

Section I: Strengths and Key Accomplishments

The State of Bakersfield College is strong. With over 24,000 students and an annual FTES exceeding 13,500, the college's productivity remains high at 17.2 FTES/FTEF. Total operational costs per FTEs are \$3,789. Student Education Plan completion has increased, with most disciplines seeing completion rates of over 70%. Matriculation percentages have increased, with 88% of first time students completing Orientation and 87% completing Assessment. 100% of Student Support programs completed SLOs, 100% of programs completed PLOs, and 100% of courses completed SLOs. BC offers 23 Associate Degrees for Transfer and 24 dual enrollment courses. BC has developed three new programs last year—Applied Music, Public Health, Multimedia. BC has deepened its ties with the community and has developed the Renegade Scorecard to advance the accountability of the college and the transparency to the community.

BC's key strength is its people. Faculty and staff are talented and dedicated to the students and to the institution. As such, they are motivated to do what it takes to "Make It Happen" in the work related to advancing student learning and progression towards their educational goal. The college conducts its midyear evaluation¹ on work completed in accomplishing the goals of the strategic directions in December and the final report is completed in May. The College also does a midterm *Closing the Loop* document for College Council in December and a final report in May. This report links budget planning and resource allocation to the campus priorities.

Here are some highlights from seven areas of the college: Academic Affairs, Student Affairs, Distance Education, Administrative Services, Information Technology, Human Resources, and Professional Development.

Academic Affairs

Over the past year, Academic Affairs has used the 2014-2017 Educational Master Plan to move forward initiatives for student success, completion, and resource development. Accomplishments focused on building a college going culture in Kern County include the expansion of expansion of dual enrollment at local high schools and securing approval of the Substantive Change for BC to offer a bachelor degree. Overall, the foundation of BC's accomplishments and strengths lies in the integration of these efforts across disciplines and in its collaboration with Student Affairs.

Program Quality and Development

- Bachelors Degree Substantive Change approved

¹ Evaluation of the Strategic Directions is done by the Accreditation and Institutional Quality (AIQ) committee working with the Strategic Directions Taskforce.

- Regional Program Curriculum Approval secured for: Automotive (11 Programs), Media Arts COA, Industrial Automaton Bachelor of Science Degree
- AAT and AST Degrees approved are Economics, Elementary Education, and Philosophy, and AS-T degrees in development are Agriculture Animal Science, Agriculture Plant Science, Agriculture Business, Public Health, Chemistry and Biology.
- Paramedic program developed for credit, increasing access to financial aid
- Associate Degrees for Transfer in Psychology, Criminal Justice, Sociology, and Philosophy curriculum revised to be offered in hybrid and online modalities.
- Curriculum development: junior and senior level Bachelor of Science Industrial Automation courses; Electronics curriculum redesigned for hybrid delivery; Automotive curriculum redesigned for smaller unit courses; Engineering curriculum redesigned to align with state C-IDs; Water Treatment Courses revised to be offered in fall 2016.
- Successful Program Accreditation: Radiology Technology and Paramedic Programs
- Increased Supplemental Instruction support for 43 courses and expanded to 85. Number of student participants scaled up from 499 to 1062.
- Established Renegade Study Hall with weekly participation averaging 70 student/athletes
- Academic Affairs and Human Resources and partnered to host Faculty Hiring Workshops
- Communication/Conflict Management workshop offered to FCDC
- Child Development Center earned a four star rating under QRIS and CLASS program system
- Completed hiring for 35 full time- tenure track faculty positions
- Leveraged resources to hire managers to expand Rural Initiates, Supplemental Instruction, the Writing Center services thought categorical funding so that it does not impact 50%-law.

Increased Access, Engagement, Progression and Completion

- First semester, dual enrollment partnership with KHSD for Fall 2015, started with 24 sections taught by high school instructors. There are 450 students enrolled.
- Decreased the number of waitlisted enrollments for English and History
- Increased the number of compressed sections for English B50/B1A and Math 60/70
- Increased the number of accelerated sections: AcDv B55, AcDv B61, English B53
- Math Multiple Measures Placement based on high school GPA and junior year mathematics grades. Discussions underway to develop new 12th grade mathematics course.
- State approval received for Math B70, which leads to Statistics without taking intermediate algebra. Courses scheduled for spring 2016
- New Chemistry Club started with 48 students. Engaged in outreach efforts to local high school.
- Growth of Pre-Law Pathway from 88 students to 144, with
- Student/athletes grew to 437 and number of sports is increasing to 21.
- Hosted Summer 'Project Lead the Way', part of Chevron's educational programs efforts

Rural Initiatives

- Scheduled CTE courses in welding, electronics and engineering course at the Delano Campus
- Rural Initiatives courses offered at Delano Adult School, McFarland Learning Center, Wasco, Independence High, Shafter Learning Center, Arvin High School, and Fresno Pacific University.

