

New #	Initiative	Clarify	Enter	Stay	Ensure	Measurement	Lead Scorer	Other Scorers	Notes
Strategic Direction #1 - Student Learning									
1.1	Establish introductory pathways courses for the majority of the pathways.	X				Track new course submission	Meta-Major co-chiar of GPIT	Pathway Leads, Curriculum Co-chairs, Dean of Student Success & Counseling	
1.2	Implement scheduling software for instructional spaces.			X		Starfish analytics, Ad Astra, etc.	Dean, Academic Technology	EAC	
1.3	Increase CTE certificate/degree options by 3 new programs	X				program drafted by year 1 approved by curriculum committee by year 2	CTE Program Director	Curriculum Committee, CTE Committee	
1.4	Increase the number of internship agreements					Internship agreements approved and student placements committee meeting minutes and agenda items submitted	CTE Program Director	Student Employment, CTE Advisory Committees	
1.5	Establish at least five full certificate programs at Delano Campus.	X	X	X	X	Five full certificate programs would be established. Promotion of programs would be documented, and enrollment trends would be tracked and reported.	Rural Initiatives Director	Various department chairs and deans	
1.6	Increase the number of apprenticeships						CTE Program Director	Student Employment, CTE Advisory Committees	
1.7	Increase support services for online instruction			X		Ensure student completion/success on evaluations	Director of Academic Support Services	VP Instruction, ISIT, AIQ, Curriculum, Program Review, Director of Academic Support Services, Dean, Academic Technology	
1.8	Increase entry-level tech instruction for all students to help them navigate the landscape of tools on campus.	X				Track student participation in offered instructional activities; annual ISIT student survey	Dean, Academic Technology	ISIT; Summer Bridge Director; Outreach & School Relations Director	
1.9	Expand academic support services for inmate scholars					# of prisons with program, # of inmate students receiving services	Director of Academic Support Services	Director of Academic Support Services, Inmate Program Director	
1.10	Establish and expand student support services in rural communities			X		Report on what services are currently being offered or have been offered at non-traditional centers/campus. Compare to new extended services. Track how many students are being serviced.	Director of Academic Support Services	Rural Initiatives Program Director of Delano Center	

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1.11	Establish and expand student support services in satellite sites. (i.e. BC Southwest, Weill, etc.)			X		Report on what services are currently being offered or have been offered at non-traditional centers/campus. Compare to new extended services. Track how many students are being serviced.	Director of Academic Support Services	Dean of Instruction (over BC Southwest)	
1.12	Process faculty hiring committee appointments in a timely manner				X	Senate approval: agenda and vote record; Title 5 & BP Section 6; 10+1 Faculty roles & involvement in accreditation processes, including self-study & annual reports	Academic Senate President		
Direction #2 - Student Progression and Completion									
2.1	Expand dual enrollment in additional KHSD high schools	X	X	X	X	Program Review, Annual Report	Dual Enrollment Program Managers Dean of Instructions	D.E. Advising Committee	
2.2	Double the number of international students in 3 years			X		Has the number of international F1 visa students doubled? Take the existing number of International Students and determine whether or not the number has doubled.	(Director International Student Programs - vacant position)	Dean of Student Success & Counseling or VPSA ELMS (EMLS?)	
2.3	Increase the number of students transferring from the Bakersfield Adult School by 10%			X		Has the number of transferring students increased by 10%?	Admission and Records?		
2.4	Increase the number of students participating in Summer Bridge by 15%			X		Track the number of students who register for and complete ACDV B55	Title V Director	Curriculum, etc.	
2.5	Increase number of first time students who have a comprehensive education plan by the end of their first primary term by 15%.	X	X			Using data from tracking matriculation steps in banner (SVAMSTD screen)	Dean of Student Success & Counseling	Director of Student Success & Equity CTE Program Director GPIT Co-Chairs	
2.6	Increase number of first time students who have an abbreviated education plan prior to their first primary term by 15%.	X	X			Using data from tracking matriculation steps in banner (SVAMSTD screen)	Dean of Student Success & Counseling	Director of Student Success & Equity CTE Program Director GPIT Co-Chairs	
2.7									CTE Program Director
2.8	Increase the percentage of transfer-level English completion in the 1st year.			X	X	Track % completing	GPIT Co-Chairs	GPIT Co-Chairs	
2.9	Increase the percentage of transfer-level Math completion in the 1st year.			X	X	Track % completing	GPIT Co-Chairs	Institutional Effectiveness Dean, EAC, FCDC, Director of Student Success & Equity	

