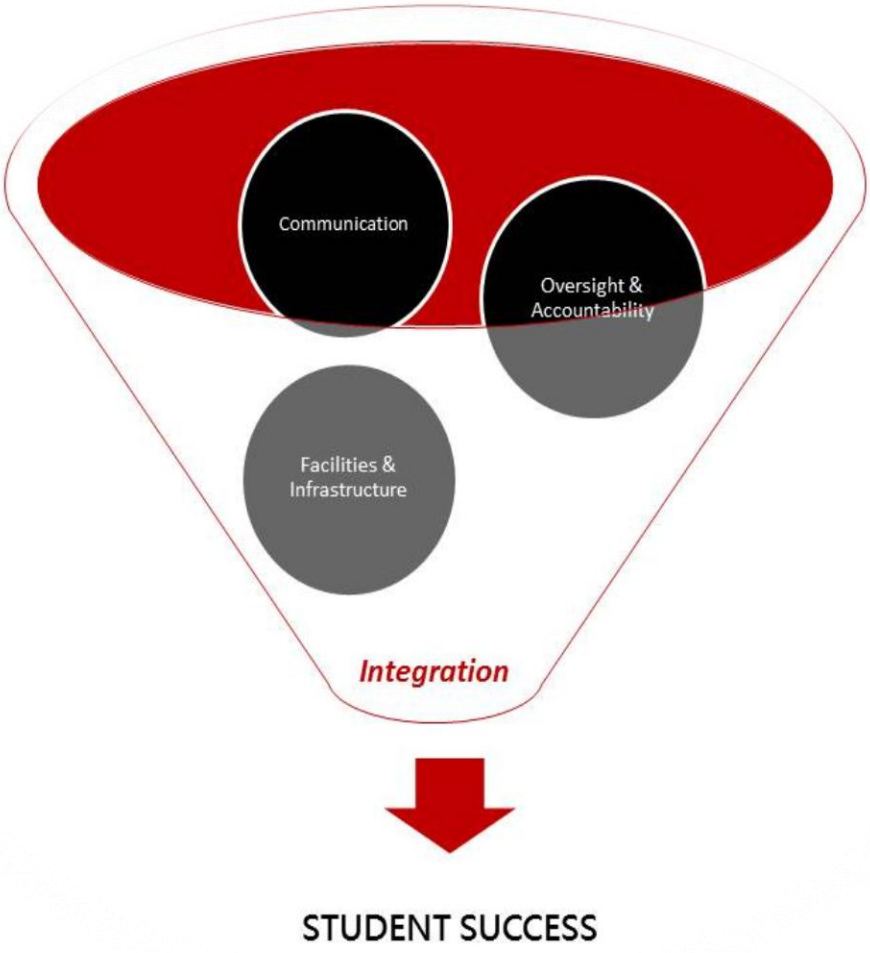
BAKERSFIELD COLLEGE STRATEGIC FOCUS 2013-14

A synthesis of institutional documents that guide the work of the college.



