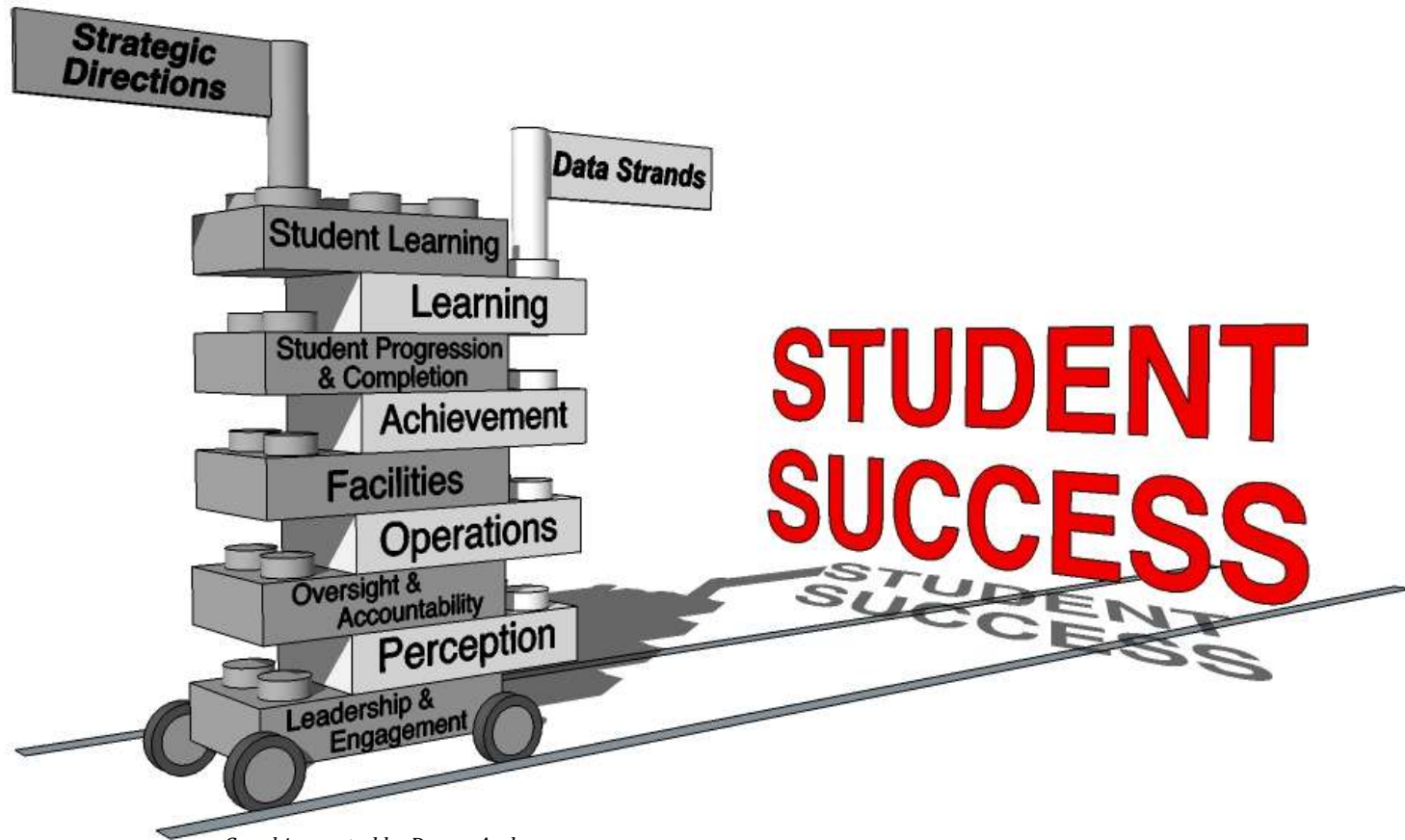


# 2015-2018 Strategic Directions for Bakersfield College



Graphic created by Duane Anderson

## ***Strategic Directions Core Team***

*Kate Pluta, Academic Affairs*

*Liz Rozell, Academic Affairs*

*Grace Commiso, Student Affairs*

*Todd Coston, Information Technology*

*Craig Rouse, Finance & Administrative Services*

*Somaly Boles, Support Team*

***August 12, 2015***

## President's Message:



A highlight of my recent trip to Rome was gazing in stunned awe at Michelangelo's unparalleled Sistine Chapel ceiling. Studying one of the planet's seminal works of art up-close, I was struck by the tremendous vision and extreme attention to detail required to undertake a project of that magnitude.

Great works demand the coming together of great vision, great attention to detail and careful planning.

While I'd never presume to put the work of BC's best alongside Michelangelo, Bakersfield College's 2015-2018 Strategic Directions is the result of full engagement of the campus with an ambitious vision and meticulous evaluation and planning by the dream team that undertook this work.

Since 2013, BC carefully examined every facet of this institution. We've spent countless hours evaluating curriculum, communication, operations and finances. We've defined what's working, what isn't, what needs to be prioritized and, perhaps most importantly, who's ultimately responsible for making these priorities an achievable reality.

Obviously, charting BC's course ahead is no simple task. But these guidelines serve an overriding core vision: massing campus resources behind student learning, honing communication skills with an eye toward crafting the most prepared thinkers and learners of the future.

Great works also demand another, equally critical component. They all feature a command of the crucial detail work needed to make an individual piece fit within the greater whole.

That's where the talent and expertise of our BC faculty, staff and administrators come into play. These Strategic Directions combine clarity with flexibility, offering department leaders the means to chart their own best practices for achieving our collective direction.

And these are directions, not goals. Goals denote an eventual ending point. Directions point the way toward ever-evolving, ever-innovating growth.

We're all instrumental in keeping Bakersfield College at the vanguard of local intellectual, cultural and economic vitality. So study up...and let's go to work.

August 12, 2015

## Strategic Directions Core Team



**Kate Pluta, Lead**  
Professor of English  
Co-Chair, Accreditation & Institutional Quality Committee (AIQ)  
Co-Chair, Program Review Committee (PRC)



**Todd Coston**  
Director, Information Services  
Co-Chair, Information Services Instructional Technology (ISIT) Committee  
Co-Chair, Professional Development Committee (PDC)



**Liz Rozell**  
Dean of Instruction, Engineering & Industrial Technology



**Grace Commiso**  
Counselor



**Craig Rouse**  
Maintenance & Operations Manager  
Co-Chair, Facilities Committee



**Somaly Boles**  
Administrative Assistant, Finance & Administrative Services

## Executive Summary

In 2011 Bakersfield College developed its *2012-2015 Strategic Plan*. Along with a small team, new college president Sonya Christian examined all major planning documents and refocused college efforts in the first *Bakersfield College Strategic Focus 2012-13* introduced Opening Day, January 11, 2013. That summer the College President convened a broader group to review and update the document. The group used the most recent Committee Reports to develop the original Strategic Initiatives, which represent the College's commitment to achieving its goals. The College President presented the *Bakersfield College Strategic Focus 2013-14* at Opening Day, August 21, 2013. The six goals (Student Success; Professional Development; Communication; Facilities, Infrastructure, and Technology; Oversight and Accountability; and Integration) became the focus for Committee and Management Action Plans.

