BAKERSFIELD COLLEGE ADMINISTRATION
2010-11 LEADERSHIP PLAN

1. MISSION

The mission of the President’s Administrative team is to provide the leadership that facilitates and supports the efficient delivery of the highest quality instruction and support services to foster respect for individual differences and offer options for learning to meet the needs of the community we serve.

2. ADMINISTRATIVE SERVICE DESCRIPTION

The President’s Administrative Team consists of the President of Bakersfield College, and those reporting directly to the President: the Executive Vice President of Academic Affairs and Student Services (EVP), the Associate Vice President of Student Services (AVP), the Executive Director of Administrative Services, the Director of the Foundation, the Director of Institutional Research and Planning, the Director of Marketing and Public Relations, and the Interim Director of Instructional Technology. The administrative team assures that the accomplishments of Bakersfield College’s student learning focused mission are through seamless and efficient implementation of the institution’s core student learning processes. Plans for the president and two vice presidents are in this leadership plan. Plans for five areas within Administrative Services (Maintenance and Operations, Bookstore, Food Service, Graphics, and Public Safety), the Foundation, and Institutional Research and Planning are individual annual unit plans.

The President:
Communicates the institution’s vision, provides overall guidance to participatory governance, delegates appropriate responsibility and associate authority, manages resource allocations, sets the example, and insists upon accountability that enables Bakersfield College to improve student access, retention, and success. The President is ultimately responsible for all human and fiscal resources, development of grants and new sources of income, staff development, adherence to all local, state and federal laws, and institutional effectiveness in striving to help students learn and achieve.

The two Vice Presidents:
Collaboratively ensure the first two core student learning processes of enrollment management and learning services meet the diverse needs of our students as they enter into meaningful career and transfer pathways.

The Executive Vice President of Academic Affairs and Student Services (EVP):
Orchestrates the effective delivery of core student learning processes 3-6 by leading instructional administration, curriculum, the Library, and Information Technology Services, through seven Education Service Centers (hubs) organized around five deans and two directors. The EVP serves as the Bakersfield College Accreditation
Liaison Officer, coordinating compliance with accreditation standards that provide overall guidance for its student learning focused mission and core processes.

The Associate Vice President of Student Services (AVP):
Leads student services administration, the core foundational process of matriculation, counseling/academic advising, student health center, and career resources, through the dean of students and nine service unit directors. As the Chief Student Services Officer of Bakersfield College, the AVP has primary responsibility for student outreach, recruitment, campus life, student retention and student attainment support services.

The Executive Director of Administrative Services:
Provides fiscal and financial assistance and manages the College business and auxiliary functions. These functions include college-level budget preparation and administration, maintenance and operations, public safety, bookstore, food service, printing, graphics, and mailroom.

The Director of the Bakersfield College Foundation:
Employs community relations, communication, and publication production to reach target audiences for fundraising with key messages to support Bakersfield College core processes. The Foundation generates private gifts, grants and bequests that enable the College to: expand access and opportunity for students of all ages; improve the quality and diversity of instructional programs; support the professional development of faculty and staff; purchase leading edge technology for classrooms and learning laboratories; and generally enhance the College’s ability to address student needs.

The Director of Institutional Research and Planning (IRP):
Contributes appropriate research and analysis to cabinet-level decision-making. The director serves a lead role with Bakersfield College Accreditation and works closely with the EVP as Accreditation Liaison Officer and Accreditation Steering Committee in coordinating College compliance. IRP provides the leadership, research, and analysis necessary for coordinated and effective institutional planning. IRP fulfills fundamental roles in four of the College’s core processes: Enrollment Management, Nine Principles of Good Practice for Assessing Student Learning, Matriculation, and Institutional Effectiveness.

The Director of Marketing and Public Relations:
Communicates key messages to a variety of internal and external target audiences including employees, students, the news media, the business community, local and state elected officials, and the community at large. This office leads the college’s efforts in student recruitment for our service area.

The Interim Director of Information Technology
Plans, directs, and supervises the daily operations of Information Technology for the College administration and instructional applications. The director
participates in on-going planning that will serve the faculty, staff, community, and College.

