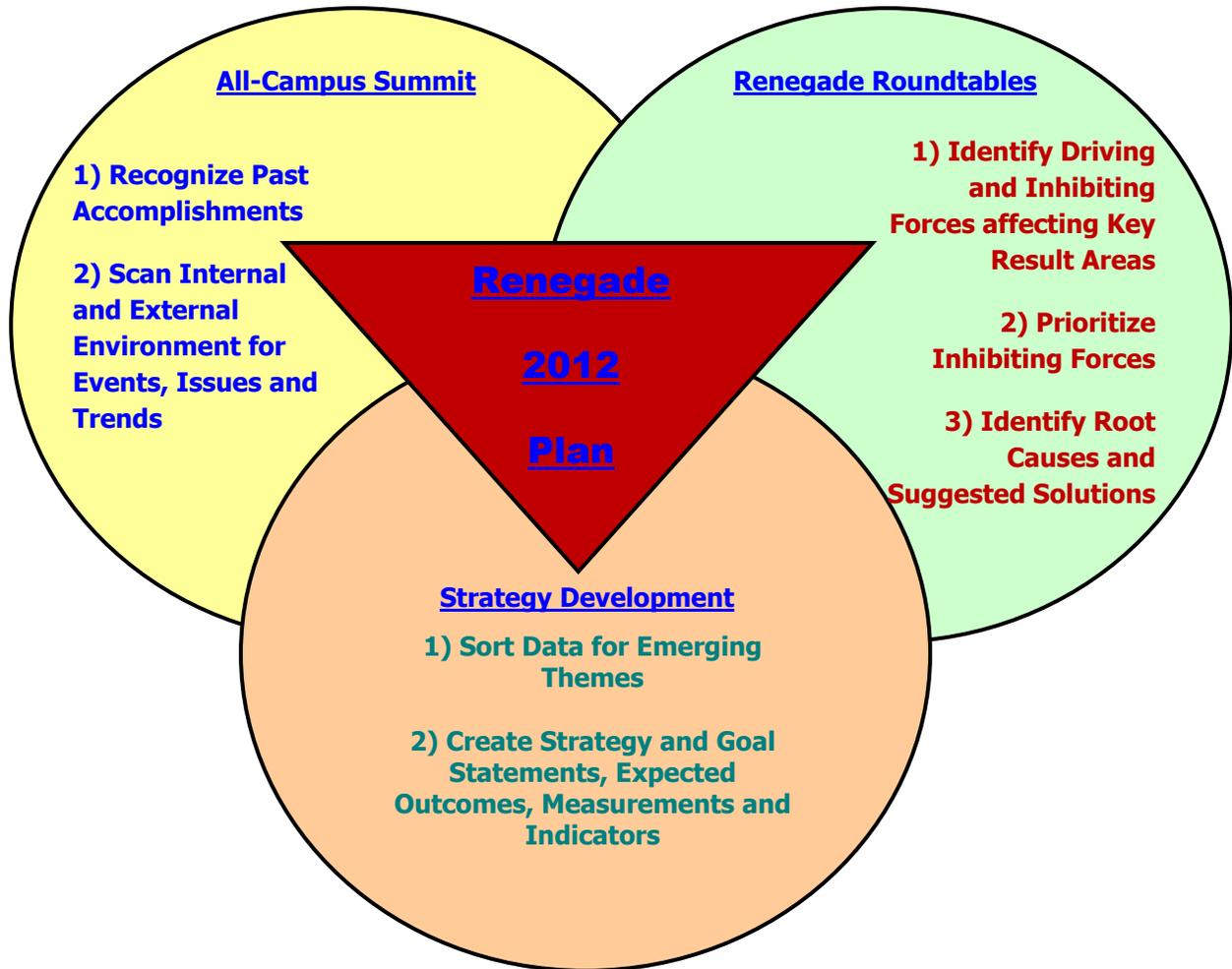
- 1) To recognize past accomplishments, celebrating what Bakersfield College has achieved since the last strategic plan in 1999 and
- 2) To scan the internal and external environment within which BC functions and operates in and to analyze that data in terms of trends that affect the college

The environmental scan produced evidence of existing events, issues and trends that the college can prepare for and informed the development of the strategies that are included herewith.