In 2014, the President established the Strategic Directions Core Team, Task Force, and Support Team to develop two deliverables: A *Strategic Directions 2015-16—2017-18* document that that would discuss the development process; identify key challenges; and describe college goals, data strands, and initiatives; and develop and maintain a website that would include the primary document as well as all the supporting materials. The Core Team would complete the work for Academic Senate and College Council presentations and voting by April 2015.

The Core Team set up a plan to study the issues (national, state, local, district, and college) and to work with the college committee structure and college leadership to develop goals, gather feedback, and brainstorm initiatives. The Core Team led a retreat in December to develop the college goals. In early 2015, team members held focus groups with all college committees to show them the proposed goals, ask for feedback, and brainstorm initiatives to accomplish the goals. The committee also provided an online survey to solicit initiatives. In March 2015 the Core Team held a Task Force Retreat to take the input from the focus groups, finalize goals, and develop initiatives. At this stage of the process the team focused on the change from Strategic Goals to Strategic Directions. The word "directions" has multiple connotations. The team focused on two: directions in the sense of following a route and in the sense of how to put something, like an effective institution, together.

The Academic Senate formally approved the five Strategic Directions (Student Learning, Student Progression and Completion, Facilities, Oversight and Accountability, and Leadership and Engagement) and commitment statements March 25, 2015; College Council approved them April 2, 2015.

On May 1, 2015, the Core Team led the College Leadership Year-End Review & Planning Meeting to evaluate college accomplishment of the *Bakersfield College Strategic Focus 2013-14* initiatives and to present the new Strategic Directions and Initiatives. The Core Team had identified key challenges in developing and implementing initiatives to accomplish the Strategic Directions: all initiatives needed to be measurable, tied to a responsible party for reporting and closing the loop, and embedded in Committee and Management goals and work plans for the next three years. Along with the initiatives, the Strategic Directions tables included the following questions: "How will you evaluate and document the initiative's success" and "What committee or position would be responsible? (The person closing the loop and reporting out)." An annual College Leadership Year-End Review & Planning Meeting will answer the questions, discuss and grade the work done on the initiatives, and plan for the following year.

The work of the Strategic Directions Core Team, Task Force, and Support Team can be found at <https://committees.kccd.edu/committee/strategic-directions>.

# Bakersfield College

## Core Values

### Learning



We foster curiosity, inquiry, critical thinking, and creativity within a safe and rigorous academic environment so that we might be empowered to radically transform our community into one that gives voice and power to all people.

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### Integrity



We continue to develop and follow an ethical and moral consciousness which places the collective wellbeing and health above the self; this principled environment allows for open, constructive conversations and teaches us to trust each other's vision so that we will be useful and effective in providing support, resources, and encouragement.

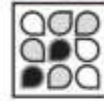
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### Wellness



We believe health and wellness to be integral and foundational elements, and we understand that a holistic education improves all aspects of the individual and the society including the mind, body, and spirit; through education, we will positively impact the health of the natural environment and the global community.

### Diversity



We insist that diversity be valued and promoted, recognizing that multiple perspectives lead to a better education and knowledge of the world; listening and witnessing different experiences helps us to understand and contextualize power and privilege related to gender, race, class, religion, disability, and sexuality in terms of access and barriers to resources and opportunities.

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### Community



We commit to the wellbeing of all members of our community; we maintain strong ties with the surrounding community, and we respond to their needs by serving as an open institution which engages all students, faculty, and staff; in our college, we have built and continue to build an environment in which all members participate as a community through democratic engagement.

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### Sustainability



We recognize our responsibility for continuing and maintaining this institution which has been shaped by over 100 years of resolute and tenacious labor and judicious foresight, so we unceasingly place our energies into imagining how we might sustain and renew our fiscal, human, and environmental resources into the future.

**Students first:** We affirm our focus on our students and their success.

**BAKERSFIELD  
COLLEGE**  
1913 – 2013

## **Bakersfield College Mission Statement**

Bakersfield College provides opportunities for students from diverse economic, cultural, and educational backgrounds to attain Associate and Baccalaureate degrees and certificates, workplace skills, and preparation for transfer. Our rigorous and supportive learning environment fosters students' abilities to think critically, communicate effectively, and demonstrate competencies and skills in order to engage productively in their communities and the world.

*Approved by Academic Senate, March 25, 2015*

*Approved by College Council, April 2, 2015*

*Approved by Board of Trustees, May 7, 2015*

## **Vision**

Building upon more than 100 years of excellence, Bakersfield College continues to contribute to the intellectual, cultural, and economic vitality of the communities it serves.

# 2015-2018 Strategic Directions for Bakersfield College

## **Student Learning**

*A commitment to provide a holistic education that develops curiosity, inquiry, and empowered learners.*

## **Student Progression and Completion**

*A commitment to eliminate barriers that cause students difficulties in completing their educational goals.*

## **Facilities**

*A commitment to improve the maintenance of and secure funding for college facilities, technology, and infrastructure for the next thirty years.*

## **Oversight and Accountability**

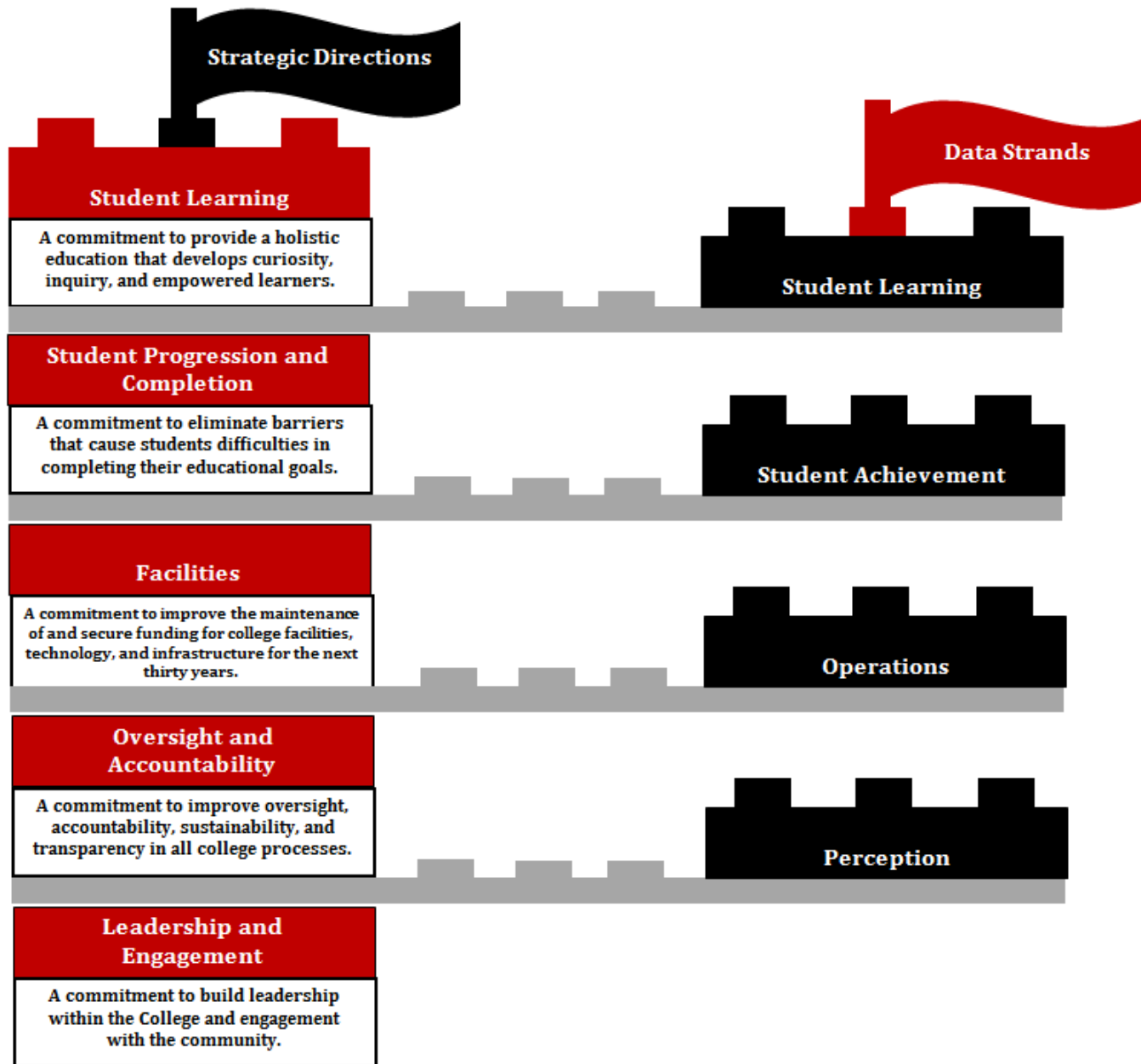
*A commitment to improve oversight, accountability, sustainability, and transparency in all college processes.*

