

IEPI Coordinated Leadership Development Funding Application  
Updated 9/29/2016  
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## Executive Summary of Grant Opportunity (for submission to the District):

The Institutional Effectiveness Partnership Initiative (IEPI) is offering a \$50,000 grant via its 2015-2016 budget to provide leadership development for community college personnel as a measure to support state initiatives. Bakersfield College's faculty, staff, and administrators are its greatest resource in its endeavor to provide accessible, high-quality education to a broad and diverse student population. Inasmuch, a \$50,000 grant would provide Bakersfield College with the ability to offer a comprehensive, collaborative leadership development program over the course of a calendar year (January 2017-December 2017). Because Bakersfield College hired a jointly-funded (Equity, SSSP, and General Funds), Program Manager of Professional Development in the spring of 2016, there is now a dedicated person to prepare and oversee the submission of grant materials, as well as the implementation of a grant-funded, campus leadership development program.

The leadership development program supported by the IEPI grant would reach into 21 governance committees and touch a number of institutional goals, including: continuing AACC Pathways development, closing student achievement gaps, addressing equity and basic skills goals, and continuing to improve student success and completion. Of Bakersfield College's 840 employees (KCCD Institutional Research & Reporting, 2016), at least 10% would participate in this program. The IEPI grant-funded leadership development program would begin with the creation of teams pulled from each governance committee, consisting of committee chairs and leaders from faculty, classified staff, and administration/management. While \$50,000 is not a large sum, it would allow BC the ability to bring in external facilitators to provide training on multiple facets of leadership, including curriculum for on-going training after the initial year. The campus leadership development program would intentionally integrate BC's distributed leadership across campus, and across unintentional silos, to provide a holistic, shared leadership vision to better address localized needs and broader campus change initiatives.

As such, the IEPI grant supports Bakersfield College's Strategic Directions in a number of ways. Strategic Directions #4, Oversight and Accountability, and #5, Leadership and Engagement, will be of principal concern. Initiative 4:5 addresses student learning and achievement. A number of involved committees place primary emphasis on this area, and would thus impact the direction of certain leadership training activities. Initiatives 5:1-5 address professional development on campus, including: increasing leadership among new faculty; providing professional development for each employee group; and continuing to support internal and external conferences. The IEPI grant-funded leadership program would directly impact each of these areas for program participants, as well as indirectly impact these areas for non-participants, including students. Therefore, the IEPI leadership development grant would function as a supportive measure for BC's Strategic Directions, as well as a means to create cross-functional teams and well-prepared leaders capable of propelling BC forward.

**Budget Addition for Approval to Submit Form (for submission to the District):**

Because Bakersfield College hired a fully funded Program Manager of Professional Development in the spring of 2016, there is now a dedicated person to prepare and oversee the submission of grant materials, as well as the implementation of a grant-funded, campus leadership development program. The scope of the \$50,000 grant would work well toward funding external facilitators, including materials and content development, as well as additional materials, supplies, and copies needed for internal meetings to be held in the interim between facilitated retreats. Approximately 80% of the funding would go toward the external facilitation of two large working retreats for all members of the leadership development program, as well as curriculum provided by the external training organization. Approximately 20% of the funding would go toward smaller internal trainings to be held throughout the calendar year. The costs for the latter would include content development, materials, etc. These figures are based on the estimated cost of external facilitation, which is based on experience BC has with extant external consultants/facilitators. To date, BC has contacted several external consultants, including the Aspen Institute, as well as PAS Associates, with whom BC has worked in the past.

The following figures are estimates that correspond to the percentages listed above:

1. Two retreats/trainings conducted by external facilitators: Approx. \$2,500/hour
  - a. With approx. 80 attendees, total cost per retreat: \$20,000
    - i. Approx. total cost for both retreats: \$40,000
2. Additional meetings to be held throughout the calendar year (January 2017-December 2017)
  - a. \$10,000 to cover costs of additional meetings, including content, supplies, copies, and miscellaneous other expenses
    - i. Approx. \$5,000 for materials
    - ii. Approx. \$2,000 for misc. expenses
    - iii. Approx. \$3,000 for copies and supplies