2.10	Successfully implement the Program Mapper.	X				1. Completion 2. Student use w/web data counter	Curriculum Co-chairs	Curriculum Catalog Task Force, Leading from the Middle Group	
2.11	Increase the % of first time students who attempt 15 units during their 1st semester		X	x	X	Track growth in % reaching moment point	GPIT Co-Chairs	Instructional Effectiveness Dean, Director of Student Success & Equity	
2.12	Increase the % of first time students who attempt 30 units during their 1st year		x	x	x	Track growth in % reaching moment point	GPIT Co-Chairs	Instructional Effectiveness Dean, Director of Student Success & Equity	
2.13	Increase the % of first time students who take 9 core pathway units in their 1st year		x	x	x	Track growth in % reaching moment point	GPIT Co-Chairs	Instructional Effectiveness Dean, Director of Student Success & Equity	
2.14	Increase number of current/returning students who have an approved comprehensive educational plan in their degree audit system (Degreeworks or Starfish) by 15%.	X	X			Using data from tracking matriculation steps in banner (SVAMSTD screen); reports from degree audit system	Dean of Student Success & Counseling	Director of Student Success & Equity CTE Program Director GPIT Co-Chairs	
								GPIT Co-Chairs	
2.15	Implement a process whereby students are automatically awarded certificates they have earned.		x			starfish report evaluate to review and award	Director of Enrollment Services	Curriculum CTD Dean of Student Success and Counseling Dean of Institutional Effectiveness Director of Career Education	
2.16	Implement a process whereby students are automatically awarded the degrees they have earned.					starfish report evaluate to review and award	Director of Enrollment Services	Curriculum CTD Dean of Student Success and Counseling Dean of Institutional Effectiveness	
2.17	Increase Baccalaureate of Science completions.				X	Number of awards	Dean for ITT	Instructional Effectiveness Dean	
2.18	Develop MOU with transfer partner, CSUB, to establish agreement for faculty at the two institutions to develop four year templates.	X				Number of cooperate pathway agreements with CSUB	Director of Transfer Pathways	Curriculum, Articulation, WARBA	
2.19	Increase student exposure to top transfer institutions by pathway				X	Trips planned to top two transfer institutions per pathway, Data on student attendance to trips, Data on transfer rates/locations	Director Transfer Pathways	GPIT, EAC, Counseling	
Strategic Direction #3 - Facilities and Technology									
Facilities									
3.1	Implementation of a campus monitoring system to improve energy usage.					100% of buildings are being measured by the monitoring system.	Director, M&O	Facilities Committee	
3.2	Complete construction of a new Veterans Center to specifically support our veteran students on the main campus.			X		Completed building and move-in.	Director, M&O	Facilities Committee	