## **Leadership and Engagement**

*A commitment to build leadership within the College and engagement with the community.*

Approved by Academic Senate, March 25, 2015  
Approved by College Council, April 2, 2015

# Institutional Strategy Map





## Road Map to Institutional Effectiveness and Student Success

The following pages include the initiatives developed for each of the 2015-2018 Strategic Directions. The intent is to complete the initiatives over the course of the three-year cycle. Each year the College will evaluate the progress it has made on each initiative.

Fall Committee Reports due in early November will focus on the status of the initiatives aligned with committee work. Using the icons below, the committees will report on their progress. Green means an initiative has been completed, green and yellow together represent work perpetually in progress, yellow indicates the work is in progress, and red shows that work has not yet begun. Initiatives with yellow or red icons will need to include action plans for completion. Committee Reports will be directed to the Accreditation and Institutional Quality Committee (AIQ) for review. Following its charge, AIQ will “review and monitor evaluation activities to ensure they result in integrated, meaningful, and sustained college improvement.” AIQ will analyze the Committee Reports, create a summary, and present the information to College Council in early December.

At the end of each academic year, committees will follow the same process, with AIQ presenting the analysis to the annual College Leadership Year-End Review & Planning Meeting.



Green means an initiative has been completed.



Green and yellow together represent work perpetually in progress.



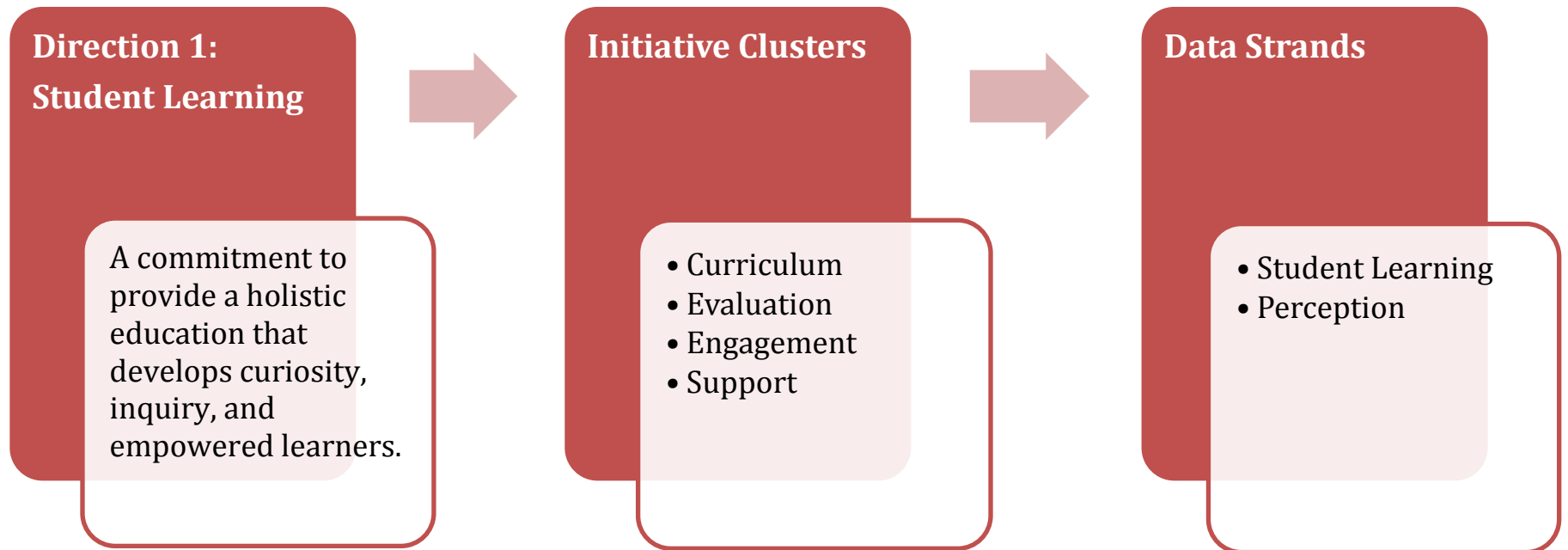
Yellow indicates the work is in progress.



Red shows that work has not yet begun.

Initiatives with yellow or red icons will need to include action plans for completion.

