

# BAKERSFIELD COLLEGE

## 2014, a year in review. 2015, the year ahead.....

Submitted on December 22, 2014 to the Chancellor and the Board of Trustees

The following document captures, through sampling, the accomplishments, and outlines some of the challenges and the plan for the next twelve months.

### Section I: Bakersfield College's 2014 Year in Review

Information in Section I is organized under the six strategic goals of the college. The goals are in the current Strategic Plan (2012-2015) which sunsets this year. College Council has commissioned a taskforce to evaluate the work completed and to develop the next Strategic Plan (now called the Strategic Directions, SD, of the College) for the next three years 2015-2018. The SD Taskforce completed their evaluation of each of the activities under each strategic goal. This work was then represented through *smileys* for having satisfactorily completed the activity and x's for not completing the activity. Each of the goals includes a screen capture of these images. In addition to the six strategic goals, this section also spotlights some of the institutional work that was completed in 2014.

#### Strategic Goal 1: Student Success:

There has been a significant amount of targeted student success work this last year primarily driven by the SSSP and Equity legislation. See rating of the SD Taskforce.

*Multiple Measures:* In March/April 2013 BC identified 500 students who were participating in the California Student Opportunity and Access Program (Cal-SOAP) program and manually moved them up a level in their writing and math placements using multiple

measures. For 2015-2016, BC will be using the Multiple Measures capabilities of Accuplacer, the current placement instrument at BC. Accuplacer's portability enables assessment on high school campuses and automates the multiple measures process. In addition to multiple measures, these students went through the matriculation steps (for example: development of a Student Education Plan-SEP). The Multiple Measures is part of the intervention components executed for this cohort that we labeled Making It Happen (MIH), and the MIH program won the California Community College Board of Governors (BOG) Exemplary Program Award which recognizes outstanding community college programs. Only two colleges receive this award annually, so this award is a significant boost to BC's student success work. For more on MIH, <https://www.bakersfieldcollege.edu/making-it-happen>

😊	1. Increase student success by utilizing.....
❌	2. Advance the student learning outcomes....
😊	3. Utilize the following five principles....
❌	4. Enhance online instruction and services.
😊	5. Utilize Data and improves services....
❌	6. Develop and implement prerequisites....
😊	7. Leverage technology to increase completion rates...
😊	8. Implement fully My Degree Path.....
😊	9. Evaluate and improve matriculation services....
😊	10. Dedicate resources to advance student development.....

#### Equity and Inclusion:

TARGET - Increase the percentage of African American and the American Indian students completing SEPs.			
Population	Baseline data	2015-2016	2017 - 2018
African American	17.7%	20%	22%
American Indian	14.7%	16%	18%

These targets are iterative and re-evaluated annually.

The work on student success has been integrated with the work on equity, which is looking at the performance of all subpopulations and identifying those that are disproportionately impacted. See table above. We have a group working on the African American Initiative and the Latino Initiative.

*Disabled Student Programs & Services (DSPS)* served over 1,000 disabled students, and each must have four "contacts" with the department—resulting in a minimum of 4,000 contacts with the service. The department provides guidance to ensure compliance with accommodation requirements under Section 504 and the Department of Education's Office of Civil Rights.

*Financial Aid:* Financial Aid disbursed \$44,000,000 in financial aid and served over 53,000 walk-in inquiries. In addition, Financial Aid awarded nearly \$700,000 in scholarships to over 680 students. The department established an electronic scholarship management system for application, selection and disbursement of scholarships, significantly reduced aid processing time so delays are less than half of previous wait times, facilitated and managed BC's Perkins loan closeout and resolution, and established a Loan Default Prevention program that increased pre-loan counseling and reduced the amount of loans taken and reduced the loan default rate by 10%.

*Outreach and School Relations:* Outreach efforts increased BC's presence at local high schools; for example, 27 presentations were made in October 2014. Planning metrics map outreach events, orientations, testing and advising at each service region high school. The curriculum for orientation programs was revamped, ensuring SSSP and Title IX requirements are met. There has been significant collaboration with KHSD. Some specific activities include training High School counselors at BC; we had three of these sessions. We also offered training for counselors and Assistant Principals at KHSD.

*Early Alert:* Established a web-based early alert program that is customized to the college's student support services and programs. A faculty counselor assumed primary responsibility for managing and organizing this system, and coordinating responses and activities for each referral. Approximately 1,600 alerts were generated – many with multiple referrals for interventions and services.

