

# Strategic Action Plan

SUSAN MCQUERREY  
PRESIDENT  
ACADEMIC SENATE

Goal No: 1 To provide all students with competencies necessary for learning and earning.

Objective: 1-A By March 15, 2000, Bakersfield College will have a Banner student baseline data report program written by the District

Action Plan: Baseline Student Data Report Program

Date Prepared: 12/03/99 Date Revised: 06/28/00

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BAKERSFIELD COLLEGE

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Identify report variables and parameters at BC.	Meet with Action Team to develop	Two meetings	Abel Nunez-Chair	10-01-99	12-00-99	01-15-00
2.	Identify report variables and parameters in conjunction with Porterville & Cerro Coso.	Meet with District student services committee & VP's of Instruction.	Two meetings	Abel Nunez	01-15-00		02-15-00
3.	Forward variables and parameters to the District Office.	Meet with District staff to review for understanding.	Two meetings	Abel Nunez & Lisa Fitzgerald	01-03-00	01-31-00	First Draft 01-31-00
4.	Write program.	District staff writes program.	One month	Mike Budy	02-01-00	03-01-00	Complete
5.	Test and re-test new program until finalized.	Request copies of baseline student data report for action team review	Meet as necessary	Lynne Hall	08-01-00		Will occur when software is purchased.

# Strategic Action Plan

Goal No: 1 To provide all students with competencies necessary for learning and earning

Objective: 1- B By August 1, 2000, the District will develop a report generator for Banner Data to access Baseline Student Data Report Information for Bakersfield, Cerro Coso and Porterville Colleges

Action Plan Report Generator Development

Date Prepared: 12/03/99 Date Revised: 06/28/00

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Develop report generator capability.	Meet with District staff, Mike Budy.	Three meetings		05-00-00		
2.	Review generated reports with action team.	Run generated reports for review & input.	Five meetings		07-15-00		
3.	Finalize report formats and required data with action team.	Run generated reports and meet with action team for final approval.	Three meetings		07-15-00		
4.	Report generation training.	Schedule for faculty, staff, and administration.	Three Meetings		10-01-00		

# Strategic Action Plan

Goal No: 1 To provide all students with competencies necessary for learning and earning

Objective: 1-C By February 28, 2001, Bakersfield College will develop student success goals and objectives specific to needs identified in the Student Baseline Data Report

Action Plan Develop Student Success goals and objectives

Date Prepared: 12/03/99 Date Revised: 06/28/00

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Review of student baseline data report.	Meet with action plan team and PFE committee.	Two meetings	John Woolley	10-01-00	01-31-01	
2.	Develop strategy to develop goals and objectives in the following areas: (see attached)	Meet with action plan team, Admin Council and Division Chair.	Six meetings		10-01-00	11-30-00	
3.	Develop goals and objectives in the areas outlined in the attachment.	Implement goal and objective development plan.	Three months		12-01-00	02-28-01	

# Strategic Action Plan

Goal No: 1 To provide all students with competencies necessary for learning and earning

Objective: 2 By May 31, 2001, we will have defined student success and developed a comprehensive system for measuring it, which includes addressing issues such as: database, tracking, identifying all students' changing goals, developing student profiles, placement into courses, adapting teaching styles to learning styles

Date Prepared: 12/03/99

Date Revised: 04/10/00

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Inventory and identify college departments and programs.	Define departments and programs.	90 days	V P Instruction V P Student Srvcs.	9-00	12-00	03-01
2.	Review and revise college instructional and student services programs.	A: Determine: need, relevancy, applicability, currency, standards relationship to secondary school programs, & Title V usefulness of service to students relationship to four-year programs unnecessary duplications	12 months	V P Instruction V P Student Srvcs.	9-00	5-00	Ongoing
		B: Develop list of courses to articulate or update existing agreements	5 months	V P Instruction	9-00	3-00	Ongoing
		C: As necessary revise: Curriculum, Programs and Services	12 months	V P Instruction V P Student Srvcs.			Annual review

2.	(continued)	D: Consolidate Degrees		V P Instruction			
3.	Inventory College outreach and marketing materials	Determine accuracy, relevancy, currency of existing materials in relationship to what actually exists	90 days	PIO, Outreach and Marketing Committee	5-00	9-00	Ongoing
4.	Establish College Outreach & Marketing Committee (OMC)	Determine committee membership.	30 days	PIO, Outreach Coordinator	5-00	9-00	10-00
5.	Inventory and evaluate existing college outreach activities, resources, and personnel needs	Identify current needs, activities and resources	60 days	PIO, Outreach Coordinator	9-00	12-00	03-01
6.	Train personnel	Dale Carnegie training for OM ambassador, support staff, Tech-prep/STC coordinator, division and department ambassadors.	30 days	V P Student Srvcs. <i>John Woolley</i>	03-01	03-01	03-01
7.	Secure hardware for OM (if needed)	Laptop, projector, VCR	30 days	OMC	03-01	03-01	03-01

8.	Develop materials	Brochures, videos, web page etc. covering programs, services, procedures, expectations, career pathways, class articulation agreements and curriculum alignment	90 days	PIO	02-01	08-01	Ongoing
9.	Initiate Outreach and Marketing plan	<p>Develop contacts</p> <ul style="list-style-type: none"> <li>• Community</li> <li>• Secondary schools</li> <li>• Civic groups</li> <li>• Economic development organizations</li> </ul> <p>Develop media schedule</p> <p>Develop secondary school contact procedure and schedule</p> <p>Develop Tech-Prep work plan</p> <p>Develop, expand, and monitor articulation agreements.</p>	60 days	PIO, Outreach, Tech-Prep	02-01	02-01	Ongoing

# Strategic Action Plan

Goal No: 1 To provide all students with competencies necessary for learning and earning

Objective: 3 By May 31, 2001, 25% of instructional and student services departments, in conjunction with service area high schools, will have implemented strategies which address programs, curriculum, standards, and articulation

Action Plan

Date Prepared: 12-03-99

Date Revised: 03-27-00

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Inventory/identify College departments and programs	Define departments & programs	90 days	V P Instruction V P Student Serve	9-00-00	12-00-00	03-00-01
2.	Review/revise College instructional and student services programs	A. Determine: need, relevancy, applicability, currency, standards, relationship to secondary school program & Title V, usefulness of service to students, relationship to four-year programs, unnecessary duplications.	12 months	<i>Nan</i> V P Instruction V P Student Serv <i>John Woolley</i>	04-00-00	04-00-01	Ongoing
		B. Develop list of courses to articulate or update existing agreements	5 months	V P Instruction	04-00-00	09-00-00	Ongoing
		C. As necessary review: curriculum, programs and services	12 months	V P Instruction V P Student Serv	09-00-00	09-00-01	Ongoing
		D. Consolidate degrees					

