



Achieving the Dream

Community Colleges Count

## Bakersfield College

# Achieving the Dream Planning Year Work Plan

2013-2014

**BAKERSFIELD  
COLLEGE**  
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# Bakersfield College - Achieving the Dream Planning Year Work Plan 2013-2014

## Institutional Contacts:

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## Bakersfield College's Core Values

**Learning:** We foster curiosity, inquiry, critical thinking, and creativity within a safe and rigorous academic environment so that we might be empowered to radically transform our community into one that gives voice and power to all people.

**Integrity:** We continue to develop and follow an ethical and moral consciousness which places the collective wellbeing and health above the self; this principled environment allows for open, constructive conversations and teaches us to trust each other's vision so that we will be useful and effective in providing support, resources, and encouragement.

**Wellness:** We believe health and wellness to be integral and foundational elements, and we understand that a holistic education improves all aspects of the individual and the society including the mind, body, and spirit; through education, we will positively impact the health of the natural environment and the global community.

**Diversity:** We insist that diversity be valued and promoted, recognizing that multiple perspectives lead to a better education and knowledge of the world; listening and witnessing different experiences helps us to understand and contextualize power and privilege related to gender, race, class, religion, disability, and sexuality in terms of access and barriers to resources and opportunities.

**Community:** We commit to the wellbeing of all members of our community; we maintain strong ties with the surrounding community, and we respond to their needs by serving as an open institution which engages all students, faculty, and staff; in our college, we have built and continue to build an environment in which all members participate as a community through democratic engagement.

**Sustainability:** We recognize our responsibility for continuing and maintaining this institution which has been shaped by over 100 years of resolute and tenacious labor and judicious foresight, so we unceasingly place our energies into imagining how we might sustain and renew our fiscal, human, and environmental resources into the future.

### **Bakersfield College's Strategic Focus on Student Success**

**Student Success Strategic Goal:** Bakersfield College will become an exemplary model of student success by developing and implementing best practices.

**Student Success Vision Statement:** Bakersfield College is committed to providing holistic educational experiences that foster student learning and academic success. Through concerted institutional efforts and strategic initiatives, Bakersfield College seeks to support student learning and success through improving progression and completion toward their academic and personal goals. In so doing, the educational environment at BC promotes opportunities for students to:

- a. Acquire new knowledge, skills, competencies and characteristics to prepare them for the next phase of their personal, professional and/or academic pursuits.
- b. Think critically and independently.
- c. Develop lifelong habits and skills of inquiry and curiosity.
- d. Achieve intrinsic motivation for learning

**Bakersfield College's Approach to Student Success:** The vision of fostering student learning and academic success at Bakersfield College is realized through:

1. Improving student achievement and learning outcomes for all students, thereby creating an educational environment in which all students have shared opportunities and resources to succeed.
2. A commitment to student equity through the elimination of achievement gaps among various student populations as identified through the process of collecting, disaggregating and analyzing data on student success, progression and completion across all student groups, especially among at-risk student populations.
3. Identifying, addressing and resolving barriers to student success, progression and completion, including institutional policies and protocols that inadvertently encumber students' academic progression along their journey toward completion.

4. Developing an institutional culture in which data is frequently collected, reviewed and assessed to inform and refine Bakersfield College's student success priorities and resource allocations.
5. Strategic implementation of initiatives and programs to advance Bakersfield College's student success priorities, as well as the allocation of sufficient resources to fully support those initiatives.
6. Ongoing support throughout all phases of students' academic progression, including:
  - a. Point-of-Entry services (matriculation, assessment, placement, registration, orientation, and educational planning)
  - b. Academic advising
  - c. Student learning and support services
  - d. Academic progression
  - e. Retention and persistence, and
  - f. Graduation.
7. A steadfast and ongoing commitment to continuous institutional self-assessment and improvement.
8. Transparent communication with, and intentional inclusion of, Bakersfield College's educational stakeholders to share and discuss information pertaining to student performance measures, outcomes, and institutional initiatives to improve student success.