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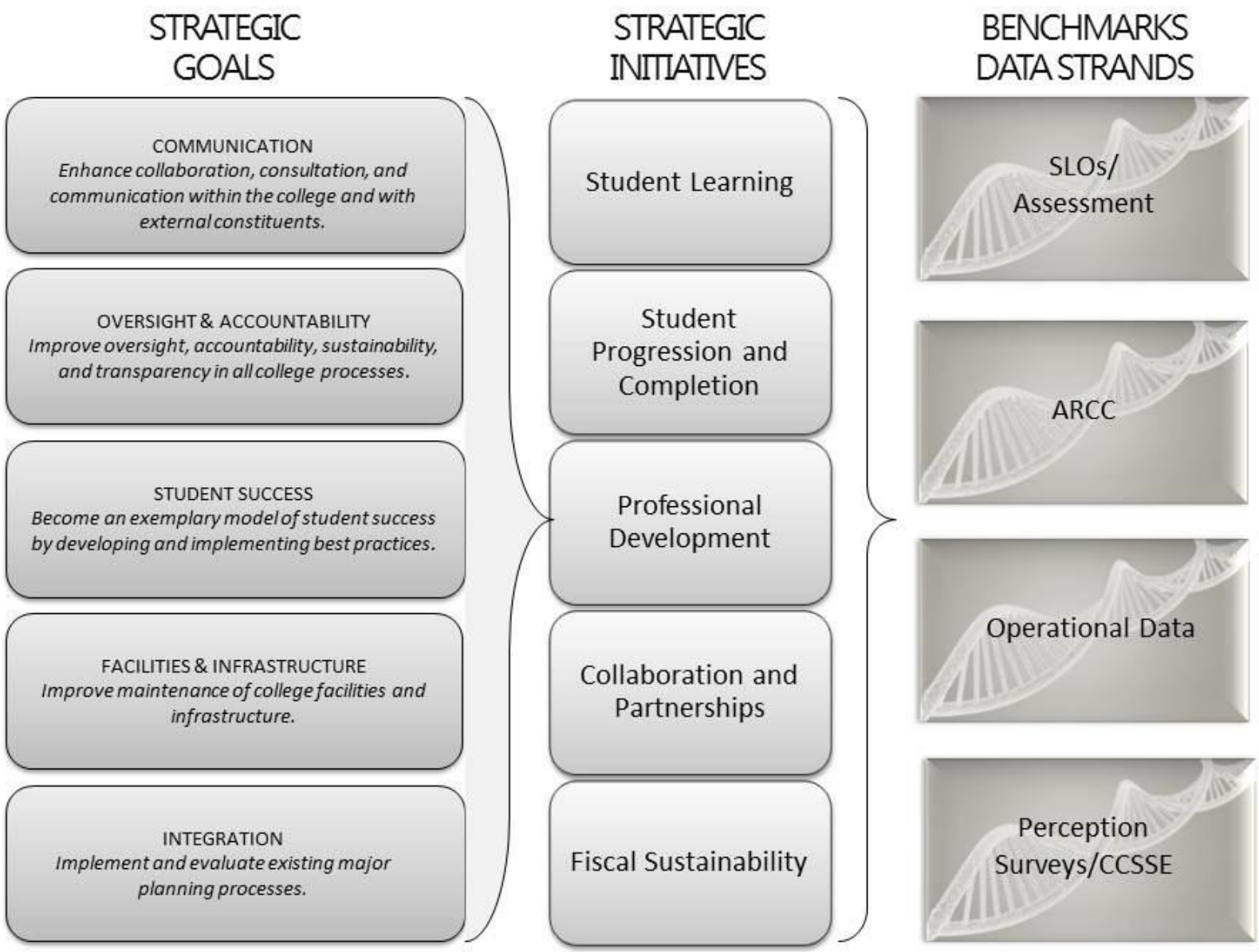