**Unit Growth Projections**

As Bakersfield College student headcount and Weekly Student Contact Hours (WSCH) grow, the delivery of the Bakersfield College Mission becomes increasingly complex, thus increasing the need for effective leadership from the President's Administrative Team.

Complexity of managing Bakersfield College growth is further explained by:

- Increasing numbers of students served in off campus locations including the Bakersfield College Delano Campus Center 30 miles to the north, the Weill Center in downtown Bakersfield, Stockdale High School, Arvin High School, and via distance learning technologies
- Projected off campus growth is more rapid than main campus and there is a clear need for Bakersfield College Centers in west Bakersfield and in the Arvin-Lamont area
- Rapidly increasing diversity of the demographics, academic ability, and special needs of the student body
- An aging physical plant that is over 50 years old consisting of 700,000 gross square feet located on 153 developed acres.

3. **UPDATE FROM 2009-10 ANNUAL PLAN**

**Abbreviated list of Bakersfield College Key Accomplishments for 2010**

- Bakersfield College received the single largest gift from a private individual to a community college in history. Through Dr. Norman Levan's $13.8 million endowment, Bakersfield College will be able to support the educational efforts of countless students with scholarships.
- Bakersfield College commissioned a photovoltaic field in December which currently offsets 1/3 of the college's annual power consumption. The field is constructed as car ports above the Panorama Campus' northeast parking lot.
- Bakersfield College opened the new Health and Wellness Center on the Panorama Campus in partnership with Clinica Sierra Vista. The Center provides many on-site services, along with additional referrals for outside care when needed.
- Bakersfield College hosted the 2010 5th stage AMGEN Bike Race Finish at the main campus along Panorama Drive.
- During the Commencement ceremony in May 2010, the College recognized students of Japanese decent removed from school enrollment during World War II and gave honorary degrees to several of these students.
• The College completed several facilities improvements including: lab upgrades in Math and Science, Science, Engineering, and Language Arts buildings; ADA automated door installation to the Campus Assessment Center; and Language Arts Building elevator upgrade.
• The College completed the Industrial Technology Building and the Planetarium Projects with the state’s architect office (DSA).
• Safety improvements included an updated Campus General Evacuation Map, and implementation of a campuswide pest control program.

4. FUTURE DEVELOPMENT STRATEGIES

College Council recommended alignment of annual goals and the new strategic plan (known as Action 2012) initiatives at its meeting of December 12, 2008. At that meeting the president approved the new framework “BC 2012 Action Plan and 2008-2009 Annual Goals Matrix.” In spring 2009, College Council developed 2009-2010 Annual Goals that support the Action 2012 strategic initiatives (see Roadmap Figure 7).

The President’s Administrative Team:
Will work through its deans and directors to assure all departments incorporate best practices in order to administer college resources and enact the college’s vision, mission and goals. To ensure that Bakersfield College stays focused on achieving the Action 2012 seven strategic initiatives outlined in the Educational Master Plan (EMP), the Administrative Team will provide leadership that:
• Ensures all resource allocations, reallocations, and reductions (as necessary) are prioritized and directed toward improving student access, retention, and success
• Engages with the leadership of the Kern Community College District, service-area high school districts, CSUB, and the Central Valley Higher Education Consortium to improve articulation and cooperation
• Prioritizes and directs investments in technology, the use of which is designed to increase student access, improve student learning, and maximize core foundation processes
• Encourages innovation, supports research into best practices, and champions initiatives that will improve student learning and streamline budget, finance, and human resource systems
• Creates a culture of evidence and regularly exercises data-informed decision-making
• Strengthens/streamlines the Bakersfield College participatory governance decision-making process
• Encourages multiculturalism in the curriculum, in student support services, and in hiring
• Supports an integrated educational master plan coordinated with the plans of Cerro Coso Community College and Porterville College
• Honors and celebrates the achievements of the campus community
• Invests in College Infrastructure for proper care and compliance to optimize class instruction environment.

