Standard IV: Leadership and Governance

The institution recognizes and uses the contributions of leadership throughout the organization for promoting student success, sustaining academic quality, integrity, fiscal stability, and continuous improvement of the institution. Governance roles are defined in policy and are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief executive officer. Through established governance structures, processes, and practices, the governing board, administrators, faculty, staff, and students work together for the good of the institution. In multi-college districts or systems, the roles within the district/system are clearly delineated. The multi-college district or system has policies for allocation of resources to adequately support and sustain the colleges.

Standard IV.B.1 – Chief Executive Officer

Standard IV.B.1

The institutional chief executive officer (CEO) has primary responsibility for the quality of the institution. The CEO provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

Dr. Sonya Christian has served Bakersfield College (BC) very well as our tenth President. Beginning work in late November 2012, Dr. Christian has taken BC to the next level of quality and commitment to educating the citizens of Kern County, meeting them where they are and at whatever point they are in their lives. Nearly 85% of the BC employees responded positively to the statement of her providing effective leadership in the Bakersfield College Accreditation Survey administered in 2014 and the positive responses increased to nearly 88% in the 2017 accreditation survey—beyond any sort of "honeymoon phase" a new college leader might experience (IV.B.1-, IVB_BC_AccredSurvey2014_doc; IV.B.1-, IVB_BC_AccredSurvey17_doc). Furthermore, these positive responses were shared by both new employees (10 or less years experience at BC) and "veteran" employees (11 or more years experience at BC) (IV.B.1-, IVB_BC_AccrSrvy17analys_doc).

Dr. Christian led the effort in revamping and **organizing** our 2015-18 strategic plan into five strands or components that we call Strategic Directions (IV.B.1-, IVB_SD_Home_web). This overhaul of our strategic planning provided the clarity we needed to pull the pieces together into a coherent whole to support the primary Strategic Direction of ***Student Learning***. Two supporting Strategic Directions that speak directly to this standard are:

- ***Leadership and Engagement:*** *A commitment to build leadership within the College and engagement with the community.* This includes initiatives about professional development, increasing engagement of non-management employees in leadership, increasing and strengthening the connections to the community, and organization of our outreach and recruitment activities.

- ***Oversight and Accountability:*** *A commitment to improve oversight, accountability, sustainability, and transparency in all college processes.* This includes initiatives about budget development, institutional research, SLO/PLO/ILO assessment, focus of committee work, and assessment of the initiatives in Strategic Directions (IV.B.1-, IVB_SD_1518Final_doc).

In June 2015 the Academic Senate commended "President Sonya Christian for her progressive, innovative, and visionary leadership, driving our institution to local, state, and national recognition as an exemplary educational leader." In August the Executive Board of the Academic Senate commended the President's role in "stable educational program development, student success, and leadership" (IV.B.1-, IVB_AS_Commend-10Jun15_doc; IV.B.1-, IVB_AS_ExBdRes-12Aug15_doc).

The other long-term institutional plan that has been revamped and organized under Dr. Christian's leadership is the Educational Master Plan (IV.B.1-, IVB_BC_InstitutnPlans_web). No longer a hodge-podge of individual department plans, we describe in our response to Standard I.B how the 2017-20 Educational Master Plan has been set in the framework of institutional redesign to create the Guided Pathways System that promotes student success with an eye to promoting student equity in achievement and learning outcomes (IV.B.1-, IVB_EMP_GPSatBC_doc).

In our responses to Standard III.D and other standards, we describe the annual "Closing the Loop" report that Dr. Christian established in 2013. With this report, the President's Office explains how it translated the requests from program review and institutional planning documents (such as Strategic Directions, Educational Master Plan, etc.) into the allocation of resources reflected in the budget Dr. Christian recommends to the KCCD Chancellor for approval by the Board of Trustees. The evidence file is the latest end-of-year Closing the Loop report that shows the various tasks we do in **planning, organizing, budgeting, selecting and developing personnel, and assessing** under her leadership that enable the College to meet its mission and **improve institutional effectiveness** (IV.B.1-, IVB_CL_1617_doc).

Analysis and Evaluation

The evidence we provide above are some examples of Dr. Christian's effective leadership that show how the College meets the Standard. The Strategic Directions, Educational Master Plan (and other institutional plans), and Closing the Loop report are data-rich documents and are easily accessible by the public on public websites because of the importance Dr. Christian places on sustaining a culture of evidence and communicating to internal and external stakeholders our focus on student learning.