3.	Inventory College outreach & marketing materials	Determine accuracy, relevancy, currency, of existing materials in relationship to what actually exists	90 days	V P Instruction PIO, Outreach & Marketing Committee	05-00-00	09-00-00	Ongoing
4.	Establish College Outreach & Marketing Committee (OMC)	Define committee membership	30 days	PIO, Outreach Coordinator <i>Jyllia Langner</i>	05-00-00	09-00-00	10-00-00
5.	Inventory & evaluate existing college outreach activities & resources	Identify current needs, activities and resources	60 days	PIO, Outreach Coordinator	09-00-00	12-00-00	03-00-01
6.	Train personnel	Dale Carneige training for: OM ambassador, support staff, Tech-prep/STC coordinator, Division, departmental ambassadors	30 days	V P Student Srvcs.	03-00-01	03-00-01	03-00-01
7.	Secure Hardware for OM	Laptop, projector, VCR	30 days	OMC	03-00-01	03-00-01	03-00-01
8.	Develop materials	Brochures, videos, web page, etc. covering programs, services, procedures, expectations, career pathways, class articulation agreements and curriculum alignment	90 days	PIO	02-00-01	08-00-01	Ongoing

9.	Initiate Outreach & Marketing plan	Develop contacts: community, secondary schools, civic groups, economic development organizations Develop media schedule Develop secondary school contact procedure and schedule Develop Tech-Prep Work Plan, Develop/expand/monitor articulation agreements	60 days	PIO, Outreach, Tech-Prep <i>Michelle Allen</i>	02-00-01	05-00-01	Ongoing
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# Strategic Action Plan

Goal No: 1 To provide all students with competencies necessary for learning and earning

Objective: 4 By February 2, 2002, Industry standards will be identified and incorporated into all relevant programs

Action Plan Industry Standards

Date Prepared: 04-14-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Identify industry standards incorporated into existing programs	Survey faculty to identify national, state, or industry standards in use.	4 weeks	Action Team	11-01-99	12-01-99	12-01-99
2.	Report survey findings to Curriculum Committee and all occupational programs.	Report prepared identifying programs utilizing national, state, or industry standards.	1 month	Dean of Economic and Workforce Development	02-00-00	03-00-00	04-00-00
3.	Assist programs not utilizing standards in determining what standards exist for programs.	Support a search for relevant standards by occupational programs not using standards.	5 months	Deans	08-00-00	01-00-01	

# Strategic Action Plan

Goal No: 1 To provide all students with competencies necessary for learning and earning

Objective: 5 By May 31 2003, all courses will have been reviewed for prerequisites and corequisites, and prerequisites and corequisites will have been established when indicated

Action Plan

Date Prepared: 11-10-99 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Create timeline	<ul style="list-style-type: none"> <li>Prepare review schedule for all courses</li> </ul>	1 month	VP Instruction <i>Nan</i>	01-00-00	02-00-00	
2.	Revision of prerequisite and corequisite procedures	<ul style="list-style-type: none"> <li>Prepare new procedures requiring prerequisite and corequisite review as part of all curriculum approvals.</li> <li>Revise written procedures.</li> <li>Distribute new procedures.</li> </ul>	4 months	VP Instruction <i>Nan</i>	01-00-00	05-00-00	
3.	Course review by departments	<ul style="list-style-type: none"> <li>Approval of review schedule by Curriculum Committee</li> <li>Preparation of review instructions</li> <li>Distribution of schedule and instructions to deans and chairs.</li> </ul>	2 years	Deans	03-00-00	03-00-02	

3.	(continued)	<ul style="list-style-type: none"> <li>• Instruction, workshops, assistance in completing validation studies.</li> <li>• Submission of recommended prerequisites and corequisites to Committee.</li> </ul>					
4.	Companion course development	<ul style="list-style-type: none"> <li>• Prepare instructions for the development of "companion courses" to assist students in required skill development.</li> <li>• Instruction, workshops, assistance in the development of companion courses.</li> <li>• Submission of companion course curriculum materials to the Committee.</li> </ul>	2 years	Deans	03-00-00	03-00-02	
5.	Course review by Curriculum Committee	<ul style="list-style-type: none"> <li>• Revise procedures to require assessment of each course by Committee of skills required in comparison with recommended prerequisites and corequisites.</li> </ul>	3 years		03-00-00	05-00-03	

5.	(continued)	<ul style="list-style-type: none"><li>• Make recommendations to department, divisions as indicated.</li><li>• Assess and approve or disapprove department or division responses.</li><li>• Finalize outcomes.</li></ul>					
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# Strategic Action Plan

Goal No: 1 To provide all students with competencies necessary for learning and earning

Objective: 6 By May 31, 2003, SCANS Skills will have been identified and incorporated into all programs, and all students will be given opportunities to develop all SCANS Skills by completion of their program

Action Plan SCANS Skills

Date Prepared: 04-14-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Determine "name" of BC "Work Ready" skills.	A. Present SCANS Skills to Student Government and campus community.  B. Student Government conduct naming contest.	3 months	A. Dean of Economic and Workforce Development Occupational Program Staff  B. Student Activities Coordinator.	09-00-00	12-01-00	
2.	Publish workplace standards in BC publications	Publish named workplace standards in catalog, schedule, and orientation guide.	3 months	PIO & V P Student Srves.	01-01-00	04-01-00	
3.	Incorporate workplace competencies into BC orientation video.	Add dialog on workplace competencies to orientation.	1 month	Chair, Counseling Department	01-01-00	02-15-01	

4.	Incorporate workplace competencies into checklist format to be used by Student Services	Develop checklist of workplace competencies to be used by BC students	2 months	Cooperative Ed and Counseling Representatives	12-01-99	02-01-01	
5.	Incorporate workplace competencies into curriculum process.	Work with Curriculum Committee to determine most effective way to identify workplace competencies in a class	7 months	V P Instruction, Occupational Members of Curriculum Committee and Dean of Economic and Workforce Development	09-00-00	04-01-01	

# Strategic Action Plan

Goal No: 2 To increase funding

Objective: 7 By June 30, 2001, increase the number of college departments securing operational funding from external sources will have increased by 20% over 1999

Date Prepared: 04-20-00 Date Revised:

*Linda Quiñones - Vaughan*

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Create and implement a 5 yr. fund raising plan	<ul style="list-style-type: none"> <li>Identify department, program needs.</li> <li>Identify target donors &amp; giving potential (corporate and individual).</li> <li>Create donor reward &amp; incentive matrix-events as rewards.</li> </ul>	Continual Updating	Foundation Director/staff Admin Council	02-00-00		
2.	Enhance the grant management entity.	<ul style="list-style-type: none"> <li>Identify initial source of funding to pay for Grant Administration Group.</li> <li>Identify ongoing source of funding until group is self-funded.</li> <li>Incorporate into the new structure a Grant committee to review the fit of new grants with the BC Vision, Mission, Goals and Objectives.</li> </ul>		President			

		<ul style="list-style-type: none"> <li>• Create an incentive program for grant development for individuals and teams inhouse. <ul style="list-style-type: none"> <li>(a) Stipend</li> <li>(b) Equipment</li> <li>(c) Other</li> </ul> </li> <li>• Hire staff for grant support &amp; maintenance with salary fully funded by grant dollars (Grant Coordinator)</li> </ul>	2.5 years	V P Instruction Director, IDF  Director, IDF	08-02-00	11-00-00	
3.	Create guidelines for dept. & program fundraising	<ul style="list-style-type: none"> <li>• Write and publish employee fundraising manual</li> <li>• Develop incentive program for volunteers</li> <li>• Provide employee training in fundraising process &amp; along guidelines in manual</li> </ul>	2 months	Foundation Director	01-00-01	10-00-00	
			2 months	Foundation Director	01-00-01	10-00-00	
			Continual	Foundation Director	03-00-01	12-00-00	
4.	Hire Financial Advisor - Accountant	Oversee the financial aspects of funding, accounting for areas to which found from outside sources is obtained (funded by supplemental funding from outside sources)	When funding allows	Foundation Director	tbd	tbd	