- CCTP1 Ag Pathways includes Wonderful College and Career Academy and Wasco High School
- Arvin High School - development of “1+1+2 = Game Changer” Program was funded by the Kern County Board of Supervisors.
- Inmate Education – BC provided training for faculty and successfully offered two courses at Kern Valley State Prison as part of its Rural Initiative.

Partnership Development, Grants and Philanthropy

- Expanded funding from Chevron for Planetarium
- Delano High School District in the development of Earlimart High School to support a pathway to Bachelor of Science in Industrial Automation
- Delano High School District, Kern High School District, CTE courses offered via dual enrollment
- Wonderful Academy Early Start partnership (CCTP1) expansion to second high school
- Collaboration with McFarland High School to establish an Agriculture Pathway an
- Agreement for Delano High School District and Bakersfield College to establish CTE and general education dual enrollment options for students.
- Adult Education – Collaborate with Bakersfield Adult School in joint location
- Adult Education - North Kern Adult Education Alliance collaborating to integrate educational services for northern Kern County.
- Delano – Expanded Peer Tutoring/Supplemental Instruction to include adult school and CCTP1 partners; Co-located college AcDv/ESL/EMSL courses with Adult Education courses.

Other

- Intercollegiate and International soccer held in Memorial Stadium
- Planning concluded to re-establish Renegade Athletic Hall of Fame for all sports
- Included family oriented activities at BC Football games
- Expanded ‘live streaming’ to cover volleyball, soccer, basketball, baseball, and softball
- BC named an ATD Lead College after two years of participation
- Accepted as one of 30 community colleges in the nation for the AACCC Guided Pathways Project

Grants

Bakersfield College has been strategic in identifying gaps, building on best practices and seeking funding. Whether scaling up the ‘Making It Happen’ model or working in collaboration with other agencies to improve programs and services for Kern County. BC is committed to seek external resources and leverage resources to reach its institutional goals.

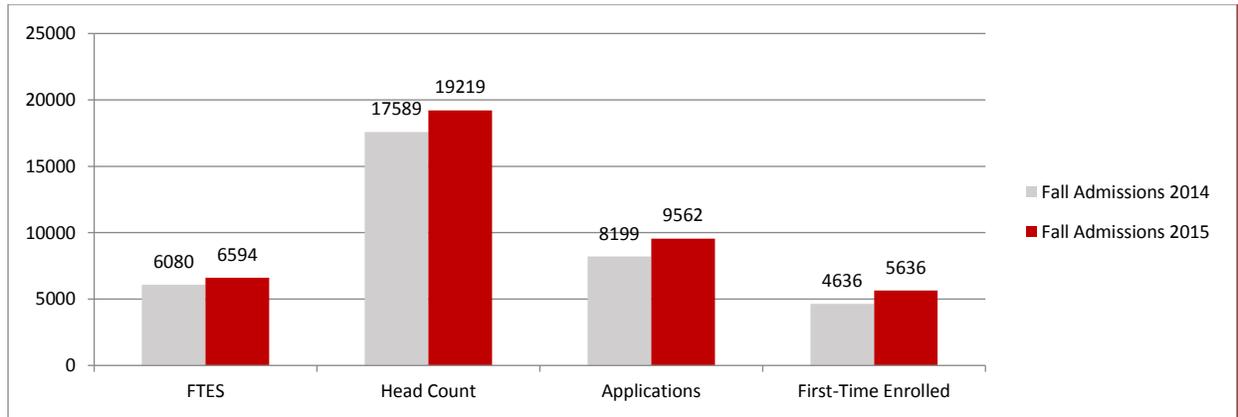
ADN Program Enrollment Growth & Retention	\$ 189,437
ADB Program Assessment, Remediation & Retention	\$ 114,000
San Joaquin Hospital Contribution	\$ 160,000
California Endowment Healthcare Pathway (DO/ROC)	\$1,000,000
Aera STEM Success Center	\$ 500,000
CCPT2 Grant for CTE Pathways	\$1,470,000
Eisenhower Fellowship Grant	\$ 15,000
Title V Grant	\$ 2,600,000*

Student Services

Student Affairs has been a key driver for bringing together the whole college to advance student progression and completion. The highlights are organized in five sections: Outreach, matriculation and enrollment; Student success initiatives; Financial assistance; Student assistance and engagement programs; Integration of new funding for student success.