### **ATD Core Team and Contributing Authors:**

Sonya Christian, President

Nan Gomez-Heitzeberg, Executive Vice President for Academic Affairs

Zav Dadabhoy, Vice President for Student Affairs

Manny Mourtzanos, Dean of Arts and Liberal Studies (ATD Lead; Data Team Co-Chair)

Michael McNellis, Professor, Philosophy (Data Team Co-Chair)

Corny Rodriguez, Academic Senate President

Pam Boyles, Professor and Chair, English

Patrick Serpa, Professor, Math

Diane Baeza, Coordinator for Central California Community Colleges Committed to Change (sponsored program)

Vikki Coffee, Job Placement Coordinator

## Data Team

Sonya Christian, President

Nan Gomez-Heitzeberg, Executive Vice President for Academic Affairs

Zav Dadabhoy, Vice President for Student Affairs

Liz Rozell, Dean of Science, Technology, Engineering, and Math

Heidi Gilliard, Institutional Researcher

Michael McNellis, Professor, Philosophy (Data Team Co-Chair)

Patrick Serpa, Professor, Math

Sue Vaughn, Director of Enrollment Services

Manny Mourtzanos, Dean of Arts and Liberal Studies (Data Team Co-Chair)

## Data Coaches:

John Carpenter – Professor, Sociology

Janet Fulks – Professor, Biology

Kurt Klopstein - Professor, Math

Joyce Kirst – Professor, Academic Development

Lora Larkin – Professor, Psychology

Jennifer Marden – Assistant to the Academic Senate

Julie Marty- Pearson – Adjunct Instructor, Psychology

David Neville – Assistant Professor, Spanish

## Planning Year Work Plan:

The following chart provides a preliminary outline of prospective institutional activities, delegations, and timelines associated with Bakersfield College's commitment to enhancing student success through the implementation of Achieving the Dream principles and practices. The activities and timelines are subject to fluidity and adjustment pending the changing needs and resources of the College, as well as the evolutionary process of enlightened practices among institutional Achieving the Dream leaders and participants.

Objective	Activities	Who Will Lead the Work?	When?	Issues to be Resolved/Challenges Expected
<b>1. Educate and get buy-in from college community on Achieving the Dream goals and values.</b>	Opening Day Ceremonies for campus-wide community	<ul style="list-style-type: none"> <li>• President's Office</li> </ul>	8/21/13	<ul style="list-style-type: none"> <li>• Logistical issues of planning and organizing such a large event</li> <li>• This widely-embraced event occurred on Aug. 21. Over 400 faculty, staff, and alumni attended this all-day event. A core emphasis was on improving student success.</li> </ul>
	Develop a website to disseminate information related to the College's strategic goals, especially Student Success and the implementation of Achieving the Dream principles and practices	<ul style="list-style-type: none"> <li>• Strategic Focus Team</li> <li>• ATD Core Team</li> </ul>	11/1/13	<ul style="list-style-type: none"> <li>• None foreseen.</li> </ul>
	ATD updates, announcements, and discussions at various governance committee meetings	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• Committee Co-Chairs</li> </ul>	Ongoing throughout the year	<ul style="list-style-type: none"> <li>• Coordination and communication between ATD Core Team and Committee Co-Chairs to schedule opportunities for ongoing discussion of Achieving the Dream principles, updates and announcements throughout the year.</li> </ul>
	Campus-wide Data Summits to review and discuss student success data. Guest speakers invited for plenary sessions	<ul style="list-style-type: none"> <li>• ATD Data Team</li> </ul>	10/31/13 & 3/14/14	<ul style="list-style-type: none"> <li>• Both Data Summits will occur during periods of instruction, creating potential scheduling conflicts for faculty. Finding alternate instructional assignments may increase their availability to attend</li> </ul>