## Answers for IEPI Written Narrative:

1. Bakersfield College would be creating a new leadership program using the IEPI grant funds. The overarching goal of this program would be to advance Bakersfield College's Mission and Strategic Directions through the framework of BC's governance system. The leadership development program supported by the IEPI grant would reach into 21 governance committees and touch a number of institutional goals, including: continuing AACC Pathways development, closing student achievement gaps, increasing equity, and continuing to improve student success and completion. Of Bakersfield College's 840 employees (KCCD Institutional Research & Reporting, 2016), at least 10% would participate in this program. The IEPI grant-funded leadership development program would begin with the creation of teams pulled from each governance committee, consisting of committee chairs and leaders from faculty, classified staff, and administration/management. The campus leadership development program would intentionally integrate BC's distributed leadership across campus, and across unintentional silos, to provide a holistic, shared vision of change leadership to better address localized needs and broader campus change initiatives. One of the primary aims of this program would be to advance connectivity and empowerment within distributive leadership at BC.
2. Bakersfield College offered many professional development opportunities in 2015-2016, many of which were aimed at developing leadership among college personnel. In 2015-2016, BC's leadership development workshops included: "Learning the Ropes as a Committee Co-Chair"; "Student Learning: What does Leadership and Engagement Mean in Student Learning and Assessment?"; the Guided Pathways Conference; the Summer Pathways Institute; and a project management training for campus administrators and managers conducted by an external facilitator. In 2016-2017, BC has offered many similar workshops thus far, with plans to offer workshops geared toward: conflict management, change management, and leadership philosophy. If awarded the IEPI grant, BC would begin its leadership development program in the spring of 2017, with the expressed intent of training for sustainable change connected to BC's Mission and Strategic Directions.
3. The Bakersfield College leadership development program would reach into 21 governance committees and pull in committee chairs, faculty members, classified staff, and administrators/managers. The goal would be to coordinate leadership across BC's three employment groups, as well as across unintentional silos. This program would endeavor to create a culture of change to shift management processes and position leadership as a catalyst to change. A \$50,000 grant would allow BC the ability to bring in external facilitators to provide training on multiple facets of leadership, including curriculum for ongoing training after the initial year. As a group, the leadership development program participants would attend two retreats, one per semester, during the 2017 calendar year (spanning the latter half of the 2016-2017 academic year, and the beginning of the 2017-2018 academic year). The first training would include a leadership assessment, with the goal of improving communication, identifying strengths, and stimulating discussions that lead to changes in culture, policy, practice, and resultant action. Throughout the semester, and during the summer, participants would attend smaller trainings and participate in group projects.
  - a. To ensure BC's program meets the intended outcomes of coordinated leadership development, BC professional development staff would:

- i. Conduct a pre-training assessment to gauge participants' leadership knowledge, including a self-evaluation component
    - ii. Track the number of participants involved
    - iii. Conduct participant surveys during and subsequent to the program
    - iv. Conduct ongoing evaluations of trainings, including content and delivery
    - v. Conduct post-training evaluations of effectiveness to assess the ongoing impact of the program
    - vi. Continue the program after the initial year and cessation of grant funds
  - b. To select external consultants or facilitators, BC would consider established organizations that:
    - i. Possess a track record of developing leadership skills
    - ii. Conduct trainings across diverse job responsibilities
    - iii. Possess a background in working with clientele in higher education
    - iv. Utilize a research-based approach that is in keeping with the goals of the California Community College System, along with BC's Mission and Strategic Directions
    - v. Include costs that fit within the goal of offering at least two larger trainings, along with follow-up curriculum
4. If awarded the IEPI grant, BC would begin its leadership development program in the spring of 2017. Upon notification of the award in November 2016, BC professional development staff would begin contacting committee chairs, compiling cross-functional groups, arranging external facilitation, along with tending to other logistical needs. BC's goal would be to use the grant funds to provide in-depth leadership development as a means to create cross-functional teams and well-prepared leaders capable of propelling BC forward.
5. Owing to BC's large size, the program would be limited to approximately 80 employees, or 10% of the employee base.
  - a. Academic Senate/Academic Senate Exec. Board President or Vice President (faculty)
    - i. Administrative Secretary (classified)
    - ii. ASCCC Rep. (administrator)
  - b. Accessibility Task Force Chair (administrator)
    - i. Classified Reps. (3 classified)
    - ii. Faculty Reps. (2 faculty)
  - c. Accreditation and Institutional Quality Chair (administrator)
    - i. Faculty Chair (faculty)
    - ii. Members (2 classified)
  - d. Administrative Council (2 members; administrators)
  - e. Assessment Committee Chairs (2 faculty)
    - i. Members (2 faculty)
    - ii. Members (2 administrator)
  - f. Budget Committee Chairs (2; 1 administrators, 1 faculty)
    - i. Members (2 faculty)
    - ii. Member (1 classified)
  - g. Career and Technical Education Council (3 members; faculty)
  - h. College Council (5 members; 3 classified, 2 faculty)

