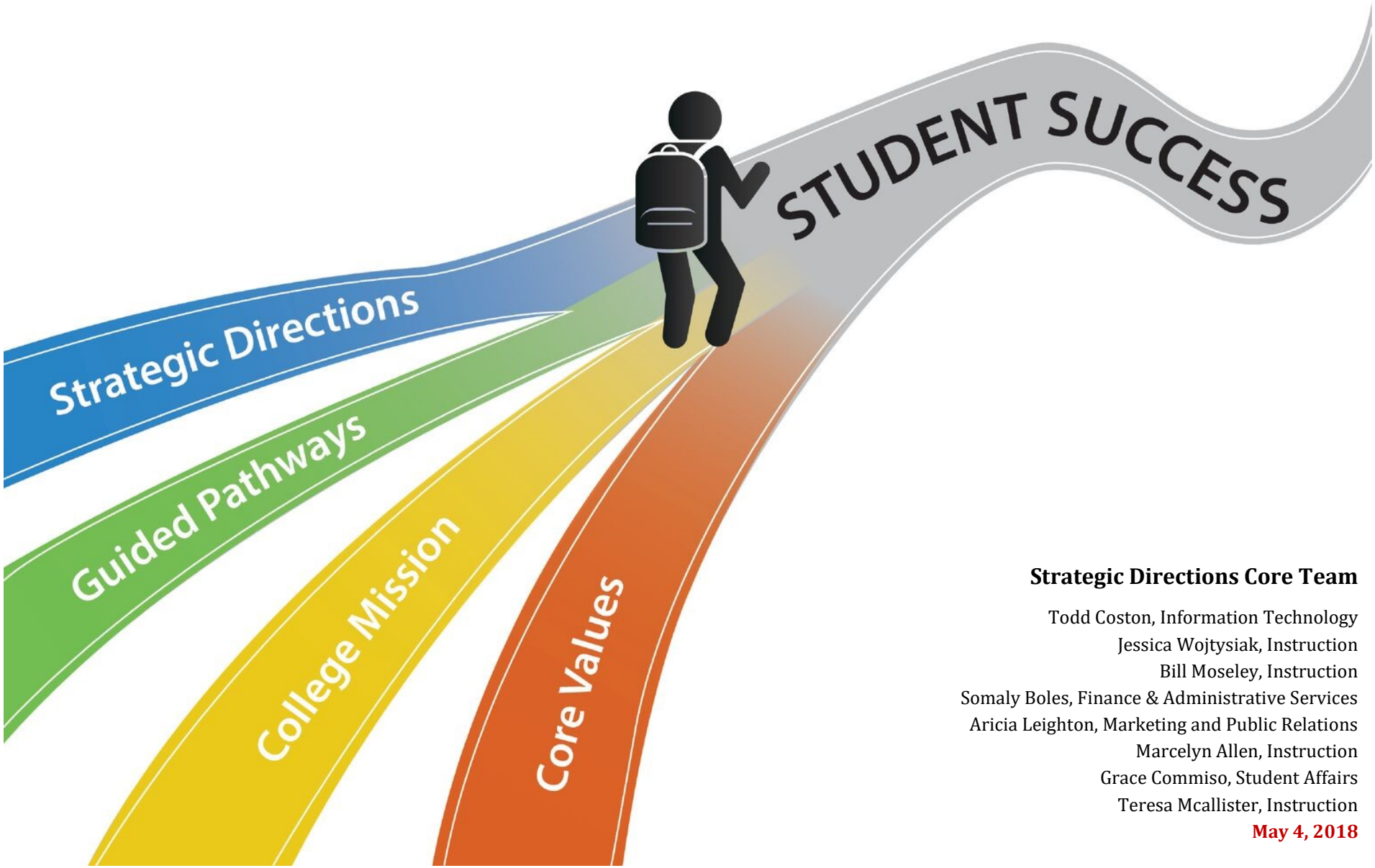
Bakersfield College
2018-2021 Strategic Directions



Strategic Directions Core Team

Todd Coston, Information Technology
Jessica Wojtysiak, Instruction
Bill Moseley, Instruction
Somaly Boles, Finance & Administrative Services
Aricia Leighton, Marketing and Public Relations
Marcelyn Allen, Instruction
Grace Commiso, Student Affairs
Teresa Mcallister, Instruction

May 4, 2018

President's Message:

For over 100 years, Bakersfield College has been at the forefront of intellectual, cultural and economic vitality in our community. Every piece of our institutional structure is vital to the engine that propels our College and our community forward. Our Strategic Directions, just like the intentional work of Guided Pathways, helps us to remain focused on creating A Better BC and an environment that fosters student success. We're bridging the gaps between outreach, counseling and academic support services while restructuring the flow of curriculum via meta-majors in order to ensure that our students are supported along every step of their educational journey. Our efforts are led by these strategic directions and we're continuously inspired by our students.