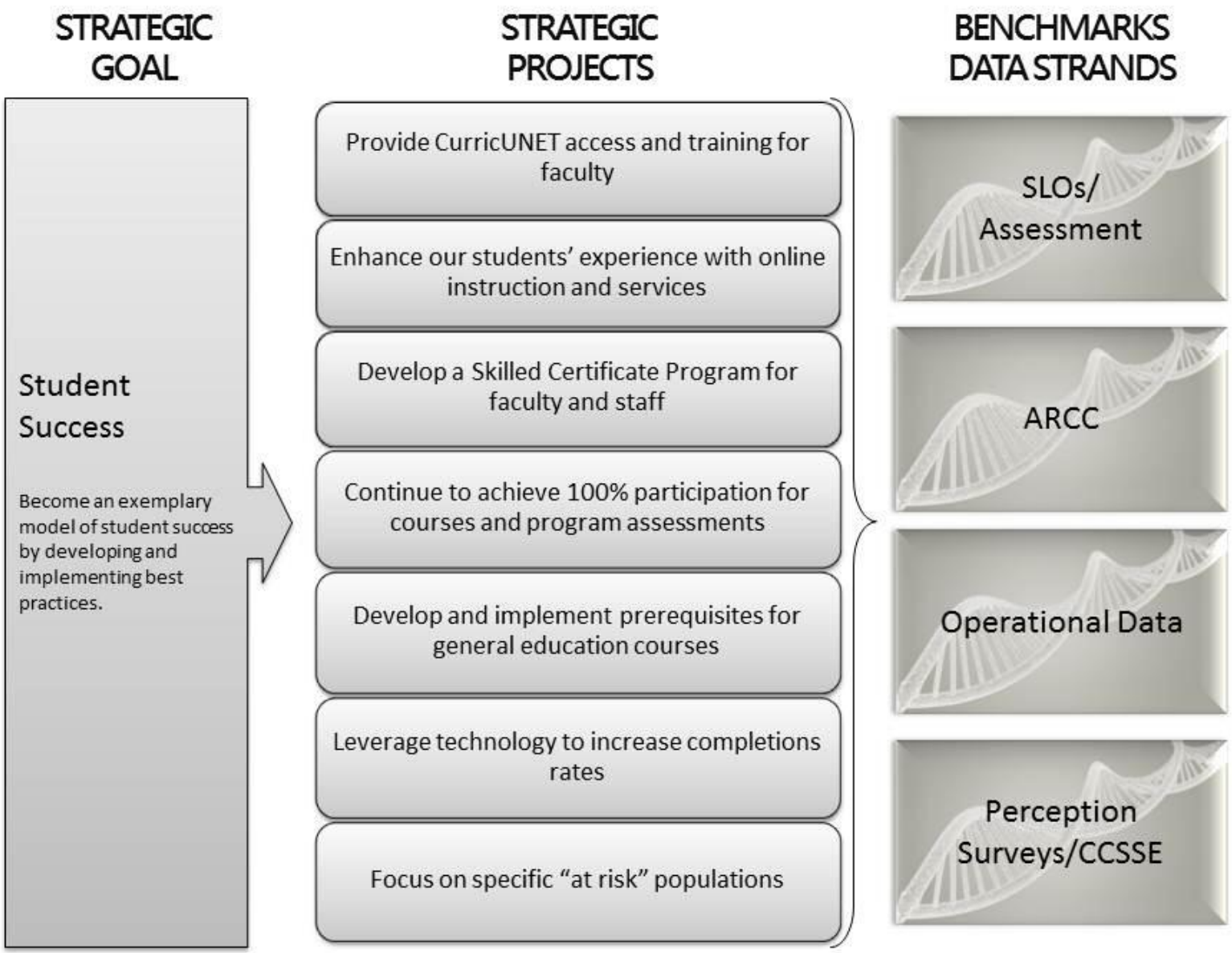
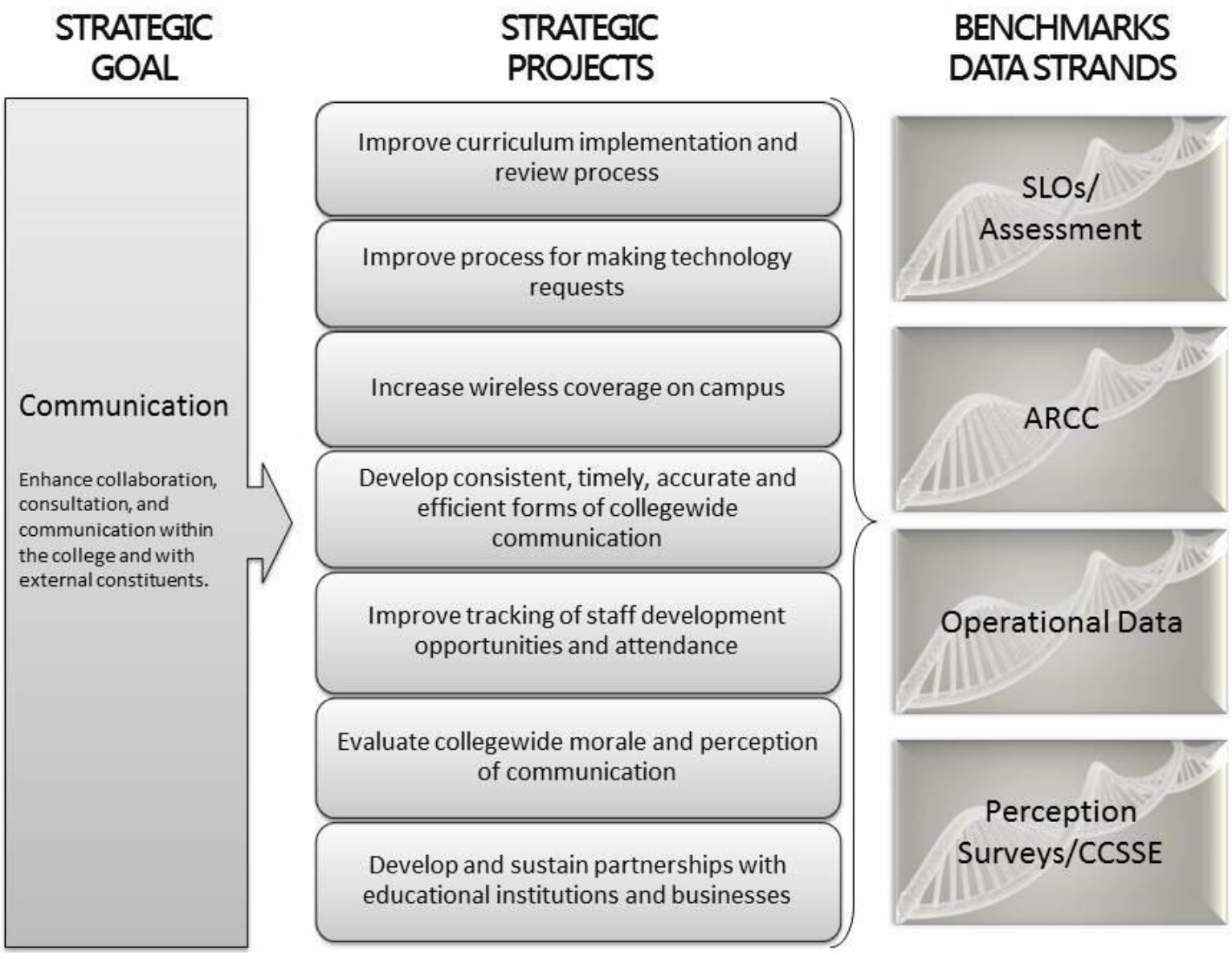
January 9, 2013