*Academic Pathways and Templates:* Advising and Counseling, discipline lead faculty, and department chairs generated ideal student pathways for every college academic program. These templates have been uploaded into DegreeWorks and have poised the college to initiate online Education Planning

*Curriculum:* The Curriculum Committee has focused on Professional Development for committee members, faculty leads, support staff and educational administrators. Faculty leads regularly scheduled curriculum/assessment clinics to better inform and support faculty and share best practices in facilitating the curriculum review processes in order to meet state mandates (e.g., completed Student Education Plan Pathway as a required element for the approval of all new programs). In order to better assess curriculum proposals and the impact of proposals on other disciplines, a High Unit Justification Form has been adopted by the committee. Overall for 2013-2014, 104 courses were revised, 41 new courses developed, and 75 deleted. The committee also recommended the deactivation of 14 programs; 27 new programs, 18 of which were ADTs; and 4 program modifications. In addition, 147 courses were submitted for C-ID approval, 106 of which have been approved. In the new academic year, since August 2014, 56 courses have been revised, 9 new courses developed, and 82 deleted. The committee also reviewed and recommended the deactivation of 13 programs (degrees and certificates) and 7 new programs, 3 of which are ADTs: Philosophy, Agriculture Business and Agriculture Plant Science. A separate briefing paper has been developed on Degrees at Bakersfield College, which is submitted along with this document.

*Educational Master Plan:* This Educational Master Plan represents a collaborative effort within the Bakersfield College community to bring together key information that will guide and inform the college through 2017. A core team made up of administrators, faculty, and staff gathered documents that analyze academic areas of study for all students, including grant proposals and updates, new initiatives, instructional program reviews, and multiple sources of state, county and local data. The 2014-2017 Bakersfield College Educational Master Plan was approved by the Bakersfield College Academic Senate on October 29, 2014, and by the College Council on October 31, 2014. For more information: <https://committees.kccd.edu/bc/educational-master-plan>

**Strategic Goal 2: Professional Development:**

BC has done significant work in this area. See evaluation completed by the Strategic Directions Taskforce.

Under the Core Value of Learning, the professional Development activities have been branded under Learn@BC! and BCLearns! Here is a sampling of the events held since January 2013:

-  1. Organize college wide discussions on topics....
-  2. Facilitate communication and integration.
-  3. Facilitate data and information literacy.
-  4. Facilitate workshops and other opportunities related to....
-  5. Facilitate workshops and other opportunities to maintain....
-  6. Fund teams to attend targeted conferences...
-  7. Create intentional connections and integration....

<p><i>March 14, 2014:</i> Point or Origin Data Conference. Learn@BC! Keynote: Kurt Ewen, Institutional Effectiveness, Valencia Community College.  <a href="https://www.bakersfieldcollege.edu/conference/point-of-origin-spring-2014">https://www.bakersfieldcollege.edu/conference/point-of-origin-spring-2014</a></p>
<p><i>April 3, 2014:</i> Equity and Inclusion. Learn@BC! Keynote: Katie Haycock, President of Education Trust. <a href="https://www.bakersfieldcollege.edu/conference/atd">https://www.bakersfieldcollege.edu/conference/atd</a></p>
<p><i>May 9, 2014:</i> Excellence in Trusteeship. Learn@BC! Speakers: Louise Jaffee, President of CCCT; Tim Calhoun, Executive Director of the Technology Center; Greg Stoup, IR; and Sonya Christian.  <a href="https://www.bakersfieldcollege.edu/conference/trusteeship2014">https://www.bakersfieldcollege.edu/conference/trusteeship2014</a></p>
<p><i>October 14, 2014:</i> Kern Ag Summit. Learn@BC! Speakers included: Karen Ross, California Secretary of Agriculture; Paul Wenger, California Farm Bureau President; Rep. Kevin McCarthy, House Majority Leader; Senator Jean Fuller; and Congressman David Valadao.  <a href="https://www.bakersfieldcollege.edu/agsummit">https://www.bakersfieldcollege.edu/agsummit</a></p>
<p><i>October 17, 2014:</i> Title IX and Clery Symposium. Learn@BC! Speakers: Chris Counts, Amber Chiang, Michael Chang, Staff Attorney for the Office of Civil Rights, and Ava DeAlmeida-Law Investigator for the Office of Civil Rights. <a href="https://www.bakersfieldcollege.edu/conference/title-ix">https://www.bakersfieldcollege.edu/conference/title-ix</a></p>
<p><i>November 17, 2014:</i> Learning Outcomes Conference. Learn@BC! Speakers: Cliff Adelman, Senior Associate at the Institute for Higher Education Policy; Krista Johns, Vice President for Policy and Research at the Accrediting Commission for Community and Junior Colleges; Ron Baker, President, Baker Collegiate Consulting. <a href="https://www.bakersfieldcollege.edu/conference/ILO2014">https://www.bakersfieldcollege.edu/conference/ILO2014</a></p>