Another example of her sustaining the culture of evidence and communicating our focus on student learning is the Renegade Scorecard website established under Dr. Christian's leadership in March 2014 (IV.B.1-, IVB_RS_Home_web; IV.B.1-, IVB_OP_RSpresent-Inn14_doc). Through the Renegade Scorecard, Bakersfield College provides publicly-accessible institutional data and information pertaining to student enrollment, student achievement, student engagement, student equity outcomes, and other key indicators of institutional effectiveness.

The Renegade Scorecard is now maintained by the Office of Institutional Effectiveness (OIE) established by Dr. Christian in 2016. The OIE is run by the Dean of Institutional Effectiveness who leads a team of researchers, data coaches and administrative support responsible for institutional research, integrated planning, and assessing critical institutional metrics so that we are able to evaluate our work in a timely, ongoing way. The Dean of Institutional Effectiveness reports directly to the President (IV.B.1-, IVB_OIE_Home_web; IV.B.1-, IVB_OP_AdmnOrgChrtMar18_doc; IV.B.1-, IVB_OP_OrgCharts_web).

Dr. Christian's efforts to sustain an open culture of evidence and communicating our focus on student learning to external stakeholders laid the groundwork for the successful passage of the $504 million Measure J local bond that we describe more fully in our response to Standard IV.B.6 below as well as in Standard III.B.

One last example of Dr. Christian's effective leadership we will mention is the California Community College Guided Pathways system redesign. She made sure that Bakersfield College would be one of the three California Community Colleges chosen to participate in the AACC Guided Pathways Project. Her leadership in adapting the national Guided Pathways Project to the structure and regulations of the California Community College system was critically important. She began presenting Guided Pathways at all the key leadership meetings in California and communicating to hundreds of California college leaders through newsletters (IV.B.1-; IVB_OP_CA-GPProjRsrcs_web). After effectively building a strong basic understanding among a variety of leaders such as Academic Senate, Chief Instructional and Student Services Officer and college CEOs, and philanthropic educational groups), Dr. Christian coordinated both funding and leadership to create a California

Guided Pathways Advisory Committee (CGPAC), serving as its chair (IV.B.1-, IVB_OP_CA-GPProjAdvCom_web; IV.B.1-, IVB_OP_CA-GPProj-CFut16_doc). This team worked with educational funding sources and the California Community College Chancellor's office to produce two statewide conferences (Redesigning Community Colleges in spring 2016 and Leadership Matters in spring 2017) that reached over 600 people to lay a foundation for the work (IV.B.1-, IVB_BC_LearnAtBC_web; IV.B.1-, IVB_BC_LearnAtBC-histry_web). With Dr. Christian as chair, CGPAC worked with other state leaders to create California Guided Pathways Project based on the AACC national project but customized to the California's unique legislative and regulative environment and educational practices and structure (IV.B.1-, IVB_PW_CA-GPSProj-Home_web).

It is safe to say that without Dr. Christian's leadership, the Guided Pathways statewide system redesign would not have happened.

The College meets Standard IV.B.1.

Note that the ACCJC Criteria lists will be removed from the final report

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The CEO regularly communicates institutional values, goals, institution-set standards, and other relevant information, to internal and external stakeholders.*

- *The CEO communicates the importance of a culture of evidence and a focus on student learning.*

- *The institution has mechanisms in place to link institutional research, particularly research on student learning, to institutional planning processes, and resource allocation processes, which has been driven by the CEO.*

List of Evidence
IVB_BC_AccredSurvey2014_doc

IVB_BC_AccredSurvey17_doc

IVB_BC_AccrSrvy17analys_doc

IVB_SD_Home_web

IVB_SD_1518Final_doc

IVB_AS_Commend-10Jun15_doc

IVB_AS_ExBdRes-12Aug15_doc

IVB_BC_InstitutnPlans_web

IVB_EMP_GPSatBC_doc

IVB_CL_1617_doc

IVB_RS_Home_web

IVB_OP_RSpresent-Inn14_doc

IVB_OIE_Home_web

IVB_OP_AdmnOrgChrtMar18_doc

IVB_OP_OrgCharts_web

IVB_OP_CA-GPProjRsrcs_web

IVB_OP_CA-GPProjAdvCom_web

IVB_OP_CA-GPProj-CFut16_doc

IVB_BC_LearnAtBC_web

IVB_BC_LearnAtBC-histry_web

IVB_PW_CA-GPSProj-Home_web

Standard IV.B.2 – Chief Executive Officer

Standard IV.B.2

The CEO plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. The CEO delegates authority to administrators and others consistent with their responsibilities, as appropriate.