Outreach, Matriculation and Enrollment

During the last two academic years, Bakersfield College has examined the matriculation and enrollment life-cycle and implemented significant changes to the process. The college-wide initiative to embed services at the service-area high schools (Appendix 1, Table 1 and 2) and track student progression from step-to-step has resulted in an increase in applications to the college by 17% (Fall 2014 to Fall 2015) and an increase of 22% in the number of “first-time” enrollees, resulting in an increase of **8.5% in FTES** and **9.2% in Headcount** for Fall 2015. The chart below represents the growth in the number of incoming students.



While the work at the High Schools is coordinated through the newly formed Outreach department within Student Affairs, the overall endeavor is a collaborative partnership between several key college and community partners.

By using Multiple Measures Placement, BC saved 2111 semesters in the incoming MIH cohort of 1600 students (equivalent to 1359 from bumping 752 in accelerated and compressed class enrollments= 2111 saved semesters, minimally at 3 units each = 6,333 units X \$46 a unit = \$291,318 – \$364,000).

Student Success Initiatives:

Student progression to goal completion is embedded within the services provided. Here are a few highlights:

Welcome Center: Established the Bakersfield College Welcome Center as a central point of contact for first-time visitors to the college. Staff assists new students with registration

problems, course registration, identifying holds, and referring students to various departments on campus, conducts campus tours, assists with Orientation, IT'S POSSIBLE, Renegade Days, etc.

Early Alert: Implemented a computerized “Early Alert” program using a temporary software platform. The alert goes out to the counselor and also to other support services like tutoring. The number of students contacted through the Early Alert program has increased:

Fall 2014	565 total alerts turned in by 59 faculty members
Spring 2015	445 total alerts turned in by 53 faculty members
Fall 2015	782 total alerts turned in by 69 faculty members

Students of Concern Team: Created the first behavioral intervention team at the college by forming a cross departmental “Students of Concern Team” to deal with student behavior and concerns. Ensured training and aligned processes with best practices. In collaboration with the Early Alert Program, faculty and staff were able to submit alerts that directly went to the Director of Student Life to review. Of the 445 total alerts were received since January 2015, 55 (14%) students were discussed either directly by the Director of Student Life or within the SOC Team. SOC Team developed two institution-wide protocol: Death of a Current Student protocol; Suicide Prevention Protocol

Summer Bridge Programs: Held over 20 Summer Bridge programs, reaching 450+ students. Included Financial Aid, library research, and communication workshops. Included first-ever rural Summer Bridge with Wasco High School

Veterans: Hired the first full-time advisor dedicated to veterans success. This has resulted in a significant increase in the number of visits by student veterans—tripling from 2,000 visits to 6,000 visits (annual) and an increase in the activities and service events for veterans. Examples include: VetFest; GI Bill workshops; Veteran-only career development class

New Student Convocation: Students new to Bakersfield College were welcomed to campus by representatives from Bakersfield College, including the Dean of Student Success, the Student Government President, the Academic Senate President, and Bakersfield College President Sonya Christian. A community dinner and entertainment by various Bakersfield College groups, highlighted the evening about 912 students and family attended

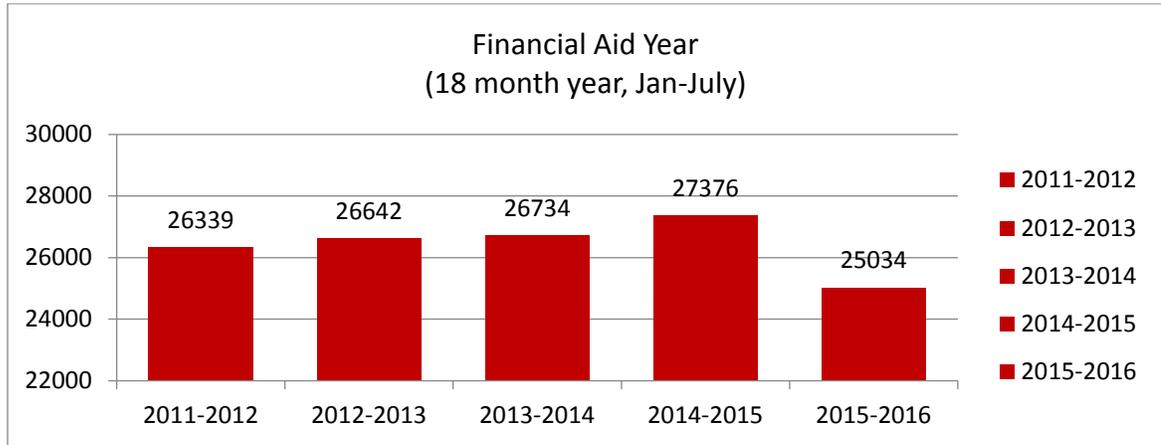
Financial Assistance

Cohort Default Rate: The College decreased the Cohort Default Rate with the implementation of the Cohort Default Prevention Plan. BC is no longer on “warning” status from the Department of Education. 2010 3 Year Cohort Default Rate: 30%; 2011 3 Year Cohort Default Rate: 27.7%; 2012: 3 Year Cohort Default Rate: 21.3%.