*Budgets:* In March of this year BC hired a new Vice President of Finance and Administrative Services. Since his arrival, Dr. Culpepper has been focusing on increasing the budget literacy on campus. Several budget workshops have been held in the past eight months. The participants in the workshops have consisted of all Budget Managers, Department Heads, Deans, Administrators, Faculty, and support staff. It should be noted that the Vice President’s position is a part of a broader reorganization plan that was accepted and approved by the College Council earlier this year.

**Strategic Goal 3: Communication:**

The SD Taskforce’s evaluation of the Strategic goal of Communication is provided in the image on the right. All 6 activities received a smiley.

In the Accreditation Follow-Up Evaluation Report received by the College on February 7, 2014, BC received no recommendations. In fact, the Evaluators commended BC for its communication. Here is the Commendation:

-  1. Hold college wide conversations on priority topics.
-  2. Develop a plan to leverage internal and external....
-  3. Develop and sustain partnerships with....
-  4. Evaluate college wide morale and perception....
-  5. Continue with Renegade Roundup and President’s blog.
-  6. Create a learning and working environment....

*The Team commends the College President for her enthusiasm, community spirit and speed in which she was able to bring the vast range of college services and educational programs into the conversations with local community and business leaders. As reported by one Chief Executive Officer*

*of a local business organization, the College is now an important resource that is available to the community because the College President has taken the time to bring that message and those resources into the Bakersfield community.*

*Internal communications:*

- The College websites have been significantly improved this year. The search capabilities are better and the content is media rich, which increases the transparency and level of trust at the institution.
- Please take a moment to check out the website and particularly the President's website at <https://www.bakersfieldcollege.edu/president>.
- The president has continued with her campus-wide communication called the *Renegade Roundup*. In 2014, there were 13 *Roundups* that were emailed to the campus. Check them out at <https://www.bakersfieldcollege.edu/president/communications>
- The president has continued being active with her blog which reaches the external community. At the time of writing the State of the College there have been 161 posts published, with 375 followers, a total of 35,831 views, and 137 comments including those in Facebook (FB). Check out the Blog site and sign up: <http://bcpresidentblog.com/>
- President's Huffington Post Publications:
  - o January 8, 2014. *California Dreamers: Education for All*. 97 Likes. 28 FB. 27 Tweets. [http://www.huffingtonpost.com/sonya-christian/california-dreamers\\_b\\_4557696.html](http://www.huffingtonpost.com/sonya-christian/california-dreamers_b_4557696.html)
  - o September 15, 2014. *Speaking Truth to Education Policy: A Review of Mettler's Degrees of Inequality*. 109 Likes. 33 FB. 21 Tweets. [http://www.huffingtonpost.com/sonya-christian/speaking-truth-to-educati\\_b\\_5819562.html](http://www.huffingtonpost.com/sonya-christian/speaking-truth-to-educati_b_5819562.html)