Section 2A of the KCCD Board Policy Manual (BP) states, "*The College President's administrative organization shall be the established authority on campus. Staff members should report to the designated administrator on specific problems. The College President is the final authority at the College level*" (IV.B.2-, IVB_KCCD_BP2A_doc). BP 6A covers the responsibilities of the College President that include the responsibility for the assignment and evaluation of all staff. BP 6A5B1 includes this statement: "*The President shall have the authority to delegate areas of responsibility as permitted by law*" (IV.B.2-, IVB_KCCD_BP6A_doc).

Dr. Christian chairs the College Council which brings together representatives from faculty, classified staff, administration and students to provide clear communication between constituents and the President and to provide recommendations to the President on college-wide matters (IV.B.2-, IVB_CC_Home_web). Dr. Christian regularly reviews BC's administrative structure by charging a small, cross-functional team with reviewing the administrative structure and making recommendations based on broadly collected feedback from representatives on College Council, President's Cabinet, the Student Affairs Leadership Team, and Educational Administrators Council (IV.B.2-, IVB_BC_ReorgTask-13_web; IV.B.2-, IVB_CC_17Apr15min_mtg; IV.B.2-, IVB_BC_AdmStrRevTask-17_web; IV.B.2-, IVB_PC_Home_web; IV.B.2-, IVB_SALT_Home_web; IV.B.2-, IVB_EAC_Home_web).

The use of the cross-functional team follows BP 2A2A as well as increases engagement, ownership and trust in the credibility of a process that reflects the "distributed leadership" style Dr. Christian instituted when she became our tenth president (IV.B.2-, IVB_OP_DOF15-Sec8_doc; IV.B.2-, IVB_OP_ACBO-24May16_doc).

Analysis and Evaluation

In distributed leadership, individuals at varying institutional levels demonstrate the agility and knowledge-in-place to engage important issues, taking responsibility for goal achievement and task completion. Though it may seem like a new model of leadership, Dr. Christian's leadership style harks back to a past BC president, Grace Van Dyke Bird (president 1921-1950), who wrote in her credo, titled "The Basic Purposes of Administration in Education", about the administrator's job of creating the best learning environment by building and showing trust in the people she leads (IV.B.2-, IVB_BC_LevanColloq2014_doc). Distributed leadership enables the College to respond to institutional needs quickly and effectively as she described in a presentation about the "Speed of Trust" at the Achieving the Dream conference in February 2017 (IV.B.2-, IVB_OP_Blog25Feb17trust_web). Some other examples of distributed leadership include:

- The Bakersfield College Administrative Transition Team (BCATT) that provides short-term leadership opportunities to employees interested in stretching their learning and abilities in new employment roles. BCATT is described more fully in the DOF Innovation Award evidence document cited above.

- The President charged the Vice President of Instruction to lead an analysis of the deans' workloads to balance responsibilities for faculty evaluation, grant oversight, and operational responsibilities (IV.B.2-, IVB_BC_DeanWrkLoad18_doc).

- The President's support of the innovation we call "Data Coaches" that we describe in our responses to Standards I.A and I.B (IV.B.2-, IVB_DC_Home_web).

- The President assigns appropriate educational administrators to oversee significant functions of the college, including a Vice President over each of the three primary functional units of the college: Instruction, Student Affairs, and Finance and Administrative Services (who also chairs the Budget Committee).

The College meets Standard IV.B.2.

<<ACCJC Criteria from Guide for Evaluating Institutions:

• The institution regularly evaluates its administrative structure to assess the effectiveness of its organization and determine if staffing is aligned to the institution's purposes, size, and complexity.

• The institution has policies and procedures which provide for the delegation of authority from the CEO to administrators, and others, consistent with their roles and responsibilities.