## Direction #1 Student Learning



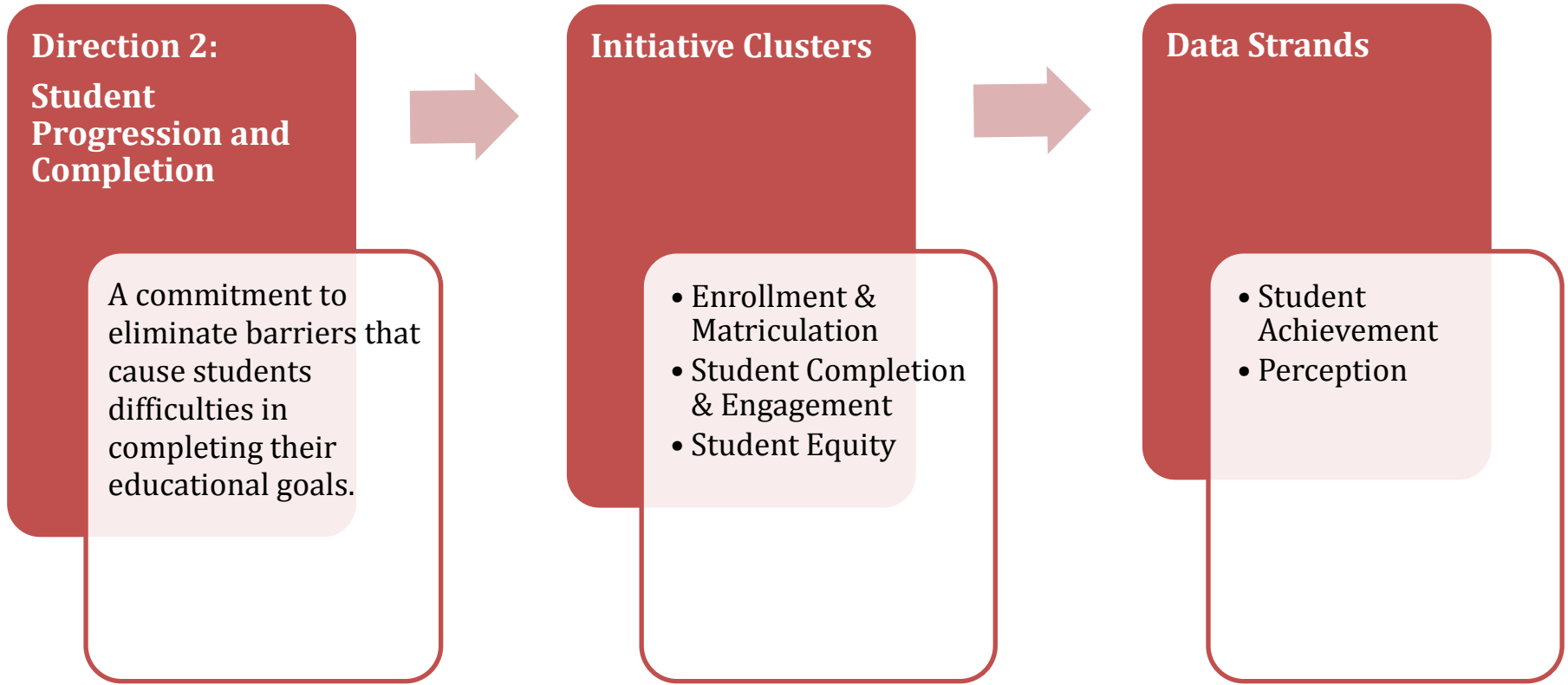
## Direction #1 Student Learning

A commitment to provide a holistic education that develops curiosity inquiry, and empowered learners.

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Academic Curriculum</b>				
1	Evaluate and update pre-collegiate curriculum.	Examine program reviews of programs that include pre-collegiate curriculum. Compare success and retention rates of pre-collegiate courses from ODS.	Academic Senate, Program Review Committee, Dean of Pre-collegiate & Student Success	
2	Implement and develop new programs, such as the Bachelor of Science degree and Pre-Law programs	Program Review.	Deans of Instruction	
3	Expand online instruction and improve online support services.	Track online enrollment and curricular offerings via course scheduling. Online student surveys. Program Reviews.	Dean of Academic Technology, Dean of Student Success	
4	Develop course objectives and SLOs for all courses.	Track in curriculum management software.	Curriculum Committee	
5	Evaluate BC General Education pattern in terms of course appropriateness to each category as well as course and overall pattern unit count.	Success can be evaluated in terms of benchmarks (i.e. completion of evaluation of various sections) or completion of evaluation of the entire BC GE pattern. Document with Curriculum committee minutes, college report on process and results.	Curriculum Committee	
6	Develop a variety of summer bridge options.	Number of summer bridge offerings, number of students, curriculum offered, and evaluation results.	Dean of Pre-collegiate & Student Success	
7	Develop and expand Career Technical Education (CTE) programs to meet community needs.	Evaluate CTE and Rural Initiatives Program Reviews. Percent increase in FTES and course offerings.	Deans of Instruction, Faculty Chair/Directors Council (FCDC)	
<b>Academic Evaluation</b>				
8	Assess and map SLOs, PLOs, AUOs and ILOs.	Monitor Annual Assessment Report and Program Reviews. <i>See Scorecard Data Strands.</i>	Assessment Committee	
9	Disaggregate and analyze learning outcomes and achievement for subpopulations of students to identify performance gaps and implement strategies to mitigate those gaps.	Analyze disaggregated data as it relates to learning outcomes to determine effect on gaps. <i>See Scorecard Data Strands.</i>	Assessment Committee, Equal Opportunity & Diversity Advisory Council (EODAC)	
10	Evaluate equity impact within programs.	Analyze disproportionate impact data. <i>See Scorecard Data Strands.</i>	EODAC, Curriculum Committee	

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Academic Evaluation cont.</b>				
11	Identify and review internal and external standards and requirements for each of the four data strands for the Renegade Scorecard: Student Learning; Student Achievement; Perception; Operational.	Standards are posted on Renegade. Scorecard web page. <i>See Scorecard Data Strands.</i>	Accreditation & Institutional Quality Committee (AIQ)	
<b>Academic Engagement</b>				
12	Enhance student participation in campus conferences, workshops and guest lecture series such as BCLEARNS, Equity Summit, Social Justice, Pre-Law, STEM Pathway Speaker Series and Achieving The Dream.	Documentation of opportunities extended to students via email, flyers, or other methods. Event registrations and attendance.	Student Government Association (SGA), Student Life Director, Marketing & Public Information Director	
13	Support departments to expand academic engagement initiatives like thematic learning communities and service learning.	Track via course scheduling and Administrative program reviews.	Deans of Instruction, FCDC	
14	Promote academic, career and Career Technical Education (CTE) pathways.	Track student participation in outreach events.	CTE Advisors, Outreach Director	
<b>Academic Support</b>				
15	Continue to institutionalize and mainstream the Making It Happen (MIH) initiative and Habits of Mind (HoM) approach to encompass all incoming students.	Track HOM and MIH faculty participation and students participating in the MIH program.	Dean of Pre-collegiate & Student Success	
16	Provide timely and individualized interventions to ensure students are aware, accountable, and supported by the most effective services available.	Reports from Early Alert.	Dean of Pre-collegiate & Student Success	
17	Develop and implement "study halls" with embedded tutoring to ensure student engagement	Annually assess amount of available study space and utilization using Facilities documentation.	Facilities Committee, Supplemental Instruction (SI) Coordinator	
18	Increase participation in academic support services, including Supplemental Instruction.	Track via participation numbers in programs that utilize SI: English compressed and accelerated courses, Science, Technology, Engineering and Mathematics (STEM); Mathematics, Engineering, Science Achievement program (MESA); Making It Happen mentoring program; Critical Academic Skills (CAS); Habits of Mind, GE programs, etc.	MESA Director, STEM Program Manager, SI Coordinator	

