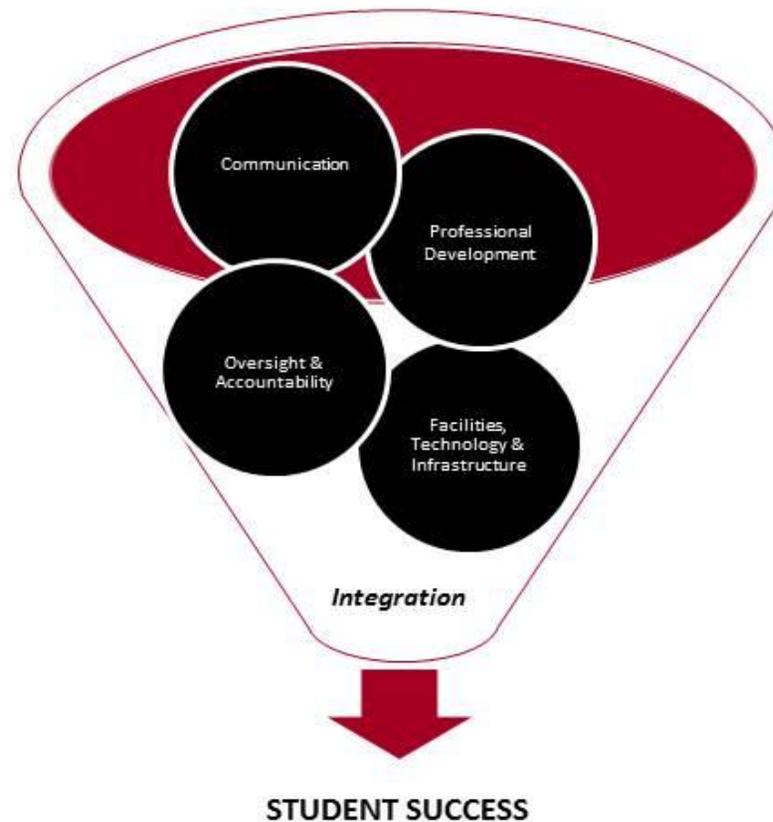


Bakersfield College Strategic Focus 2013-14

Updated August 21, 2013



Sonya Christian
Todd Coston
Zav Dadabhoy
Nan Gomez-Heitzeberg
Jennifer Marden
Manny Mourtzanos
Kate Pluta
Cornelio Rodriguez
Sue Vaughn

Executive Summary

This updated *Bakersfield College Strategic Focus 2013-14* represents an evolution in thinking as the College developed its strategic plan, engaged in the Accreditation renewal process, and secured new college leadership.

In 2011, with the participation of the colleges and the district office, the Kern Community College District developed its strategic plan. At the same time College Council was reviewing its process for developing and evaluating college goals. After research and work with focus groups, in spring 2012 College Council decided to move from annual goals to three-year goals. The College Council Strategic Plan Work Group then developed the college strategic plan, which was approved in College Council and Academic Senate in spring 2012. It integrates District and College strategic goals as well as Actionable Improvement Plans from the Accreditation Self Evaluation process.

The new College President initiated a review and analysis of the Strategic Plan in December 2012. Two members of the 2012-13 Strategic Planning Work Group analyzed the following key Bakersfield College documents:

- 2012-2015 Strategic Plan
- 2012 Self Evaluation with Actionable Improvement Plans
- 2011-14 Educational Master Plan
- 2012 Annual Program Review Summary of APR Process and Outcomes
- 2012 Program Viability Criteria
- Budget Criteria
- Decision-Making Document
- Committee Reports

The members organized these documents by College Strategic Goals (“Achieving Fiscally Sustainable Quality Progression and Completion” pages 11-12 in *Bakersfield College Strategic Focus 2013-14*) and cited all relevant documents used to prepare the synthesis. This new document further refined the 2012-13 Strategic Plan to link strategic goals, strategic initiatives, and benchmark data strands.

The College President presented the document at Opening Day, January 11, 2013. The authors presented and reviewed the document at College Council and Academic Senate.