*External communications:*

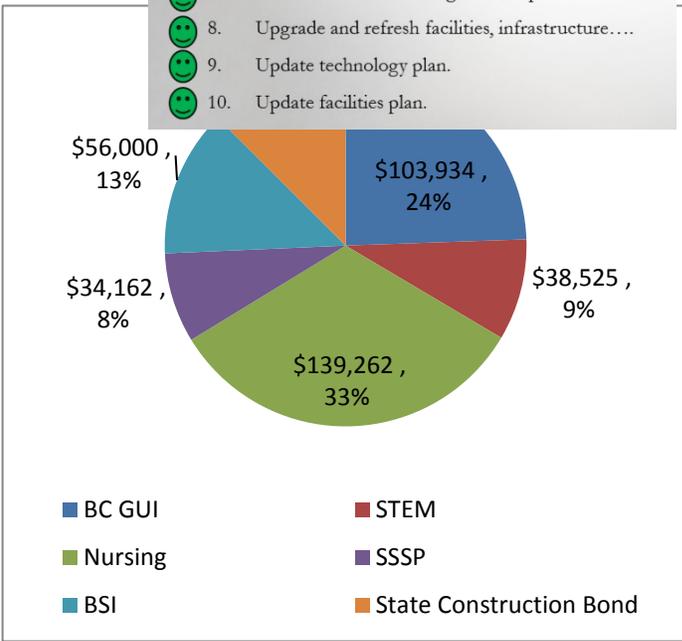
- The Renegade Report in fall 2014 was a partnership with the *Bakersfield Californian* with 15 weeks of web streaming shows promoting Renegade Athletics.
- Community Leaders Gatherings: There have been several face-to-face gatherings of Community Leaders this year to address specific issues. These events have been deliberate and targeted to closely tie into our work related to SSSP and Equity. Here are a few examples:
  - o April 29, 2014: High School Principals and Superintendents Community Leaders Breakfast. <https://www.bakersfieldcollege.edu/president/annual-breakfast>
  - o August 13, 2014: African American Community Leaders at BC. <https://www.bakersfieldcollege.edu/president/astep-community-meeting>
  - o October 15, 2014: Latino Community leaders at BC. <https://www.bakersfieldcollege.edu/president/latino-community-leaders-breakfast>
- Successfully collaborated with community members and the Renegade Football Club to restore the football field. This partnership project served to restore confidence and build relationships.
- Developed collaborative model to reestablish Kern High School District football games at the Memorial Stadium during Fall 2014.

**Strategic Goal 4: Facilities, Infrastructure, and Technology**

The SD Taskforce’s evaluation of the activities related to the Strategic Goal of Facilities, Infrastructure, and Technology is captured on the left.

*Technology (\$524,596 Mid-year Fiscal 2014-15):*  
 Including summer 2014 Projects, about \$371,883 has been spent on technology for general projects so far. The nursing program replaced 100 old laptops with new laptops and also replaced a few staff and faculty laptops. Four classrooms in the Science and Engineering building received technology upgrades. Several new employees were hired for our Student Success initiatives and technology was purchased for them. Both the Assessment Center and Library room 148 received new computers as part of the hardware replacement plan. The new Performing Arts building received new phones, wireless and staff computers. Eight classrooms in the Humanities building received a technology refresh with new short-throw projectors. Of these projects, only about 24% was funded out of the BC general fund. There has been about \$99,500 spent on ISIT requests so far. The AG building was refreshed with technology. One of the ASL classrooms received a new computer and short-throw projector. Cabling was improved in the LA building. Several large lecture halls received new projectors. Finally the Performing Arts building received a new Mac lab. Of these projects, only about 45% was funded out of the BC general fund.

- 1. Update and modernize facilities and technology...
- 2. Upgrade and expand wireless...
- 3. Develop a media rich, online student orientation.
- 4. Resolve CurricUNET Assessment module issues.
- 5. Identify college wide learning environment...
- 6. Create the web representation of the college...
- 7. Increase wireless coverage on campus...
- 8. Upgrade and refresh facilities, infrastructure....
- 9. Update technology plan.
- 10. Update facilities plan.



*Facilities (\$21,145,158. YTD):*

Completed Projects	
Chiller Replacement Project	\$2,071,000
Summer 2014 projects	\$120,000
TES Block Wall	\$57,000
North East Parking Lot Shade Structures	\$365,453
AG Roof Replacement Project	\$155,000
PAC Modernization	\$16,400,000
NE Parking Lot Slurry Seal	\$44,000
Prop. 39 Year 1 Exterior Lights	\$400,000
SE Lab Upgrades	\$140,000
Stadium Turf Replacement	\$150,000
SE Forum Chair Replacement	\$30,000
Wrestling Room Upgrade	\$44,000
Business Education Office Upgrades	\$10,000

Campus Center Office Upgrades	\$5,000
Campus Wide Phone Upgrades	\$1,000,000
Library Generator Project	\$30,000
Pool Cover Rebate	\$38,000
Controls for the Pool Pump Rebate	\$23,705
Restroom Fixture Replacement Rebate	\$62,000

BC continues to move forward with catching up from the previous budget cuts that left the campus in a state of disrepair. With the last three summers behind us, the campus has seen 22.3 million spent toward maintenance, repair, grant and modernization projects.

