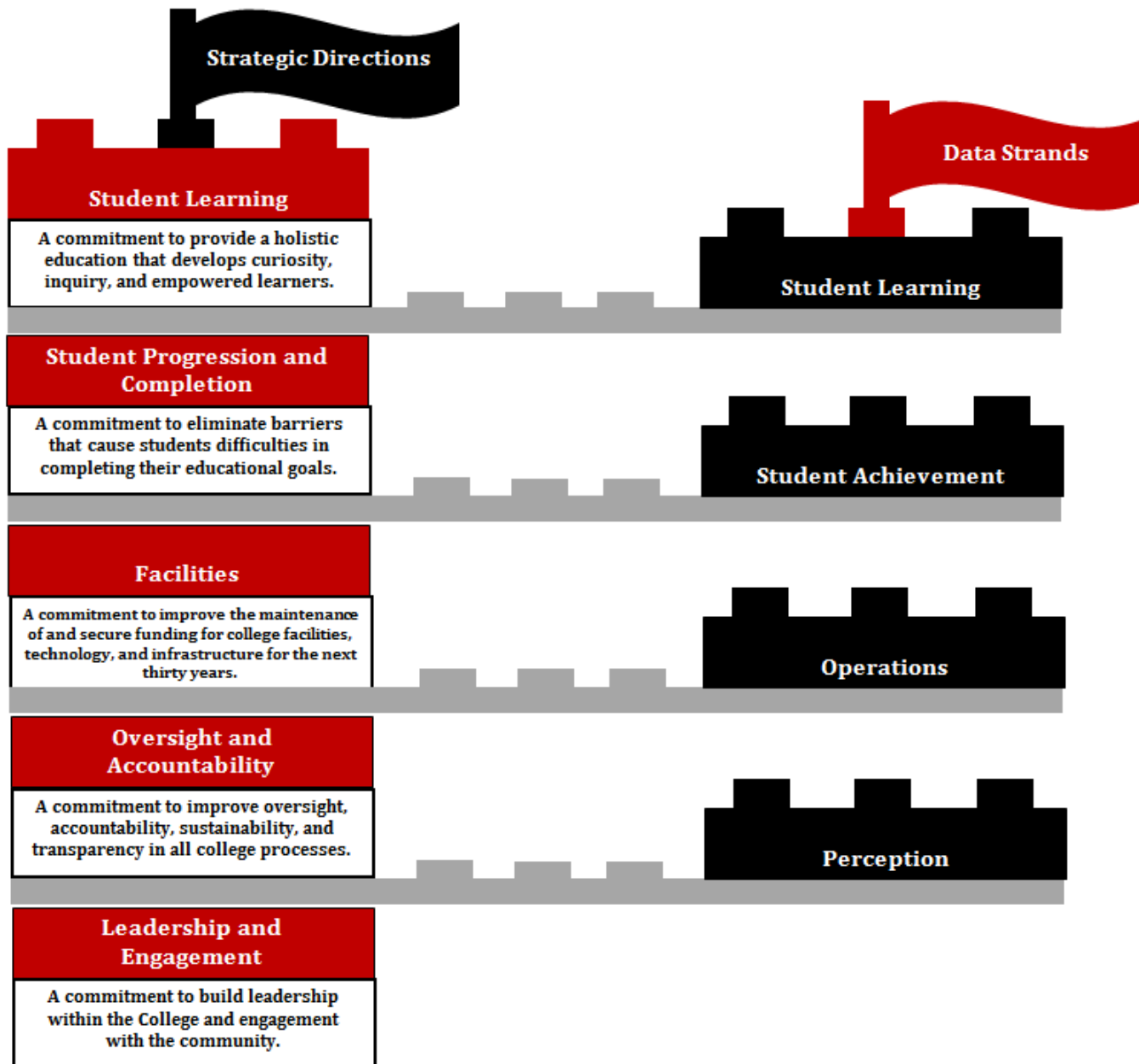


Institutional Strategy Map



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 #4 Oversight and Accountability

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

	Initiatives	How will you evaluate and document the initiative's success?	What committee or position would be responsible? (The person closing the loop and reporting out)	Scoring
Program Review, Resource Allocation, and Closing the Loop				
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	
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	
8	Continue to improve rigor and focus of the Closing the Loop document.	Annual Closing the Loop document.	President's Cabinet, College Council	
Accountability				
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	
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	
16	Communicate and monitor the board policy adoption process.	Regular reports to College Council and Academic Senate.	Academic Senate, College Council	

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
Committees & Councils: Academic Senate AIQ Assessment Curriculum EODAC Facilities FCDC Program Review	Committees & Councils: Curriculum Enrollment Management FCDC Students of Concern	Committees & Councils: Facilities ISIT Sustainability	Committees & Councils: Academic Senate All committees AIQ Assessment Budget Program Review	Committees & Councils: 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
Executive Leadership VP, Academic Affairs, primary VP, Admin Services VP, Student Affairs	Executive Leadership VP, Academic Affairs, primary VP, Admin Services VP, Student Affairs	Executive Leadership VP, Academic Affairs VP, Admin Services, primary VP, Student Affairs	Executive Leadership VP, Academic Affairs VP, Admin Services VP, Student Affairs	Executive Leadership 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.