In 2016, we came together as a campus and community of dreamers and go-getters. Through the A Better BC campaign, our campus successfully secured over $500 million for construction and renovations to the Kern Community College District. The campaign for Measure J required collaboration between faculty and staff, political and industry leaders, and the volunteer efforts of hundreds of people doing outreach in the community to raise awareness of why this bond measure was crucial for the future of education in Kern County. Looking back on the Measure J campaign, I'm struck by the tremendous vision and extreme attention to detail required to undertake a project of that magnitude.

Conversely, our Strategic Directions Report is the culmination of our entire campus coming together with an ambitious vision and meticulous planning to examine every facet of this institution, from curriculum and communication to operations and finances. It took a monumental effort from everyone in the BC community to tell the story of how BC continues to grow and improve. It's important to note that the information contained in this report are directions, not goals. Goals denote an eventual end point, while directions continue to point the way toward ever-evolving, ever-innovating growth. Using these strategic directions as our guide, Bakersfield College has a bright, sustainable, and responsible future ahead which will benefit students for the next 100 years to come.

It's an exciting time to be at BC.

Strategic Directions Core Team

Todd Coston, Lead
Director, Information Technology
Co-Chair, Information Services & Instructional Technology

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Faculty, Academic Development
Co-Chair, Accreditation & Institutional Quality Committee

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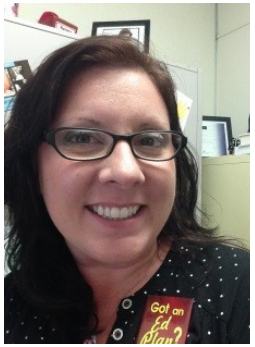


Grace Commiso
Dean, Student Success & Counseling

Marcelyn Allen
Faculty, EMLS and Foreign Language

Teresa Mcallister
Faculty, Academic Development
Co-Chair, Budget Committee

Executive Summary

Early in the last year of the 2015-2018 Strategic Directions plan, a core team was identified to lead the effort in evaluating the college strategic directions and updating the initiatives for the new 2018-2021 Strategic Directions plan. One of the first steps was to review the previous strategic directions development process and look for ways the process and the initiatives could be improved. The team also developed a timeline for soliciting initiatives and involving the campus, along with the various committee approvals, and ultimately with a date for getting approval from the KCCD Board of Trustees.

Looking at improving on the next set of initiatives, the team identified some areas that could be improved. First, initiatives should be clearly stated and must be measurable. Second, to make initiatives easily measurable, they need to be singular. Third, the team wanted to make sure initiatives did not lend themselves into being scored as "perpetually in-progress" but instead were clearly initiatives deliverable within a 3-year period. Finally, the team improved on the previous scoring mechanism by identifying a lead for each initiative that would be responsible for the final score.

Over the course of the 2017-2018 academic year, the team worked with various governance committees, Presidents Cabinet, Admin Council, and College Council to solicit initiatives. There were open forums at both the main campus and the Delano campus for soliciting input and initiatives. The team also looked at some of the key work being done with Guided Pathways, Rural Initiatives, High Schools, Measure J projects, technology software implementations, and a long list of other college efforts. By late March 2018, the team had solicited over 200 possible initiatives and began the work of reducing the results into the most strategic and appropriate for a 3-year plan.

In the 2015-2018 Strategic Directions plan, there were five major Strategic Directions: Student Learning, Student Progression and Completion, Facilities, Oversight and Accountability, and Leadership and Engagement. During the analysis and feedback of the previous plan, the decision was to make two adjustments to the previous directions. The first adjustment was to update the Facilities direction to Facilities & Technology to better represent the initiatives in that section. The second adjustment was to remove the Oversight and Accountability direction and embed that direction into the other Strategic Directions.