In summer 2013, the College President convened a broader group to update the *Bakersfield College Strategic Focus 2013-14* document. They reviewed the Strategic Plan, the Strategic Focus, and the most recent Committee Reports in order to develop the original Strategic Initiatives (page 3 of the January 9, 2013 document). Each Strategic Initiative represents a college commitment to achieving its goals. As the group reviewed the strategic goals, it decided to broaden Goal Three’s title from “Facilities & Infrastructure” to “Facilities, Infrastructure, and Technology.” **The updated 2013-14 Strategic Focus now includes a sixth goal of Professional Development.**

The updated Bakersfield College Strategic Focus 2013-13 was presented at a retreat for College Council and Committee Co-Chairs on August 12, 2013. The College President presented the summary document at opening day, August 21, 2013. College Committees will continue to complete annual Action Plans and include progress in their fall reports.

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.

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.

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.

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.

Sustainability

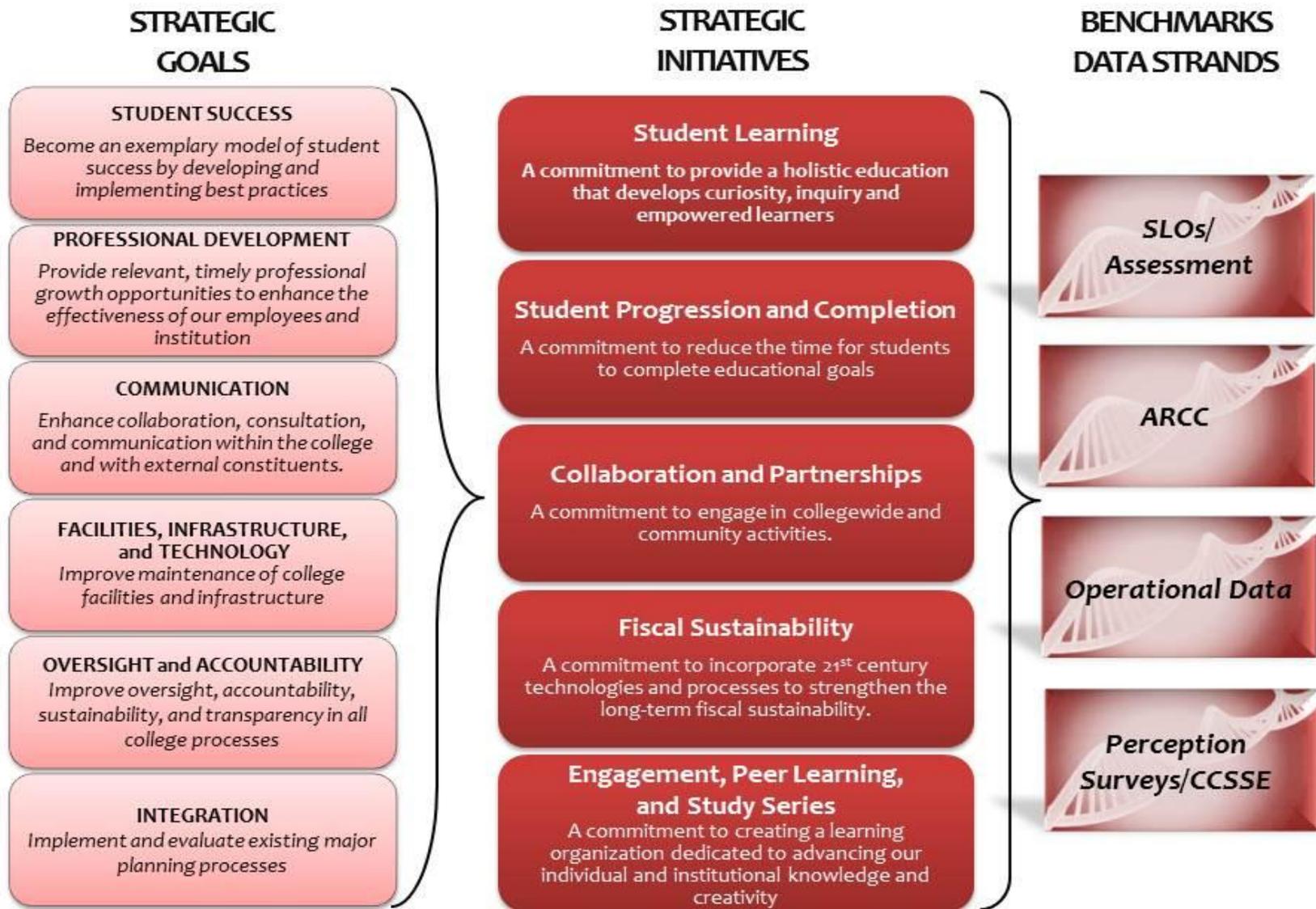


We recognize our responsibility for continuing and maintaining this institution which has been shaped by over 100 years of resolute and tenacious labor and judicious foresight, so we unceasingly place our energies into imagining how we might sustain and renew our fiscal, human, and environmental resources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

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

**BAKERSFIELD
COLLEGE**
1913 – 2013

Institutional Strategy Map



Institutional Work Plan for 2013-14

Student Success

Become an exemplary model of student success by developing and implementing best practices.

Student Success Vision Statement

Bakersfield College is committed to providing holistic educational experiences that foster student learning and academic success. Through concerted institutional efforts and strategic initiatives, Bakersfield College seeks to support student learning and success through improving progression and completion toward their academic and personal goals. As the Institutional Level Learning Outcomes state, the educational environment at BC provide opportunities for students to:

- a. Pursue knowledge and evaluate its consequences
- b. Communicate clearly and effectively in both written and oral forms
- c. Demonstrate knowledge and abilities in a chosen area of study
- d. Appreciate their civic responsibilities

Bakersfield College's Approach to Student Success

1. Improving student achievement and learning outcomes for all students, thereby creating an educational environment in which all students have shared opportunities and resources to succeed