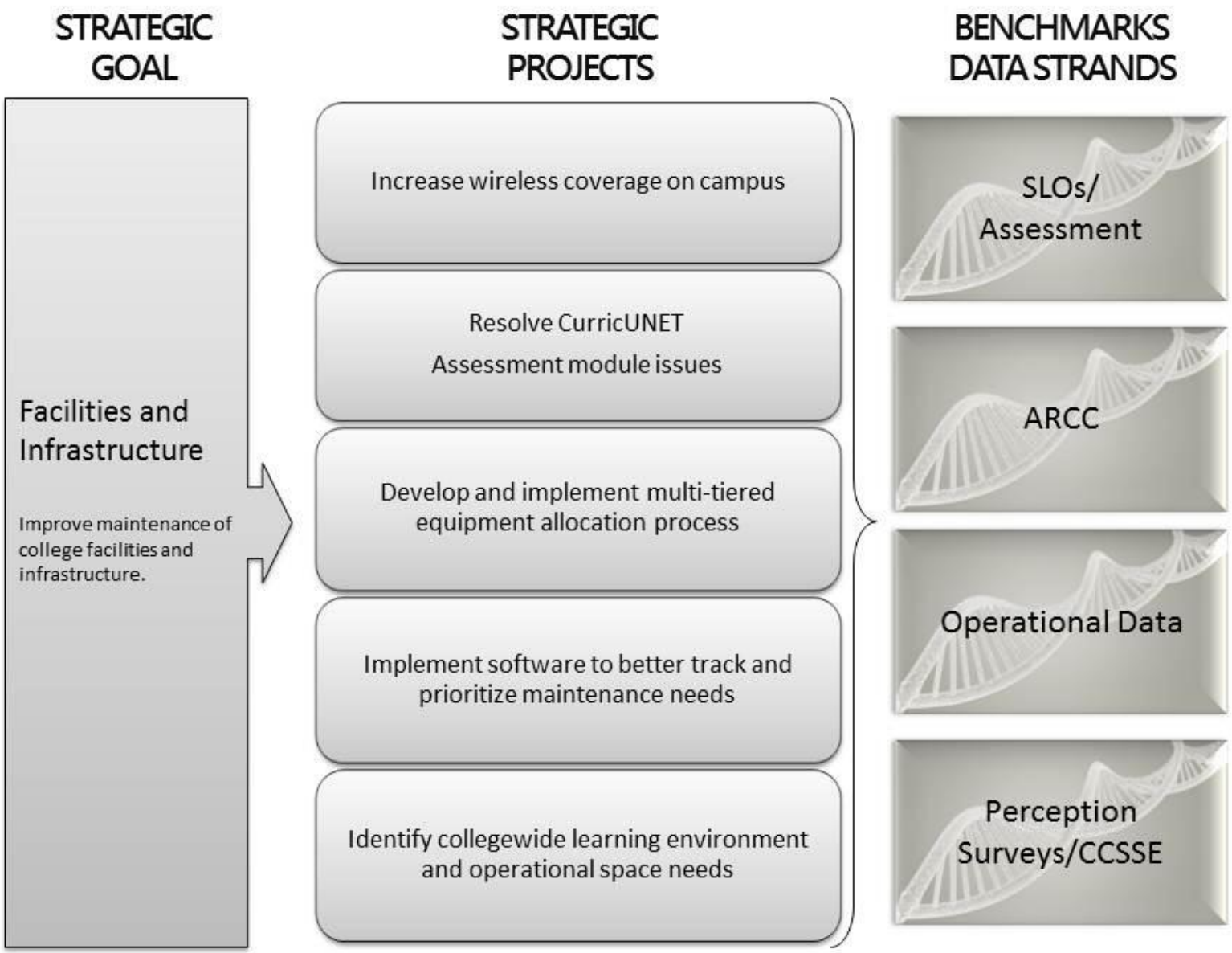
INSTITUTIONAL STRATEGY MAP

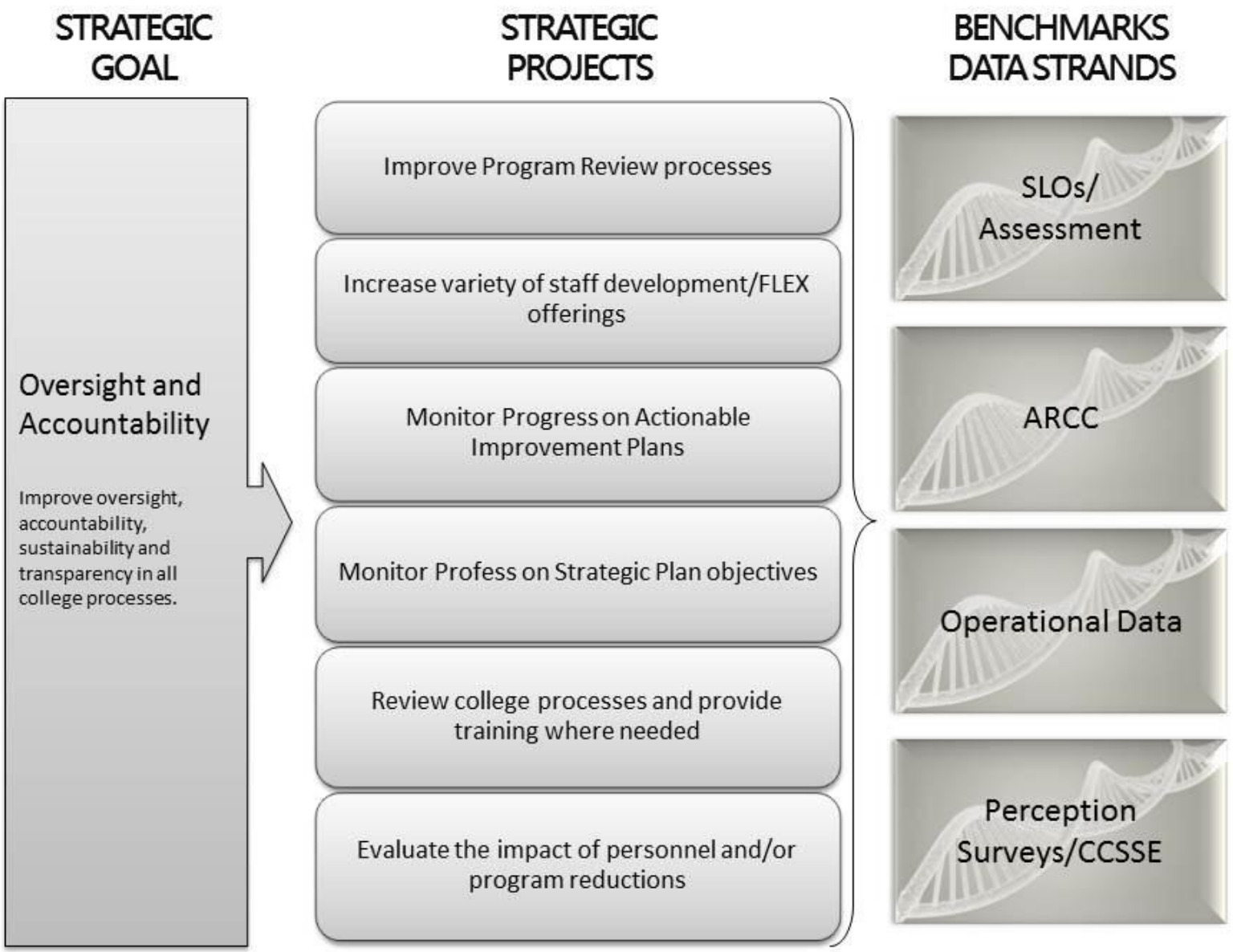

STRATEGIC GOALS
COMMUNICATION
Enhance collaboration, consultation, and communication within the college and with external constituents.
OVERSIGHT & ACCOUNTABILITY
Improve oversight, accountability, sustainability, and transparency in all college processes.
STUDENT SUCCESS
Become an exemplary model of student success by developing and implementing best practices.
FACILITIES & INFRASTRUCTURE
Improve maintenance of college facilities and infrastructure.
INTEGRATION
Implement and evaluate existing major planning processes.
STRATEGIC INITIATIVES
Student Learning
Student Progression and Completion
Professional Development
Collaboration and Partnerships
Fiscal Sustainability
BENCHMARKS DATA STRANDS
SLOs/ Assessment
ARCC
Operational Data
Perception Surveys/CCSSE