The second phase of data collection included training BC employees as task force members who facilitated and recorded Renegade Roundtable sessions. The task force members followed a structured approach to gathering and understanding data including capturing the forces that drive the organization forward toward its goals and the forces that inhibit the organization from obtaining its goals in the key result areas. Each Roundtable prioritized the inhibiting forces and chose at least one to problem-solve. The problem-solving included identifying the root cause(s) of the inhibiting force and suggestions for reducing or eliminating the inhibiting force.

The third phase of data collection and analysis was a sorting and organizing of the data under emerging themes. Strategy development teams then analyzed the sorted data and formulated a statement of intent, strategy and goal statements, and expected outcomes with key performance indicators for each theme in each key result area (See Figure 3). The result of this work is contained in this document.

Figure 3: 2012 Strategic Planning Diagram



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

People	We value our students, faculty, staff, administration 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.
Integrity	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.
Education	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.
Courage	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.
Diversity	We respect and embrace the strengthening power of diversity. We recognize and delight in the differences between people and cultures. This helps us function better in our increasingly diverse community.
Tradition	Our traditions are the precious heritage that defines who we are, where we come from, and why we should be proud.

The Philosophy of Bakersfield College

For today's student, learning is more than simply acquiring knowledge. While learning certainly involves mastery of subject matter, it also requires the application of that knowledge, the discovery and utilization of resources, and the solving of problems. Such learning may occur anywhere in the college environment and is not restricted to interactions between students and instructors in a classroom. Instead, the entire campus works together to support student growth and development for lifelong learning.

Effective student learning, in fact, becomes essential to the social and economic development of multicultural California. Consequently, policy directions for Bakersfield College are based on providing, monitoring and improving student learning through appropriate assessment measures. Outcomes assessment is the process that not only monitors what and how well students learn, but it also measures the effectiveness of the institution in providing effective learning opportunities.

These opportunities must include the dissemination and understanding of learning objectives and student support strategies as well as the consistent application of high academic standards.

Overall, such an on-going student outcomes assessment process works to improve institutional effectiveness. This process uses multiple measures of valid, reliable, and relevant assessment procedures, both quantitative and qualitative, to monitor and improve courses, services, and programs. The data collected over time will provide information for curriculum reform, broad-based planning, resource allocation, organizational leadership, institutional governance, and staff and student development. This information is used to improve instruction, student and community services, and to certify academic excellence for the college clientele and constituencies.

In addition to meeting state and accreditation requirements, this ongoing assessment process will provide the campus the following opportunities:

- campus-wide collegiality
- recruitment and outreach strategies
- links to community learning and economic development
- on-going staff development projects
- learning communities and interdisciplinary collaboration

Individual personnel evaluation is addressed in the Kern Community College Board Policy and Procedures Manual and CCA Contract and is separate from this student outcomes assessment process.

Planning Component #1

A defined and articulated planning process with expected outcomes

The 2012 Planning Process

Required outcomes:

- All members of the campus community have an opportunity to provide input to the strategic plan
- A "new" title or label for the strategic plan and process
- A historical analysis of Bakersfield College that surfaces key results/accomplishments, significant initiatives and projects from 2003 to the present
- A comprehensive review/assessment of the 1999 Strategic Plan
- Economic, political, technological and cultural events, issues and trends affecting the college and its' mission are identified and discussed as well as fiscal constraints
- The vision and mission statements and values are reviewed, modified or renewed
- The 2007-2008 Annual Goals are reviewed, confirmed or modified to align with a strategic plan that encompasses a pre-determined period (one year – five years)
- Overarching measurable actions, timelines and progress indicators are developed
- The completed plan is distributed for review by various constituent groups with responses due to College Council
- The College Council reviews and approves the completed plan
- The plan is attractively bound in a user-friendly and meaningful manner and distributed to campus sectors
- This strategic planning process breaks a previously held apathetic bias and solicits a more energetic, focused and heart-felt response from the greater campus communities
- The Strategic Plan successfully links with state and District planning initiatives

Planning Component #2

Institutional commitment to and participation in the planning process

Renegade 2012 Planning Committee

Planning Committee Member	Title
William Andrews, Ed.D.	President, Bakersfield College
Ann Morgan, Ed.D.	Director, Institutional Research and Planning, Bakersfield College
John Gerhold, Ph.D.	President, Academic Senate, Bakersfield College
Rachel Vickrey	Institutional Effectiveness Committee, Bakersfield College
John Griffith	Director, Business Services Bakersfield College
Jennifer Marden	President, CSEA Chapter, Bakersfield College
Diana Kelly	Counselor, Bakersfield College
John Milburn	Consultant
Patti Coffman	Consultant