Most of these funds came from SRID bond, state funding, grants, donations and some came from General Fund. The campus-wide landscaping programming, sprinkler head replacement and campus wide Fire Alarm upgrades will be the main focused projects for the summer of 2015. The focus will be sustainability, safety and preventive maintenance. Facilities is working on implementing a campus lock down system.

Major construction projects include but are not limited to the new ABC Building, Language Arts Building Swing Space, Campus Center Remodel, Performing Arts Bathroom Project, Addition of Cooling to the Gymnasium, Student Services Elevator project, Maintenance and Operations building, Campus Wide Path of Travel, Practice Field Upgrade, Practice Field Lighting, New air handlers and tie in to the chiller loop for student services, Gym chiller loop tie in, Prop 39 year two exterior light replacement, AERA STEM Building, and STEM neighborhood.

**Strategic Goal 5: Oversight and Accountability**

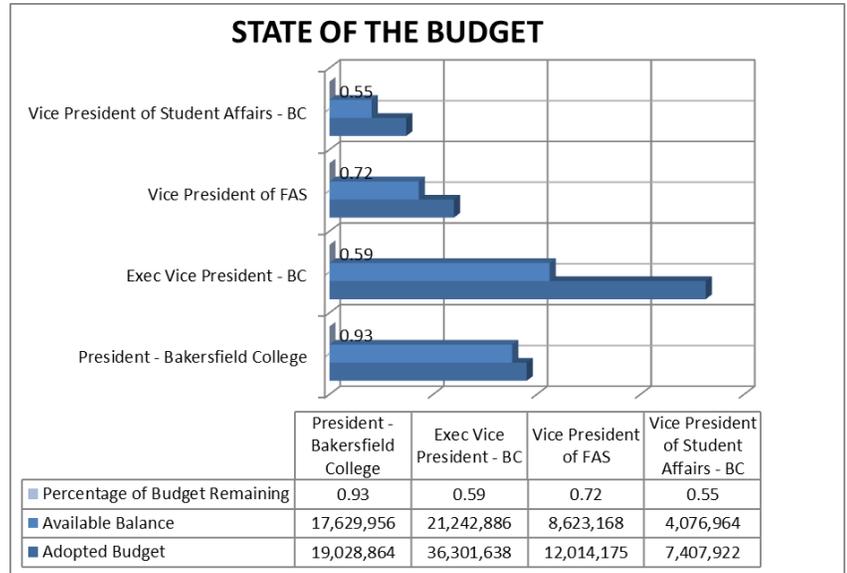
The SD Taskforce’s evaluation of the 15 actions under oversight and Accountability is shown below. In addition, this section includes brief updates on the budget and institutional scorecard.

-  1. Continue to identify and represent ...
-  2. Determine strengths and weaknesses...
-  3. Identify and highlight four superior assessment...
-  4. Explore options for implementing a Master Teacher...
-  5. Continue to improve student progression...
-  6. Develop an Achieving the Dream...
-  7. Collaborate with stakeholders to promote...
-  8. Intentionally analyze, review, and respond...

-  9. Improve the system of reallocating...
-  10. Develop procedures to monitor progress...
-  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...
-  15. Integrate the work of governance committees....

**Budget and Enrollment Management:**

The chart indicates the percentage of the budget remaining for each major department over the next six months. As indicated, each area's remaining available budget exceeds 50% of its respective allocation of the Adopted Budget. This is an indicator that the various departments are efficiently managing and controlling their budgets. Overall, the remaining balance in the college budget represents approximately 69% of the adopted budget. It should be noted that the President's budget includes the District Office transfer to cover service expenditures. The transfer amount is approximately \$16M. If this amount is deducted from the President's adopted budget and available balance, the percentage remaining would be approximately 54%. BC's current reserve is approximately \$4.1M, which represents approximately 7% of its operating budget 2014-15. In order to be in compliance with Board Policy, a 3% college reserve is required. It should be noted that part of the \$1.1M start-up costs for the BAS program may be used from the reserves. The College has already secured \$130,000 toward this cost.



**Long Term Fiscal Sustainability:**

The projected growth for the District is 2.75%. BC has used a 3.4% growth factor to project the funded FTES growth over the next five years. As a part of its strategic plan, BC anticipates the new BAS program to contribute 200 FTES to meet this growth.