# Strategic Action Plan

Goal No: 2 To increase funding

Objective: 8 By July 1, 2000, the Bakersfield College general fund allocation will increase by 3% over the 1999-2000 budget

Action Plan Expand District and Campus State Lobbying Efforts

Date Prepared: 02-01-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Evaluate current KCCD lobbying efforts	Interview the Chancellor regarding current efforts	One day	PIO Director	03-01-00	03-02-00	
2.	Establish lobbying evaluation committee	Identify committee members	Two weeks	Foundation Director	03-02-00	03-16-00	05-00-00
3.	Evaluate establishing independent lobbying effort	<ul style="list-style-type: none"> <li>• Analyze cost of contracting lobbying efforts</li> <li>• Analyze cost of in-house lobbying effort</li> <li>• Analyze potential "piggyback" effort with other districts or K-12's.</li> </ul>	One month	Foundation Director, President, Chancellor			
4.	Develop lobbying proposal	<ul style="list-style-type: none"> <li>• Indicate cost/benefit of alternatives.</li> <li>• Financial Impact: Labor costs, Non-labor costs</li> </ul>	Six weeks	Committee	06-12-00	07-25-00	

		<ul style="list-style-type: none"> <li>• Intangibles</li> <li>• Identify lobbying targets: Legislator &amp; key staff, State Chancellor's Office &amp; key staff</li> </ul>				
5.	Proposal to Chancellor's Cabinet	Make revisions as necessary	One week	Committee	07-25-00	08-01-00
6.	Bring to KCCD Board for discussion	<ul style="list-style-type: none"> <li>• Workshop to overview proposal and cost/benefits</li> <li>• Make revisions as necessary</li> </ul>	One month	Committee	08-01-00	09-01-00
7.	KCCD Board Adoption of Plan	Board action	One day	Committee	09-07-00	09-07-00
8.	Implement adopted lobbying effort	<ul style="list-style-type: none"> <li>• Interview lobbyists and other manpower as required</li> <li>• Establish office location and support equipment and materials</li> <li>• Establish communication procedures with Campus, District and other stakeholders</li> </ul>	Three months total to implement	Committee	09-30-00	12-31-00

# Strategic Action Plan

Goal No: 3 To require accountability

Objective: 9 By July 1, 2001, the performance of all employees, services, and programs will be evaluated and each will be held accountable to an appropriate and consistent set of standards and expectations.

Action Plan No: 1 Employees

Date Prepared:

Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Orientation and training of evaluators	1. HR will conduct a random performance evaluation audit <ul style="list-style-type: none"> <li>• Check to see how well process works at PC and CC</li> </ul>	Two to three months	HR Director <i>Roselea - Marula</i>	06-01-00	08-18-00	
		2. Every evaluator will receive targeted training on the current performance evaluation process. <ul style="list-style-type: none"> <li>• HR Director will conduct an orientation with employees on accountability</li> <li>• Everyone will be trained on current evaluation process</li> </ul>	Six to eight weeks	HR Director	09-01-00	10-15-00	

1.	(continued)	<p>3. All employees will be held accountable for conducting correct, complete and timely performance evaluation.</p> <p>4. Continue appropriate training sessions</p>	Ongoing	HR Director with appropriate administrative personnel	Fall 2000	Ongoing	
2.	Review and analyze current process	<p>1. Form a task force from each employee group – support staff, faculty and administration</p> <p>2. Assemble documents for review regarding current system &amp; formulate questions</p> <p>3. Conduct focus groups (classified, faculty, administration)</p> <p>4. Identify needs (for improvement) of the current personnel evaluation process as revealed by the review</p>	Six weeks	HR Director Representative from each group via CSEA, CCA, and Admin. Council (Cross-functional group)	09-15-00	10-30-00	
3.	Organize needs by employee group	<p>1. Review report on existing evaluation system for each employee group</p> <p>2. Each representative group define process for feedback to their constituency and establish the timeline</p>	Two meetings	HR Director & each task force group	10-15-00	12-20-00	

3.	(continued)	3. Each representative group communicate their analysis (strengths and weaknesses of the current evaluation system to their constituency)	Two to four meetings			
4.	District-wide involvement	<ol style="list-style-type: none"> <li>1. Initiate district-wide evaluation of present process</li> <li>2. Identify changes needing negotiation at a district-wide level</li> <li>3. Negotiate changes</li> </ol>	One year	HR Director Negotiators and Task Force	01-01-01	01-01-02
5.	Develop performance-based system	<ol style="list-style-type: none"> <li>1. Review duties as noted on job description</li> <li>2. Clearly define measurable goals and objectives related to job performance</li> <li>3. Discuss and agree on goals and objectives, schedule progress report reflecting time frame</li> <li>4. Conduct performance appraisal. Utilize: <ul style="list-style-type: none"> <li>• Employee self-evaluation</li> <li>• Input from appropriate individuals</li> <li>• Standards of performance</li> </ul> </li> </ol>	Unknown due to negotiated aspects	HR Director Task force for each employee group	01-01-01	09-01-01



6.	(continued)	4. Review feedback prior to pilot implementation	Half-day workshop				
7.	Implementation of the new evaluation process	1. Identify 2 or 3 areas to pilot the new evaluation procedure: Vocational area, Academic area, Service area (all areas will be going through evaluation of all levels of employees)	One meeting	Trainers and area managers	05-25-02		
		2. Call managers, immediate supervisors for a meeting to review the new procedure and create a timeline for implementation	One meeting 3 weeks before the semester to implement	Trainers and area managers	08-01-02		
		3. Presentation of timeline to areas being piloted	One/two meetings beginning semester	Area managers, faculty, support staff and administrators			
		4. Performance-based system process begins (ongoing process)	1 <sup>st</sup> month semester to implement	Manager/staff Dean/Manager President/Dean			
		5. Quarterly meetings for ongoing review of process	Quarterly During pilot	Managers of pilot areas and Trainers			
8.	Evaluation	Assess process, make changes, implement campus-wide	Two meetings	Managers of pilot areas and Trainers	01-01-03	Ongoing	

# Strategic Action Plan

Goal No: 3 To require accountability

Objective: 9 By July 1, 2001, the performance of all employees, services, and programs will be evaluated, and each will be held accountable to an appropriate and consistent set of standards and expectations.