The Executive Vice President, Academic Affairs and Student Services (EVP):
Will collaborate with faculty and staff to assure the highest quality, documented outcomes through student learning, academic excellence, lifelong learning without barriers, an ethic of community service, sustainable economic development, stewardship of resources, and accountability in the context of a rapidly changing global environment. The EVP will continue to work through Deans of Instruction to:
• Improve the operation of Education Service Centers (hubs) so that they more efficiently serve students and faculty
• Emphasize student learning and improve student success.
• Support professional development and disciplinary excellence
• Encourage the provision of quality general, transfer, vocational, and life long learning opportunities to students
• Encourage in-depth review of general education outcomes
• Advocate for an integrated approach to education, including precise writing, quantitative reasoning, critical thinking, and learning across the curriculum
• Identify new revenue streams and profit centers to support and expand curricular innovation
• Reassess vocational learning options in light of globalization, knowledge-based economy, community economic development imperatives, and life long learning requirements of students and stakeholders
• Institutionalize an Enrollment Management System in close collaboration with faculty

The Associate Vice President, Student Services (AVP):
Will assure the effective delivery of Student Services by supporting the professional growth of the Student Services dean and directors through mentoring and modeling effective leadership qualities, promoting the development of customer relations management strategies. The AVP will assure student services that fully contribute to the College achieving its strategic initiatives by:
• encouraging the research of best practices in student services across the nation for consideration
• Providing leadership that institutionalizes and fully implements all seven components of Matriculation: Admissions, Orientation, Assessment, Counseling/Advising, Follow-up, Research and Evaluation, and Coordination and Training
• Providing professional development opportunities for all student services staff members, ensuring access and equal opportunity
• Developing and institutionalizing customer relations
• Ensuring compliance with ADA/504 regulations which focus on accessibility for disabled students
• Facilitating transfer for students transitioning to baccalaureate level institutions
• Implementing applicable sections of the Student Equity Plan
- Ensuring compliance with applicable state, Federal, and local regulations, and district policies and procedures

5. REQUIRED RESOURCES

Implications for facilities

Modernization of the majority of the Panorama Campus buildings is planned for in the District Facility Twelve-Year Plan.

The following facility-based efforts are underway and/or planned for the future. Specific Unit Plans in this Educational Master Plan Update address the specifics of modernization needs.

Panorama Campus Facilities

GET Bus Terminal  Bakersfield College and Golden Empire Transit share a common desire to improve parking safety and provide a convenient and safe location for transit dependent students, faculty and GET patronage. The Panorama Drive configuration will accomplish this desire. An MOU was Board Approved September 2008. Scoping of project is in progress and construction will start June 2011. Funding is 100% by Golden Empire Transit.

Campus Center Modernization  This project has local funding and work began during summer 2009. This facility is almost 60 years old and serves as a focus of student activity via cafeteria, student government offices, and a student computer lounge.

Relocatable Swing Space  This project has local funding which will provide space for classrooms, offices, meeting areas, etc., as buildings on the Panorama Campus are modernized. The initial planning stage is completed.

SAM Modernization  The Final Project Proposal was submitted to the State Chancellor’s Office in July 2007. The project received State funding approval for 2008-2009 Capital Outlay carry over funds, and schematic design has begun. See the Performing Arts Department Unit Plan for information concerning this project. Funding for this project will be from local and state sources.

Sustainability Projects

Thermal Energy Storage (TES) Tank
This project will allow the College to save not only natural gas and electricity, but also labor and money. With the savings of utility consumption, the College will be saving precious resources and ultimately the environment. The campus will be able to chill water at night (store up) and maximize equipment usage (run at a
higher efficiency) in providing the needed cold water to keep buildings at comfortable temperatures the following day. Most of the campus will be on a “Chiller Loop” that will provide the cold water needed to cool rooms and offices during the heat of the day without having to turn everything at full throttle to keep up with the demand of extreme day time heat. The energy costs saved due to project will allow repayment within eight years.

**Photovoltaic Field**
This system produces approximately 2,300,000 kilowatt hours of electricity per year or about 1/3 of the energy used by Bakersfield College annually. This project will allow the campus to freeze the cost of electricity for this portion of the power at today’s prices and will offer a return of less than 14 years.