## Direction #2 Student Progression and Completion



## Direction #2 Student Progression and Completion

*A commitment to eliminate barriers that cause students difficulties in completing their educational goals.*

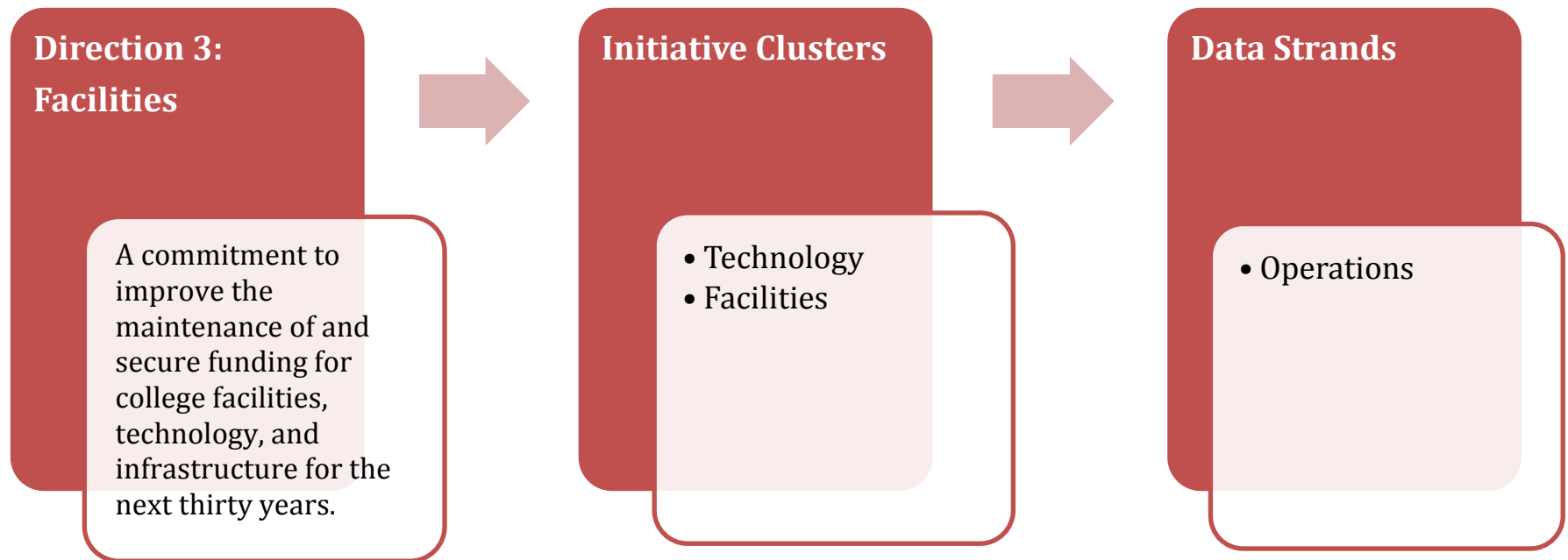
	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Enrollment &amp; Matriculation</b>				
1	Simplify matriculation process, continually improving multiple measures, to remove barriers for new students.	Number of students moving through the matriculation process. Survey newly registered students on the matriculation process. Track enrollment and completion rates for students who have been multiple measured.	Enrollment Management, Dean of Pre-collegiate & Student Success, Dean of Student Success , Outreach	
2	Examine ramifications of implementing priority registration unit restriction.	Report on the ramifications.	Director of Enrollment Services	
3	Implement requirement for Math & English in first year.	Increased successful completion of Math and English.	Dean of Pre-collegiate & Student Success, Dean of Student Success	
4	Improve student transfer rates through implementation of statewide Associate Degree for Transfer mandate.	Student completion of ADTs. Student transfer rates.	Faculty Chairs/Directors Council (FCDC), Curriculum Committee	
5	Implement Student Development courses in High School.	Document courses offered with student completion rates.	Dean of Student Success, Counseling, Enrollment Management Committee	
6	Improve enrollment management providing enough class sections for demand.	Fewer waitlisted students.	FCDC, Enrollment Management Committee, VP of Academic Affairs	
7	Improve High School Counselor Student Success Liaison training for matriculation steps: proctoring and administering placement testing and completing Abbreviated Student Educational Plans (ASEP).	Number of High School Counselor Student Success Liaisons trained: Number of proctors trained and certified and number of tests given. Number of ASEP's completed.	Counseling, Outreach Director	
8	Hold open houses each semester for High School students and their families to see BC campuses.	Provide event registration and sign in to track attendance in order to follow up on student enrollment.	VP of Student Affairs, Outreach	
9	Offer parent workshops to provide information and alleviate parental concerns for students transferring to a 4-year university.	Track the number of parents who attend; offer them brief survey on workshop.	Outreach Director, Counseling, Transfer Center	

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Student Completion &amp; Engagement</b>				
10	Enhance academic support services for online students.	Documentation on BC website of services provided for online students and improved success in online courses.	Dean of Academic Technology, Dean of Pre-collegiate & Student Success, Dean of Student Success	
11	Increase student participation in academic support services.	Track participation in Supplemental Instruction (Student Success Lab, Math Lab, Writing Center, and Tutoring Center); Science, Technology, Engineering and Mathematics (STEM); Mathematics, Engineering, Science, Achievement program (MESA); Making it Happen Faculty and Staff Advisor Program (MIHFSA) mentoring; Critical Academic Skills (CAS); Habits of Mind (HOM), Study Halls, and similar efforts.	Dean of Pre-collegiate and Student Success	
12	Develop and implement prerequisites for general education courses consistent with law and good practice.	Future assessment data once prerequisites are in place, General Education assessment report(s).	Curriculum Committee	
13	Integrate financial aid literacy into new student orientation and new student courses.	Track number of trainings and financial aid default rate.	Financial Aid, Outreach Director, Counseling, FCDC	
14	Develop First Year Experience (FYE) Renegade 101.	Documentation of Renegade 101 curriculum.	Counseling, Director of Student Equity & Inclusion; Dean of Pre-collegiate & Student Success	
15	Promote academic, career and Career Technical Education (CTE) pathways.	Promotion literature and increased enrollment in CTE pathways.	Deans of Career and Technical Education areas, Outreach Director	
16	Develop, implement, review and update comprehensive plans to better coordinate in-reach, outreach, and recruitment activities.	Documentation of comprehensive plans.	Outreach Director, Director of Student Equity & Inclusion	
17	Provide early support services and interventions to ensure students are aware, accountable, and supported by the most effective services available.	Early Alert List, Attendance at Supplemental Instruction; Math Lab, Writing Center, Making it Happen Faculty and Staff Advisor Program (MIHFSA), and Student Success lab.	Students of Concern Committee, Counseling	
18	Evaluate and expand accelerated and compressed curriculum.	Number of accelerated and compressed curriculum across general education disciplines.	FCDC, Dean of Pre-collegiate & Student Success	