Action Plan No: 2 Programs and Services

Date Prepared:

Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Introduction and input	Presentation to B&PR	One meetings	Action Team or Nan Gomez-Heitzeberg	09-01-00		
2.	Develop an understanding about the objective	Orientation for chairs, program leads, faculty, support staff, administrators	One month two meetings	Co-Chairs B&PR	10-01-00	11-01-00	
3.	Form a task force	A. Review current assessment processes B. Establish general criteria to be used for all programs and service areas incorporating current model, PFE, Student Success and Accreditation. C. Adopt minimal campus-wide standards & measurements	Six weeks	Task Force (identified by B&PR) & Co-chairs of Obj. #9 with subcommittee of B&PR	11-01-00	12-15-00	

4.	Present to B&PR Committee.	<p>A. B&amp;PR to review recommended standards</p> <p>B. Adapt processes as necessary to insure accountability based on general criteria</p>	Four weeks	Task Force Chair and B&PR	02-01-01	03-01-01	
5.	Program and Service areas develop standards and expectations	<p>Individual programs &amp; services determine specific requirements necessary to establish appropriate standards and expectations</p> <p>Model should incorporate general criteria and include process for annual update.</p>	Two months	Each area will identify a lead person to work with Task Force Individual Programs & Services, Staff, Academic Senate, Admin Council, Faculty, Administrators with Student input	03-01-01	05-15-01	
6.	Individual programs & services	<p>A. Task force members conduct orientations about the accountability model</p> <p>B. Targeted areas develop criteria</p>	Four months	Task Force Chairs, program leads, staff	09-01-01	12-01-01	
7.	Pilot Model	<p>A. Identify 5 programs or services for review using new accountability model</p> <p>B. Conduct 5 reviews</p>	Four months	Task Force Co-Chairs	01-01-02	05-01-02	

8.	Training	Conduct workshops to train a pool of college personnel in conducting review using new model	One month	Task Force Chairs, Reps from pilot programs	09-01-02	10-01-02	
9.	Evaluate and refine model and process	A. Evaluate effectiveness of model, process and training B. Establish a 2-4-6 year schedule C. Establish workable time cycle for ongoing review	One month	Managers, B&PR and Task Force Chairs	11-01-02	12-01-02	
10.	Establish criteria specific to areas under review	A. Programs & services areas develop specific criteria B. Criteria reviewed and approved	Six months	A. Program & service area staff B. Task Force and B&PR Co-Chairs, or identified manager	01-01-02	Ongoing until complete	
11.	Implement model	A. First one-quarter of the programs and service areas will participate in program review B. Implement evaluation process	Eight months	B&PR	09-01-02	12-15-02	
12.	Establish an annual evaluation process	Annual evaluation of process standards & measurements	One month	B&PR	09-15-03	10-15-03	

# Strategic Action Plan

Goal No: 4 To increase operational flexibility

Objective: 10 By summer session, 2001, a year-round flexible academic calendar will be implemented which will have addressed the issues of: student needs, staff contracts (faculty and support), program sequence, matriculation, and delivery time/pattern.

Action Plan No: 1 Design and implement two (2) sixteen (16) week semesters and a ten (10) week summer session

Date Prepared: 12/13/99 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Settle legal and contractual issues with faculty and staff.	A. Establish a joint negotiating team consisting of representatives from KCCD, administration, CSEA and CCA	One month	Diane Clerou and Sandra Serrano	02-01-00	02-28-00	
		B. Determine the complete list of specific issues such as pay for summer teaching, STRS compliance, flex days, etc.	Three months	Joint negotiating team	03-01-00	05-31-00	
		C. Resolve these issues	Three months	Joint negotiating team	03-01-00	05-31-00	
		D. Communicate changes to faculty and staff	Five months	College administration, CCA, CSEA	06-01-00	09-30-00	

2.	Review Title V guidelines on attendance to insure maximum FTES from the proposed calendar	A. Establish a committee to determine maximum FTES formulas. Forward findings to scheduling guidelines team	One month	Bob Allison	02-01-00	02-28-00	
		B. Evaluate the impact of the change in FTES	One month	Bob Allison Instruct. Deans	03-01-00	03-31-00	
3.	Develop guidelines for class scheduling (see modified SMCC plan)	A. Appoint scheduling guidelines team	Two weeks		03-01-00	03-15-00	
		B. Research final scheduling patterns adopted by Pierce and Riverside College	Two months	Scheduling guidelines team	03-16-00	05-16-00	
		C. Recommend re-scheduling package	Two weeks	Scheduling guidelines team	05-17-00	15-31-00	
		D. Implement new package with summer/fall, 2001 schedule	Ongoing	Instructional administrators and Public Information Office	fall 2000		
		E. Restructure programs and services to best form to the new class scheduling guidelines.	Two weeks	V P Instruction V P Student Srvc	06-01-00	06-15-00	
4.	Prepare budget proposals	A. Evaluate staffing needs to determine whether additional employees are needed to provide instruction and services	Four months	Administration, division chairs, and department chairs	04-01-00	07-31-00	

4.	(continued)	<p>B. Include costs for facilities use and marketing</p> <p>C. Forward budget proposal to college business manager</p>	One month	<p>Dean of Facilities and Operations and Public Information office</p> <p>Administration</p>	08-01-00	08-31-00	
5.	Develop plan for marketing the change in the schedule.	<p>Inform students and the community of the new flexible offerings. Publicize the changes through</p> <ul style="list-style-type: none"> <li>• College Homepage</li> <li>• Campus Publications</li> <li>• Posters</li> <li>• Television</li> <li>• Other Web Pages</li> <li>• High School Counselors</li> </ul>	Ongoing	Public Information Office, A&R, Counseling Center			
6.	Evaluate the new schedule	<p>A. Survey faculty, staff, students and departments</p> <p>B. Analyze FTES and enrollment statistics</p>	Five months	Lisa Fitzgerald	01-02-03	05-31-03	
7.	Continuously revise class scheduling plans	Determine educational enrollment and FTES consequences of suggested plans and modify as appropriate	Ongoing	Division Chair Council			

# Strategic Action Plan

Goal No: 4 To increase operational flexibility

Objective: 11 Beginning June 2000 and annually thereafter, evaluation of three to five significant processes will have occurred and will have identified and significantly reduced barriers to operational flexibility.

Action Plan

Date Prepared: 12/03/99

Date Revised: 06/28/00

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Communication Process	Provide computer access to all employees via technology	Eight months	Information Services	03-10-00	04-13-01	
		• Identify departments with needs for kiosks	Six days		03-10-00	03-17-00	
		• Meetings to determine needs	Ten days		03-20-00	03-31-00	
		• Identify locations for kiosks	Ten days		03-20-00	03-31-00	
		• Evaluate and configure locations	Fifteen days		04-03-00	04-21-00	
		• Identify and configure computers	Fifteen days		04-03-00	04-21-00	
		• Image, install and test computers	Fifteen days		04-24-00	05-12-00	
		• Ongoing support of kiosk computers	Eight months		05-15-00	04-13-01	
2.	Post goals by department on intranet	• Obtain presidential directive	Six days	Information Services & individual departments	04-06-00	04-13-00	
		• Initialize intranet site for goal publication	Five days		04-06-00	04-12-00	
		• Install PDF Writer	Five days		04-06-00	04-12-00	

