

Fiscal Sustainability: Enterprise Activities

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Bakersfield College's (BC) facilities and infrastructure are in a dire need of renovation and upgrades. This is critical in order to provide an academic environment that is operationally efficient and effective. Since the campus was built in 1955 there has not been a significant investment to upgrade the facilities. The 2002 bond which brought \$180 million to Bakersfield College addressed a few needs and made a dent in the total \$320 million needs identified in BC's Long Range Facilities Master Plan as well as the infrastructure needs. The BC Foundation unanimously supports going out for a 2016 bond to comprehensively address the facilities and infrastructure needs of the college.

However, this is a onetime investment; the Administration at BC is focused on having additional resource streams to supplement the one time bond funds and the annual apportionment. Specifically, the Administrative team is focused on identifying opportunities to use the campus' infrastructure and alliances in strategic ways to provide ongoing flows of resources.

Some of those opportunities are noted below:

1. Events; Simonsen Performing Arts Center; , the stadium, the proposed new Conference Center 500 seat building(in planning), etc
2. International Program; Growth Initiative
3. Culinary (Renegade Room) and Food Services; Reorganization for Enterprise Development
4. Bookstore; Merchandising and Branding BC Clothing
5. Potential other enterprise activities.

Events

BC's reorganization strategy in 2014 included a Manager of Events and Community Relations position. This position was filled through a reassignment of an administrator to take on the responsibility for events development. Since that hire, BC has been engaged in booking the Kern Ag Summit; Junior Olympics; Local High School Graduations 2015; High School Double Header Baseball; Bakersfield Youth Symphony; Golden Empire Youth Football Final; Bob Bender, a local concert promoter. These are just some of the events.

International Program

The 6 year business model for the international program uses a 5% growth rate. The model is projecting average revenue of \$709K per year. Over the six year period the model indicates an average contribution to capital reserves of \$32K.

Culinary (Renegade Room) and Food Services

The Bakersfield College reorganization strategy includes merging the Culinary Arts/Food Services programs reporting to the Vice President and Finance and Administrative Services. The purpose of this strategy is to develop a food/services enterprise that will enhance the learning environment and contribute to the fiscal resource needs of the college.

Bookstore; Merchandising and Branding BC Clothing

As BC refurbishes its campus facilities, there will be an opportunity to expand the footprint of the Barnes and Nobles bookstore. This expansion will allow the BC merchandise to be more broadly displayed throughout the store. Also, the Delano center is an emerging new market for merchandising BC's emblematic clothing. The purpose of this strategic initiative is to enhance the profile of BC's brand and increase the commission revenues from merchandising.