Major Findings and Recommendations of the 2012 Visiting Team

**Recommendation #1 Develop and Implement Evaluation Processes to Assess Effectiveness of the Full Range of Planning Processes**

In order to comply with Standards, the team recommends that the College develop and implement effective evaluation processes that can be applied to the full range of planning processes developed by the district and the colleges to assure that:  
 •       Results of student learning assessments and program reviews are systematically linked and integrated into institution-wide planning for improvement and resource allocation processes  
 •       That the data and measures identified in the new strategic plan are used to identify improvements in student learning and institutional goal attainment  
 •       The functional map defined and agreed upon in 2011 results in effective services being received by the colleges (I.B.3, I.B.6, I.B.7).

**Recommendation # 2 Establish Student Learning Outcomes for Instructional/Academic Programs**

 In order to comply with the Standards and to meet the proficiency level of institutional effectiveness for student learning outcomes, the College should establish learning outcomes for each certificate and degree program, conduct authentic assessment for student learning outcomes at the certificate/program and degree levels, and utilize the results of assessment in the decision-making and planning process to support and improve student learning (ER 10, II.A.1.c, II.A.2.f).

**Recommendation # 3 Include comments on how effectively adjunct faculty members produce student learning outcomes.**

In order to meet the Standards, the team recommends that adjunct faculty have as a requirement of their evaluation a component that addresses their effectiveness in producing student learning outcomes (III.A.1.c.).

**Recommendation # 4 Evaluate effectiveness of professional development programs**

In order to meet the Standards, the College should systematically evaluate the professional development programs offered to employees and use the results of the evaluation as a basis for improvement (III.A.5.b).

**Recommendation # 5 Human Resources should complete a program review**

In order to meet the Standards, the team recommends that the College human resources department complete a comprehensive review of services to include the following: regularly assess its record in employment equity and diversity, conduct an annual review of services; clarify and publish the roles and functions of human resources personnel; survey employees to determine effectiveness of human resources at the college, and; survey screening committee members to determine effectiveness of hiring processes (III.A.3, III.A.3.a, IIIA.4, III.A.4.b,III.A.4.c, III.A.6).

**Recommendation # 6 Develop a long-range capital projects planning process that supports and is aligned with institutional improvement goals of the College.**

In order to meet the Standards, the team recommends that the college develop a long-range capital projects planning process that supports and is aligned with institutional improvement goals of the College. Additionally, the team recommends that the College include major renovations and facilities upgrades in the long-term plan for facilities (III.B.2.a).

**Recommendation# 7 Develop an assessment methodology to evaluate how well technology resources support institutional goals**

In order to meet the Standards, the team recommends that the College develop and use an assessment methodology to evaluate how well technology resources support institutional goals and use the result of the evaluation as a basis for improvement. (III.C.2)

**Recommendation # 8 The College President should establish effective communication with communities served by College**

In order to increase effectiveness, the team recommends that the College President engage community and business organizations that represent community interest areas for the purpose of establishing effective communication with the communities served by Bakersfield College (IV.B.2.e).

**District Recommendation # 1 Review and Update Board Policies on a Periodic Basis**

In order to comply with the Standards, the team recommends that the Board of Trustees establish a process to ensure that the Board’s policies and procedures are evaluated on a regular basis and revised as appropriate (IV.B.1.e).

**District Recommendation # 2 Board Member Development Program**

In order to comply with the Standards the team recommends that the Board of Trustees in consultation with the Chancellor develop and implement a development program that meets the needs of the newer board members as well as board members who have a considerable amount of experience as a governing board member (IV.B.1.f).

**District Recommendation # 3 Evaluate the Board of Trustees Self Evaluation Process**

In order to comply with the Standards, the team recommends that the Board of Trustees review the elements of its Self Evaluation Process and ensure that the Standards' minimum requirements for a Self Evaluation Process which are: 1) have clearly defined processes in place, 2) have processes implemented and 3) have processes published in the Board's policy manual are included in the Self Evaluation Process. The Board's policy 2E2 prescribes additional requirements when conducting the Board’s Self Evaluation. (IV.B.1.g)

**District Recommendation # 4Evaluation of Role Delineation and Decision Making Processes for Effectiveness**

In order to comply with the Standards, the team recommends the District conduct an evaluation of the new decision-making processes and evaluate how effective the new processes are in making decisions and in communicating the decisions to affected users (IV.B.3.g).