2.	(continued)	<ul style="list-style-type: none"> <li>• Training specified individuals to update pages</li> <li>• Advertisement of information</li> </ul>	One day One day		04-13-00 04-13-00	04-13-00 04-13-00	
3.	Proceduralize communications via technology	<ul style="list-style-type: none"> <li>• Evaluate available software</li> <li>• Provide model for design</li> <li>• Design of requirements</li> <li>• Develop and implement</li> <li>• Advertise and train on the use of software</li> <li>• System maintenance and support</li> </ul>	One day Two days Ten days Sixty days One day Eight months	Information Services	01-19-00 04-17-00 04-24-00 05-08-00 07-31-00 08-01-00	01-19-00 04-18-00 05-05-00 07-28-00 07-31-00 07-02-01	
4.	Provide an informative splash screen at login	<ul style="list-style-type: none"> <li>• Develop model for design</li> <li>• Design of content splash screen</li> <li>• Develop and implement</li> <li>• Train users to keep information current</li> </ul>	Five days Five days Twenty days Ten days	Information Services	05-08-00 05-15-00 05-22-00 06-19-00	05-12-00 05-19-00 06-16-00 06-30-00	
5.	Reimbursement process	<ul style="list-style-type: none"> <li>• Review existing process</li> <li>• Identify parts of process that can be improved</li> <li>• Develop recommendations</li> </ul>	Fifteen days Five days Fifteen days	Information Services	02-10-00 03-17-00 04-17-00	03-01-00 03-23-00 05-05-00	

5.	(continued)	<ul style="list-style-type: none"> <li>• Submit recommendations for approval</li> </ul>	Five days		05-08-00	05-21-00	
6.	Provide continuity with successor teams	<ul style="list-style-type: none"> <li>• Define process for choosing candidates for review</li> <li>• Define process for reviewing</li> <li>• Document above processes</li> </ul>	Fifteen days		07-13-00	08-02-00	
			Ten days		08-03-00	08-16-00	
			Five days		08-17-00	08-23-00	

# Strategic Action Plan

Goal No: 5 To improve our public image and support

Objective: 12 By December 1, 1999, at least 80% of the respondents to a community (ies) survey will indicate a positive Perception of Bakersfield College

Action Plan

Date Prepared: 04-12-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Customer Service	A. Customer service training for all staff and faculty	Immediate & long term	Student Services Council; Human Resources for all staff & faculty	2000	Ongoing	
		B. Maintain complaint logs in all departments		Dept Chairs, Directors			
2.	Promotion and Public Relations	A. Provide media training for selected personnel	Immediate	PIO	2000	Ongoing	
		B. Increase BC's responsiveness to situations that can result in liability or negative press	Immediate & Long term	PIO	2000	Ongoing	
		C. Implement procedure for sharing newsworthy info with PIO	Immediate	PIO	2000	2001	

2.	(continued)	D. In order to better promote BC's image to the public, increase Public Information Office resources – financial and human	Immediate	Executive Director of Institutional Development & Foundation	2000	Depends on funds	
		E. Revise and implement BC's Communication Plan	Immediate	PIO	2000	2001	
3.	Marketing	A. Develop a Marketing Council to coordinate and utilize human and financial resources more effectively. Include Foundation, Office of Instruction, Outreach, Media Services CPD, HR, Community Ed. Grant Managers, Special Programs, Fine & Perf. Arts, AST, Counseling, PIO, PE	Long term	PIO	Fall 2000	Fall 2000	
		B. Coordinate an experts list through Marketing Council	Continue	Marketing Council Chairperson	Fall 2000	Ongoing	
		C. Develop, circulate, and post to web site a BC fact sheet; provide to BC employees to share with neighbors, friends & community organizations	Continue	PIO	2000	Ongoing	

3.	(continued)	D. Issue an annual outcomes report to the community via local media and on line	Immediate	Executive Director of Institutional Development & Foundation	Spring 2001	Annually	
		E. Promote classes that have alternate start dates	Continue	PIO and V P Instruction	In progress	Ongoing	
4.	Communication	A. Invite all service area high school counselors for tour/meet people; give them brochures for students	Continue	Student Services & Division Chairs	In progress	Ongoing	
		B. Develop Summer Arts Program for Junior/Senior high students	Long term	Fine Arts Dept. Chairs and Tech Prep Coord.	Seek NEH Grant	Ongoing	
		C. Establish an all college hour at least once a month – faculty, community members, staff, students come together to a presentation or discussion	Long term	President's Office	10-01-00	02-00-01	
		D. Link to BC Home Page from various Bakersfield, Kern, and Educational sites on the Internet	Immediate	Web Master & PIO	Fall 2000	2000	

4.	(continued)	E. Promote BC at schools in service area via plays, debate teams, horticulture displays, sports, etc.	Continue	Outreach Coordinator	Ongoing	Ongoing
5.	Procedures	A. Improve campus cleanliness through increased student and staff awareness and organizational procedures	Immediate	Director of Facilities & Operations	2000	Ongoing
		B. Streamline matriculation registration process for example: re-evaluate & improve orientation	Continue	V P Student Srvc	In progress	Ongoing
		C. Establish a parking lot service information booth to issue & post maps, directions, visitor parking passes, using student labor	Long term	Director of Facilities & Operations	Depends on funds	Depends on funds
		D. Make class schedule clearer and more user friendly. Example: computer courses are bunched together	Immediate	V P Student Srvc V P Instruction	2000	Ongoing
6.	Increase Access	Improve signage to enhance accessibility to elevators, stairs, TTY and ramp	Immediate	Director of Facilities and Operations	2000	2000

# Strategic Action Plan

Goal No: 6 To improve college climate and culture

Objective: 13 By January 1, 2000, private sector donations will increase by 10% over 1998-99 levels

Date Prepared: 04-20-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Create and implement a 5 yr. fund raising plan	<ul style="list-style-type: none"> <li>Identify department, program needs.</li> <li>Identify target donors &amp; giving potential (corporate and individual).</li> <li>Research and apply for private sector grants.</li> <li>Transition to 100% self-funding entity.</li> </ul>	Continual Updating  3 years	Foundation Director/staff Admin Council  Foundation Director	02-00-00 03-00-00 03-00-00 09-00-03	06-00-00 06-00-00 09-00-00 08-00-03	
2.	Enhance the grant management entity.	<ul style="list-style-type: none"> <li>Identify initial source of funding to pay for Grant Administration Group.</li> <li>Identify ongoing source of funding until group is self-funded.</li> <li>Incorporate into the new structure a Grant committee to review the fit of new grants with the BC Vision, Mission, Goals and Objectives.</li> </ul>		President		06-00-00 06-00-00 08-00-00	