FTES 5 Years Projection using an annual 3.4% growth rate						
	2015-16 DGO	2016-17 DGO	2017-18 DGO	2018-19 DGO	2019-20 DGO	Total Additional FTES
	13,655	14,120	14,600	15,096	15,609	
Additional FTES	449	464	480	496	513	2,403

**Events and Facilities Rentals:**

BC's strategic plan includes leveraging its newly constructed infrastructure to enhance its fiscal sustainability. The Manager of Community Relations and Events Development is a new position that has been directed towards bringing major events to campus as a profit generating enterprise unit with the model showing that in three years this enterprise unit will regularly provide a revenue stream for campus facilities and infrastructure upgrades.

**Renegade Scorecard:**

The Renegade Scorecard has gone through more development this year with the addition of data elements under the four data strands of student learning, student achievement, operational data and perception data. A paper on the Scorecard was published in the Research and Planning newsletter, Perspectives. It can be found at <http://www.rpgroup.org/content/october-2014-perspectives>

**Strategic Goal 6: Integration:**

All of the work at the college has proceeded with significant integration among the 12 campus-wide committees and the administrative leadership. See SD Taskforce's evaluation below:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li> 1. Continue to identify and represent...</li> <li> 2. Enhance the Adjunct Faculty Orientation...</li> <li>3. (omitted)</li> <li> 4. Improve student progression...</li> <li> 5. Develop an Achieving the Dream...</li> <li> 6. Provide guidance, support, and accountability...</li> </ul> | <ul style="list-style-type: none"> <li> 7. Improve districtwide assessment...</li> <li> 8. Explore further integration of the...</li> <li> 9. Ensure internal deadlines are met.</li> <li> 10. Evaluate college planning processes.</li> <li> 11. Integrate the work of college wide...</li> <li> 12. Ensure integration of systems and process...</li> <li> 13. Develop collaboratively an Integrated...</li> <li> 14. Continue with the Renegade Roundup and President's Blog.</li> <li> 15. Continue with the Community Voices.....</li> <li> 16. Expand on BC news items in local journals...</li> </ul> |
|---|--|

### Institutional Work in 2014:

**Accreditation** (<https://www.bakersfieldcollege.edu/employees/accreditation>): In May, 2014, BC began its work on the Midterm Report with an Accreditation Boot Camp. As issues or problems have been identified, teams have worked to solve them. The Midterm Report process has also played an integral role in responding to College Recommendation 1: Develop and Implement Evaluation Processes to Assess Effectiveness of the Full Range of Planning Processes. Over fifty faculty, classified staff, and administrators have worked on the Midterm Report. Final drafts of each of the fourteen sections of Standards I through IV were due in December. The draft report will be shared with the college and the Board of Trustees' subcommittee on evaluation/accreditation. The report will then go through the governance committees for approval before coming to the full Board of Trustees.

**Mission** (<https://committees.kccd.edu/bc/mission-review-team>): In spring 2014, the BC Mission Review Team reviewed and modified the college mission statement using the criteria in Standard I.A. in addition to the following local criteria: the statement had to be easily understood, meaningful, authentic (no educational or corporate jargon), measurable, and short but information rich. The Board of Trustees approved the statement on June 12, 2014:

*Bakersfield College provides opportunities for students from diverse economic, cultural, and educational backgrounds to attain 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.*

**Program Review** (<https://committees.kccd.edu/bc/committee/programreview>): In spring 2014, the Program Review Committee (PRC) introduced the Comprehensive Program Review that instructional programs would complete every three years. Approximately one-third of instructional program completed the new process in the fall of 2014. In December PRC had reviewed 89 instructional programs and the 16 administrative or student service units (non-instructional) across the College. It also provided information to help recommending and decision-making bodies such as the ISIT, Facilities, Assessment, Curriculum, and Professional Development committees; FCDC; College Council; and the College President in the resource allocation process. The President's *Closing the Loop* document is a response to the needs identified in the program review process.

**BC in State-wide Leadership:** BC is involved in several state-wide initiatives. Examples include: Common Assessment Initiative (CAI) Steering Committee, Multiple Measure Pilot College, CAI Pilot College, Multiple Measure Steering Committee, Scorecard Steering Committee, Education Planning Initiative Steering Committee, and Online Education Initiative Basic Skills Sub Committee.