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3.3	Complete construction of a new ABC building in the Campus Center on the main campus.			X		Completed building and move-in.	Director, M&O	College Council, Facilities Committee	
3.4	Re-finish all parking lots on main campus.				X	Completion paperwork in Board Docs.	Director, M&O	Facilities Committee, Director, Public Safety	
3.5	Uncover funding partners for infrastructure development						Director, M&O	Foundation, Presidents Office	
3.6a	<u>Develop and document</u> a solid waste plan across all BC sites.					Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation	
3.6b	<u>Implement</u> a solid waste plan across all BC sites.					Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation, Marketing, Events & Scheduling	
3.7a	<u>Develop and document</u> a recycling plan across all BC sites.					Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation	
3.7b	<u>Implement</u> a recycling plan across all BC sites.					Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation, Marketing	
3.8	Implement charging stations throughout campus to avoid students all over floors		X			Survey through SGA to students. Survey to faculty and staff.	Director, M&O	SGA, Facilities, ISIT, Student Life	
Technology									
3.9	Provide strong wireless access in all internal spaces on the main campus.		X	X	X	Completed heat map showing wireless coverage in all areas.	Director, Information Technology	ISIT	
3.10	Install surveillance security cameras across campus that are monitored by public safety.				X	Provide map showing locations of all security cameras.	Director, Public Safety	Facilities, ISIT, Public Safety, Student Life	
3.11	Develop computer lab standards document that identifies minimum desk space required in computer labs for student materials.			X	X	Computer lab standards document posted on ISIT web site.	Director, Information Technology	Facilities, ISIT	
3.12	Analyze and document usage of the computer labs on all BC sites to determine whether more labs are needed.				X	Documented analysis posted on ISIT web site.	Director, Information Technology	ISIT	
3.13	Develop an instructional software needs process for determining software installed in instructional computer labs.					Track upgrade costs, effectiveness, student success, staff engagement	Director, Information Technology	ISIT, College Council	
3.14	Develop and document plan for providing internet access for classes held on non-BC sites.				X	Documentation of plan and posted to ISIT web site.	Director, Information Technology	ISIT	
3.15	Implement plan for providing internet access for classes held on non-BC sites.								
3.16	Enhance the process for assessing technology, textbooks and add-ons used by the college.		X	X		Document the enhanced process and posted on Accessibility Taskforce web site.	Director of DSPS	ISIT, Accessibility Taskforce	
Strategic Direction #4 - Leadership and Engagement									
Leadership									

4.1	Develop an online faculty 101 "course" by May, 2019.				Complete and implement course during 2018-19. Documented in Canvas, measure participation rates.	Dean, Academic Technology	Academic Technology Staff & Faculty, ISIT	
4.2	Implement Program Review within eLumen.	X		X	Looking for 100% completion rate and feedback from participants	Co-chairs of Program Review	Program Review Committee, AIQ	
4.3	Implement Strategic Planning component of eLumen.	X			Module started	Curriculum Co-chairs	Strategic Planning	
4.4	Provide oversight of the board policy adoption process	X			Regular reports to College Council and Academic Senate	Academic Senate President	College Council	
4.5	Review and monitor campus standing committees, including review of committee charges on an annual basis.				X To administer the annual review and revision of each standing committee charge. The review process starts each Fall semester (first meeting). To monitor the appointments of committee membership status outlined in the charge. Title 5 & BP Section 6; 10+1 District and College governing structures, as related to faculty roles	Academic Senate President	College Council	
Engagement								
4.6	Measure end user satisfaction with COLLEGE services annually and publish results on AIQ Committee page.				Annual College and District Surveys	AIQ Committee	Institutional Effectiveness	
4.7	Measure end user satisfaction with DISTRICT services annually and publish results on AIQ Committee page.				Annual College and District Surveys	AIQ Committee	Institutional Effectiveness	
4.8	Provide annual required BC specific training (safety, FERPA, etc)				HR to track Survey employees	HR	College Council	
4.9	Engage new classified employees by providing BC specific orientation within 1st month of hire				Survey new classified employees HR to track	HR	College Council	
4.10	Implement technology based professional development training for faculty			X	Track faculty participation in PD training. Track use of skills in classroom.	Dean, Academic Technology	ISIT	
4.11	Increase job development services outside main campus	X			Staff schedule for job development	Student employment program manager	Director of Rural Initiatives	
4.12	Improve emergency communications				On campus emergencies are communicated within 5 minutes	Director, Public Safety	Safety Committee, Student Life	
4.13	Increase support for online faculty				Training/Flex, support troubleshooting issues etc.	Dean, Academic Technology		
4.14a	Update professional development plan.			X	Documented plan posted to the PDC web site.	Dean, Academic Technology	PDC	

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4.14b	Implement professional development plan.				X	Documented plan posted to the PDC web site.	Dean, Academic Technology	PDC	
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