2.	(continued)	<ul style="list-style-type: none"> <li>• Formalize a state, federal, local, government grants management entity under auspices of the Foundation.</li> <li>• Establish 5 Yr. plan for grant writing and criteria, updated on yearly basis <ul style="list-style-type: none"> <li>(a) Create a cost benefit analysis</li> <li>(b) Develop/update database</li> <li>(c) Establish grant writing mentor program.</li> </ul> </li> </ul>		V P Instruction		08-00-00	
3.	Enhance alumni solicitation & support	<ul style="list-style-type: none"> <li>• Develop &amp; maintain alumni database</li> <li>• Develop alumni donation benefit &amp; reward matrix</li> <li>• Publish Alumni Newsletter</li> <li>• Create direct solicitation mechanism</li> <li>• Hire FT staff member responsible for alumni contact/alumni programs with salary fully funded (Alumni Coordinator)</li> </ul>	<p>Continual</p> <p>6 months</p> <p>Quarterly</p> <p>1 year</p> <p>2.5 yrs.</p>	<p>V P Instruction -- Admin Council</p> <p>Foundation Director</p> <p>Foundation Director/staff</p> <p>Foundation Director</p>	<p>03-00-00</p> <p>04-00-00</p> <p>09-00-00</p> <p>03-00-01</p> <p>07-00-02</p>	<p>08-00-00</p> <p>08-00-00</p> <p>08-00-00</p> <p>08-00-00</p> <p>06-00-00</p>	

3.	(continued)	<ul style="list-style-type: none"> <li>Hire additional support staff as program requires and can support as a self-funding entity</li> </ul>	As needed	Foundation Director	tbd	tbd	
4.	Develop internet presence for BC Foundation	Create a Foundation website	Continual	Webmaster, Foundation Director	03-00-00	07-00-00	
5.	Develop an institutional protocol for free enterprise entities	<ul style="list-style-type: none"> <li>Formalize a free enterprise management entity under the auspices of the Foundation</li> </ul>	6 months continual	Foundation Director and volunteers for committee	02-00-00	08-00-00	
		<ul style="list-style-type: none"> <li>Identify and evaluate existing free enterprise entities</li> </ul>	6 months Continual	“ “	04-00-00	08-00-00	
		<ul style="list-style-type: none"> <li>Evaluate processes that ventures currently undergo and identify barriers to successful operations of free enterprise entities</li> </ul>	1 year	Committee Foundation Director /Admin Council	05-00-00	09-00-00	
		<ul style="list-style-type: none"> <li>Recommend changes that will free up the operations of the enterprises to bring dollars to the institution</li> </ul>	1 year	Committee Foundation Director	05-00-00	09-00-00	

6.	Hire Financial Advisor - Accountant	Oversee the financial aspects of funding, accounting for areas to which found from outside sources is obtained (funded by supplemental funding from outside sources)	When funding allows	Foundation Director	tbd	tbd	
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# Strategic Action Plan

Goal No: 6 To improve college climate and culture

Objective: 14 By Spring 2001, 90% of students will indicate satisfaction with their BC experience

Action Plan No: 1

Date Prepared: 04-17-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Review Student Satisfaction survey (distributed early Spring 2000 – “Summary Results”)	Meeting to review and discuss dissatisfaction areas	Three hours	Charles E. West	04-17-00	04-17-00	04-17-00
2.	Identify areas that showed a dissatisfaction rate of higher than 10%	Notify the appropriate VP/Dean of those areas that showed dissatisfaction rates higher than 10%. <ul style="list-style-type: none"> <li>• Parking (Dean of Facilities)</li> <li>• Availability of classes (VP Instr)</li> <li>• Campus bookstore (VP of SS)</li> <li>• Value of info provided by counselors (VP of SS)</li> <li>• Availability of instructors (VP Instr)</li> <li>• Availability of finance</li> </ul>	Three months	Charles E. West	05-15-00	05-15-00	08-15-00

2.	(continued)	info (VP of SS) <ul style="list-style-type: none"> <li>• Use of student activities fees (VP of SS)</li> <li>• Competency of counselors (VP of SS)</li> <li>• Class size (VP of Instr)</li> <li>• Variety of classes offered (VP Instr)</li> <li>• Telephone registration (VP of SS)</li> </ul>					
3.	Briefings with Student Services, Instruction and Facilities on dissatisfaction survey data	A. Action Team Chair (C. West) and Research Analyst (L. Fitzgerald) to meet with VP of SS  B. Action Team Chair (C. West) and Research Analyst (L. Fitzgerald) to meet with VP Instr  C. Action Team Chair (C. West) and Research Analyst (L. Fitzgerald) to meet with Dean of Facilities	Two hours  Two hours  Two hours	Charles E. West  Charles E. West  Charles E. West	06-06-00  tba  tba	08-15-00  08-15-00  08-15-00	tba  tba  tba
4.	Review dissatisfaction areas (See Step 2, Activities)	VP/Dean to meet with individuals responsible for each of these areas		V P Instruction V P Student Srvc	tba	tba	12-00-00

5.	<p>Find resolution(s) for each of those dissatisfaction areas as stated above (see Step 2, Activity).</p> <p>Cost Benefit Analysis</p>	<p>VP/Dean to meet with appropriate Div/Dept Chairs and/or Directors.</p> <p>Cost Benefit Analysis spreadsheet to be prepared</p>		<p>Appropriate VP's and Deans</p> <p>Appropriate Director, Div Chair who will be under the supervision of the respective VP/Dean</p>	<p>tba</p> <p>tba</p>	<p>tba</p> <p>tba</p>	<p>tba</p> <p>tba</p>
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# Strategic Action Plan

Goal No: 6 To improve college climate and culture

Objective: 15 By Spring 2001, 80% of employees will indicate job satisfaction

## Action Plan

Date Prepared: 05-03-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Review Employee Satisfaction survey (distributed early Spring 1999 – “Summary Results”)	Meeting to review and discuss dissatisfaction areas	Three hours	Charles E. West	04-17-00	04-17-00	04-17-00
2.	Identify areas that showed a dissatisfaction rate of higher than 20%	Notify the appropriate VP/Dean of those areas that showed dissatisfaction rates higher than 20% <ul style="list-style-type: none"> <li>• Up-to-date classroom equipment (VP of Instr)</li> <li>• Immediate high school grads (VP of Instr)</li> <li>• General condition of bldgs and grounds (Dean of Facilities)</li> <li>• All those enrolled (in general)(VPs)</li> <li>• Support you receive</li> </ul>	Three months	Charles E. West	05-15-00	05-15-00	08-15-00

2.	(continued)	<p>from District Admin, Bd of Trustees (District)</p> <ul style="list-style-type: none"> <li>• Chancellor's Cabinet (District)</li> <li>• Support you receive from college administration (VPs)</li> <li>• Classrooms conducive to creating positive learning (VPs)</li> <li>• Support you receive from immediate administrator (VPs)</li> <li>• B&amp;PR Committee (VPs)</li> <li>• Students from other racial-ethnic groups (in general) (VPs)</li> <li>• Concern for faculty and staff as individuals (VPs)</li> <li>• Campus cleanliness (Dean of Fac)</li> <li>• Support you receive overall (VPs)</li> <li>• General attitude of faculty (VPs)</li> <li>• Admin Activities (VPs)</li> <li>• All males (VPs)</li> <li>• Support you receive from immediate supervisor (VPs)</li> <li>• Your time grading papers (VPs)</li> <li>• Your workload compared to your</li> </ul>					
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2.	(continued)	colleagues (VPs) <ul style="list-style-type: none"> <li>• District Board of Trustees (Board of Trustees)</li> <li>• Info Systems/Instruct Tech Comm (VP of Instr)</li> <li>• All females (VPs)</li> <li>• Overall level of satisfaction with your job/work environment (VPs)</li> <li>• General attitude of non-teaching staff (VPs)</li> <li>• Concern for students as indiv (VPs)</li> </ul>					
3.	Briefings w/Student Services, Instruction and Facilities on dissatisfaction survey data.	Action Team Chair (C. West) and Research Analyst (L. Fitzgerald) to meet with VP of SS	Two hours	Charles E. West	06-06-00	08-15-00	06-06-00
Action Team Chair (C. West) and Research Analyst (L. Fitzgerald) to meet with VP of Instr		Two hours	Charles E. West	tba	08-15-00	tba	
Action Team Chair (C. West) and Research Analyst (L. Fitzgerald) to meet with Dean of Facilities		Two hours	Charles E. West	tba	08-15-00	tba	