2. Committing to student equity through the elimination of achievement gaps among various student populations as identified through the process of collecting, disaggregating, and analyzing data on student success, progression, and completion across all student groups, especially among at-risk student populations
3. Identifying, addressing, and resolving barriers to student success, progression, and completion, including institutional policies and protocols that inadvertently encumber students' academic progression along their journey toward completion
4. Developing an institutional culture in which data is frequently collected, reviewed, and assessed to inform and refine Bakersfield College's student success priorities and resource allocations
5. Implementing strategic initiatives and programs to advance Bakersfield College's student success priorities, as well as the allocation of appropriate resources to support those initiatives
6. Providing ongoing support throughout all phases of students' academic progression, including:
 - a. Point-of-Entry Admissions Services
 - b. Student Learning and Support Services
 - c. Academic Retention and Persistence
 - d. Graduation
7. Committing to continuous institutional self-assessment and improvement
8. Communicating with BC educational stakeholders to share and discussion information pertaining to student performance measures, outcomes, and institutional initiatives to improve student success



Student Learning

1. Increase student success by utilizing varied teaching methods such as compressed courses, expanded tutoring services, Habits of Mind, supplemental instruction, and early alert
2. Advance the student learning outcomes work from Proficiency to Sustainable Continuous Quality Improvement on the ACCJC rubric
3. Utilize the following five principles of student success: committed leadership, systematic institutional improvement, equity, use of evidence, and broad engagement
4. Enhance online instruction and services

Student Progression and Completion

5. Utilize data and improved services to close the achievement gaps among student groups
6. Develop and implement prerequisites for general education courses
7. Leverage technology to increase completion rates

Institutional Capacity Building

8. Implement fully My Degree Path for student and staff use to include degree audits, what-if evaluations, Student Educational Plans, and reports
9. Evaluate and improve matriculation services to increase student success
10. Dedicate resources to advance student development, learning, and success

Professional Development

Provide relevant, timely professional growth opportunities to enhance the effectiveness of our employees and institution.