On April 9, 2018, Presidents Cabinet was presented the first draft of the strategic initiatives with an opportunity to provide feedback and guidance. That input was included and on April 11, 2018, the strategic initiatives were presented to Academic Senate for the first read and a final approval on April 25, 2018. On April 20th, College Council was presented the initiatives for a first read, with a final approval on May 11, 2018. Ultimately the Strategic Directions will be shared at the next KCCD Board Meeting.

The core team is excited about all the work done and the new initiatives that will guide the college for the next 3 years. We look back at all that's been accomplished and yet anxious to continue the work for future. It's a good time to be at BC!

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.

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

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.

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

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.

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.

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.

2018-2021 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 and Technology

A commitment to improve the maintenance of all facilities, technology, and infrastructure and implement Measure J funding to build a better BC.

Leadership and Engagement

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

Road Map to Institutional Effectiveness and Student Success

The following pages include the initiatives developed for each of the 2018-2021 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 made on each initiative.

Annual reports will be due in late spring and will focus on the status of the initiatives. Using the icons below, the scorers will report on the progress of each initiative. Green means an initiative has been completed, 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. Scorer 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 scorer reports, create a summary, and present the information to College Council in late Spring.

A scorecard of the initiatives with the most recent score will be available on the Bakersfield College web site.

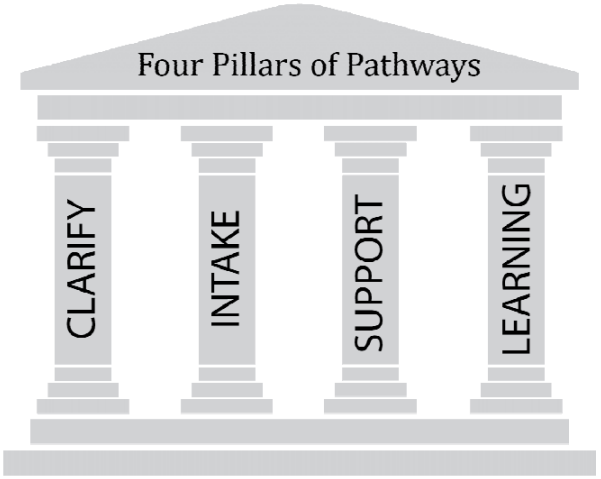
Complete!

In-Progress

Not Started

Alignment with Guided Pathways

An institution-wide approach to student success based on intentionally designed, clear, coherent, and structured educational experiences, informed by available evidence, that guide each student effectively and efficiently from his/her point of entry through to attainment of high-quality postsecondary credentials and careers with value in the labor market.



Clarify - Clarify the Path (Mapping Pathways to Student End Goals)

Enter - Enter the Path (Intake)

Stay - Stay on Path (Intrusive Advising and Academic Support)

Ensure - Ensure Learning (Learning with Intentional Outcomes)

With each initiative in our Strategic Directions, if there is alignment with one of our four Guided Pathways pillars, we have noted that in the following sections. Including the alignment was just one more way Bakersfield College is demonstrating the integrated work of the college.

General Notes

***Note #1**: Some initiatives are numbered with an "a" and "b" after the initiative number, for example, initiative 3.6a and 3.6b. When there is an "a" and "b" designation it means that "b" is dependent on "a" being done first.*

***Note #2**: There is not an expectation every initiative is tied to a specific Guided Pathway. Instead, when an "X" designates a specific pillar, it is just a visual representation of the integration of Guided Pathways throughout the strategic plan.*

***Note #3**: There are some situations where an initiative may be aligned with more than one pathway.*

***Note #4**: In initiatives were the word "and" is used for multiple actions for an initiative, both actions needs to be done for the initiative to be marked "Complete".*

Strategic Direction #1 – Student Learning

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
Curriculum								
1.1	Establish introductory pathways courses for the majority of the pathways.	X				Track new course submission.	Meta-Major Co-Chair of Guided Pathways Implementation Team (GPIT)	Pathway Leads, Curriculum Committee, Dean of Student Success & Counseling
1.2	Implement scheduling software for instructional spaces.			X		Starfish analytics, Ad Astra, etc.	Dean, Academic Technology	Educational Administrators Council (EAC)
1.3	Increase Career Technical Education (CTE) certificate/ degree options by 3 new programs.	X				Program drafted by year 1 approved by curriculum committee by year 2.	Career & Technical Education (CTE) Program Director	Curriculum Committee, CTE Committee
1.4	Increase the number of programs that participate in placement of student interns by 3.				X	New/Approved internship agreements on file. Data based number of placements.	CTE Program Director	Current faculty or adjunct, Student Employment, CTE Advisory Committees
1.5	Increase the number of approved work experience courses by 3 new programs.				X	Designating the assigned Faculty Internship Coordinator. New/ Approved internship agreements on file Data based number of placements.	CTE Program Director	Current faculty or adjunct, Curriculum Committee, Student Employment, CTE Advisory Committees