<p><b>1. Educate and get buy-in from college community on Achieving the Dream goals and values.</b></p>	<p><i>Habits of Mind and Habits of Instruction</i> initiative/emphasis (professional and student development opportunities to increase students' success)</p>	<ul style="list-style-type: none"> <li>• Bonnie Suderman, Dean of Instruction</li> </ul>	<p>Ongoing throughout the year</p>	<ul style="list-style-type: none"> <li>• None foreseen. These professional and student development opportunities are not directly affiliated with ATD, but are a result of the institution's commitment to improving instruction and student success</li> </ul>
	<ul style="list-style-type: none"> <li>• Renewed focus on Student Success as an institutional strategic goal</li> <li>• Emphasis on student success as a BC core value</li> </ul>	<ul style="list-style-type: none"> <li>• President's Cabinet</li> <li>• Administrative Council</li> <li>• Academic Senate</li> </ul>	<p>Ongoing throughout the year</p>	<ul style="list-style-type: none"> <li>• None foreseen. An updated Strategic Focus document and BC Core Values document were presented and circulated at BC Opening Day on Aug. 21. These documents were openly received by the campus community</li> </ul>
	<p>Integration of student success and retention data in Annual Program Review process</p>	<ul style="list-style-type: none"> <li>• Program Review Committee</li> <li>• Area administrators</li> <li>• Faculty chairs and program managers</li> <li>• Faculty and staff</li> </ul>	<p>Completed</p>	<ul style="list-style-type: none"> <li>• None foreseen.</li> </ul>
	<p>Reinforce the college's commitment to student success through an emphasis in, and celebration of, current programs that align with ATD core values, goals and principles (EODAC, Central California Community Colleges Committed to Change grant, AAMP, Poverty 101, Basic Skills Initiative, Academic Development programs, Veteran's Network, curricular modifications, etc)</p>	<ul style="list-style-type: none"> <li>• President's Office through mass communication, including BC website, 'Renegade Roundup' (President's email updates to BC community) and the President's blog posts <a href="http://bcpresident.wordpress.com">bcpresident.wordpress.com</a></li> <li>• Student success programs committed to continuously raise awareness among students and college personnel</li> </ul>	<p>Ongoing throughout the year</p>	<ul style="list-style-type: none"> <li>• Concerted and coordinated communication efforts among various programs and offices. The development of an ATD Communication Team might help alleviate this concern.</li> </ul>

<b>1. Educate and get buy-in from college community on Achieving the Dream goals and values.</b>	Recruitment of key faculty, staff and administrators to serve on ATD leadership teams (Core Team, Data Team and Data Coaches)	<ul style="list-style-type: none"> <li>• Manny Mourtzanos, ATD Campus Lead</li> <li>• Michael McNellis, Data Team Co-chair</li> <li>• Sonya Christian, President</li> </ul>	ATD teams should be fully recruited by 9/30/13	<ul style="list-style-type: none"> <li>• Apprehensive to personnel to serve due to limited time and/or initial skepticism of ATD's value and contributions to Bakersfield College</li> <li>• Personnel will need to be recruited and trained. An internal infrastructure will need to be created to ensure adequate support and guidance for ATD campus leaders</li> </ul>
	Renewed focus on student success among the student population	<ul style="list-style-type: none"> <li>• Student Government Association</li> </ul>	Ongoing throughout the year	<ul style="list-style-type: none"> <li>• Encourage SGA to adopt and implement programs to support student success awareness among the student body</li> </ul>
<b>2a. Analyze current situation: collect, compile and analyze data on student outcomes. Analyze data disaggregated by relevant demographic groups.</b>	Identify metrics and outcomes for student success. These student success metrics and outcomes build upon the five ATD metrics of student success, as follows: <ul style="list-style-type: none"> <li>• Completion of developmental courses</li> <li>• Completion of gateway courses</li> <li>• Completion of all courses with a "C" or better</li> <li>• Fall-to-Spring retention rates, and</li> <li>• Graduation rates</li> </ul>	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC-ATD Data Team</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	9/30/13	<ul style="list-style-type: none"> <li>• Building consensus to identify metrics</li> </ul>
	Obtain a 'baseline' report on student success based on metrics and outcomes identified above. Five-year trend analysis should be provided. Data must be disaggregated by various student factors, such as SES, ethnicity, gender, and other demographic variables determined by the BC-ATD	<ul style="list-style-type: none"> <li>• BC-ATD Data Team</li> <li>• KCCD Office of Institutional Research &amp; Planning</li> </ul>	10/18/13	<ul style="list-style-type: none"> <li>• Ensure mechanisms and infrastructure exist to access, disaggregate and analyze data.</li> </ul>