4.	Review dissatisfaction areas (See Step 2, Activities)	VP/Dean to meet with individuals responsible for each of these areas		Appropriate VPs and Deans	tba	tba	12-00-00
5.	Find resolution(s) for each of those dissatisfaction areas as stated above (see Step 2-Activity)	VP/Dean to meet with appropriate Div/Dept Chairs and/or Directors		Appropriate VPs and Deans	tba	tba	tba
	Cost Benefit Analysis	Cost Benefit Analysis spreadsheet to be prepared		Appropriate Director and Division Chair who will be under the supervision of the respective VP/Dean	tba	tba	tba

# Strategic Action Plan

Goal No: 7 To effectively allocate resources

Objective: 16 By January 2001, an allocation process that utilizes cost/benefit analysis and is based upon planning and prioritization of need will be developed and implemented

Action Plan No: 1 Standardize Process for Conducting Internal Cost/Benefit Analysis

Date Prepared: 03-28-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Identify economic and budgetary decision/actions requiring cost/benefit analysis	Review for inclusion of cost/benefit analysis <ul style="list-style-type: none"> <li>• College Educational Plan and process</li> <li>• Program evaluation</li> <li>• Budget additions and deletions</li> <li>• Business plans</li> <li>• Facilities planning</li> <li>• Class scheduling</li> <li>• Hiring decisions</li> <li>• Reserves</li> <li>• Others</li> </ul>	One month	Campus-wide Research Group, District student research group (same group as assembled for Goal 1, Objectives 1 & 2, Action 1). <ul style="list-style-type: none"> <li>• Budget and Program Review</li> <li>• V P Instruction</li> <li>• V P Student Srvcs</li> <li>• Director of Institutional Research and Planning</li> <li>• Dir., Business Services</li> <li>• Dean of Research and Planning</li> </ul>	03-01-00	03-30-00	

2.	Develop data base with key Campus-wide operational, financial, & student related data	<p>A. Identify key operational factors for tracking by dept., division, Campus</p> <ul style="list-style-type: none"> <li>• Student enrollment data</li> <li>• WSCH/FTES lab, lecture, open enrollment etc.</li> <li>• Employee statistics</li> <li>• Department cost study data</li> <li>• Campus facility data</li> <li>• Campus equipment data</li> <li>• KCCD Cost of capital</li> <li>• Rates/Fees/Charge data</li> <li>• Income per student data</li> <li>• PFE Measures</li> <li>• State budget parameters</li> <li>• Core indicators</li> <li>• Etc.</li> </ul>	Two days	Campus-wide Research Group, District Student Research Group	04-01-00	04-03-00	
		<p>B. Identify resources to develop key operational factors data base</p> <ul style="list-style-type: none"> <li>• Manpower</li> <li>• Software/Hardware</li> <li>• Supplies</li> <li>• Facilities</li> </ul>	One month	Campus-wide Research Group, District Student Research Group	04-01-00	04-30-00	

2.	(continued)	<p>C. Create Office of Institutional Research and Planning</p> <ul style="list-style-type: none"> <li>• Add Director of Research and Planning</li> </ul> <p>D. Obtain budget approval to develop database</p> <p>E. Begin collection/input &amp; maintenance of data base information into system.</p>	<p>One month</p> <p>Two weeks</p> <p>Four months</p>	<p>Campus-wide Research Group, District Student Research Group</p> <p>Campus-wide Research Group, District Student Research Group</p> <p>Director of Institutional Research and Planning</p>	<p>04-01-00</p> <p>05-01-00</p> <p>05-15-00</p>	<p>04-30-00</p> <p>05-15-00</p> <p>08-30-00</p>	
3.	Develop standard cost/benefit evaluation process.	<p>Develop standard form with instruction for</p> <p>A. Identifying:</p> <ul style="list-style-type: none"> <li>• Quantitative cost/benefits</li> <li>• Qualitative cost/benefit</li> <li>• Evaluation premises</li> <li>• Evaluation assumptions</li> <li>• Evaluation narrative</li> <li>• Source of historical data utilized</li> </ul>	One month	Campus-wide Research Group, District Student Research Group	06-01-00	06-30-00	

3.	(continued)	B. Establish process and rules for access to operational factors data	Two weeks	Director of Institutional Research and Planning	09-15-00	09-18-00	
4.	Present new process to campus stakeholders for input/approval	A. Present proposal to <ul style="list-style-type: none"> <li>• Admin Council</li> <li>• B&amp;PR</li> <li>• Senates</li> </ul>	Two days	Campus-wide Research Group, District Student Research Group, Dir. Institutional Research and Planning	09-15-00	09-18-00	
		B. Modify process based upon stakeholder input	Two weeks	Campus-wide Research Group, District Student Research Group	09-18-00	10-02-00	
		C. Obtain final proposal approval from President's Cabinet	One day	Campus-wide Research Group, District Student Research Group	10-04-00	10-04-00	
5.	Conduct campus wide training on new cost/benefit evaluation process	Train all: Confidential Mgrs. Division, Dept. Chairs	Two months	Campus-wide Research Group, District Student Research Group	10-15-00	12-15-00	
6.	Implement ongoing follow-up process to evaluate decisions – process	Periodically review process	One month	Director of Institutional Research and Planning	01-01-03		

# Strategic Action Plan

Goal No: 7 To effectively allocate resources

Objective: 16 By January 2001, an allocation process that utilizes cost-benefit analyses and is based on planning and prioritization of needs will be developed and implemented.