List of Evidence
IVB_KCCD_BP2A_doc
IVB_KCCD_BP6A_doc
IVB_CC_Home_web
IVB_BC_ReorgTask-13_web
IVB_CC_17Apr15min_mtg
IVB_BC_AdmStrRevTask-17_web
IVB_PC_Home_web
IVB_SALT_Home_web
IVB_EAC_Home_web
IVB_OP_DOF15-Sec8_doc
IVB_OP_ACBO-24May16_doc
IVB_BC_LevanColloq2014_doc
IVB_OP_Blog25Feb17trust_web
IVB_BC_DeanWrkLoad18_doc
IVB_DC_Home_web

Standard IV.B.3 – Chief Executive Officer

Standard IV.B.3

Through established policies and procedures, the CEO guides institutional improvement of the teaching and learning environment by:

- *establishing a collegial process that sets values, goals, and priorities;*

- *ensuring the college sets institutional performance standards for student achievement;*

- *ensuring that evaluation and planning rely on high quality research and analysis of external and internal conditions;*

- *ensuring that educational planning is integrated with resource planning and allocation to support student achievement and learning;*

- *ensuring that the allocation of resources supports and improves achievement and learning; and*

- *establishing procedures to evaluate overall institutional planning and implementation efforts to achieve the mission of the institution.*

In our responses to Standard I.B we describe Bakersfield College's deeply-rooted culture of dialog that occurs in an intentionally-designed formal structure. In our responses to Standards I, II, and III, we describe the collegial dialog that happens in the ongoing, public work of the Program Review Committee, Assessment Committee, Accreditation & Institutional Quality Committee, Information Services and Instructional Technology Committee, Budget Committee and College Council and the long-term development of the three-year Educational Master Plan and Strategic Directions for **institutional planning, evaluation of our effectiveness and planning processes, and the determination of resource needs and allocation**, all directed toward improving student learning and achievement (IV.B.3-, IVB_BCC_CommitteesHome_web; IV.B.3-, IVB_BC_CommitteList1617_doc).

Dr. Christian has enhanced and strengthened the work of this formal structure by using a distributed leadership model to empower individuals and committees to implement needed improvements to our structure and processes and by refocusing or clarifying the values and rationale we use in our decision-making. Soon after she began her tenure as the BC President in 2013, Dr. Christian quickly moved to refocus BC's efforts and establish a collegial process for setting college **values, goals, and priorities** (IV.B.3-, IVB_CC_Spring13min_mtg). She also instituted the "Closing the Loop" reporting in 2013 to explicitly tie our budgeting decisions with our plans for improving achievement and learning, so we can continue to meet our mission.

Analysis and Evaluation
From Strategic Focus to Strategic Directions

In the summer 2013, Dr. Christian convened a group to update the original January 2013 Strategic Focus document that had been created to refocus college efforts. The group used the Spring 2013 committee reports to create Strategic Initiatives in the updated Strategic Focus document presented to the entire college in August 2013 (IV.B.3-, IVB_BC_StratFocus-Aug13_doc).

In 2014, the president established the Strategic Directions Core Team, Task Force, and Support Team to develop a Strategic Directions 2015-18 document detailing the development process, identifying key challenges; and describing college goals, data strands, and initiatives. As described in the Executive Summary of the 2015-18 Strategic Directions document, the Core Team led retreats, focus groups with college committees, and distributed an online survey to solicit initiatives

(IV.B.3-, IVB_SD_1518Final_doc; IV.B.3-, IVB_SD_TaskForceHome_web; IV.B.3-, IVB_BC_StratPlan_web). In March 2015, the Core Team retreated to finalize the work and refocus the strategic goals toward strategic directions. As the President describes in her opening message, "goals denote an eventual ending point. Directions point the way toward ever-evolving, ever-innovating growth."

The Academic Senate formally approved the five Strategic Directions (Student Learning, Student Progression and Completion, Facilities, Oversight and Accountability, and Leadership and Engagement) and commitment statements on March 25, 2015 and College Council approved them April 2, 2015 (IV.B.3-, IVB_AS_25Mar15min_mtg; IV.B.3-, IVB_CC_02Apr15SD-EVote_eml).

Bakersfield College has established both *institution-set standards* and *operational momentum points* to guide the work of all faculty, staff, and administrators (IV.B.3-, IVB_RS_ISS_web; IV.B.3-, IVB_RS_ISS_doc). Our response to Standard I.B.3 describes the history and development of the institution-set standards and Dr. Christian presented BC's process at the CCCL Trusteeship Program Regional Training held at BC on May 9, 2014 (IV.B.3-, IVB_OP_ISSpresnt09May14_doc).