Strategic Direction #1 – Student Learning

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
1.6	Establish at least five full certificate programs in rural communities.	X	X	X	X	Five full certificate programs would be established. Promotion of programs would be documented, and enrollment trends would be tracked and reported.	Rural Initiatives Director	Department Chairs and Deans
1.7	Increase the number of apprenticeships.				X	Document apprenticeships showing an increase each year.	CTE Program Director	Student Employment, CTE Advisory Committees
1.8	Implement eLumen for assessment.				X	Track by participation and user feedback.	Dean, Academic Technology	Assessment Committee, Program Review Committee
Support								
1.9	Increase support services for online instruction.			X		Ensure student completion/success on evaluations.	Director of Academic Support Services	VP Instruction, ISIT, AIQ, Curriculum Committee, Program Review Committee, Director of Academic Support Services, Dean, Academic Technology
1.10	Increase entry-level tech instruction for all students to help them navigate the landscape of tools on campus.	X				Track student participation in offered instructional activities; annual ISIT student survey.	Dean, Academic Technology	ISIT Committee, Summer Bridge Director, Outreach & School Relations Director

Strategic Direction #1 – Student Learning

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
1.11	Expand academic support services for inmate scholars.				X	Number of prisons with program, number of inmate students receiving services.	Director of Academic Support Services	Inmate Program Director
1.12	Establish and expand student support services in rural communities.			X		Report on what services are currently being offered or have been offered at non-traditional centers/campus. Compare to new extended services. Track how many students are being serviced.	Director of Academic Support Services	Rural Initiatives Director
1.13	Establish and expand student support services in satellite sites. (i.e. BC Southwest, Weill, etc.)			X		Report on what services are currently being offered or have been offered at non-traditional centers/campus. Compare to new extended services. Track how many students are being serviced.	Director of Academic Support Services	Dean of Instruction for BC Southwest
1.14	Process faculty hiring committee appointments in a timely manner.				X	Senate approval: agenda and vote record; Title 5 & BP Section 6; 10+1; Faculty roles & involvement in accreditation processes, including self-study & annual reports.	Academic Senate President	

Strategic Direction #2 – Progression and Completion

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
Enrollment & Matriculation								
2.1	Expand dual enrollment in additional KHSD high schools.	X	X	X	X	Program Review, Annual Report.	Dual Enrollment Program Manager, Dean of Instructions	Dual Enrollment Advising Committee
2.2	Double the number of international students in 3 years.		X			Has the number of international F1 visa students doubled? Take the existing number of International Students and determine whether or not the number has doubled.	Director International Student Programs	Dean of Student Success & Counseling, English for Multilingual Students (EMLS)
2.3	Increase the number of students transferring from the Bakersfield Adult School by 10%.		X			Has the number of transferring students increased by 10%?	Program Manager, Adult Education	Director, Admissions and Records
2.4	Increase the number of students participating in Summer Bridge by 15%.		X			Track the number of students who register for and complete ACDV B55.	Title V Director	Curriculum Committee
2.5	Increase number of first time students who have a comprehensive education plan by the end of their first primary term by 15%.	X	X			Using data from tracking matriculation steps in Banner (SVAMSTD screen).	Dean of Student Success & Counseling	Director of Student Success & Equity, CTE Program Director GPIT Co-Chairs

Strategic Direction #2 – Progression and Completion (cont.)

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
2.6	Increase number of first time students who have an abbreviated education plan prior to their first primary term by 15%.	X	X			Using data from tracking matriculation steps in banner (SVAMSTD screen)	Dean of Student Success & Counseling	Director of Student Success & Equity CTE Program Director GPIT Co-Chairs
Student Progression								
2.7	Increase the percentage of transfer-level English completion in the first year.			X	X	Track completion percentage.	GPIT Co-Chairs	Institutional Effectiveness Dean, EAC, FCDC, Director of Student Success & Equity
2.8	Increase the percentage of transfer-level Math completion in the first year.			X	X	Track completion percentage.	GPIT Co-Chairs	Institutional Effectiveness Dean, EAC, FCDC, Director of Student Success & Equity
2.9	Successfully implement the Program Mapper.	X				1. Completion 2. Student use w/web data counter	Curriculum Co-chairs	Curriculum Catalog Task Force, Leading from the Middle Group
2.10	Increase the % of first time students who attempt 15 units during their first semester.		X	X		Track growth in percentage reaching moment point.	GPIT Co-Chairs	Institutional Effectiveness Dean, Director of Student Success & Equity

Strategic Direction #2– Progression and Completion (cont.)