Action Plan No: 2 Establish District Allocation Model

Date Prepared: 02-01-00 Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Evaluate current KCCD budget model	<ul style="list-style-type: none"> <li>BC faculty and staff general evaluation opening day</li> </ul>	One day	Strategic planning group leaders	08-13-99	08-13-99	09-24-99
		<ul style="list-style-type: none"> <li>BC Finance Accreditation team evaluation of district formula</li> </ul>	Five months	Accred. Finance Com.	10-01-99	02-00-00	
		<ul style="list-style-type: none"> <li>Strategic Planning team 8&amp;16 budget evaluation of district formula</li> </ul>	Six months	Strategic planning team 8&16	09-01-99	02-00-00	
2.	Survey budget allocation models from other CCC Districts	<ul style="list-style-type: none"> <li>Evaluate associated costs, resources and results. Compare other Valley schools \$/FTES w/BC \$/FTES</li> </ul>	Three months	Strategic planning Committee 8&16	09-01-99	11-01-99	

2.	(continued)	<ul style="list-style-type: none"> <li>Survey other districts: State Ctr., Los Rios, Grossmont, Foothill/DeAnza, Pasadena City College</li> </ul>	Eight months	Strategic Planning Committee 8&16	09-24-99	10-01-99	
3.	Establish District-wide allocation formula committee	Committee make-up <ul style="list-style-type: none"> <li>Chancellor or designee</li> <li>District/Campus Business Managers</li> <li>Budget Shared Governance Rep(i.e. B&amp;PR Chairs)</li> <li>Trustee Representative</li> </ul>	Two weeks	Chancellor & Campus Presidents	03-15-00	03-30-00	
		Identify subcommittee members	Two weeks	Campus Representative Organizations	03-30-00	04-10-00	
		Calendar meeting dates	One day	Committee Members	04-07-00	04-07-00	
		Elect chair of committee	One day	Committee Members	04-07-00	04-07-00	
4.	Evaluate alternative model	<ul style="list-style-type: none"> <li>Review BC data collection model</li> <li>Quantitatively evaluate models with KCCD data</li> <li>Identify fixed cost             <ul style="list-style-type: none"> <li>Labor</li> <li>Utilities</li> <li>Debt payment</li> <li>Reserves</li> </ul> </li> </ul>	Four months	District wide Allocation Formula Committee	04-07-00	07-31-00	

4.	(continued)	<p style="text-align: center;">Maintenance</p> <ul style="list-style-type: none"> <li>• Identify fixed vs. discretionary</li> <li>• Identify income (FTES, Grants, etc.)</li> <li>• Identify intangibles</li> <li>• Identify pros/cons of various models</li> </ul>		District-wide Allocation Formula Comm. (DAFC)	08-07-00	08-07-00	
5.	Develop new allocation model(s)	<ul style="list-style-type: none"> <li>• Run concurrent to old formula</li> </ul> <ol style="list-style-type: none"> <li>1. Identify premises and justification for proposed model</li> <li>2. Present model proposal to derive input/feedback <ul style="list-style-type: none"> <li>• Chancellor's Cabinet</li> <li>• Campus Admin Councils</li> <li>• Campus Budget Shared Governance Reps.</li> </ul> </li> <li>3. Incorporate feedback from stakeholders into model <ul style="list-style-type: none"> <li>• Publish on Web/review</li> <li>• General campus staff at receptions or opening day</li> </ul> </li> </ol>	Two months	CFO & Business Managers	07-31-00	08-15-00	
			Two weeks	District-wide Allocation Formula Com.	08-01-00	09-30-00	
			Two weeks	DAFC w/B&PR & Presidents	09-30-00	10-15-00	
			Two weeks	DAFC	10-15-00	10-30-00	

6.	Approval process	Adoption by Chancellor's Cabinet	Two weeks	DAFC reports	09-30-00	10/15/00
		Workshop with Board of Trustee	One day	CFO & DAFC	10-15 to 30-00	10-15
		Campus-wide workshop to "sunshine" new model	Three weeks	District-wide Staff Development Committee	11-15 to 12-15-00	12-15-00
7.	Implementation	Run new formula, Issue Campus allocations	One month	CFO	01-01-01	01-15-01
8.	Continuous formula re-evaluation	Evaluate financial objective data (each semester, on campuses)	Ongoing	Campus Busn. Managers & B&PR	Ongoing	Ongoing
		Evaluate formula 2002, 2003 then every 3 years or if problem indicated	Schedule	CFO & Busn. Managers, District-Wide Shared Governance Committee		

# Strategic Action Plan

Goal No: 7 To effectively allocate resources

Objective: 16 By January 2001, an allocation process that utilizes cost-benefit analysis and is based upon planning and prioritization of need will be developed and implemented

Action Plan No: 3 To effectively Link Campus Processes That Drive Allocation of Resources

Date Prepared: 03-28-00      Date Revised:

Step No.	Major Steps	Activities	Time Required	Assigned To:	Start Date:	Due Date:	Complete Date:
1.	Evaluate & define role of college master plan as a global, long-range, planning document	A. Define role of college master plan; i.e., long range planning document incorporating campus vision, beliefs, mission, and goals	Two weeks	<ul style="list-style-type: none"> <li>• Subcommittee representing: B&amp;PR</li> <li>• Instructional administrators</li> <li>• Classified administrators Business Services Director Other</li> <li>• Institutional Research Director</li> </ul>	03-01-00	03-15-00	
		B. Evaluate linkage to other campus planning processes: <ul style="list-style-type: none"> <li>• Program review</li> <li>• Annual budget</li> <li>• Facility planning</li> <li>• Strategic plan</li> </ul>	Two weeks	NOTE: This group develops all steps of this plan.	03-01-00	03-15-00	

1.	(continued)	<p>C. Expand traditional program review to include operational support departments</p> <ul style="list-style-type: none"> <li>• M&amp;O</li> <li>• Business Services</li> <li>• Human Resources</li> <li>• Student Services</li> <li>• Etc.</li> </ul>	Three to four weeks		03-15-00	04-14-00	
2.	Standardize process for monitoring up-to-date college master plan.	<p>A. Develop long-range financial planning process linked to:</p> <ul style="list-style-type: none"> <li>• Annual budget</li> <li>• Program review</li> <li>• Facility plans</li> </ul>	Three to six weeks		04-17-00	05-31-00	
		<p>B. Establish procedures to update college master plan on an ongoing basis</p>	Two weeks	President, Admin Council	09-01-00	01-01-01	
		<p>C. Develop process for compiling division, dept. &amp; area plans into a single, comprehensive college master plan.</p>	Three to six weeks		04-17-00	05-31-00	
		<p>D. Develop process for annual review of the college master plan.</p>	Two weeks		09-01-00	11-01-00	

3.	Standardize all campus planning processes to ensure data consistency and timely updates of the college master plan	<p>A. Develop standard formats, tables, and directions for completing data requirements of:</p> <ul style="list-style-type: none"> <li>• Program review</li> <li>• Facility plans</li> <li>• Annual budgets</li> <li>• Long-range financial plans</li> </ul> <p>B. Evaluate &amp; develop simplified standard review processes for campus plans to ensure ongoing reviews.</p> <p>C. Incorporate cost &amp; benefit analysis of expansion and/or replacement of economic resources.</p> <p>D. Develop process for reporting changes or deviations from campus plans.</p>	Six-twelve weeks				
4.	Develop schedule to coordinate logical flow of review processes	A. Develop calendar for completion of program review, long-range financial plans and facilities plans by the end of the fall semester to feed into annual budget process.	Four to eight weeks		10-01-00	11-30-00	

4.	(continued)	<p>B. Identify manpower &amp; other resources needed to manage college master plan, program review, etc.</p> <ul style="list-style-type: none"> <li>• Add to college structure Institutional Research and Planning Department</li> </ul>	Four to eight weeks	President	10-01-00	11-30-00	
5.	Campus Approval	<p>A. Review and Approval by B&amp;PR, Admin Council, President</p> <p>B. Training of managers, division chairs, department chair</p>	Four weeks		11-15-00	12-15-00	
			Two weeks		12-01-00	12-15-00	