Drawing on her background as a mathematician, Dr. Christian has advocated from the time she arrived at BC for the use of *high quality research and analysis of external and internal conditions* in our planning and evaluation. She led BC's participation at a Leader College in Achieving the Dream (IV.B.3-, IVB_BC_ATD-Rpt2015_doc). She described her great interest in ATD's *predictive analytics* feature this way: "predictive analytics is the use of student data captured in systems that we use at our institutions (from Learning Management Systems like Moodle, to adaptive learning systems like Aleks) to improve placement strategies, adjust advising and instruction to better meet student needs, predict when interventions will be needed, and to do all of this work at scale" (IV.B.3-, IVB_OP_Blog-16Feb13_web). We contracted with the RP group to take a deep dive into our data and track the Fall 2016 cohort of first-time in college students (IV.B.3-, IVB_IR_RPGrp-FTIC-Jun17_doc). In our responses to Standards I.B. 6 and II.A.16, we describe the redesign of our pre-collegiate curriculum based on the analysis of another contracted researcher, Dr. Peter Bahr (IV.B.3-, IVB_IR_BahrDevEngMath15_doc; IV.B.3-, IVB_IR_BahrNewEngMath16_doc). Since the work of our 2013 Reorganization Task Force validated the great need for robust in-house institutional research function, Dr. Christian advocated for an **Office of Institutional Effectiveness** at BC (described above in IV.B.1), finally receiving approval from the KCCD Chancellor in 2016.

The College meets Standard IV.B.3.

<<ACCJC Criteria from Guide for Evaluating Institutions: are the bullet points above

List of Evidence
IVB_BCC_CommitteesHome_web
IVB_BC_CommitteList1617_doc
IVB_CC_Spring13min_mtg
IVB_BC_StratFocus-Aug13_doc
IVB_SD_1518Final_doc
IVB_SD_TaskForceHome_web
IVB_BC_StratPlan_web
IVB_AS_25Mar15min_mtg
IVB_CC_02Apr15SD-EVote_eml
IVB_RS_ISS_web
IVB_RS_ISS_doc
IVB_OP_ISSpresnt09May14_doc
IVB_BC_ATD-Rpt2015_doc
IVB_OP_Blog-16Feb13_web
IVB_IR_RPGrp-FTIC-Jun17_doc
IVB_IR_BahrDevEngMath15_doc

IVB_IR_BahrNewEngMath16_doc

Standard IV.B.4 – Chief Executive Officer

Standard IV.B.4

The CEO has the primary leadership role for accreditation, ensuring that the institution meets or exceeds Eligibility Requirements, Accreditation Standards, and Commission policies at all times. Faculty, staff, and administrative leaders of the institution also have responsibility for assuring compliance with accreditation requirements.

As the executive head of Bakersfield College, the President is directly responsible for the institution, administers board policies, delegates responsibility and authority as necessary, and communicates institutional information to internal and external constituencies (IV.B.4-, IVB_KCCD_BP6A_doc). Dr. Christian brings to Bakersfield College substantial knowledge about accreditation and the Accrediting Commission for Community and Junior Colleges (ACCJC) in particular, serving as an ACCJC Commissioner since 2015 and the chair of ACCJC's Evaluation and Planning Committee (IV.B.4-, IVB_OP_ACCJC-Commisnrs_web; IV.B.4-, IVB_OP_ACCJC-EPC-Fal17_doc).

Analysis and Evaluation

As a new ACCJC commissioner, Dr. Christian organized the first listening session in the state at Bakersfield College on October 30, 2015 regarding the California Chancellor's Office Task Force on Accreditation (IV.B.4-, IVB_OP_ACCJC-ListnOct15_doc). In Fall 2017, she coordinated the two listening sessions that informed the public on the new directions of the ACCJC (IV.B.4-, IVB_OP_ACCJC-EPC-Fal17_doc; IV.B.4-, IVB_OP_ACCJC-ListnFal17_web).

In our response to Standard I.C.12, we describe the establishment of the Accreditation Steering Committee in 2010 to embed accreditation into our ongoing work and its evolution into the Accreditation & Institutional Quality Committee (AIQ). Three points of its charge speak directly to this standard:

1. *Ensure accreditation is an on-going process by guiding preparation of the self-evaluation, midterm, and follow-up reports.*

2. *Review and monitor collection of evidence and progress on Actionable Improvement Plans, accreditation recommendations, and institutional effectiveness indicators.*

3. *Inform, engage, and involve the college community in accreditation and institutional effectiveness.* (IV.B.4-, IVB_AIQ_Home_web)

AIQ reports to College Council which the President chairs. In our response to Standard I.C.12, we also describe the preparation of this 2018 Institutional Self-Evaluation Report which is overseen by AIQ. Dr. Christian has overseen this accreditation work and made it more visible to the College through regular reports presented at College Council as shown in the evidence file of the supporting documents for College Council meetings and in public college-wide forums in Fall 2017 (IV.B.4-, IVB_CC_SupportDocs1618_web; IV.B.4-, IVB_BC_Accredit-Home_web).