	Data Team			
	Develop a framework of data strands and metrics for BC's institutional scorecard	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC-ATD Data Team</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>		<ul style="list-style-type: none"> <li>• None foreseen.</li> </ul>
	Review and explore the viability of implementing 'predictive analytics' tools to assist the College in proactively identifying potentially at-risk students	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC-ATD Data Team</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>		<ul style="list-style-type: none"> <li>• None foreseen.</li> </ul>
<b>2b. Hold conversations to reflect on the data. Define problems including achievement gaps among student demographic groups. Choose problems for more in-depth exploration.</b>	Campus-wide data summits with faculty and staff invited to: <ul style="list-style-type: none"> <li>• Review and discuss institutional data reports</li> <li>• Learn from a plenary speaker regarding student success</li> <li>• Attend small-group, peer-led workshops or breakout sessions</li> </ul>	<ul style="list-style-type: none"> <li>• BC Data Coaches</li> <li>• BC-ATD Data Team</li> <li>• ATD Core Team</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	10/31/13 & 3/14/14	<ul style="list-style-type: none"> <li>• Both Data Summits will occur during periods of instruction, creating potential scheduling conflicts for faculty. Finding alternate instructional assignments may increase their availability to attend. This concern may be mitigated through a recording of sessions so that non-attendees may review post-facto</li> </ul>
	Present findings to various governance committees and organizations at Bakersfield College, such as: <ul style="list-style-type: none"> <li>• President's Cabinet</li> <li>• Academic Senate</li> <li>• College Council</li> <li>• Administrative Council</li> <li>• Student Government Assoc</li> </ul> Feedback from organizations should be solicited and reported to ATD Core Team	<ul style="list-style-type: none"> <li>• BC Data Coaches</li> <li>• BC-ATD Data Team</li> <li>• ATD Core Team</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	Ongoing throughout the year	<ul style="list-style-type: none"> <li>• Coordinated communication efforts with governance committees to ensure opportunities for BC Data Coaches representatives to present and discuss student success data</li> </ul>
<b>2c. Diagnose causes of problems: Drill down on student data.</b>	Conduct statistical analyses of disaggregated student success data	<ul style="list-style-type: none"> <li>• BC-ATD Data Team</li> <li>• BC Data Coaches</li> <li>• KCCD Institutional</li> </ul>	Ongoing, but first should	<ul style="list-style-type: none"> <li>• Ensure mechanisms and infrastructure exist to access, disaggregate and analyze data.</li> </ul>

		Research & Planning <ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	occur prior to 10/18	
	Present evidence of causes and diagnoses related to student success barriers (open forums, website, etc...)	<ul style="list-style-type: none"> <li>• BC-ATD Data Team</li> <li>• BC Data Coaches</li> <li>• ATD Core Team</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	Ongoing throughout the year	<ul style="list-style-type: none"> <li>• Building consensus to determine causes and diagnoses</li> <li>• Creating a culture of evidence and overcoming skepticism among college stakeholders</li> </ul>
<b>2d. Campus voices: Engage students, faculty, and staff in diagnosing causes of problems.</b>	Host campus-wide forum(s) with students, faculty, staff, and administrators to: <ul style="list-style-type: none"> <li>• Review and discuss institutional data reports</li> <li>• Present preliminary findings pertaining to identify issues and diagnosis causes/barriers to student success</li> <li>• Provide feedback, ideas and suggestions to improve student success</li> <li>• Ask questions</li> <li>• Submit requests for future exploration of student success data</li> </ul>	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC-ATD Data Team</li> <li>• Public Information Officer</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	At least one forum per semester	<ul style="list-style-type: none"> <li>• Creating a culture of evidence and overcoming skepticism among college stakeholders</li> </ul>
	Train Data Coaches to conduct/facilitate large and small focus groups as well as how to conduct other qualitative research methodologies	<ul style="list-style-type: none"> <li>• Data Team to facilitate</li> </ul>	11/15/13	<ul style="list-style-type: none"> <li>• Securing an adequate trainer</li> </ul>
	Conduct focus group sessions with campus constituents to explore data and understand possible causal factors impeding student success	<ul style="list-style-type: none"> <li>• Data Coaches</li> </ul>	11/27/13	<ul style="list-style-type: none"> <li>• Ensuring a representative sampling of research participants</li> </ul>