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Student Completion &amp; Engagement cont.</b>				
19	Continue to improve Habits of Mind (HOM) and Making it Happen Faculty and Staff Advisor Program (MIHFSA).	Data on improved student effort, student faculty interaction, and student persistence.	Dean of Pre-collegiate & Student Success	
20	Expand and evaluate summer bridge options.	Number of summer bridge offerings, curriculum offered, and evaluation results.	Dean of Pre-collegiate & Student Success	
<b>Student Equity</b>				
21	Enhance orientation, placement testing and counseling efforts for impacted groups.	Reports on impacted groups' matriculation completion.	Dean of Pre-collegiate & Student Success, Dean of Student Success, Director of Student Equity & Inclusion, Outreach Director, Director of Enrollment Services	
22	Scale up college and community mentors for mentorship programs.	Documented mentors in programs like African American Success Through Excellence and Persistence (ASTEP), African American Male Mentoring Program (AAMMP), Padrinos and similar programs.	Director of Student Equity & Inclusion	
23	Implement and scale up interventions and other initiatives targeting underserved student populations.	Documentation of the offerings for underserved students: Making it Happen Faculty and Staff Advisor Program (MIHFSA); African American Male Mentoring Program (AAMMP); African American Success Through Excellence and Persistence (ASTEP); and Latino Initiative activities, and similar efforts.	Dean of Pre-collegiate & Student Success, Director of Student Equity & Inclusion	
24	Complete Comprehensive Student Educational Planning through Student Equity initiatives to assist disproportionately impacted students attain higher rates of success.	Reports from ASTEP, AAMMP, Padrinos, and other Latino Initiatives of CSEP completed.	Dean of Student Success, Counseling, Director of Student Equity & Inclusion	
25	Reach out to younger and underserved student populations to increase educational awareness.	Open house events each semester providing event registration and sign in to track attendance in order to follow up on student enrollment.	Director of Student Equity & Inclusion, Outreach Director	



## Direction #3 Facilities



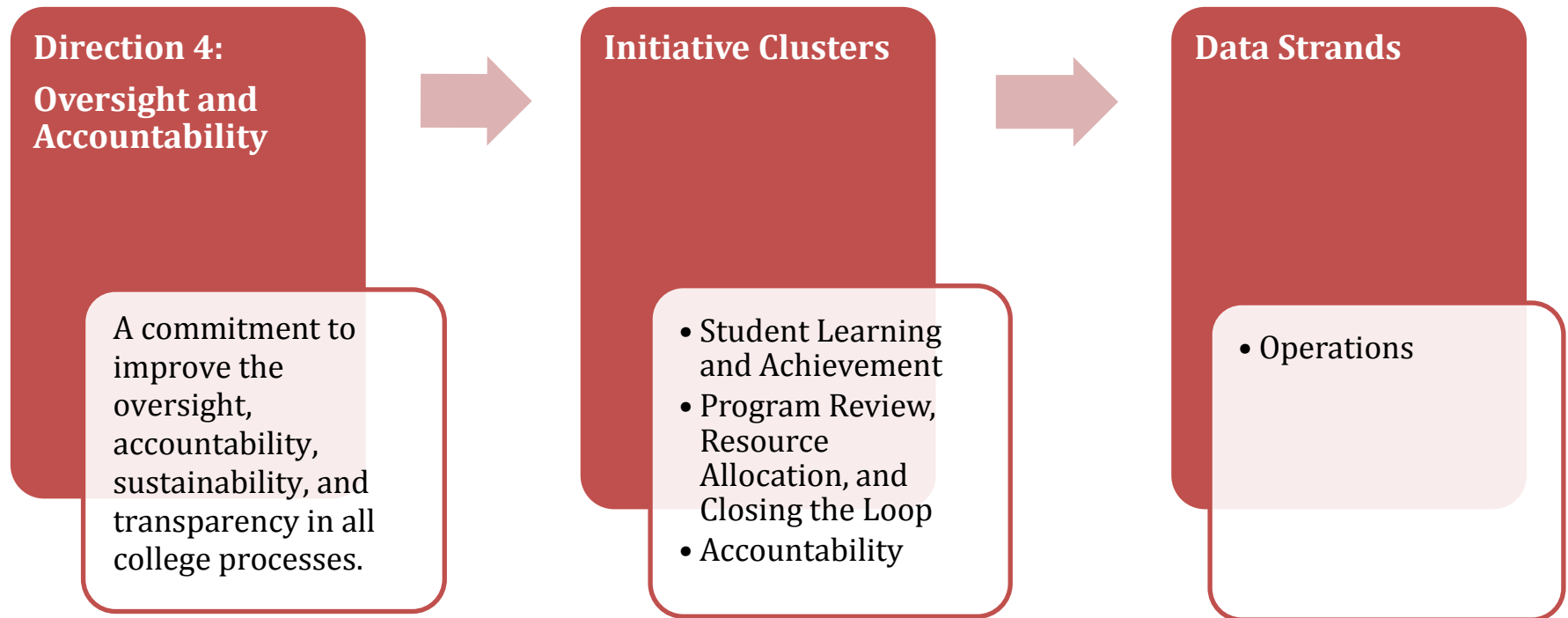
### Direction #3 Facilities

A commitment to improve the maintenance of and secure funding for college facilities, technology, and infrastructure for the next thirty years.

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Technology</b>				
1	Work towards a four-year technology replacement cycle.	Funded and Project Completed	Information Services Instructional Technology (ISIT) Committee, Information Services (IT) Director	
2	Enhance campus WIFI coverage and capacity	Funded and Project Completed	ISIT Committee, IT Director	
3	Replace remaining analog phones with new phones.	Funded and Project Completed	ISIT Committee, IT Director	
4	Utilize technology to automate processes and augment student support programs.	Funded and Project Completed	Student Affairs Leadership Team (SALT), IT Director	
5	Utilize technology to automate program review, asset management, event management, and SLO/PLO/ILO assessment processes.	Examples of funded and completed technology solutions.	ISIT Committee, IT Director	
<b>Facilities</b>				
6	Implement the Enterprise Strategy to generate revenue for facilities maintenance and upkeep.	Funded and Project Completed Scheduled Maintenance Plan, Facilities Master Plan (FMP)	Facilities Committee, M&O Manager, Community Relations and Event Scheduling	
7	Upgrade campus bathrooms to be ADA compliant.	Funded and Project Completed Scheduled Maintenance Plan, FMP	Facilities Committee, M&O Manager	
8	Upgrade campus security cameras.	Funded and Project Completed Scheduled Maintenance Plan	Facilities Committee, M&O Manager	
9	Secure funding for college facilities, technology, and infrastructure for the next thirty years.	Document commitments from donors, potential bonds, and grants.	BC Foundation	
10	Repair parking lots and campus sidewalks.	Funded and Project Completed Scheduled Maintenance Plan	Facilities Committee, M&O Manager	