The College meets Standard IV.B.4.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The CEO regularly communicates statutory and compliance expectations to the governing board to provide for informed decision-making.*

- *The CEO ensures that all governance decisions are linked to the institutional mission.*

List of Evidence
IVB_KCCD_BP6A_doc
IVB_OP_ACCJC-Commisnrs_web
IVB_OP_ACCJC-EPC-Fal17_doc
IVB_OP_ACCJC-ListnOct15_doc
IVB_OP_ACCJC-EPC-Fal17_doc
IVB_OP_ACCJC-ListnFal17_web
IVB_AIQ_Home_web
IVB_CC_SupportDocs1618_web
IVB_BC_Accredit-Home_web

Standard IV.B.5 – Chief Executive Officer

Standard IV.B.5

The CEO assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies, including effective control of budget and expenditures.

Section 6A of the KCCD Board Policy (BP), the Employment Agreement for the President (EAP), and the BC President Job Description (PJD) give specific instruction on the following duties and responsibilities of the College President that correspond to this accreditation standard (IV.B.5-, IVB_KCCD_BP6A_doc; IV.B.5-, IVB_KCCD_PresEmpAg-p1-3_doc; IV.B.5-, IVB_HR_BCPres-JobDesc_doc):

Accreditation Standard	KCCD Board Policy, Agreement statement, or Job Description
Implementation of statutes, regulations, and governing board policies	BP 6A5B1: "as the executive head of a college…the President shall be responsible for ***maintaining the policies, procedures, rules, and regulations*** as set forth by the Chancellor, the Board of Trustees, the California Education Code, the Board of Governors of the California Community Colleges, and the general laws of California and of the United States of America."
	EAP 7a: "the College President … shall satisfactorily perform the duties of College President as prescribed by the **laws of the State of California**, the District's job description for President and assignment(s) made by the District Chancellor and/or Board of Trustees."
	PJD Definition: "As chief administrator of the College, the President has major responsibilities that include **maintaining the policies, procedures, and regulations** as set forth by the Chancellor, the Board of Trustees, the California Education Code, the Board of Governors of the California Community Colleges, and the general laws of California and of the United States."
Accreditation Standard	KCCD Board Policy, Agreement statement, or Job Description

Assure that institutional practices are consistent with institutional mission and policies	BP 6A5B14: "The President shall direct the efforts of a College toward a realization of its purposes and interpret the College's programs accurately and effectively to the various publics being served."
	BP 6A5B16: "The President shall appoint department/ division chairs according to College policy."
	BP 6A5B17: "The President shall be responsible for campus adherence to adopted courses of study with such exceptions as may be authorized by the Chancellor."
	BP 6AB18: "The President shall see that extra-curricular activities are properly organized and supervised."
	BP 6AB21: "The President shall be responsible for the learning climate and have the right to administer suitable and proper corrective measures for student misconduct."
Assure that institutional practices are consistent with institutional mission and policies	EAP 7c: "The President, as the chief executive office of the College, shall: (1) review all policies adopted by the Board and make appropriate recommendation to the District Chancellor; ... (7) recommend to the Chancellor College goals and objectives."
	PJD Duty 1: "Direct the efforts of the College toward a realization of its Vision, Mission, and Goals."
	PJD Duty 2: "Provide overall leadership to College instructional programs and student services with emphasis on student access and student success in transfer, occupational, and developmental programs."
	PJD Duty 4: "Provide administrative leadership and direction in the development and implementation of College procedures affecting or relating to curriculum, instruction, student services and activities, financial operations, facilities planning and maintenance, public information, and community relations."
	PJD 8: "Provide leadership for development of recommendations to the Chancellor for budget, curricular, support services, facility, and personnel requirements essential to the effective operation of the College."
	PJD 13: "Make Chair, Director, and Coordinator appointments according to District policy."
Accreditation Standard	**KCCD Board Policy, Agreement statement, or Job Description**
Effective control of budget and expenditures	BP 6A5B9: "The President shall recommend to the Chancellor budget, curricular, facility, and employee requirements essential to effective operations of the College."
	BP 6A5B24: "The President shall see that all student body and District monies are received and disbursed in accordance with regulations."