**Energy Management System (EMS)**
This project is to provide the campus with a non-proprietary EMS that can control HVAC, lighting, access control, and other security devices. The College will be able to schedule and make changes to heating, cooling, and lighting remotely.

**Logistics Space** The College will renovate the Language Arts building basement for use as warehouse space, storage for paper and other instructional materials, maintenance supplies and materials, records storage, and grounds maintenance equipment.

**Fine Arts Remodel for Efficiency** The Final Project Proposal was submitted to the State Chancellor’s office in July 2007. Since the State wide bond was not moving forward, the Project IPP was resubmitted September 2008 for following year FPP submission in 2009. See the Fine Arts Department Unit Plan for information concerning this project. This project will be funded by local and state funds.

**Wellness Fitness Modernization (Health and Physical Education Facility)** The Final Project Proposal was submitted to the State Chancellor’s office July 2008, and adjusted in a re-submittal September 2009. The project will proceed if a statewide bond passes fall 2011. See the Health and Physical Education Department Program Review for information concerning this project. Financing of this project will be through local and state funds.

**Supportive Services Modernization Phase 1** Finalization of the Project Proposal was during spring 2008. See the Student Support Services Unit Plan for information concerning this project. Financing of this project will be through local and state funds.

**Language Arts Remodel for Efficiency** The Initial Project Proposal will be prepared to fund the remodel via the 2012 State bond. The anticipated completion date 2015. This project will be funded by local and state funds. See the English/ESL Department Unit Plan and the Behavioral Science Unit Plan for information.
Business Administration and CIS Building Modernization  The Initial Project Proposal will be prepared to fund the remodel via the 2012 State bond. The anticipated completion date is 2015. This project will be paid by local and state funds. See the Business Administration and Computer Studies Departments Unit Plans for information.

Automotive Technology Building Modernization  The Initial Project Proposal will be prepared to fund the remodel via a 2014 State bond. The anticipated completion date is 2017. This project will be paid by local and state funds. See the Industrial Technology Department Unit Plan for information.

Agriculture and Horticulture Lab Modernization  The Initial Project Proposal will be prepared to fund the remodel via the 2014 State bond. The anticipated completion date is 2017. This project will be paid by local and state funds. See the Agriculture and Horticulture Department Unit Plan for information.

Delano Campus Center Facilities

LRC Multipurpose Building  An FPP for this facility has been submitted for funding via State bond. No anticipated completion date is set pending state bond activity. Funding for this project will be through state and local sources.

Initial Buildings Phases 2, 3, and 4  Additional facility construction at the new campus site will be dependent on enrollment growth. Current plans project submission of a new facility in conjunction with forthcoming state bonds. Funding for these projects will be through state and local sources.

Northwest Center Facilities

Northwest Center  Land acquisition is complete. Development is contingent on resolution of the County of Kern’s land planning revision. Once resolved, a decision will involve instructional programming and current budget considerations for submission of an IPP.

South Center Facilities

South Center  Land acquisition is complete. Development is contingent on future plans of Bolthouse Properties. Once resolved, a decision will involve instructional programming and current budget considerations for submission of an IPP.

Equipment needs
Office of the President, Vice President/Academic Affairs, Educational Service Centers (hubs), and the Vice President/Student Services will require regular replacement of computers and software.

**Other needs**

President’s Office requires adequate funding to institutionalize the Office of Assessment as a permanent, operating unit of the college.

**Staff needs**

The President’s Office and (Former) Institutional Research and Planning:
- Has an administrative assistant and had a department assistant who was transferred to an Educational Service Center (hub) leaving no clerical support for the two personnel in Institutional Research and Planning
- With the relocation of Institutional Research and Planning to a separate office, departmental assistant services continue to need evaluation

Executive Vice President, Academic Affairs and Student Services:
- Has one administrative assistant with anticipated need for one additional support staff personnel; this position may be shared with the Office of Student Services
- Educational Service Center (hub) staff needs as required

Associate Vice President, Student Services:
- Staff needs as required

Executive Director of Administrative Services:
- Additional officer staffing for Department of Public Safety
- Additional custodial staffing for Maintenance and Operations Department