	Develop a website or other form of technical media to publically report data, as well as to receive public feedback and input	<ul style="list-style-type: none"> <li>• ATD Communication Team</li> <li>• Public Information Officer</li> <li>• Information Technology and/or Media Services</li> </ul>	10/31/13	<ul style="list-style-type: none"> <li>• Creating a culture of evidence and overcoming skepticism among college stakeholders</li> </ul>
	Students' evaluation of service, curriculum and instruction	<ul style="list-style-type: none"> <li>• All campus units and programs</li> <li>• Program Review Committee</li> <li>• Student Government Association</li> </ul>	Ongoing throughout the year	<ul style="list-style-type: none"> <li>• Ensuring that all campus units and programs participate in the process of self-assessment to include student feedback</li> </ul>
<b>2e. Community voices: Engage community members in diagnosing causes of problems.</b>	Host community forum(s) with Bakersfield College external constituents and stakeholders to: <ul style="list-style-type: none"> <li>• Review and discuss institutional data reports</li> <li>• Present preliminary findings pertaining to identify issues and diagnosis causes/barriers to student success</li> <li>• Provide feedback, ideas and suggestions to improve student success</li> <li>• Ask questions</li> <li>• Submit requests for future exploration of student success data</li> </ul>	<ul style="list-style-type: none"> <li>• President's Office</li> <li>• Public Information Officer</li> <li>• ATD Core Team</li> <li>• BC-ATD Data Team</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	At least one forum per semester	<ul style="list-style-type: none"> <li>• Cultivating community relationships and building upon current structures/venues as a context for hosting such dialogues. Positive relationships with various community groups, organizations, existing &amp; potential stakeholders, and friends of the College can potential mitigate this concern.</li> <li>• Creating a culture of evidence and overcoming skepticism among college stakeholders</li> </ul>
	Train Data Coaches to conduct/facilitate large and small focus groups, as well as how to conduct other qualitative research methodologies	<ul style="list-style-type: none"> <li>• Data Team to facilitate</li> </ul>	11/15/13	<ul style="list-style-type: none"> <li>• Securing an adequate trainer</li> </ul>
	Conduct focus group sessions with campus constituents to explore data	<ul style="list-style-type: none"> <li>• Data Coaches</li> <li>• EODAC</li> <li>• Student Government</li> </ul>	11/27/13	<ul style="list-style-type: none"> <li>• Ensuring a representative sampling of research participants</li> </ul>

	and understand possible causal factors for impediments to student success	Association		
	Develop a website or other form of technical media to publically report data, as well as to receive public feedback and input	<ul style="list-style-type: none"> <li>• ATD Communication Team</li> <li>• Public Information Officer</li> <li>• Information Technology and/or Media Services</li> </ul>	10/31/13	<ul style="list-style-type: none"> <li>• Creating a culture of evidence and overcoming skepticism among college stakeholders</li> </ul>
<b>3. Examine existing institutional policies and practices.</b>	Commission a taskforce comprised of students, faculty, staff and administrators to review institutional policies and practices that result in inadvertent barriers to student success and retention	<ul style="list-style-type: none"> <li>• President's Cabinet</li> <li>• Academic Senate</li> <li>• College Council</li> <li>• Administrative Council</li> <li>• Student Government Association</li> <li>• EODAC</li> </ul>	11/15/13	<ul style="list-style-type: none"> <li>• Logistical details of identifying, recruiting and selecting the most appropriate and effective members of the taskforce from among BC's constituents and shareholders.</li> </ul>
	Taskforce to submit a report of findings and recommendations to commissioning bodies	<ul style="list-style-type: none"> <li>• Policy &amp; Practice Review Taskforce (to include representatives from President's Cabinet, Academic Senate, College Council, Administrative Council, EODAC, and Student Government Association)</li> </ul>	2/3/14	<ul style="list-style-type: none"> <li>• Empower taskforce to assume full ownership and authority to explore and confront potentially sensitive issue ('sacred cows')</li> </ul>
	Research and examine high-performing institutions to explore their Best Practices related to student success policies and practices from other institutions	<ul style="list-style-type: none"> <li>• Policy &amp; Practice Review Taskforce</li> </ul>	2/13/14	<ul style="list-style-type: none"> <li>• None foreseen.</li> </ul>
	Foster a campus culture that is willing to abandon institutional values, beliefs,	<ul style="list-style-type: none"> <li>• President's Office</li> <li>• ATD Core Team</li> <li>• Policy &amp; Practice</li> </ul>	Ongoing throughout the year	<ul style="list-style-type: none"> <li>• Creating a culture of evidence and overcoming skepticism among college stakeholders</li> </ul>