	EAP 7c: "The President, as the chief executive office of the College, shall: (3) advise the Chancellor of sources of funds that might be available to implement present or contemplated College/District programs."
	PJD 8: "Provide leadership for development of recommendations to the Chancellor for budget, curricular, support services, facility, and personnel requirements essential to the effective operation of the College."
	PJD 10: "Enable preparation of an annual College budget and direct operations of the College within the provisions of the budget."
	PJD 16: "Provide leadership for proficiency in institutional finance and fund-raising."
	PJD 17: "In conjunction with the District architect, seek funding and develop working drawings for the improvement of College facilities."

Analysis and Evaluation

Dr. Christian leads BC with a ***laser focus on the institutional mission*** to provide opportunities for students from diverse backgrounds to learn the competencies and skills necessary for certificate or degree completion and/or transfer. In addition to the Guided Pathways implementation described in our response to Standard IV.B.1, other examples of providing new opportunities for students linked to our mission that have been described in other areas of this ISER include our implementation of the Bachelor of Science in Industrial Automation, dual enrollment, multiple measures placement, and inmate education.

We have described in our responses to Standard I, II, and III how we **ensure that our institutional practices are consistent with institutional mission and policies** through our annual program review process coordinated by the Program Review Committee and the annual reporting of initiatives and committee work under the Strategic Directions overseen by AIQ. As we describe in our responses to Standards IV.B.2 and IV.B.3, Dr. Christian ensures that all **practices** at an institution as large and complex as BC **remain consistent with our mission and policies** through her distributed leadership model, the clarifying work of defining our mission and core values in the first two years of her tenure, and then her continual communication reminding us and the community of our mission and core values (IV.B.5-, IVB_OP_Communications_web).

The President also communicates statutory and compliance expectations to the Board of Trustees through her active membership on the District Consultation Council and the Chancellor's Cabinet that we describe in our responses to Standard IV.C.7 and various standards within IV.D. She communicates directly to the Board at their public meetings and with the annual State of the College report described in our response to Standard IV.C.8.

Dr. Christian ensures **effective control of the College budget and expenditures** through the Budget Committee, chaired by the Vice President of Finance and Administrative Services (IV.B.5-, IVB_BTC_Home_web). The Budget Committee "supports the college mission, goals and values through comprehensive evaluation of data relevant to the college annual planning process for resource allocation." The President is a member of the Budget Committee and the Budget Committee reports to College Council chaired by the President. The Closing the Loop document we describe in Standards I.A, I.B, and III.D makes public the President's Office expenditure decisions and how they tie back to the planning in program review and Strategic Directions. Finally, the

budget reserve data we present in our response to Standard III.D.9 show that Dr. Christian has kept a very effective control of our budget and expenditures.

The College meets Standard IV.B.5.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The CEO regularly communicates statutory and compliance expectations to the governing board to provide for informed decision-making.*

- *The CEO ensures that all governance decisions are linked to the institutional mission.*

List of Evidence
IVB_KCCD_BP6A_doc
IVB_KCCD_PresEmpAg-p1-3_doc
IVB_HR_BCPres-JobDesc_doc
IVB_OP_Communications_web
IVB_BTC_Home_web

Standard IV.B.6 – Chief Executive Officer

Standard IV.B.6

The CEO works and communicates effectively with the communities served by the institution.

President Christian has diligently worked to not only ***communicate effectively*** with external constituencies, but also integrate their feedback and increase transparency regarding college student success and institutional effectiveness data through the establishment and promotion of the Renegade Scorecard (IV.B.6-, IVB_RS_Home_web). We describe in our response to Standard I.B.1 our intentionally-designed dialog with the community all led by Dr. Christian (IV.B.6-, IVB_OP_CommunityLedrs_web). In our response to Standard IV.B.1 we describe the dialog with state education and political leaders that Dr. Christian spearheaded to bring Guided Pathways to the California Community System.

Dr. Christian has embraced the web and social media to increase BC's visibility and accessibility. She publishes a weekly blog detailing the happenings of the BC campus that is now the main news source for the community to find out what's happening at BC with thousands of followers and over 160,000 hits as of March 2018 (IV.B.6-, IVB_OP_BlogHome_web). She regularly promotes content relevant to constituent communities and connecting student, faculty and staff with campus-wide work through her Twitter account (IV.B.6-, IVB_OP_Twitter_web). Other regular publications include the Renegade Roundup for key messages to Bakersfield College employees and the Guided Pathways Trailblazers Newsletter distributed to several hundred college and government leaders (IV.B.6-, IVB_OP_RenegadeRndUp_web; IV.B.6-, IVB_OP_Trailblazers_web).