Disbursements: Increased the amount of students who were disbursed Pell. 2013-2014, 9189 students, \$27,014,860; 2014-2015, 9734 students, \$29,775,158

Perkins Loan Liquidation: The College has completed the liquidation of the Perkins Loan liquidation, and is in compliance with the Department of Education’s Financial Aid requirements

Increased Volume: See graph for increase in the number of Financial Aid Applications:



Food Pantry: Expanded the college food pantry to serve more students in financial need. The pantry is now providing daily pantry service through a partnership with local food vendors, and has expanded services for hygiene and holiday supplies:

- Daily Bread: Since the first delivery of service in partnership with Panera Bread, on March 9, 2015 the service has been used 3,696 times by students with 1,353 unique students
- Fresh Fruits and Vegetables: Since September 2015, pantry offers fresh fruits and vegetables in partnership with Golden Empire Gleaners. This service was used 385 times.
- Hygiene Kits: Created hygiene kits for students who need assistance in maintaining proper hygiene. Since August 2015, 186 students have been served
- Holiday Turkey Give-a-way: 62 turkeys were given to students for the annual turkey opportunity drawing. 693 student signed up the for drawing. Only 8.94% of the students registered where served

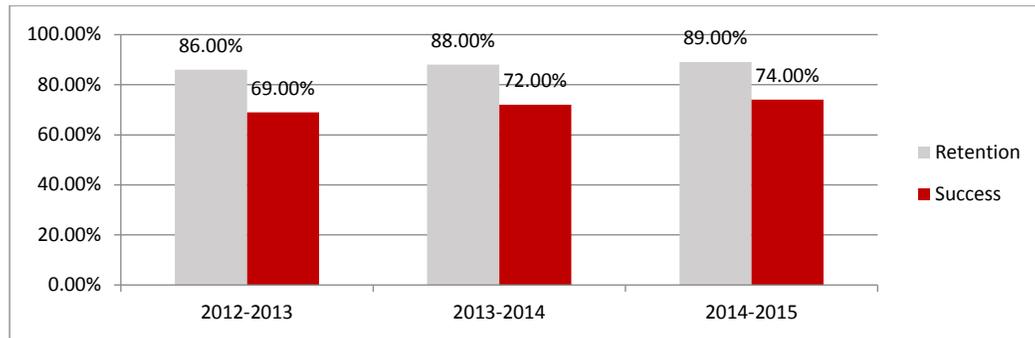
Student Assistance and Engagement Programs

Off Campus Housing: The college has reestablished the off campus housing program, and guided its development and program development within Student Life. Since Fall 2015, 30 rental spaces have been advertised to students

EOPS: Funding has been fully restored and program is expected to expand services to include student academic support for 1,000 students funded through the EOPS categorical funds, and upto another 1,000 through Student Equity funds:

- 2012-13: \$623,766 714 students
- 2013-14: \$769,546 930 students
- 2014-15: \$769,546 858 students (to date)
- 2015-16: \$1,044,078 upto 2,000 students expected

The EOPS program has significantly increased retention and success rates for its students over the last three years:



SGA Accountability: BCSGA has a new Constitution for BCSGA 2014-2015: Redevelopment of the Preamble and Mission Statement for BCSGA; Creating a 3-Branch Government to ensure checks and balances; Created Appointed and Elected Officers with Support Staff; Simplified Structure, format, and clarification on processes of the Constitution. Established a budget distribution model and transparencies within the Association whereby 1/3 of BCSGA funding would automatically be distributed to: BCSGA Operations (salaries, office supplies, etc.); Student Organization Services; Student Activities – campus wide programming

Student Conduct: Created online forms for all student conduct matters. Since January 2015, the Office of Student Life has recorded 230 students that have been formally charged with a violation of student codes of conduct.

Distance Education

Historically, Bakersfield College has been a leader in Instructional Technology and in Distance Education. In the 1990's, we were a pioneer college in offering a wide array of online courses to our students, and we also were a leader in Interactive TV and ITV courses. Over time we have moved from the front of the pack to somewhere in the middle.

Since 2013, BC re-launched the Online Instructors' Community of Practice. In addition to the development of online and hybrid courses, BC's approach has been the integration of state of the art learning technologies within the traditional classroom as well as the online environment.

Currently, we are evaluating the Canvas CMS for possible adoption. Canvas is the official course management system for the OEI. Approximately 60 faculty have been issued test accounts to try out Canvas for themselves. The college is collecting survey data from all faculty, including trial participants, on their position related to Canvas adoption. The Academic Senate has Canvas on their agenda as a standing item, and the ISIT committee hosted an open forum in December.