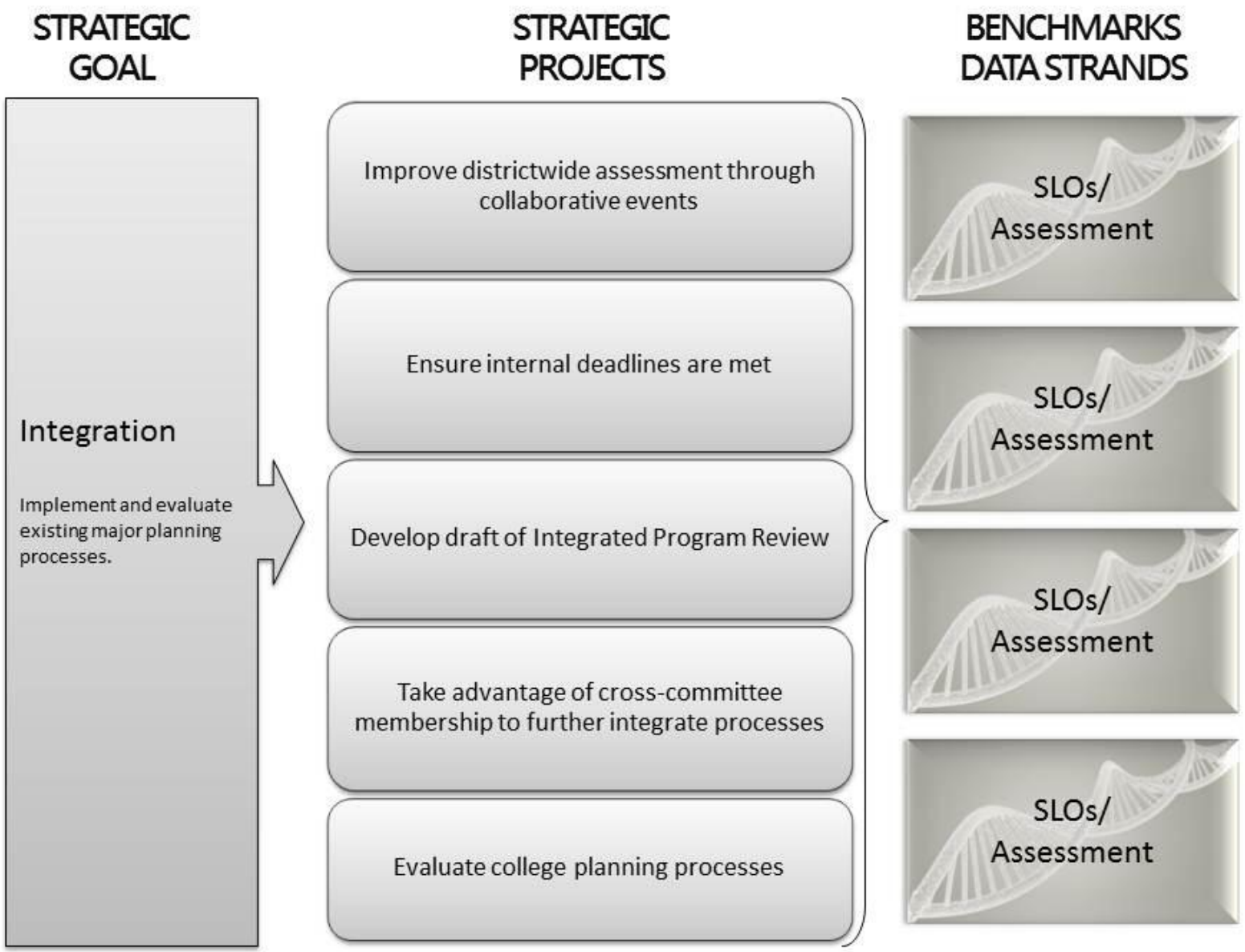
STRATEGY MAPS
FOR EACH OF THE COLLEGE'S STRATEGIC GOALS


STRATEGIC GOAL
Student Success
Become an exemplary model of student success by developing and implementing best practices.
STRATEGIC PROJECTS
Provide CurricUNET access and training for faculty
Enhance our students' experience with online instruction and services
Develop a Skilled Certificate Program for faculty and staff
Continue to achieve 100% participation for courses and program assessments
Develop and implement prerequisites for general education courses
Leverage technology to increase completions rates
Focus on specific "at risk" populations
BENCHMARKS DATA STRANDS
SLOs/ Assessment
ARCC
Operational Data
Perception Surveys/CCSSE