Analysis and Evaluation

President Christian has developing an ongoing relationship with several public policy organizations as evidenced through her many ***community awards***.

The president frequently ***publishes*** opinion pieces in the local newspaper and other outlets, holds ***press conferences*** on timely announcements, and shares her story as the 10th President of Bakersfield College in ***spotlight interviews***. Examples include:
- Citizen Kern Spotlight (IV.B.6-; IVB_OP_CitizenKernMay16_doc)
- Bakersfield Life Spotlight: (IV.B.6-; IVB_OP_BfldLife-Mar13_doc)
- Huffington Post Opinion Piece on Dreamers: (IV.B.6-; IVB_OP_HuffPost-08Jan14_web)
- Huffington Post Opinion Piece on Degrees of Inequality: (IV.B.6-; IVB_OP_HuffPost-15Sep14_web)
- Press conference on Dreamers: (IV.B.6-; IVB_OP_DREAMER-21Nov16_web)
- Keynote Speaker, The Bakersfield Women's Business Conference (IV.B.6-; IVB_OP_BusKeynote18_web)

President's Community Awards

2017 Kern County Hispanic Chamber of Commerce Woman of the Year (IV.B.6-; IVB_OP_KCHCC-AwardFeb17_doc)

2016 District 23 Woman of the Year: (IV.B.6-; IVB_OP_D32-Award14Mar16_web)

2014 Pacesetter of the Year, National Council for Marketing & Public Relations (IV.B.6-; IVB_OP_PacesettrAwd2014_doc)

In 2016, Dr. Christian led a large team of community members in campaigning for Measure J, ultimately securing over $500 million in bond funds for Bakersfield College and the other colleges in the Kern Community College District (IV.B.6-; IVB_MJ_Home_web). Notably, this effort engaged stakeholders throughout Kern County and across various sectors of industry, nonprofit, political spheres, and education. She regularly distributed "Letters from BC" to inspire and motivate over

1500 campaign volunteers, endorsers, and donors (IV.B.6-; IVB_OP_MJ-LettersFromBC_web; IV.B.6-, IVB_MJ_Endorse_web).

Dr. Christian has led the charge for a community-wide commitment to expand equitable educational access and attainment through **The Kern Promise** (IV.B.6-, IVB_KP_Home_web). This effort required substantial external communication on behalf of the CEO. In an effort to catalyze this work, Dr. Christian developed a President's Education Roundtable which gathers together business and organization leadership in a think-tank environment off which to bounce ideas, gather feedback, and gauge community response to college efforts. She has collaborated with educational leaders to raise visibility of the partnership across the educational pipeline and was instrumental in leading to the recent selection of BC as one of 14 California community college districts receiving a College Promise grant (IV.B.6-; IVB_KP_CommVc-24Dec16_web; IV.B.6-, IVB_KP_Grant-20Mar17_doc). To make visible the widespread support for this work and further BC's competitiveness for this grant, President Christian gathered and archived Letters of Support online (IV.B.6-; IVB_KP_Support_web).

The College meets Standard IV.B.6.

<<ACCJC Criteria from Guide for Evaluating Institutions: (just one)

- *The CEO ensures that communities served by the college are regularly informed about the institution.*

List of Evidence
IVB_RS_Home_web

IVB_OP_CommunityLedrs_web

IVB_OP_BlogHome_web

IVB_OP_Twitter_web

IVB_OP_RenegadeRndUp_web

IVB_OP_Trailblazers_web

IVB_OP_KCHCC-AwardFeb17_doc

IVB_OP_D32-Award14Mar16_web

VB_OP_PacesettrAwd2014_doc

IVB_OP_CitizenKernMay16_doc

IVB_OP_BfldLife-Mar13_doc

IVB_OP_HuffPost-08Jan14_web

IVB_OP_HuffPost-15Sep14_web

IVB_OP_DREAMER-21Nov16_web

IVB_OP_BusKeynote18_web

IVB_MJ_Home_web

IVB_OP_MJ-LettersFromBC_web

IVB_MJ_Endorse_web

IVB_KP_Home_web

IVB_KP_CommVc-24Dec16_web

IVB_KP_Grant-20Mar17_doc

IVB_KP_Support_web