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
2.11	Increase the % of first time students who attempt 30 units during their first year.		X	X		Track growth in percentage reaching moment point.	GPIT Co-Chairs	Dean of Institutional Effectiveness, Director of Student Success & Equity
2.12	Increase the % of first time students who take 9 core pathway units in their first year.		X	X		Track growth in percentage reaching moment point.	GPIT Co-Chairs	Dean of Institutional Effectiveness, Director of Student Success & Equity
2.13	Increase number of current/ returning students who have an approved comprehensive educational plan in their degree audit system (Degreeworks or Starfish) by 15%.	X	X			Using data from tracking matriculation steps in banner (SVAMSTD screen); reports from degree audit system.	Dean of Student Success & Counseling	Director of Student Success & Equity, CTE Program Director, GPIT Co-Chairs
2.14	Implement a process whereby students are automatically awarded certificates they have earned.				X	Evaluate Starfish report to review and award.	Director of Enrollment Services	Curriculum Committee, Dean of Student Success and Counseling, Dean of Institutional Effectiveness, Program Director, CTE

Strategic Direction #2– Progression and Completion (cont.)

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
2.15	Implement a process whereby students are automatically awarded the degrees they have earned.				X	Evaluate Starfish report to review and award.	Director of Enrollment Services	Curriculum Committee Dean of Student Success and Counseling, Dean of Institutional Effectiveness
2.16	Increase Baccalaureate of Science completions.			X	X	Number of awards.	Dean for ITT	Dean of Institutional Effectiveness
2.17	Develop MOU with transfer partner, CSUB, to establish agreement for faculty at the two institutions to develop four year templates.	X				Number of cooperate pathway agreements with CSUB.	Director of Transfer Pathways	Curriculum Committee, Articulation,
2.18	Increase student exposure to top transfer institutions by pathway.				X	Trips planned to top two transfer institutions per pathway, Data on student attendance to trips, Data on transfer rates/locations.	Director Transfer Pathways	GPIT, EAC, Counseling

Strategic Direction #3– Facilities and Technology

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
Facilities								
3.1	Implementation of a campus monitoring system to improve energy usage.					100% of buildings are being measured by the monitoring system.	Director, Maintenance and Operations (M&O)	Facilities Committee
3.2	Complete construction of a new Veterans Center to specifically support our veteran students on the main campus.			X		Completed building and move-in.	Director, M&O	Facilities Committee
3.3	Complete construction of a new ABC building in the Campus Center on the main campus.			X		Completed building and move-in.	Director, M&O	College Council, Facilities Committee
3.4	Re-finish all parking lots on main campus.				X	Completion paperwork in Board Docs.	Director, M&O	Facilities Committee, Director, Public
3.5	Uncover funding partners for infrastructure development.					Documented new sources of funding.	Director, M&O	Foundation, Presidents Office
3.6a	Develop and document a solid waste plan across all BC sites.					Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation

Strategic Direction #3– Facilities and Technology (cont.)

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
3.6b	Implement a solid waste plan across all BC sites.					Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation, Marketing, Events & Scheduling
3.7a	Develop and document a recycling plan across all BC sites.					Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation
3.7b	Implement a recycling plan across all BC sites.					Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation, Marketing
3.8	Implement charging stations throughout campus to avoid students all over floors		X			Survey through SGA to students. Survey to faculty and staff.	Director, M&O	SGA, Facilities Commitee, ISIT Committee, Student Life
Technology								
3.9	Provide strong wireless access in all internal spaces on the main campus.		X	X	X	Completed heat map showing wireless coverage in all areas.	Director, Information Technology	ISIT Committee
3.10	Install surveillance security cameras across campus that are monitored by public safety.				X	Provide map showing locations of all security cameras.	Director, Public Safety	Facilities Committee, ISIT Commitee, Public Safety, Student Life

Strategic Direction #3– Facilities and Technology (cont.)