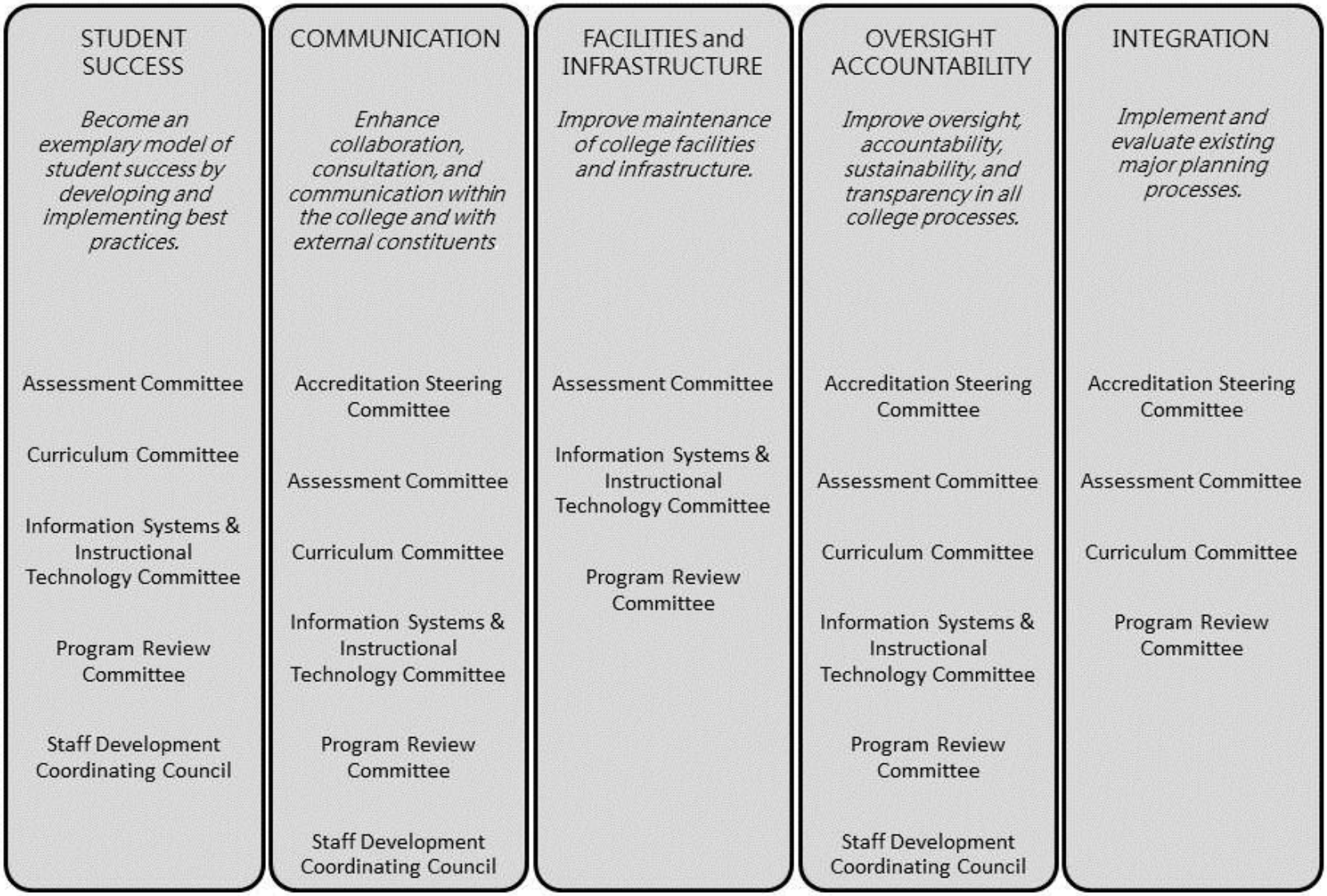

STRATEGIC GOAL
STRATEGIC PROJECTS
BENCHMARKS DATA STRANDS
Communication
Enhance collaboration, consultation, and communication within the college and with external constituents.
Improve curriculum implementation and review process
Improve process for making technology requests
Increase wireless coverage on campus
Develop consistent, timely, accurate and efficient forms of collegewide communication
Improve tracking of staff development opportunities and attendance
Evaluate collegewide morale and perception of communication
Develop and sustain partnerships with educational institutions and businesses
SLOs/ Assessment
ARCC
Operational Data
Perception Surveys/CCSSE


STRATEGIC GOAL
STRATEGIC PROJECTS
BENCHMARKS DATA STRANDS
Facilities and Infrastructure
Improve maintenance of college facilities and infrastructure.
Increase wireless coverage on campus
Resolve CurricUNET Assessment module issues
Develop and implement multi-tiered equipment allocation process
Implement software to better track and prioritize maintenance needs
Identify collegewide learning environment and operational space needs
SLOs/ Assessment
ARCC
Operational Data
Perception Surveys/CCSSE


STRATEGIC GOAL
STRATEGIC PROJECTS
BENCHMARKS DATA STRANDS
Oversight and Accountability
Improve oversight, accountability, sustainability and transparency in all college processes.
Improve Program Review processes
Increase variety of staff development/FLEX offerings
Monitor Progress on Actionable Improvement Plans
Monitor Profess on Strategic Plan objectives
Review college processes and provide training where needed
Evaluate the impact of personnel and/or program reductions
SLOs/ Assessment
ARCC
Operational Data
Perception Surveys/CCSSE


STRATEGIC GOAL
STRATEGIC PROJECTS
BENCHMARKS DATA STRANDS
Integration
Implement and evaluate existing major planning processes.
Improve districtwide assessment through collaborative events
Ensure internal deadlines are met
Develop draft of Integrated Program Review
Take advantage of cross-committee membership to further integrate processes
Evaluate college planning processes
SLOs/ Assessment
SLOs/ Assessment
SLOs/ Assessment
SLOs/ Assessment

Committee Work to Achieve Fiscally Sustainable Quality Progression & Completion



Achieving Fiscally Sustainable Quality Progression and Completion

This document is an analysis of key Bakersfield College planning documents organized by the five strategic goals: Student Success, Communication, Facilities and Infrastructure, Oversight and Accountability, and Integration.

Student Success

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

- Provide CurricUNET access and training for faculty
- Enhance our students' experience with online instruction and services
- Develop a Skilled Certificate program for faculty and staff
- Continue to achieve 100% participation for course and program assessments
- Develop and implement prerequisites for general education courses
- Leverage technology to increase completion rates
- Focus on specific "at risk" populations

Communication

Enhance collaboration, consultation, and communication within the college and with external constituents.

- Improve curriculum implementation and review process
- Improve process for making technology requests
- Develop consistent, timely, accurate and efficient forms of collegewide communication
- Improve tracking of staff development opportunities and attendance
- Evaluate collegewide morale and perception of communication
- Develop and sustain partnerships with are educational institutions and businesses.

Facilities and Infrastructure

Improve maintenance of college facilities and infrastructure.

- Increase wireless coverage on campus
- Resolve CurricUNET Assessment module issues
- Develop and implement multi-tiered equipment allocation process
- Implement software to better track and prioritize maintenance needs
- Identify collegewide learning environment and operational space needs

Oversight and Accountability

Improve oversight, accountability, sustainability and transparency in all college processes.

- Improve Program Review processes
- Increase variety of staff development/FLEX offerings
- Monitor progress on Strategic Plan objectives
- Monitor progress on Actionable Improvement Plans
- Review college processes and provide training where needed
- Evaluate the impact of personnel and/or program reductions

Integration

Implement and evaluate existing major planning processes.

- Improve districtwide assessment through collaborative events
- Ensure internal deadlines are met
- Develop draft of Integrated Program Review
- Take advantage of cross-committee membership to further integrate processes.
- Evaluate college planning processes

Bakersfield College Strategic Goals, Initiatives, and Projects

This document extracts goals, initiatives, and projects from key Bakersfield College planning documents and synthesizes them into a single document, organized by the five strategic goals: Student Success, Communication, Facilities and Infrastructure, Oversight and Accountability, and Integration. Click on document titles to be directed to the master document.