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	
<b>Facilities cont.</b>				
11	Improve campus safety by installing barriers at sidewalk points of entry.	Funded and Project Completed Scheduled Maintenance Plan	Facilities Committee, M&O Manager	
12	Install outdoor emergency notification system.	Funded and Project Completed Scheduled Maintenance Plan	Facilities Committee, M&O Manager	
13	Install handicapped door entry for each building.	Funded and Project Completed Scheduled Maintenance Plan	Facilities Committee, M&O Manager	
14	Install way finding signage	Funded and Project Completed Scheduled Maintenance Plan	Facilities Committee, M&O Manager	
15	Design a BC welcome center.	Funded and Project Completed Scheduled Maintenance Plan	Facilities Committee, M&O Manager	
16	Implement a sustainability program.	Implementation Web Site, Meeting Minutes	Sustainability Committee, M&O Manager	
17	Create "student habitat" spaces.	Funded and Project Completed Scheduled Maintenance Plan, FMP	Facilities Committee, M&O Manager	
18	Implement tobacco free initiative.	Implementation Meeting minutes, Board doc	Director, Health and Wellness Center, Public Safety, Facilities Committee, M&O Manager	

## Direction #4 Oversight and Accountability



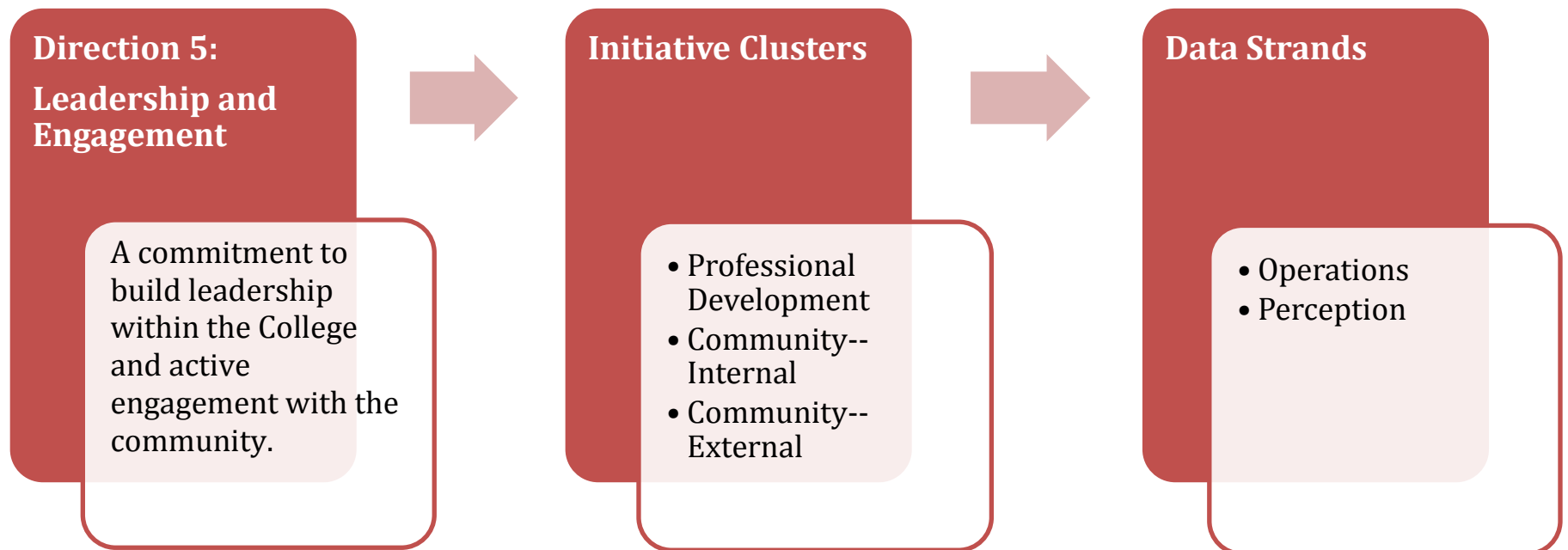
## Direction #4 Oversight and Accountability

*A commitment to improve oversight, accountability, sustainability, and transparency in all college processes.*

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Student Learning and Achievement</b>				
1	Monitor student learning and student achievement.	Positive impact of SLOs/PLOs/ILOs on student learning; Renegade Scorecard shows progress; annual ACCJC report is relatively easy to fill out.	Assessment Committee, Institutional Research	
<b>Program Review, Resource Allocation, and Closing the Loop</b>				
2	Align budget development with program review process.	Annual Program Review process and Annual Report and presentation to College Council; Closing the Loop documents.	VP of Finance and Administrative Services, Budget Committee, Program Review Committee	
3	Implement control number system to follow a budget request through the program review process to monitor links between requests and allocations.	Document control number system; Budget Committee minutes; Program Review reports	VP of Finance and Administrative Services, Budget Committee, Program Review Committee	
4	Examine inclusion of grants in the Program Review process.	Questions on Program Review forms. Included in Closing the Loop document.	Program Review Committee	
5	Integrate the Budget Committee into the financial planning process.	Budget Committee reviews, discusses, and forwards tentative college budget to College President. Documentation and evaluation of Budget Planning Process including the role of the Budget Committee.	President, VP of Finance and Administrative Services, Budget Committee	
6	Include opportunity in the budget process for the campus community to look at the budget before it goes to the District Office.	Posted Budget Committee minutes. Publicized climate/trust surveys. Posted College Council minutes.	VP of Finance and Administrative Services, Budget Committee	
7	Hold campus wide presentation on tentative budget (with details).	Presentation and tentative budget posted on the Budget Committee page.	VP of Finance and Administrative Services, Budget Committee	
8	Continue to improve rigor and focus of the Closing the Loop document.	Annual Closing the Loop document.	President's Cabinet, College Council	

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Accountability</b>				
9	Publish and post at least annually a complete organizational chart that includes faculty, classified, and administrators.	The organizational chart is more detailed and published on College Council page.	College Council, President's Office	
10	Increase institutional research staff to provide timely data.	BC has full-time researcher; Organizational chart with researcher position.	President, College Council	
11	Use Strategic Directions to focus committee work plans and reports.	The synthesis and scoring are created and posted.	AIQ, College Council	
12	Renegade Scorecard: i. Update annually to the latest version of the scorecard, ii. Identify internal and external standards.	Standards are posted on Renegade Scorecard web page.	AIQ	
13	Ensure internal deadlines are met. Examples include Program and Curricular Reviews.	Internal deadlines are clearly publicized and met. Committees and other entities need procedures to deal with late work and report that deadlines have been met.	AIQ, All committees	
14	Evaluate the implementation of the Equity Plan.	Evaluation of the Equity Plan.	Director of Student Equity & Inclusion	
15	Measure end user satisfaction with college and district services annually.	Satisfaction surveys from end users on campus surveys	AIQ	
16	Communicate and monitor the board policy adoption process.	Regular reports to College Council and Academic Senate.	Academic Senate, College Council	
17	Advocate for an established review cycle of the KCCD Budget Allocation Model (BAM).	The District Office organizes and publishes a review of BAM.	Budget Committee	
18	Review District Office Program Reviews for cost effectiveness of services provided to the college.	The review continues to exist; the documentation is posted on committee site.	Budget Committee	

## Direction #5 Leadership and Engagement



## Direction #5 Leadership and Engagement

A commitment to build leadership within the College and active engagement with the community.