Renegade 2012 Task Force Members

2012 Task Force Member	Title
Tom Greenwood	Mathematics, Faculty
Judy Ahl	Information Services, IS Coordinator
Sonia Jeffrey	Outreach Programs, Program Manager
Tom Moran	American Sign Language, Faculty
Don Scrivner	Biological Sciences, Faculty
Tarina Blair	Facilities Scheduling
Carla Reyes	Student Activities, Department Assistant
Nick Strobel	Physical Science, Faculty/Planetarium
Terri Guerra	DSP&S, Alternative Media Specialist
Kathy Rosellini	Counseling, Counselor
Sean Caras	Industrial Technology, Faculty
Camilla Anderson	Humanities, Department Assistant
Kathy Hairfield	Radiologic Technology, Faculty
Tina Cummings	Health & Physical Education, Aquatics Director
Angela Guadian-Mendez	Student Services, Interim Dean of Students
Bonnie Suderman	Dean, Learning Resources & Information Technology
David Koeth	Photography, Faculty

Renegade 2012 Strategy Development Teams

Team/Host	Member
Student Excellence	Diana Kelly (Host), Primavera Arvizu, Terri Guerra, Patti Ross, John "Skip" Hill, Rachel Vickrey, and Mary Jo Anhalt
Communication	John Gerhold (Host), Sonia Jeffrey, Thomas Moran, Michael McNellis, and Ann Morgan
Oversight & Accountability	Dan O'Connor (Host), Bill Andrews, Patti Ross, Ed Knudson and Ann Morgan
Fiscal Responsibility	Dan O'Connor (Host), Bill Andrews, Patti Ross, Ed Knudson and Ann Morgan
Facilities	John Griffith (Host), Camilla Anderson and Judy Ahl, Sonia Jeffrey
Image	Amber Chiang (Host), David Barnett, David Koeth, Debby Moberg, and Mike Stepanovich
Linkages	Rachel Vickrey (Host), Patti Ross, Ann Morgan

2012 Planning Participation

Renegade Summit Attendance.....	150
Number of Round Table Sessions.....	13
Total Number of Roundtable Participants.....	182
Total Number of Survey Respondents.....	169
Total Participation in Planning Process.....	501

Planning Component #3

Broad survey and analysis of campus-wide input

Between January 1, 2008 and April 30, 2008 the 2012 Planning Committee initiated and provided oversight to the following campus-wide data gathering activities.

Renegade 2012 Summit	1/18/2008
Accomplishments	
Environmental Scanning	
Renegade 2012 Roundtable Sessions (13)	2/01/2008-3/01/2008
Driving and Inhibiting Forces	
Causes and Suggestion	
Electronic Survey	3/15/2008-4/15/2008
Clarifying Consensus	
2012 Strategy Development Teams (7)	3/10/2008-4/30/2008
Strategic Intentions	
Strategies	
Goals	
Expected Outcomes	
Indicators and Measurements	
College Council Draft Plan Review	3/28/2008
Suggestions	
Requirements	
Plan Acceptance	5/1/2008—6/12/08
College Council	
Board of Trustees, Kern Community College District	

Planning Component #s 4, 5

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 and Goals

A. Devise strategies to inform and educate students about the expectations of a student in a college setting.

A1. Improve practices and increase frequency of events for new students at Bakersfield College

A1.1. Conduct easily accessible and widely communicated general orientations.

A1.2. Conduct regularly scheduled easily accessible and widely communicated area content-specific (major/department) orientations.

A2. Provide workshops at high schools and on BC campuses to prepare new students to meet with counselors and register for classes.

A2.1. Provide regularly scheduled workshops at high schools and on BC campuses for new students.

A2.2. Encourage students to prepare worksheet to bring into counseling meetings for more effective use of time.

B. Inform students about proven strategies to overcome barriers to success.

B1. Increase our understanding and knowledge of student barriers to success, directly from the students, and develop solutions to meet those needs.

B1.1 Develop an on-going system for gathering information from students regarding barriers to success.

B1.2 Collaboratively develop solutions to meet student needs.

B2. At 60% mark of the semester, create focus groups of students to survey current barriers and how they overcame them.

B3. Have successful students share their strategies in classrooms within first two weeks of the next semester.