Student Success

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

Bakersfield College Strategic Plan, 2012-13 through 2014-15:

1.1 Evaluate and improve matriculation process
1.2 Develop and implement prerequisites across departments for courses meeting same transfer requirement
1.3 Improve student success in distance education courses to correspond with student success in traditional courses
1.4 Follow-up non-returning students through exit interviews
1.5 Increase the percentage of students who successfully complete 12 units within one year (KCCD 1.1)
1.6 Increase the percentage of students who, within a one-year period, successfully complete English or Math courses both one level below transfer and at the transfer level (KCCD 1.2)
1.7 Increase scores on all Community College Survey of Student Engagement (CCSSE) benchmarks by 2-3% as measured by the CCSSE 2011 baseline; follow up will be spring 2014 (KCCD 3.1)

2012 Self Evaluation Report of Institutional Effectiveness and Educational Quality

Actionable Improvement Plan #2 – Standard II.A. Instructional Programs

To enhance the quality of online distance education courses, Bakersfield College, under the leadership of the executive vice president of academic affairs and student services, and the dean of learning resources will develop and implement by spring 2013 a detailed plan to improve the services to distance education students to increase their ability to succeed in their courses. The plan will include the appropriate support to implement the following:

- Development of an online student orientation system to better prepare students for online courses with the overall goal of increasing their success in those courses.
- Development of a student signal alert system that would inform students of their current course progress and refer them to appropriate helpful resources.
- Development of an online tutoring program to increase students' ability to succeed in an online course.
- Increased online counseling to better support online students with the goal of increased retention.
- Development of additional pedagogical training and support for online faculty.

The executive vice president of academic affairs and student services and the dean of learning resources will present an annual status report to the Information Systems and Instructional Technology Committee for input and evaluation.

Actionable Improvement Plan #3 – Standard II.B. Student Support Services

To enhance the efficacy and efficiency of students maneuvering through college processes, Bakersfield College, under the direction of the associate vice president of student services, will:

- Review the latest plans to remodel the Current Student Services Building into a one-stop center.
- Assess the student services needs of the student population.
- Create a reasonable timeline for the remodel.
- In the case that funding opportunities arrive, Bakersfield College would be ready to submit its proposal.

Annual Program Review Summary of APR Process and Outcomes, Fall 2012

Academically Underprepared Students

- Several units indicated their concern and observations of a growing number of students who are academically underprepared to succeed at the college level, and/or who seem to require academic support. These increasing demands, combined with decreasing institutional resources to support these students, require additional support from faculty, as well as impact course success and retention rates.

Student Success and Retention

- Some programs experienced increases in their success and retention rates. However, several programs continue to experience lower than desirable rates. Providing additional support and guidance to programs regarding realistic rates may help guide their efforts.

Program Viability Criteria

Meets one of the 3 core missions: CTE, basic skills and/or general education for transfer

<u>All Areas</u>

- Success Rate (by course & discipline) – as compared to similar programs at California community colleges with similar demographics
- Retention Rate (by course & discipline) – as compared to similar programs at California community colleges with similar demographics
- Course Completion Rate - as compared to similar programs at California community colleges with similar demographics
- Trend Enrollment for 5 years (census date)
- Cost/FTES (after discipline review and correction of data)
- Productivity Rate (FTES/FTEF) – as compared to similar programs statewide.
- Ability for students to complete their program of study (can be used to demonstrate the number of students need the program)
- The “Domino Effect” (how the elimination of a course/program will impact other programs)

- For programs rating low, consideration should also be the ability to generate revenue other than FTES (e.g., ticket sales, donations, grants) for the benefit of the program or the college as a whole

Basic Skills

- Basic Skills Instruction (as it relates to student success based on local needs)

CTE Areas

- Employment Outlook for Kern County, Region and State- Demonstrates Community Need
- Employment statistics of BC students
- CTE Licensure Exam Pass Rates of Graduates
- CTE Program Completion Rate
- Ability to meet outside agency standards including accrediting agencies, licensing boards and other governing bodies

Student Services

- Number of Student Contacts
- Provides necessary student services
- Provides legally mandated, and otherwise grant-funded, student services

Transfer

- Transfer Model Curriculum (either complete or in process)
- Transfer-ready rates of students

Budget Criteria

Student Success: The budget decision will improve (or at a minimum, maintain) student success in one or more of the college's core mission areas: transfer, basic skills, and career/technical education (CTE). Student success measures will include items such as:

- Program and course completion
- Identify traditional pathways, such as degree, certificate and transfer, as well as non-traditional pathways, such as General Education Breadth Certification, preparation for certification exams, and employment readiness.
- Consider implementation of requirements such as matriculation and prerequisites to improve success.
- What Support Services are needed to improve course completion?
- What Administrative Services are needed to improve student success?

Critical thinking and adaptability

- Critical thinking and adaptability will enable the student to adjust to changing economic environments without having to continually come back to the college for retraining.
- Critical thinking and adaptability can be measured through program-level assessments.
- What Support Services are needed to improve critical thinking and adaptability?
- What Administrative Services are needed to improve critical thinking and adaptability?

Communication

Enhance collaboration, consultation, and communication within the college and with external constituents.

Bakersfield College Strategic Plan, 2012-13 through 2014-15:

2.1 Improve morale and perception of communication
2.2 Evaluate effectiveness of Human Resources services provided at the College
2.3 Develop and sustain partnerships with area educational institutions, businesses, and industry to enhance and respond to community need; After baseline increase 5-10% (KCCD 6.2-6.3)

2012 Self Evaluation Report of Institutional Effectiveness and Educational Quality

Actionable Improvement Plan #4 – Standard III.A. Human Resources and Standard IV.B. Board and Administrative Organization (specifically IV. B.3.b. The district/system provides effective services that support colleges in their missions and functions.)
Bakersfield College recommends that the Kern Community College District and College work collaboratively to:

- Develop, implement, and evaluate an annual review of human resources services at Bakersfield College, including EthicsPoint.
- Provide clarification to College employees on the roles or functions of human resources positions to improve understanding and allow for more effective operations.
- Develop, implement, and evaluate an annual survey to all employees regarding Bakersfield College and Kern Community College District adherence to written policies in employment procedures, ensuring fairness in all employment procedures. Initial research will focus on validating and clarifying current responses to develop a benchmark.
- Develop, implement, and evaluate an annual survey to all employees who serve on screening committees to evaluate the effectiveness and efficacy of the screening process itself.