	and practices that hinder student success	Review Taskforce, including EODAC and Student Government Association		
<b>4. Set priorities, goals and measurable outcomes.</b>	Analyze student success data to identify inequities and establish institutional student success priorities	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC Data Team</li> <li>• President's Cabinet</li> <li>• Academic Senate</li> <li>• College Council</li> <li>• Internal &amp; External institutional stakeholders</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	3/14/14	<ul style="list-style-type: none"> <li>• Ability to access disaggregated student success data through current mechanisms and databases. This issue may be mitigated through cooperation with KCCD Office of Institutional Research, as well as access to ATD institutional data/profile.</li> </ul>
	<ul style="list-style-type: none"> <li>• Engage stakeholders in establishing data-informed student success priorities, goals and measurable outcomes for the institution's 4-year implementation plan</li> <li>• Align goals with measurable outcomes</li> <li>• Prioritize student success goals</li> </ul>	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC Data Team</li> <li>• President's Cabinet</li> <li>• Academic Senate</li> <li>• College Council</li> <li>• EODAC</li> <li>• Student Government Association</li> <li>• Internal &amp; External institutional stakeholders</li> </ul>	3/31/14	<ul style="list-style-type: none"> <li>• Building consensus among stakeholders with potentially disparate values</li> </ul>
	Develop and implement a method to disseminate information regarding student success goals to campus community and institutional stakeholders	<ul style="list-style-type: none"> <li>• President's Office</li> <li>• ATD Core Team</li> <li>• Public Information Officer</li> <li>• EODAC</li> <li>• Student Government Association</li> </ul>	4/11/14	<ul style="list-style-type: none"> <li>• Develop an intentional communication plan as a conduit to convey information</li> <li>• Utilization of technology and other media to disseminate information</li> <li>• Building consensus among stakeholders with potentially disparate values</li> </ul>

<b>5. Develop strategies to achieve measurable outcomes.</b>	Send BC delegates to annual Dream 2014 conference to develop strategies for increasing BC's capacity for data analysis, program evaluation, and student-centered, data-informed decision-making pertaining to student success. Ensure that delegates return from conference with tangible strategies for implementation, as well as measurable outcomes to assess the effectiveness of strategies.	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• Delegates as assigned by the President</li> </ul>	2/24/14 to 2/27/14	<ul style="list-style-type: none"> <li>• Fiscal resources allocated to ensure adequate participation among BC's ATD representatives and student success leaders.</li> </ul>
	Engage stakeholders in developing and prioritizing student success strategies	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC Data Team</li> <li>• President's Cabinet</li> <li>• Academic Senate</li> <li>• College Council</li> <li>• Internal &amp; External institutional stakeholders</li> </ul>	4/30/14	<ul style="list-style-type: none"> <li>• Allocating resources to achieve student success goals, and outcomes</li> <li>• Building consensus among stakeholders with potentially disparate values</li> </ul>
	Explore Best Practices related to student success strategies from other institutions. Evaluate their potential for implementation at BC. Newly implemented strategies and programs must be associated with measurable outcomes to assess their degree of effectiveness	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC Data Team</li> <li>• President's Cabinet</li> <li>• Academic Senate</li> <li>• College Council</li> <li>• Internal &amp; External institutional stakeholders</li> </ul>	4/30/14	<ul style="list-style-type: none"> <li>• Access to available information from other institutions. This concern may be mitigated through networking with ATD institutions and other colleges within the California Community College system.</li> </ul>
	Develop and implement a method to disseminate information regarding student success strategies to campus community and	<ul style="list-style-type: none"> <li>• President's Office</li> <li>• ATD Core Team</li> <li>• Public Information Officer</li> </ul>	5/16/14	<ul style="list-style-type: none"> <li>• Develop an intentional communication plan as a conduit to convey information</li> <li>• Utilization of technology and other media to disseminate information</li> </ul>