B4. Student success classes create projects similar to student ambassadors program.

C. Improve the morale of and quality of work/study environment for all students and employees on campus.

C1. Develop regular and on-going system of recognition for excellence.

C2. Establish open forum for development of solutions and strengthen interdepartmental communications.

D. Expand and enhance classroom and service strategies, activities, and approaches to improve student retention and success.

D1. Develop and implement FoE and SSI CLIPs projects and pilot activities.

D2. Provide professional development opportunities for faculty and staff to generate collegial exchange and classroom/service innovation.

D2.1. Provide training, collegial exchange, and innovation to enhance student learning across campus.

E. Provide opportunities for dialogue and advocacy for all student excellence related activities among all constituent groups.

E1. Form a senate committee for faculty, staff, administrators and students to coordinate and develop efforts.

E2. Prevent overlapping and repetitious efforts.

E3. Publicize efforts and outcomes.

F. Increase our understanding and knowledge of student barriers to success directly from the students and develop solutions to meet those needs.

F1. Develop a system of gathering information from students regarding barriers to success.

F2. Collaboratively develop solutions to meet understood needs.

Outcomes and Key Performance Indicators (KPI)

Outcome: All campus constituencies understand potential and existing barriers to student success and have a role in reducing or removing those barriers.

KPI: When surveyed, the majority of staff from all constituencies are able to identify common barriers to student success.

KPI: Appropriate college entities regularly monitor and disseminate student success indicators such as graduation rates, probations, certifications to assess student success.

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.

KPI: When formally or informally queried, most students are able to identify at least one proven strategy that improves/enhances academic success.

Outcome: Satisfied employees serve students more effectively, leading to enhanced probability of student success.

KPI: An Employee Satisfaction Survey administered annually shows improving job satisfaction among all employees.

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

- Communication is the life-blood of the institution
- 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 and Goals

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.

A1. Clarify appropriate lines of communication according to the nature of issues that need to be communicated.

A1.1. Develop list of issue types, constituents, and modality for information dissemination.

A1.2. Establish students, staff, faculty, and administrators as core constituencies whose representatives ensure appropriate communication dissemination.

B. Provide effective campus navigational tools.

B1. The Bakersfield College campus and parking lots provide easily visible signage with regular maintenance.

C. Ensure that employees have necessary skills and information to channel incoming and disseminate outgoing information.

C1. Provide staff development with clear protocol for channeling incoming and outgoing communications.

C2. Develop a Master Calendar of events.

C3. Develop key information guides, organizational chart, student resources and common phone numbers.

D. Address our culture of communication to ensure openness, honesty, fairness, and transparency in order to cultivate trust and mutual respect.

D1. Ensure perceived miscommunication, rumors, and conflicts over the impact of decisions are not allowed to fester and damage trust.

D1.1. Establish a recognized forum consisting of leaders representing college administration, Academic Senate, CSEA, CCA, and, if warranted by the nature of the issue, SGA for airing and working through perceived miscommunication, rumors, and trust-damaging.

D2. Create and implement a staff development plan aimed at improving all employees' ability to access and disseminate information through effective use of public folders.

D2.1. Train and/or re-train all employees on effective use of public folders.

D2.2. Train and/or retrain all employees on effective use of BC website.

D2.3. Train and/or retrain all employees on effective use of email.

Outcomes and Key Performance Indicators (KPI)

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

KPI: Appropriate governance bodies develop and disseminate an approved list of issues types and modality for information dissemination.

KPI: Appropriate governance bodies develop and disseminate a Master Calendar, Key Information Guides, Organizational Charts, resources and common phone numbers for all staff.

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

KPI: In an annual survey, the majority of all students and staff state BC has easily visible and understandable signage.

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

KPI: Appropriate governance bodies develop and oversee the delivery of training on use of public folders, website and email.

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

KPI: In a regularly scheduled survey, the majority of staff and students state they know of and are able to use effective methods of communication.

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

KPI: Appropriate governance bodies develop and oversee a regularly scheduled and recognized forum for airing and working through perceived miscommunication.

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 through out 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 and Goals

A. Develop and maintain a positive relationship between the District and College.

A1. In conjunction with District-Wide leaders, complete an organizational map that clearly delineates the roles and responsibilities between the entities.

A1.1. Educate, inform, and hold accountable the lines of authority and communication between the District and College.