The executive vice president of academic affairs and student services, and the human resources manager of Bakersfield College will present an annual status report to the Accreditation Steering Committee for input and evaluation.

Decision-Making Document

Bakersfield College Participatory Governance Philosophy
Bakersfield College values an open and reflective participatory governance process where our collective commitment to meeting student and community needs drives our decisions. By participatory governance, we mean that all constituent groups will be given the opportunity to participate effectively in all areas where they are significantly affected, in a manner that is consistent with Education Code, Title 5 and Board Policy. This process is dependent upon establishing clear lines of communication before and after decisions are made, using qualitative and quantitative data when providing recommendations or input, and demonstrating respect and civility in discourse.

Recommendations and decisions are well communicated throughout the campus community. Employees will be active in reading these communications and will ask questions, seek clarification, and provide feedback to engage in continual dialog that strengthens the decision-making process.

Facilities and Infrastructure

Improve maintenance of college facilities and infrastructure.

Bakersfield College Strategic Plan, 2012-13 through 2014-15:

3.1 Implement and evaluate the new maintenance and operations software system
3.2 Prioritize maintenance and repairs (KCCD 3.2)
3.3 Improve collegewide cleanliness efforts

2012 Self Evaluation Report of Institutional Effectiveness and Educational Quality

Actionable Improvement Plan #5– Standard III.B. Physical Resources

To maintain a more healthful learning and working environment on the Panorama Campus, the Maintenance and Operations Department, working with the Facilities Subcommittee, will implement and evaluate the work order software system designed to assign and track work; provide support to work with custodial staff to define expectations and improve cleanliness levels across the campus; adjust start times and cleaning areas of responsibility to be more centralized and balanced; evaluate the effectiveness of increased temporary custodial staff by spring 2012; and prioritize maintenance and repairs to existing buildings and building infrastructure.

Annual Program Review Summary of APR Process and Outcomes, Fall 2012

Facility and Security Concerns

- Several programs requested additional support and services to maintain facilities and/or improve security consideration to aging buildings.

Budget Criteria

Facilities Needs

- The budget decision will consider the needs of a learning environment that will promote student success in our classrooms and study-research spaces (e.g. classroom space; lab space electricity; heating, ventilation, and air conditioning [HVAC]; markers or chalk).
- The budget decision will consider the needs of office and operational space for various administrative functions of the college (e.g. employee office space).

Technology Needs

- The budget decision will consider technology needed to address all other criteria (e.g. computers, software, media equipment, network, teleconference and videoconference).

Oversight and Accountability

Improve oversight, accountability, sustainability and transparency in all college processes.

Bakersfield College Strategic Plan, 2012-13 through 2014-15:

4.1 Review college processes with collegewide committees, departments, programs, and staff/student organizations, and provide training where needed

4.2 Implement budget development timeline revision

2012 Self Evaluation Report of Institutional Effectiveness and Educational Quality

Actionable Improvement Plan #1– Standard II.B. Institutional Effectiveness

In order to embed multilevel evaluation into the Bakersfield College culture, College Council and the Academic Senate, working with the executive vice president of academic affairs and student services, and the director of institutional research and planning, will develop a systematic and comprehensive evaluation of the Bakersfield College planning processes as well as of the effectiveness in the improvement of instructional programs and support services by May, 2013.

Decision-Making Document

The college governance structure, including campus leadership and committees, will leverage planning processes (e.g. strategic plan, educational master plan, and annual goals) to improve institutional effectiveness. The decision-making process at Bakersfield College is based on the principles of transparency, accountability, and inclusiveness.

Integration

Implement and evaluate existing major planning processes.

Bakersfield College Strategic Plan, 2012-13 through 2014-15:

5.1 Evaluate major planning processes, instructional programs, student services, and administrative services

2012 Self Evaluation Report of Institutional Effectiveness and Educational Quality

Actionable Improvement Plan #1– Standard II.B. Institutional Effectiveness

In order to embed multilevel evaluation into the Bakersfield College culture, College Council and the Academic Senate, working with the executive vice president of academic affairs and student services, and the director of institutional research and planning, will develop a systematic and comprehensive evaluation of the Bakersfield College planning processes as well as of the effectiveness in the improvement of instructional programs and support services by May, 2013.

Decision-Making Document

Evaluation Process

Initial Base-line Survey

To assure the effectiveness of college-level decision-making processes as described in this document, a formative evaluation began in spring 2010. The initial "baseline" survey assessed perceptions about the adequacy of representation of employee and student groups in college-level decision making, and the effectiveness of decision-making processes at Bakersfield College. It also included items about constituents' location, role, and opinion of draft documents.

Results from the baseline survey provided feedback about this document as well as baseline information for future comparisons. Results provided a basis for improvements in the decision-making processes and corresponding changes in the document.

Ongoing Evaluation

The continual evaluation process, including an annual on-line survey, will be the responsibility of College Council. All employees and student government representatives will receive an email invitation from the College president to participate in the survey. Communication of results will be through College Council.

The decision-making process will be refined over time and its effectiveness assessed with the intent to provide continuous improvement to the quality of teaching, learning, and service to students.

Bakersfield College Key Documents

- Bakersfield College Strategic Plan, 2012-13 through 2014-15
- 2012 Self Evaluation of Institutional Effectiveness and Educational Quality – Actionable Improvement Plans
- Educational Master Plan, 2011-14 (not cited)
- Annual Program Review Summary of APR Process and Outcomes, Fall 2012
- Program Viability Criteria
- Budget Criteria
- Decision-Making Document
- Committee Reports