Professional Development Vision Statement

Bakersfield College is committed to the ongoing professional development and growth of all employees. We believe in a culture that empowers employees to shape the future rather than react to it. As an educational institution, we recognize our employees are our most valuable asset. Through individual and strategic institutional efforts, Bakersfield College will create a vibrant learning and development environment by:

- a. Promoting a culture of learning
- b. Encouraging creative thinking, open mindedness. and engagement
- c. Encouraging communities of practice, peer-to-peer learning. and collaboration
- d. Promoting activities and opportunities which will enhance job performance, personal growth, diversity, and social interaction among employees
- e. Encouraging wellness and growth for both mind and body

Bakersfield College's Approach to Professional Development

1. Assessing employee and institutional needs to provide meaningful professional development opportunities to all employee groups
2. Providing a wide variety of learning and development opportunities in areas such as technology, diversity, wellness, accessibility, and pedagogy
3. Utilize external sources such as attending conferences, networking with industry peers, and participating in online training opportunities to broaden our professional development activities

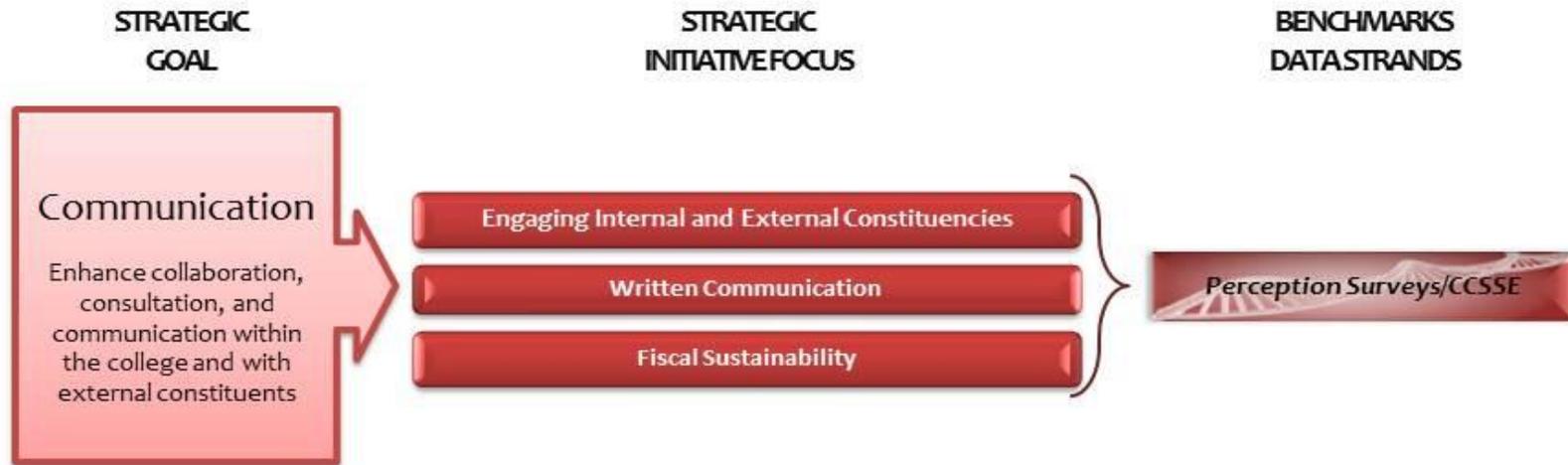


Peer Learning Through On-Campus Conferences, Study Series, and Workshops

1. Organize collegewide discussions on topics that advance the strategic plan of the college
2. Facilitate communication and integration
3. Facilitate data and information literacy
4. Facilitate workshops and other opportunities related to student learning, progression, and completion
5. Facilitate workshops and other opportunities to maintain currency of employee skills with emerging technology

Off-Campus Conferences

6. Fund teams to attend targeted conferences locally and nationally
7. Create intentional connections and integration with college community



Engaging Internal And External Constituencies

1. Hold collegewide conversations on priority topics
2. Develop a plan to leverage internal and external media to communicate and promote Bakersfield College
3. Develop and sustain partnerships with educational institutions and businesses
4. Evaluate collegewide morale and perception of communication

Written Communications

5. Continue with Renegade Roundup and President's blog

Fiscal Sustainability

6. Create a learning and working environment for students by providing opportunities for them to work on articles, social media pieces, and other communique



Student Learning, Progression, and Completion

1. Update and modernize facilities and technology in the classroom
2. Upgrade and expand wireless access across the BC campuses
3. Develop a media rich, online student orientation
4. Resolve CurricUNET Assessment module issues
5. Identify collegewide learning environment and operational space needs

Communication

6. Create the web representation of the college score card with the four data strands
7. Increase wireless coverage on campus