- i. Curriculum Committee Chairs (4; 2 administrators, 2 faculty)
  - j. Educational Administrators Council Chairs (3; administrators)
  - k. Enrollment Management Committee Chair (administrator)
    - i. Member (faculty)
  - l. Equal Opportunity & Diversity Advisory Council Chairs (3; 3 faculty)
    - i. Members (4 classified)
  - m. Equivalency Committee Chair (administrator)
    - i. Member (faculty)
  - n. Facilities & Sustainability Committee
    - i. Administrative Reps. (2 administrators)
    - ii. Classified Reps. (2 classified)
    - iii. Faculty Rep. (faculty)
  - o. Faculty Chairs and Directors Council (2 members; 1 faculty, 1 administrator)
  - p. Information Services and Instructional Technology Chairs (2; 1 administrator, 1 faculty)
    - i. Members (2 classified)
  - q. President's Cabinet (3 administrators)
  - r. Professional Development Committee Chairs (3; 1 faculty, 1 classified, 1 administrator)
    - i. Professional Development Program Manager (administrator)
    - ii. Members (2 classified)
  - s. Program Review Committee Chairs (3; 1 faculty, 1 classified, 1 administrator)
    - i. Member (classified)
  - t. Safety Advisory Committee Chair (campus police chief)
    - i. Members (2 classified)
  - u. Strategic Directions (3 members; 1 faculty, 1 administrator, 2 classified)
6. Because Bakersfield College hired a fully funded Program Manager of Professional Development in the spring of 2016, there is now a dedicated person to prepare and oversee the submission of grant materials, as well as the implementation of a grant-funded, campus leadership development program. The scope of the \$50,000 grant would work well toward funding external facilitators, including materials and content development, as well as additional materials, supplies, and copies needed for internal meetings to be held in the interim between facilitated retreats. Approximately 80% of the funding would go toward the external facilitation of two large working retreats for all members of the leadership development program. Approximately 20% of the funding would go toward smaller internal trainings to be held throughout the calendar year. The costs for the latter would include content development, materials, etc. These figures are based on the estimated cost of external facilitation, which is based on experience BC has with extant external consultants/facilitators. To date, BC has contacted several external consultants, including the Aspen Institute, as well as PAS Associates, with whom BC has worked in the past.

## 2015-2018 Strategic Directions for Bakersfield College

### **Student Learning**

*A commitment to provide a holistic education that develops curiosity, inquiry, and empowered learners.*

### **Student Progression and Completion**

*A commitment to eliminate barriers that cause students difficulties in completing their educational goals.*

### **Facilities**

*A commitment to improve the maintenance of and secure funding for college facilities, technology, and infrastructure for the next thirty years.*

### **Oversight and Accountability**

*A commitment to improve oversight, accountability, sustainability, and transparency in all college processes.*

### **Leadership and Engagement**

*A commitment to build leadership within the College and engagement with the community.*

Approved by Academic Senate, March 25, 2015  
Approved by College Council, April 2, 2015

[https://www.bakersfieldcollege.edu/sites/bakersfieldcollege.edu/files/StrategicDirections\\_Final.pdf](https://www.bakersfieldcollege.edu/sites/bakersfieldcollege.edu/files/StrategicDirections_Final.pdf)