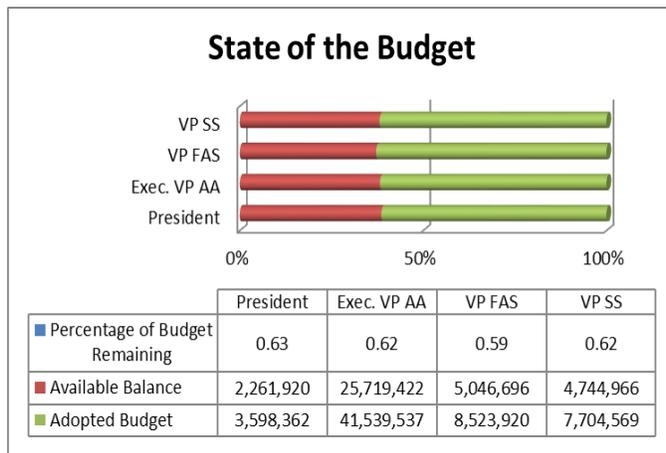
The 2014 – 2015 KCCD Distance Education Report which contains longitudinal data for the academic years 2012-2013, 2013-2014, 2014-2015 is included in the Appendices. Briefly, in 2014-2015, BC generated 41.3% (1,188 FTES) of the district-wide online FTES. The course retention rate in the same year was 78.8% compared to 86.7% in the face-to-face instruction.

Administrative Services

For the 2015-16 fiscal year, Bakersfield College is operating with a general fund adopted budget of approximately \$84 million (this amount includes the DO chargeback and college reserves); this equates to approximately 11.5% growth when compared to the 2014-15 fiscal year. The salaries and benefits account for approximately 64% (2014-15) and 63% (2015-16) of the adopted budget revenue.

Adopted Budget Longitudinal Analysis											
<i>Fiscal Period</i>	<i>2010-11</i>	<i>2011-12</i>	<i>Growth%</i>	<i>2012-13</i>	<i>Growth%</i>	<i>2013-14</i>	<i>Growth%</i>	<i>2014-15</i>	<i>Growth%</i>	<i>2015-16</i>	<i>Growth%</i>
Total Budget	68,750,003	70,859,028	0.03	62,470,997	-0.12	68,122,615	0.09	74,983,088	0.10	83,600,477	0.11
Projected Reserves	2,647,045	3,775,641	0.43	0	-1.00	1,957,271	0.00	4,108,342	1.10	5,849,905	0.42
Adopted Budget	66,102,958	67,083,387	0.01	62,470,997	-0.07	66,165,344	0.06	70,874,746	0.07	77,750,572	0.10

In addition, Bakersfield College received approximately \$11.9 million in state and federal grant dollars; this is a 29% increase when compared to the 2014-15 fiscal year. Bakersfield College has continued its focus on college priorities by strategically repurposing existing resources and using grant dollars. In addition, the college discussions continue to evaluate strategies for long term fiscal sustainability by augmenting its revenue streams through its auxiliary enterprises like facilities rentals. The college reserves are projected to be \$6.5M (2015-16); this is an approximate 38% increase when compared to the 2014-15 fiscal year adopted budget and it assures the Bakersfield College will be in compliance with the 3% board policy.



At the time of this report Bakersfield College’s 2016 academic year is at midpoint (41.2% of the fiscal year). The fiscal year ends on June 30, 2016. The chart indicates the percentage of the budget remaining to be expended for each major department over the next seven months. As indicated in the chart, each departments remaining available budget is below the 41.2% 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 62% of the adopted budget. Bakersfield College’s current projected reserve is approximately \$6.5M. Further, a portion of approximately \$9M of the unallocated general funds is being held by the District Office to fulfill debt obligations and to support new full time faculty hires.

The budget literacy workshops have paid off significantly in BC’s operations. Here is an example of the results of these workshops: a year ago NSF (non-sufficient fund) listings would

record 20-30 budget items reflecting the need for more effective budget control and management by the budget managers in various departments. Today, the NSFs are practically non-existent; listing only a few from time to time.

Facilities, Maintenance and Operations: The Facilities and Maintenance and Operations

(FM&O) department was supported by the Governor’s 2015-16 budget by a distribution of \$1.8 million in mandated funds and \$1.2 million in scheduled maintenance and repair funds. These addition funds have allowed BC to address major program review projects; some of these projects are noted in the table below.