A1.2. Clarify responsibilities for institutional functions, e.g., instructional programs and accreditation.

A1.3. Identify an evaluation process that will provide for ongoing improvement.

A2. Working with District-Wide personnel, develop a written code of ethics for all employees.

B. Improve relationships between Campus constituencies by clarifying levels of accountability and responsibility for the good of the College.

B1. Administration upholds and values transparent and open communication across Campus constituencies resulting in constructive outcomes.

B2. Nurture and strengthen the roles of the Academic Senate, Staff Development Coordinating Council and Administration to promote mutual trust and respect.

B3. Develop mutual respect among employees, with each person treated as a colleague critical to the success of the joint enterprise.

B4. Develop transformational leadership in which leaders lead by example and empowerment.

B4. Develop a culture of accountability, responsibility, and civility.

C. Align the 2012 Plan with the District's strategic initiatives and the Educational Master Plan. All planning reflects fiscal responsibility to ensure institutional survival.

C1. Define and communicate the core business of Bakersfield College; make resources transparent with disclosure to all constituents on matters of resource availability.

C2. Engage and include the campus in decision-making to promote productivity and efficiency.

C3. Develop and implement a Five-year Enrollment Management Plan.

D. Strengthen community and business sector connections to achieve shared goals.

D1. Regularly seek and consider comprehensive community and business sector input.

D2. Incorporate community and workforce needs with available resources for instructional, budgetary, and facilities planning.

E. Ensure that all departments and employees are informed regarding legal and regulatory mandates.

E1. Develop and disseminate a comprehensive matrix listing all legal and regulatory mandates.

Outcomes and Key Performance Indicators

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.

KPI: Appropriate governance bodies work with KCCD leadership to develop a collaborative organizational map.

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

KPI: Appropriate governance bodies oversee the development and dissemination of a Written Code of Ethics.

KPI: Appropriate governance bodies oversee the successfully development and implementation of a Five-year Enrollment Management Plan.

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

KPI: Through regular formal and informal inquiry, the majority of respondents state that morale is improving.

KPI: Appropriate governance bodies collaborate and work in partnership with the District Office to offer Leadership Training and developmental programs.

KPI: The District Office and Bakersfield College jointly develop an evaluation mechanism to include elements of effective leadership.

KPI: Appropriate governance bodies implement District and Bakersfield College Values as a behavioral benchmark for performance reviews.

Outcome: Bakersfield College is in compliance with all legal mandates and regulatory requirements.

KPI: Through formal and informal inquiry, appropriate staff and departments successfully comply with all legal mandates and regulatory requirements.

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 through out 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 that 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 and Goals

A. Ensure fiscal responsibility through optimal revenue-producing course scheduling, and increasing grants and collaborations.

A1. Increase funded enrollment/FTES by developing a scheduling system that maximizes core course offerings within multi-year scheduling process.

A2. Maximize campus opportunities for group training in assessment, staff development, Foundations of Excellence, and Student Success Initiative projects.

A3. Research, assess and implement alternative funding sources.

A3.1. Hire a grant writer to research and write applications for alternative funding sources.

A4. Support legislative changes to specific regulations that prevent designation of counselors and librarians as faculty.

B. Ensure appropriate management of funds to support the College's mission.

B1. Work with District leadership to complete the development, implementation, and assessment of the budget allocation model.

B2. Create College goals and budget appropriations from all unit plans, which include budget and facilities needs, to link planning and budget allocation.

B3. Develop flow charts to explain allocation of all College funds.

B4. Develop a system to provide information on programs, finances, and these processes on a continuous basis to planning participants.

B5. Clarify the roles of governance entities and and/or other local budget vetting processes.

Outcomes and Key Performance Indicators (KPI)

Outcome: Increased funded enrollments/FTES.

KPI: Appropriate governance bodies oversee the development of a scheduling system that maximizes course offerings within multi-year scheduling processes.

Outcome: Increased collaboration and commitment to ensure fiscal responsibility.

KPI: Appropriate governance bodies oversee the development and delivery of regularly scheduled group training opportunities in assessment, staff development, Foundations of Excellence, and Student Success Initiative projects.

Outcome: All personnel involved with budgetary decisions and assessment will be able to use the budget allocation model.

KPI: Through formal and informal training, query and observation, responsible administrative entities determine that all personnel with budgetary responsibilities are able to use the budget allocation model effectively.