	institutional stakeholders. Assess stakeholders to evaluate the effectiveness of this communication strategy			<ul style="list-style-type: none"> <li>• Building consensus among stakeholders with potentially disparate values</li> </ul>
<p><b>6. Write 4-year implementation plan with steps and timelines for: a) implementing strategies; b) evaluating strategies; c) institutionalizing effective strategies.</b></p>	Consult with ATD Lead and Data Coaches (John Nixon and Ron Head) to begin the iterative process of developing a 4-year implementation plan	<ul style="list-style-type: none"> <li>• ATD Core Team</li> </ul>	2/28/14	<ul style="list-style-type: none"> <li>• Limited opportunities throughout the year to meet in person (3 visits). This issue can be mitigated with planning, as well as the use of technology to enhance communication.</li> </ul>
	Identify measures and establish metrics to assess effectiveness of each intervention strategy	<ul style="list-style-type: none"> <li>• ATD Core Team</li> </ul>	3/14/14	<ul style="list-style-type: none"> <li>• Building consensus among stakeholders with potentially disparate values</li> </ul>
	Create first draft of 4-year implementation proposal, budget, and evaluation plan	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC Data Team</li> <li>• President's Cabinet</li> <li>• Academic Senate</li> <li>• College Council</li> </ul>	3/31/14	<ul style="list-style-type: none"> <li>• Building consensus among stakeholders with potentially disparate values</li> </ul>
	Based on feedback from stakeholders and Achieving the Dream coaches, finalize 4-year implementation plan, including budget allocations and evaluation strategies	<ul style="list-style-type: none"> <li>• ATD Core Team</li> <li>• BC Data Team</li> <li>• President's Cabinet</li> <li>• Academic Senate</li> <li>• College Council</li> </ul>	5/2/14	<ul style="list-style-type: none"> <li>• Building consensus among stakeholders with potentially disparate values</li> </ul>
	Develop and execute a method to disseminate implementation plan to campus community and institutional stakeholders	<ul style="list-style-type: none"> <li>• President's Office</li> <li>• ATD Core Team</li> <li>• Public Information Officer</li> </ul>	5/16/14	<ul style="list-style-type: none"> <li>• Develop an intentional communication plan as a conduit to convey information</li> <li>• Building consensus among stakeholders with potentially disparate values</li> <li>• Utilization of technology and other media to disseminate information</li> </ul>

## Anticipated Planning Year Budget:

The following budget projections are tentative and subject to modification based on evolving needs and priorities.

Type of Expense	Details	Amount	Source of Funding
Personnel	0.4 FTEF reassigned time per semester for two faculty (McNellis and Fulks) to provide institutional leadership for ATD implementation (Core Team and Data Team initiatives)	77,157	Operational (General Fund) and sponsored programs
Professional Travel & Development	Travel and registration to send four (4) Bakersfield College delegates to California Community College Research & Planning Conference (approximately \$2,000 per delegate, inclusive)	8,000	Operational (General Fund) and sponsored programs
Professional Travel & Development	Travel and registration to send four (4) Bakersfield College delegates to ATD Dream 2014 Conference (approximately \$2,000 per delegate, inclusive)	8,000	Operational (General Fund) and sponsored programs
BC Data Summit	October 31: Invite two plenary speakers, each receiving an honorarium (2,000) + travel (800)	5,600	Operational (General Fund) and sponsored programs
BC Data Summit	October 31: Food Services for 150 participants x \$30 each (two meals)	4,500	Operational (General Fund) and sponsored programs
BC Data Summit	March 14: Invite one plenary speaker, receiving an honorarium (2,000) + travel (800)	2,800	Operational (General Fund) and sponsored programs
BC Data Summit	March 14: Food Services for 150 participants x \$30 each (two meals)	4,500	Operational (General Fund) and sponsored programs
Predictive Analytics Software	Purchase predictive analytics software to proactively identify potentially at-risk students and populations	10,000	Operational (General Fund) and sponsored programs
Miscellaneous	Miscellaneous and incidental expenses	500	Operational (General Fund) and sponsored programs
<b>Total Anticipated Expenses for 2013-13 Implementation Year</b>		<b>121,057</b>	