Site & Project Name	Department	Estimated Budget
Veterans Room Relocation Project	Student Services	\$20,000.00
Campus Wide Security Camera Project	Public Safety	\$520,000.00
DSPS Relocation Project	DSPS	\$85,000.00
Track Replacement (or Re-surfacing)	Athletics	\$300,000.00
Library Carpet Replacement Project	Humanities	\$220,000.00
Campus Wide Bollard Installation	M&O	\$25,000.00
Fine Arts Parking Replacement Project	Fine Arts	\$200,000.00
Planetarium Computer Upgrade Project	Science & Eng.	\$300,000.00
Campus Wide Way Finding Signage	Scheduled Maint.	\$431,700.00
Campus Wide Sidewalk Repair	Scheduled Maint.	\$250,000.00
Install Handicap Door Entry for Buildings	Scheduled Maint.	\$175,000.00

Other major project completions of the past year include (see table below):

Major Projects Completed in 2014-15 and 2015-16

Chiller project	Agriculture Building summer remodel
Roofing replacement project	On-going water gas line replacement project
Successful implementation of the custodial night crew	Stadium field turf replacement
Practice football field refurbishment	Wrestling room upgrade and new wrestling mats
Asphalt slurry seal of the North East Parking lot	Successful move back in for the Performing Arts Center
Water efficient landscaping sprinkler head replacement	Exterior parking lot LED lighting replacement project
Campus wide low flush toilet and urinal replacement project	Bringing the Thermal Energy Storage (TES) Tank up to operational standards
Installation of the block wall around the TES tank	Campus wide tree trimming

Events Development and Community Relations: The Events Development and Community Relations department maintains the central scheduling calendar along with a complete list of classrooms and meeting spaces. Department personnel coordinate all event needs such as site selection, catering, scheduling policies and procedures, contract administration and risk management compliance.

Auxillary Food Services: Our new chef, Eric Sabella, brings innovative and management skills that have increase the foods services revenue by approximately 5-10% compared to 2014-15 revenues. Chef Sabella focuses on one of BC’s core principles “wellness”. In addition to improving the quality of food and ensuring that the working conditions support the staff in an effort to engender loyalty and cooperation, Chef Sabella has begun to focus on improving business practices by addressing issues like safety and sanitation standards, development of standardized cost control procedures etc. It is important to hire the Food Services Assistant Manager which was approved by College Council in the 2013 Management Structure. Further, the Food Service Department has been increasingly involved in the mentoring of Culinary Students as part of their work experience requirements.

Public Safety: Public Safety is a well-respected operation at the College. The responsibility of the officers include but not limited to:

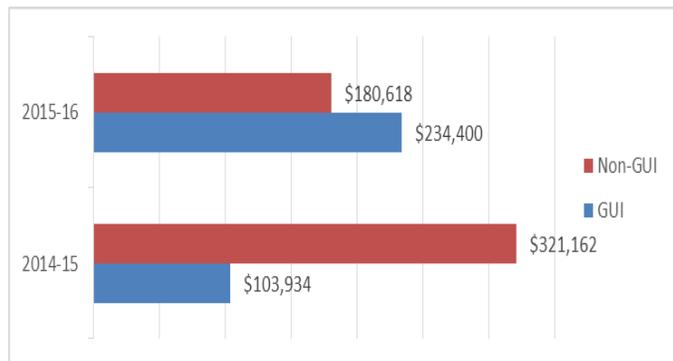
- Monitoring the Public Safety Officer radio; the DSPS cart service radio; Parking Enforcement Officer radio
- Dispatching Officers to calls for service and DSPS cart drivers calls for service.
- Look up reports, citations, permit information, assist students and staff with ordering permits
- Complete outside agency background investigations
- Ensure DSPS carts are maintained
- Train Student Workers for front office duties and DSPS cart driver service

Jan 2015 – June 15, 2015	
In coming phone calls:	6,595
Lobby walk in:	4,403
DSPS cart service:	3,077
Calls for service:	2,342
Outside Agency Backgrounds	222

Other Administrative Services: Other administrative functions, such as, Shipping and Receiving, and Mailroom has an opportunity to engage in Enterprise Resource Planning in order to digitally track shipments. In response to the need of the BC constituency, the BC print shop acquired new black and white high production printers and hired a permanent 19 hr. position.

Information Technology

For academic year 2015-16, we have spent about \$415k for technology. This is an increase of about \$45k over the same time period last year. BC leverages non-GUI funds to need significant technology needs on campus. See graph.