Outcome: A clear link between budget proposals and college priorities is in the Educational Master Plan.

KPI: When surveyed or queried, all staff with budgetary responsibilities can trace/communicate the link between budget proposals and college priorities 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 and Goals

A. Unite the staff and students in an effort to improve and enhance the campus facilities and environment.

A1. Involve CSEA & SGA with collecting recyclable items to raise money for the particular club of the month.

A2. Expand work release program to include washing down buildings, trash issues, etc.

A3. Create regular campus-wide campaigns such as "Give a Hoot, Don't Pollute."

A4. Assess campus environment and facilities consistently to identify areas of need.

B. Establish a first point of contact and explanation of facilities' scheduling procedure.

B1. Provide communication to all campus constituencies through recurring emails at beginning of each semester to remind who and how to schedule facilities.

B2. Provide regular updates to campus communities from Facilities Planning Subcommittee.

C. Develop a Preventative Master Plan for campus-wide pest control.

C1. Secure Campus-wide pest control service (bid).

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 and Key Performance Indicators (KPI)

Outcome: Staff and students work collaboratively to make positive improvements to campus facilities.

KPI: At least one campus-wide campaign per year produces positive results to campus facilities.

Outcome: Campus and District facilities usage coordinates in an effective, consistent, and efficient manner.

KPI: All campus communities are informed on how to schedule campus and District facilities.

Outcome: Bakersfield College strives to become "pest-free."

KPI: Bakersfield College successfully awards a bid for regular pest-control services.

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 students academic experience

Strategic Initiative

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

Strategies and Goals

A. Improve campus communication and information on marketing and outreach efforts.

- A1. Survey students and develop focus groups to gauge informational success.
- A2. Make campus outreach and marketing events visible to internal constituents. One solution is to create a blog to answer questions and provide updates.
- A3. Alert the campus routinely on the success of outreach and marketing efforts.
- A4. Update and maintain the campus Intranet for communication of information to internal constituencies.

B. Develop streamlined and simplified online systems for students.

B1. Look to a new solution for the registration system that is simplified and operates more like a shopping cart – an interface more familiar for students.

C. Coordinate marketing efforts through a jointly developed marketing plan.

C1. College works to develop a more inclusive marketing plan that incorporates more constituent groups and addresses internal communication needs.

C1.1. College holds open meetings to solicit input.

C1.2 The Marketing plan is widely disseminated so all constituent groups understand the importance and relevance.

C1.2 The Marketing plan is updated yearly and redeployed.

D. Enhance image and relevance of college via an improved and expanded catalog of “real” student photography.

D1. Mobilize the talented photographers at Bakersfield College to photograph campus life and provide the images to the Department of Marketing and Public Relations for archival and storage.

D1.1. Create a 24-hour photography event where all areas of the campus are open.

D1.2. Purchase a high quality digital camera for use by staff to take photos.

D2. Hire a professional photographer for one year to come to campus in each of the four seasons to photograph campus life. Once photo archive has been created, hire the photographer to periodically update the archive as needed.

E. Examine the branding of Bakersfield College.

E1. Conduct focus groups and polling to determine first what the public's image is of Bakersfield College, where does the current branding fail/miss the mark, and suggestions on how it can be fixed.

E2. Recruit a team of professionals to develop and deploy a new college identity system.

E3. Develop an identity manual for effective use of the new identity.

E4. Develop formats for print materials, letterhead, business cards, etc.

E5. Apply the identity/branding to the campus website (as appropriate), way-finding/signage, vehicles and uniforms.

F. Develop wayfinding and signage system for the campus.

- F1. Deploy current and accurately-oriented "You are Here" wayfinding maps on campus.
- F2. Increase and correct building signage.
- F3. Decrease frequency of building renaming.

G. Identify and energize alumni to support Bakersfield College.

- G1. Work to establish an extensive list of alumni.
- G2. Communicate and call on alumni routinely.
- G3. Redefine the criteria of "alumni" to be more inclusive.
- G4. College Foundation leads the way to more interaction with alumni, with new efforts.

Outcomes and Key Performance Indicators (KPI)

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.

KPI: In regularly schedules internal and external surveys, appropriate campus administrators determine the effectiveness of marketing and outreach activities

KPI: Responsible governance bodies identify a defined set of guidelines for the effective use of the college identity and branding.

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

KPI: When queried the majority of students state on-line registration is easy.