Fiscal Sustainability

8. Upgrade and refresh facilities, infrastructure, and technology and move to a goal of developing a scheduled maintenance plan
9. Update technology plan
10. Update facilities plan



Student Learning

1. Continue to identify and represent what students have learned
2. Determine strengths and weaknesses of the curriculum implementation and review process
3. Identify and highlight four superior assessment plans to improve student learning
4. Explore options for implementing a Master Teacher curriculum to improve instructional techniques among faculty

Student Progression and Completion

5. Continue to improve student progression towards their educational goals and improve their time to completing a degree or certificate
6. Develop an Achieving the Dream student success plan for implementation in AY 2014-2015
7. Collaborate with stakeholders to promote an institutional culture focused on student success principles
8. Intentionally analyze, review, and respond to data on student progression and completion to inform institutional priorities and improve student success

Fiscal Sustainability and Accountability for Institutional Effectiveness

9. Improve the system of reallocating and repurposing technological resources
10. Develop procedures to monitor progress on Strategic Plan objectives
11. Monitor progress on Actionable Improvement Plans
12. Evaluate instructional program viability criteria
13. Develop student and administrative services' viability criteria
14. Align data elements from the institutional score card with the four data strands
15. Integrate the work of governance committees with Program Review



Student Learning

1. Continue to identify and represent what students have learned
2. Enhance the Adjunct Faculty Orientation experience to include a more diverse offering of sessions and workshops

Student Progression and Completion

4. Improve student progression toward their goals and improve their time to completing a degree or certificate
5. Develop an Achieving the Dream Implementation Plan to guide college efforts in closing the achievement gap for various student groups and populations
6. Provide guidance, support, and accountability for academic programs with eligible Transfer Model Curricula (TMCs) to secure approval for offering Associate Degrees for Transfer (AA-T or AS-T)

Fiscal Sustainability and Accountability for Institutional Effectiveness

7. Improve districtwide assessment through collaborative efforts
8. Explore further integration of the institution's budget development process
9. Ensure internal deadlines are met
10. Evaluate college planning processes
11. Integrate the work of collegewide and governance committees
12. Ensure integration of systems and processes related to program review, assessment, and curriculum
13. Develop collaboratively an Integrated Program Review process proposal
14. Continue with the Renegade Roundup and President's Blog
15. Continue with the Community Voices pieces in *The Bakersfield Californian*
16. Expand on BC news items in local journals like the *Kern Business Journal*

Implementation: Making It Happen

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

Student Success	Professional Development	Communication	Facilities, Technology, and Infrastructure	Oversight and Accountability	Integration
Primary Academic Senate Assessment Data Team Curriculum ISIT	Primary Admin Council SDCC	Primary College Council All governance committees	Primary Admin Council Facilities Planning ISIT	Primary Admin Council FCDC	Primary All governance committees Admin Council
Secondary FCDC Program Review SDCC	Secondary All governance committees	Secondary All college departments	Secondary FCDC	Secondary All governance committees Data Team	Secondary Data Team
Exec. Leadership VP, Academic Affairs VP, Admin Services VP, Student Affairs (primary)	Exec. Leadership VP, Academic Affairs (primary) VP, Admin Services VP, Student Affairs	Exec. Leadership VP, Academic Affairs VP, Admin Services VP, Student Affairs	Exec. Leadership VP, Academic Affairs VP, Admin Services (primary) VP, Student Affairs	Exec. Leadership VP, Academic Affairs VP, Admin Services VP, Student Affairs	Exec. Leadership VP, Academic Affairs VP, Admin Services VP, Student Affairs

Collegewide and Governance Committees: Accreditation Steering (ASC), Assessment, Budget, College Council, Curriculum, Enrollment Management, Equal Opportunity & Diversity Advisory (EODAC), Facilities Planning, Faculty Chairs & Directors Council (FCDC) Information Systems and Instructional Technology (ISIT), Program Review, Safety, Staff Development Coordinating Council (SDCC)

Strategic Focus Key Reference Documents

- Bakersfield College Strategic Plan, 2012-13 through 2014-15
- 2012 Self Evaluation of Institutional Effectiveness and Educational Quality – Actionable Improvement Plans
- Strategic Focus Document, January 9, 2013
- Institutional Level Learning Outcomes
- Committee Reports