Technology Accomplishments: Hosted the first ever Learning Technologies Conference at BC; Replaced campus pay-for-print system; Upgraded telephone system and replaced over 400 telephones; Replaced 180

computers in the Library Computer Commons; Installed technology in newly remodeled Simonsen Performing Arts building; Upgraded back-end wireless controllers for improved wireless performance and throughput; Upgraded over 50 wireless access points for improved performance; Replaced back-end enterprise storage array for all file shares; Purchased and installed over 800 computers (new and replacements) on campus using both GUI and grant monies; Upgraded four classrooms to smart classrooms (Two in Humanities, two in Language Arts); Live-streamed 7 major conferences/events on campus; Video-taped 9 major conferences/events on campus; Added two additional large volume printers in the Commons to improve pay-for-print system; All new technology for student Welcome Center; Three new laptop carts (70 total laptops) to be used by students in Supplemental Instruction and some of the other instructional labs; Converted 100 analog phones to IP phones; Replacement of core network switch at the Delano campus (in-progress).

Human Resources

The current staffing for the Bakersfield College human resources department consists of one (1) Human Resources Manager, one (1) Human Resources Technician, two (2) Human Resources Assistants, one (1) Department Assistant III, and one (1) Job Development Specialist . These positions are vital to the well-being of the employment processes at Bakersfield College.

The Human Resources Manager oversees the operations of the college office to include: human resources planning, policies and procedures, employee labor relations, EEO compliance, recruitment and orientation, classification, compensation, and benefits, employee development, Title IX, discrimination investigation, labor agreement compliance, and reporting. The main responsibilities of the staff are, but not limited to: recruitment and screening committees, student employment, payroll management for the college, data entry, livescan, and customer service.

Professional Development

Professional Development Accomplishments: Professional Development Committee completed the BC Professional Development Plan; Hosted the first ever public Renegade Talks; Hosted the first ever Learning Technologies Conference at BC; Multiple employees sent to a variety of external conferences (Student Success, Banner, ATD); Identified funding for a Program Manager for Professional Development (hiring in-progress); Beginning stages of implementing a Professional Development Academy; Re-designing America's Community Colleges sessions; Upcoming conference with authors of Re-designing America's Community Colleges book; Ten employees attending Student Success Conference and presenting three different sessions; Two faculty and IT Manager attending Digital Humanities training at Lane Community College; Focused sessions on safety to improve response in light of recent school shootings (CPR, Active Shooter, Building Marshal training).

Foundation / Resource Development

- The size of the BC Foundation endowment (\$35,000,000) which through the investment management fee provides resources to the Foundation to conduct its programs
- The broad community support that exists in Kern County for Bakersfield College
- The Foundation purchased a new software package (Raisers Edge) in 2014 which was fully implemented in 2015.
- The Foundation helped Financial Aid purchase a new software package, AcademicWorks, last year to streamline the scholarship selection and award process.
- The Foundation has awarded funds to support campus programs. Criteria for awarding funds were established and nearly \$200,000 has been awarded.
- Working with Commonfund, the Foundation board transitioned the Foundation investments to a more diversified investment portfolio called the Global Multi-Asset Portfolio (GMAP). Its one-year performance in 2014 was a return of 18.8%.
- A new Student/Alumni Nexus program to link current students with alumni through on-campus brown-bag lunches where students and alumni could meet and interact was initiated.

Total Assets for Foundation:	
6/30/2014 -	\$24,756,611
6/30/2015 -	\$30,898,160
9/30/2015 -	\$35,817,940

7/1/2014 to 6/30/2015 – Restricted Funds Revenues –	
Donation Revenue	\$6,673,158
Scholarship Revenue	\$175,380
Memberships/Dues	\$6,648
Sponsorships	\$53,262
Investment Income	\$838,808
Other fundraising income	\$161,445
Other revenues & transfers	\$2,615,479
Total Restricted Revenue	\$10,524,178

7/1/2014 to 6/30/2015 – Unrestricted Funds. Revenues	
Investment Income	\$119,254
Administrative Fees	\$370,977
Other Donation Revenue	\$87,193
Total Unrestricted Revenue	\$577,424

Section II: Weakness, Challenges, Threats and Areas of Improvement

In reviewing the challenges identified in the 2013 and 2014 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.