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

KPI: Appropriate governance bodies assess and approve acquisition of necessary marketing graphics and outreach resources and equipment.

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

KPI: Appropriate governance bodies identify and oversee community and alumni resources as marketing and outreach strategy.

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 and Goals

A. Improve awareness of multilevel strategic and program initiatives and their interrelationships

A1. Create and disseminate matrix linking strategic and program initiatives that include alignment between CCC, KCCCD, Renegade 2012 Plan, BC Annual College Goals, and major program initiatives.

A2. President and College Council will initiate updates annually.

B. Evaluate College Council's membership requirement and clarify its role in making recommendations to the President.

B1. Academic Senate oversees evaluation of College Council.

B2. Create a formal document that includes purpose, by-laws, membership and function in relation to other participatory governance bodies.

C. Include programmatic and curricular changes in Unit Plan and Program Review documents to establish need for remodeling buildings.

C1. Institutional Research and Planning Office develops linkages between Unit Plan and Program Review and provides training to the Institutional Effective Committee and Program Review participants.

C2. Institutional Research and Planning Office works with Facilities Committee to develop training on how to update Unit Plans with appropriate documentation of remodeling needs based on changes in curriculum and instructional programs.

D. Improve awareness of how planning documents guide budget decisions.

D1. Clarify existing links between program reviews, unit plans, budget development and enrollment management.

D2. Make appropriate documents available to the college community.

D3. Provide training to appropriate staff on how to effectively incorporate trend data into planning documents.

Outcomes and Key Performance Indicators (KPI)

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.

KPI: Designated college entities annually update and disseminate a matrix that aligns linkages.

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.

KPI: Designated college entities create and disseminate to campus community a formal document that includes by-law, membership and function in relation to other participatory governance bodies.

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

KPI: Regular formal and informal query determines participating college personnel are clear on alignment between elements common to the Unit Plan and Program Review.

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

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

Outcome: Planning and planning documents demonstrate effectively used trend data/

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

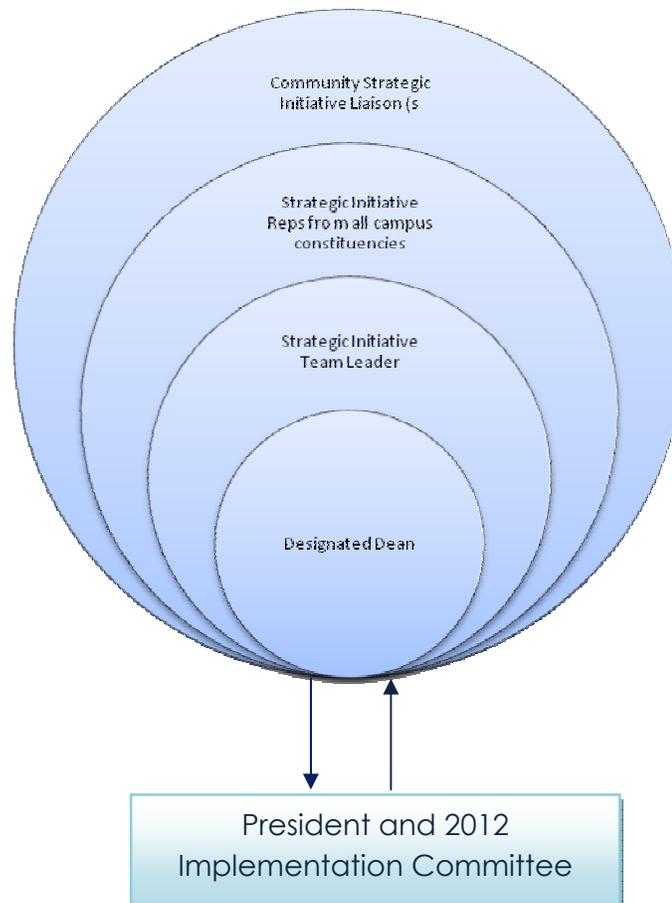
Planning Component # 6:

2012 Plan Implementation Phase

Suggested Implementation Activities

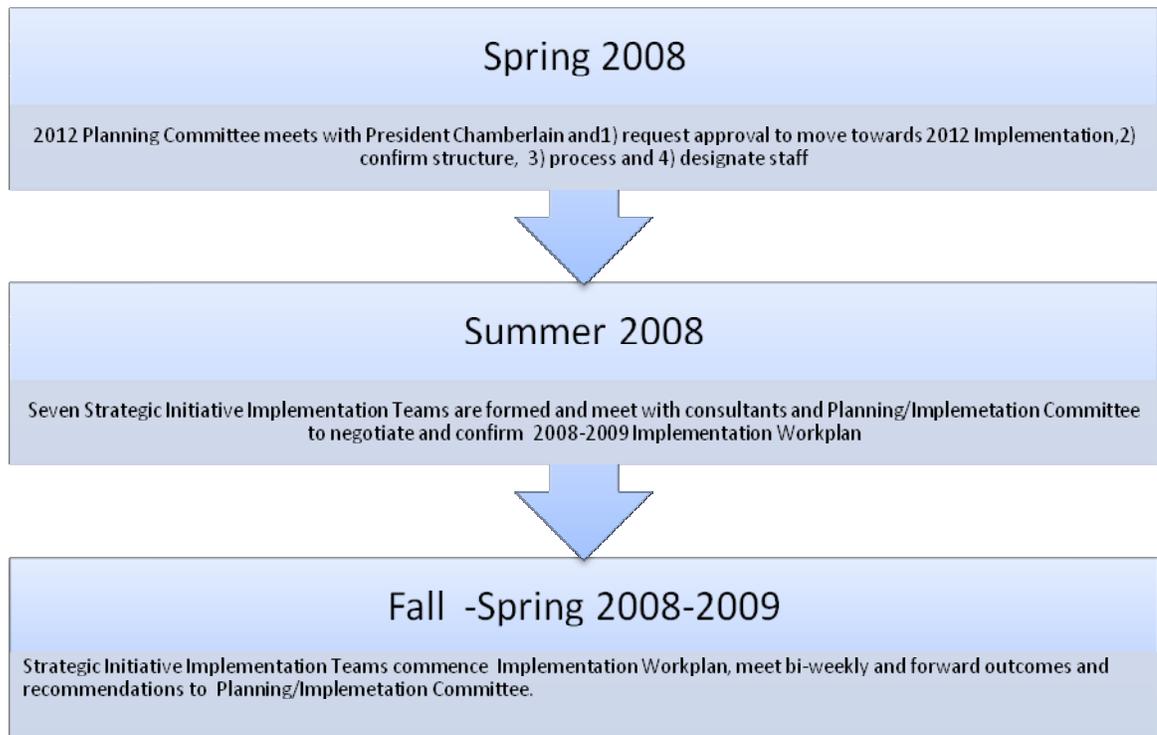
- 1) Consultants and Planning Committee request a formal meeting with new president, Dr. Greg Chamberlain, to review plan and request approval to move towards 2012 Plan Implementation.
- 2) Assuming approval, negotiate with President Chamberlain the 2012 Plan organizational structure, (See consultant recommendation fig.1) and implementation timeline. (see consultant recommendation fig.2)
- 3) Confirm Implementation Team responsibilities and outcomes.

Fig.1: Strategic Initiative Implementation Team Structure
Optimal team size: 8 - 15



Suggested Implementation Timeline and Activities

Fig.2: Implementation Timeline



Responsibilities and Outcomes

2012 Implementation Committee

- Provide oversight and assistance to Strategic Initiative Teams
- Coordinate and conduct quarterly Strategic Initiative Team meetings/events
- Publish/communicate outcomes/completions through regular communication channels (Web, Intranet, BC-All, Renegade Rip, etc.)
- Authorize resources for Strategic Implementation Teams as needed

Strategic Initiative Teams (7)

- Meet bi-weekly
- Produce a Priority Implementation Schedule and Work plan
- Submit monthly updates to 2012 Implementation Committee
- Prepare and participate in quarterly update presentations to appropriate college venues
- Celebrate Initiative milestones and completions

Documentation

This document and the ones listed below are available at the Office of Institutional Research and Planning at Bakersfield College.

Links are also available online at www.bakersfieldcollege.edu/2012

- Renegade 2012 Plan
 - [Renegade 2012 Plan](#)
 - [Renegade 2012 Plan Summary](#)
- All-Campus Summit
 - [Acknowledgement of Past Accomplishments](#)
 - [Environmental Scan Data](#)
- Renegade Roundtables
 - [Renegade Roundtable Data](#)
 - [Electronic Survey Results](#)
- Strategy Development Teams
 - [Strategy Development Team Worksheets](#)

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