## Section II: Challenges

In reviewing the challenges identified in the 2013 State of the College Report submitted to the Chancellor and the Board to Trustees it appears that they are still largely unresolved. The college faces a range of challenges, some within the scope of the college and some more systemic:

*Seriously declining facilities infrastructure*

Our facilities are in a serious state of disrepair after years of declining state appropriations. The College will have no choice but to go out for a bond measure to maintain the campus as a quality center of learning. This is a serious matter that will take commitments of time and planning.

*Critically behind in technology*

We have at times in our past been leaders in technology. This is a challenge of a different sort, where we need to continuously improve just to keep up. This issue is widely felt whether in the area of Learning Technologies, Student Information Systems, Communication Technologies, Reporting Technologies. If we, across the district, want to leverage current technologies to improve our processes and learning environment it must be addressed systemically and not just locally.

*Structured systems and processes that discourage innovation*

Finally, having the place and means to excel is really only the foundation of a commitment to innovation. In a world of constant change in technology, industry, ideas and culture, education cannot be a place of reluctant change. We must commit to creating structures and systems that don't just support innovation but demand it, and we must reframe our thinking so that status quo is never our benchmark, so that we are continuously aiming higher. This mindset is not currently adopted across the district, and hence structures and processes systematically extinguish effective change.

*Processes that are not timely and affect efficiency*

The existing bureaucracy and levels of approval does not facilitate timely processing of work. It appears to be a systems and communications issue as well as lack of clarity on authority and responsibility. We started conversations to address this issue in 2014 with administrators at BC and at the district. We will continue this work in 2015 as well.

### **Section III: Bakersfield College's 2015 Year Ahead**

BC's current Strategic Plan will sunset on June 30, 2015. College Council has commissioned a taskforce to develop the Strategic Directions for the next three years, 2015-2018.

<https://committees.kccd.edu/committee/strategic-directions-2014-15>.

The listing below is the most current draft of the Strategic Directions for the College.

#### **Student Learning**

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

In addition to the maintenance work of the Assessment Committee in providing oversight for the Course Learning Outcomes and Program Learning Outcomes and Assessments, the College will continue its work related to the Institutional Learning Outcomes—*Communicate Effectively, Think Critically, Demonstrate Competencies, and Engage Productively*. Particularly the College will: Complete its institutional assessment on the ILO—Think Critically; Utilize the CCSSE to advance the work on student learning; Administer a student perception survey on the ILOs on graduation day

#### **Student Progression and Completion**

*A commitment to reduce the time for students to complete educational goals.*

*MIH:* The MIH program described in Section I will be expanded to 1,500 students who will be identified in April 2015 and will go through the matriculation steps outlined in the SSSP and Equity Plans.

*Outreach:* Our outreach efforts will move beyond the senior year to the junior year of high school to start completing the matriculation steps.

*Equity and Inclusion:* BC's Equity Plan outlines activities to focus on specific subpopulations in order to address disproportionate impact and close the achievement gap.

#### **Facilities**

*A commitment to secure the funding for campus facilities and infrastructure for the next 30 years.*

The campus facilities are in serious disrepair. The College is committed to securing the funding necessary to "fix" the problems so that the next generation of students coming through the college will have a safe and state-of-the-art learning environment. The state's assessment of the aging facilities has identified needs of \$50M. The recently completed Facilities Master Plan identifies needs of \$200M for additional infrastructure, including 200,000 square feet of useable office/classroom/conference space, and \$80M for modernizations, expansion, upgrade, replacement of aging infrastructure and continuing energy conservation projects beyond the funding capacity of the 2002 SRID bond program. This totals approximately \$330 million. A briefing paper on the Bond has been submitted with this document.

#### **Oversight and Accountability**

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

BC's focus will be in three areas: (i) Student learning and student achievement; (ii) Budget oversight at institutional, functional level (instruction, student affairs, administrative services) and departmental levels (iii) Continue to improve planning and resource allocation: Continue to improve rigor and focus of the *Closing the Loop* document.

#### **Leadership and Engagement:**

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

We have made significant strides in this area with the Bakersfield College Administrative Transition Team (BCATT) and other opportunities for faculty and staff to participate in key institutional initiatives. These efforts have built a strong sense of engagement within the college and a culture of being empowered at the local level. In addition, we have made great strides in reconnecting with the community. We will continue to build on these effort.