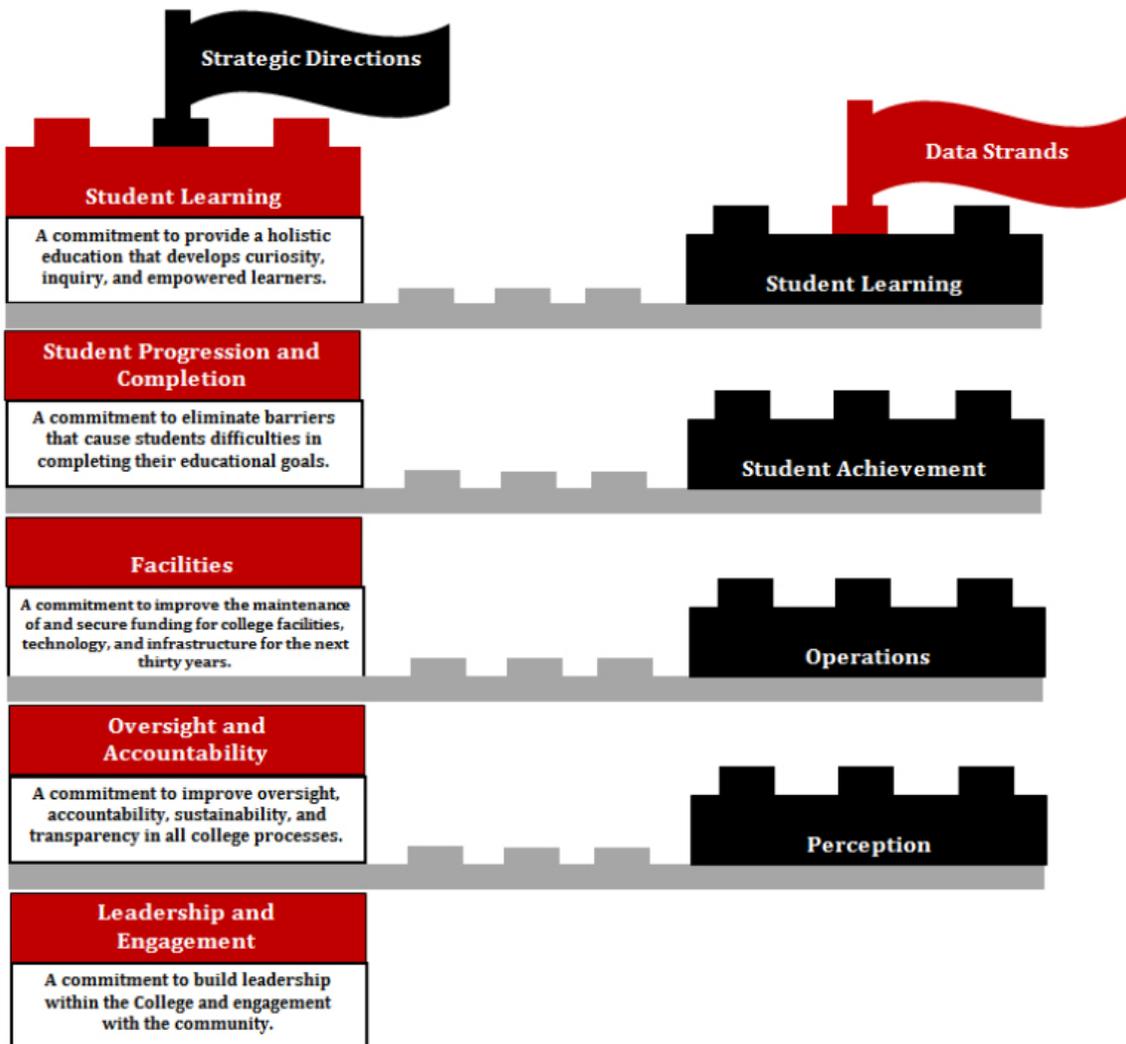
Critically behind in technology: We have at times in our past been leaders in technology. This is a challenge of a different sort, where we need to continuously improve just to keep up. This issue is widely felt whether in the area of Learning Technologies, Student Information Systems, Communication 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: 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.

Section III: Opportunities and Institutional Priorities

The figure below shows the institutional strategy map that links the college priorities to the data strands that will be used to evaluate progress on the priorities.



Planning and Evaluation

During the 2014-2015 academic year, Bakersfield College created the Strategic Directions for 2015-2018. The Strategic Directions document was unveiled at Fall 2015 Opening Day. The work of the Strategic Directions team helps dismantle silos on campus by showing how each committee, group, and employee must work together to accomplish the work of the college. In Fall 2015, the Accreditation and Institutional Quality (AIQ) Committee sent out templates for the campus community to submit reports on their goals. These reports were compiled into the Strategic Directions website on the Bakersfield College Scorecard. At a glance, anyone can see the status of the college's goals, as well as evidence and action plans for completion

Section IV: What would I attempt to do if I knew I could not fail?

1. Make a Renegade Promise to Kern County that students who are college ready could complete a degree or transfer within 60 credits.
2. Have a competitive presence in the state-wide Online Educational Initiative
3. Have a robust prison education program with the intent of reintegrating inmates into mainstream society as contributing citizens
4. Have a robust non-credit portfolio to prepare low skilled adults to be career or college ready.
5. Have an integrated relationship with business/industry and other entities like the chamber to be a vibrant part of economic development for Kern County.
6. Create flexible and guided pathways from middle school through high school into college for Kern County.
7. Be the Professional Development community college for the state—the go to place in person and virtually for quality learning programs.