	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Professional Development</b>				
1	Improve the Adjunct Faculty Orientation experience to include a more diverse offering of sessions and workshops.	Survey the adjunct, review results of the survey.	Dean of Instruction responsible for adjunct faculty orientations, FCDC	
2	Provide focused professional development academies for each employee group (classified, faculty & management).	Documented plan, sessions, and curriculum.	Professional Development Committee (PDC)	
3	Focus on leadership development in new faculty and new adjunct faculty seminars including committee involvement.	Documented leadership sessions for new faculty both full-time and adjunct.	PDC	
4	Provide training on existing technology.	Documented sessions on existing technologies. <i>See Scorecard Data Strands.</i>	PDC	
5	Continue to support conferences (both on and off-campus), peer learning, learning from experts etc.	Website with list of conferences, conference travel forms, FLEX week sessions, colloquia attendance.	PDC, VP of Academic Affairs	
<b>Community - Internal</b>				
6	Ensure the health & wellness college value is integrated into campus activities and meetings.	Meeting agendas, meeting minutes.	Director of Health & Wellness Center	
7	Create texting connection for students.	Successful implementation of texting solution for students.	Student Affairs Leadership Team, IT Director	
8	Increase access to courses and services in rural communities.	Documentation explaining areas of expansion.	Dean Instruction, Rural Initiatives	
9	Increase support for college and community mentorship programs.	Documented increase in mentors in programs like ASTEP and Padrinos	Equal Opportunity & Diversity Advisory Council (EODAC), Director of Student Equity & Inclusion	
10	Develop, implement, review, and update comprehensive plans to better coordinate in-reach, outreach, and recruitment activities.	Documented plan.	Outreach Director, Career & Technical Education (CTE) Program Manager	
11	Increase participation in student organizations.	Student organization meetings minutes and measured organization membership numbers.	Student Government Association (SGA), Student Life Director	



	<b>Initiatives</b>	<b>How will you evaluate and document the initiative's success?</b>	<b>What committee or position would be responsible? (The person closing the loop and reporting out)</b>	<b>Scoring</b>
<b>Community - External</b>				
12	Continue implementation of Equity TV.	Documented Equity TV episodes.	Director of Student Equity & Inclusion, Marketing & Public Relations Director	
13	Increase faculty engagement in leadership & Equity Academy, Social Justice Institute.	Review of faculty capstone projects respective of community engagement; publications; conference panels; securing of external grant funds; climate surveys.	Director of Student Equity & Inclusion	
14	Establish agreements with high school districts in Bakersfield College's service area.	Documented agreements. <i>See Scorecard Data Strands.</i>	Outreach Director, VP of Student Affairs	
15	Highlight Bakersfield College's quality programs and services to the community	Marketing plan and signed agreements and publications in local journals.	Marketing & Public Relations Director, CTE Program Manager, Outreach Director	
16	Develop and expand Career Technical Education (CTE) programs to meet community needs.	Documentation of expanding CTE programs that correlate to increasing demand in labor market.	Deans of Instruction over Career and Technical Education areas	
17	Pass the 2016 bond.	Successful passing of the bond.	BC Foundation	

## Implementation

The College President and College Council are responsible for implementing the Bakersfield College Strategic Directions Plan. The following table illustrates other responsible committees, councils, and executive leadership.

Student Learning	Student Progression and Completion	Facilities	Oversight and Accountability	Engagement and Leadership
<b>Committees &amp; Councils:</b> Academic Senate AIQ Assessment Curriculum EODAC Facilities FCDC Program Review	<b>Committees &amp; Councils:</b> Curriculum Enrollment Management FCDC Students of Concern	<b>Committees &amp; Councils:</b> Facilities ISIT Sustainability	<b>Committees &amp; Councils:</b> Academic Senate All committees AIQ Assessment Budget Program Review	<b>Committees &amp; Councils:</b> EODAC FCDC Professional Development
Dean of Academic Technology Deans of Instruction Dean of Pre-collegiate & Student Success Dean of Student Success Marketing and Public Information Director MESA Director Outreach Director Student Life Director STEM Program Manager Supplemental Instruction Coordinator CTE Advisors SGA	Dean of Academic Technology Deans of Instruction over CTE areas Dean of Pre-collegiate & Student Success Dean of Student Success Enrollment Services Director Director of Student Equity & Inclusion Financial Aid Director Outreach Director Transfer Center Counseling Department	IT Director M&O Manager Public Safety Student Affairs Leadership Team Director, Health & Wellness Center BC Foundation Community Relations and Event Scheduling	President's Cabinet President's Office Director of Student Equity & Inclusion Institutional Research	Deans of Instruction over CTE areas Dean of Instruction responsible for adjunct faculty orientations Dean of Instruction, Rural Initiatives Director of Student Equity & Inclusion Director, Health & Wellness Center IT Director Marketing & Public Information Director Outreach Director Student Life Director Student Affairs Leadership Team CTE Program Manager BC Foundation SGA
<b>Executive Leadership</b> VP, Academic Affairs, primary VP, Admin Services VP, Student Affairs	<b>Executive Leadership</b> VP, Academic Affairs, primary VP, Admin Services VP, Student Affairs	<b>Executive Leadership</b> VP, Academic Affairs VP, Admin Services, primary VP, Student Affairs	<b>Executive Leadership</b> VP, Academic Affairs VP, Admin Services VP, Student Affairs	<b>Executive Leadership</b> VP, Academic Affairs VP, Admin Services VP, Student Affairs

**Collegewide and Governance Committees:** Accreditation & Institutional Quality (AIQ), Assessment, Budget, College Council, Curriculum, Enrollment Management, Equal Opportunity & Diversity Advisory (EODAC), Facilities, Faculty Chairs & Directors Council (FCDC), Information Systems and Instructional Technology (ISIT), Professional Development (PDC), Program Review (PRC), and Safety.

## Strategic Directions – Key References, Environmental Scan

- [Departments of Labor and Education](#)
- [Forbes.com Top 10 Issues Facing Higher Education in 2014](#)
- [CA Common Assessment Initiative](#)
- [CA Education Planning Initiative](#)
- [Online Education Initiative](#)
- [Restructuring Adult Education in California, AB 86](#)
- [California's unemployment rate is down almost 2% from last year decreasing to 7.3%](#)
- Current legislation – SSSP - Student Success & Support Program (SSSP) (formerly Matriculation):
  - [SSSP Handbook](#)
  - [Program allocations for noncredit student success support programs](#)
- [Civic Engagement](#)
- [Proposal of CA Community College baccalaureate degree programs](#)
- [AB 341 recycling](#)
- [Clery](#)
- [TITLE IX](#)
- [VAWA](#) (Violence Against Women Act)
  - [Bystander Intervention](#)
  - [RAD](#) (Rape Aggression Defense)

## Strategic Directions – BC References

[Strategic Directions 2014-2015 work](#): Agendas, minutes, and supporting documents for the development of the 2015-2018 Strategic Directions and Initiatives.

[Strategic Planning Documents \(2012-2014\)](#): Bakersfield College Strategic Plan 2012-2015; Bakersfield College Strategic Focus, 2013-2014 (Updated August 21, 2013)

[Accreditation Documents](#), including the 2012 Self Evaluation, 2013 Follow-Up Report, and 2015 Midterm Report