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
3.11	Develop computer lab standards document that identifies minimum desktop space required in computer labs for student materials.			X	X	Computer lab standards document posted on ISIT web site.	Director, Information Technology	Facilities Committee, ISIT Committee
3.12	Analyze and document usage of the computer labs on all BC sites to determine whether more labs are needed.				X	Documented analysis posted on ISIT web site.	Director, Information Technology	ISIT Committee
3.13	Develop an instructional software needs process for determining software installed in instructional computer labs.					Track upgrade costs, effectiveness, student success, staff engagement.	Director, Information Technology	ISIT Committee, College Council
3.14	Develop and document plan for providing internet access for classes held on non-BC sites.				X	Documentation of plan and posted to ISIT web site.	Director, Information Technology	ISIT Committee
3.15	Implement plan for providing internet access for classes held on non-BC sites.				X	Documented plan and posted on ISIT web site.	Director, Information Technology	
3.16	Enhance the process for assessing technology, textbooks and add-ons used by the college.		X	X		Document the enhanced process and posted on Accessibility Taskforce web site.	Director of DSPS	ISIT Committee, Accessibility Taskforce

Strategic Direction #4– Leadership and Engagement

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
Leadership								
4.1	Develop an online faculty 101 "course" by May, 2019.					Complete and implement course during 2018-19. Documented in Canvas, measure participation rates.	Dean, Academic Technology	Academic Technology Staff & Faculty, ISIT Committee
4.2	Implement Program Review within eLumen.	X		X		Looking for 100% completion rate and feedback from participants.	Co-Chairs of Program Review	Program Review Committee, AIQ Committee
4.3	Implement Strategic Planning component of eLumen.	X				Module started.	Curriculum Co-chairs	Strategic Planning
4.4	Provide oversight of the board policy adoption process.	X				Regular reports to College Council and Academic Senate.	Academic Senate President	College Council
4.5	Review and monitor campus standing committees, including review of committee charges on an annual basis.				X	To administer the annual review and revision of each standing committee charge. The review process starts each Fall semester (first meeting). To monitor the appointments of committee membership status outlined in the charge. Title 5 & BP Section 6; 10+1 District and College governance structures, as related to faculty roles.	Academic Senate President	College Council

Strategic Direction #4– Leadership and Engagement (cont.)

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
Engagement								
4.6	Measure end user satisfaction with COLLEGE services annually and publish results on AIQ Committee page.					Annual College and District Surveys.	AIQ Committee	Institutional Effectiveness
4.7	Measure end user satisfaction with DISTRICT services annually and publish results on AIQ Committee page.					Annual College and District Surveys.	AIQ Committee	Institutional Effectiveness
4.8	Provide annual required BC specific training. (safety, FERPA, etc.)					HR to track survey employees.	Manager, Human Resources	College Council
4.9	Engage new classified employees by providing BC specific orientation within first month of hire.					Survey new classified employees HR to track.	Manager, Human Resources	College Council
4.10	Implement technology based professional development training for faculty.				X	Track faculty participation in PD training. Track use of skills in classroom.	Dean, Academic Technology	ISIT Committee
4.11	Increase job development services outside main campus.	X				Staff schedule for job development.	Job Placement Program Manager	Director of Rural Initiatives
4.12	Improve emergency communications.					On campus emergencies are communicated within 5 minutes.	Director, Public Safety	Safety Committee, Student Life

Strategic Direction #4– Leadership and Engagement (cont.)

#	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers
4.13	Increase support for online faculty.					Training/Flex, support troubleshooting issues, etc.	Dean, Academic Technology	
4.14a	Update and document professional development plan.				X	Documented plan posted to the PDC web site.	Dean, Academic Technology	Professional Development Committee
4.14b	Implement professional development plan.				X	Documented plan posted to the PDC web site.	Dean, Academic Technology	Professional Development

Strategic Directions – BC References

Strategic Directions Committee Page: Agendas, minutes, and supporting documents for the development of the 2018-2021 Strategic Directions and Initiatives.

2015-2018 Strategic Directions Document: The most recent Strategic Directions document.

Bakersfield College Accreditation: All Bakersfield College accreditation documents online.

AACC Guided Pathways: Bakersfield College Guided Pathways site

Bakersfield College Educational Master Plan

Bakersfield College—A Better BC Construction information

Approved by Academic Senate April 25, 2018.

Approved by College Council May 11, 2018.