For years now I have heard the word "Wait!" ..... This "Wait" has almost always meant "Never." We must come to see, ..... that "justice too long delayed is justice denied."

Martin Luther King Jr. April 12, 1963
Our Plan for the Day

Each manager will have their accomplishments for 2013-2014 on one sheet of paper typed up in font 16 and posted.

Welcome and Introductory Remarks  Sonya Christian

Section I: Looking back and now forward. Let’s hear from our VPs
Nan Gomez-Heitzeberg, Zav Dadabhoy, Anthony Culpepper

Group Photo

Section II: Transformational Leadership
A letter from Birmingham Jail
Liz Rozell, Primavera Arvizu, Craig Rouse, Todd Coston

12:00 Lunch

Section III: Program Review
Kristin Rabe, Sue Vaughn, Rich McCrow, Manny Mourtzanos, Kate Pluta
Work of the College

Staff Teams and Committees

Clear about the work and strategically use every opportunity
Campus-wide Committees

1. College Council – Sonya Christian
2. Budget Committee – Anthony Culpepper
3. AIQ – Nan Gomez-Heitzeberg, Zav Dadabhoy, Anthony Culpepper
4. Curriculum – Nan Gomez-Heitzeberg
5. Assessment – Nan Gomez-Heitzeberg
6. ISIT – Todd Coston
Campus-wide Committees

7. SDCC – Todd Coston
8. Facilities Committee – Craig Rouse
9. Program Review – Manny Mourtzanos
10. Safety – Chris Counts
11. Scholarships – Primavera Arvizu
12. EODAC – Terri Goldstein
Campus-wide Committees

7. SDCC – Todd Coston
8. Facilities Committee – Craig Rouse
9. Program Review – Manny Mourtzanos
10. Safety – Chris Counts
11. Scholarships – Primavera Arvizu
12. EODAC – Terri Goldstein
President’s Cabinet

1. Nan Gomez-Heitzeberg
2. Zav Dadabhoy
3. Anthony Culpepper
4. Todd Coston
5. Amber Chiang
6. Tom Gelder
7. Mary Jo Pasek
8. Manny Mourtzanos
9. Cindy Collier
10. Liz Rozell
11. Michael Self
12. Rich McCrow
13. Prima Arvizu
14. Sue Vaughn
15. Dena Rhoades
Section I
Let’s hear from our VPs

Nan Gomez-Heitzeberg, Zav Dadabhoy, Anthony Culpepper
Academic Affairs

Nan Gomez-Heitzeberg
Academic Affairs Leadership

2013-2014

Bonnie Suderman
Cindy Collier
Emmanuel Mourtzanos
Leah Carter
Liz Rozell
Rich McCrow
Danell Ward
Where have we been?

Student Success Initiatives

From
AA-Ts/AS-Ts and Achieving the Dream
To
Zzyzx Field Trip
Where are we going?

STUDENT SUCCESS

- Redesign pre-collegiate
- CTE - new programs
- Transfer
- Professional Development
- **Rural Initiative**
Rural Initiative

- Student support services
- Academic support services
- Instructional programs
- New programs: CTE, ESL
- Technology
- Facilities
Student Affairs

Zav Dadabhoy
Student Affairs is on the *mooove*

So everybody get in the *groove*!
Student Affairs is ...

A family!
Student Affairs the Family!

Motivate
Teach
Support
Take care of those that need it
Work together
Team
Six Success Factors

Students have a goal & know how to achieve it

Students’ skills, talents, abilities & experiences are recognized; they have opportunities to contribute on campus & feel their contributions are appreciated

Students feel like they are part of the college community

Students stay on track—keeping their eyes on the prize

Students feel somebody wants & helps them to succeed

Students actively participate in their learning both in & out of class
Student Affairs is …

Kinesiology
Athletics
Enrollment Management
Admissions and Records
Financial Aid Cluster
Student Success Cluster
Outreach
Student Life

Health Center
Student Affairs What’s Happening?

Customer Service
Communications
Technological Bridges
Enrollment Management
A&R
DSPS and Veterans Center
Athletics
Student Life
SSSP
Customer Service

- Professional development
- Awareness campaign
- Feedback system
- Rewards
Communications

• At every stage in SSSP — intentional messaging & powerful guidance
• Via: email, letter, media, web-site, text, norming campaigns, etc
• Calendar, Communications and Planning Systems
  • Create master time frame for matriculation and all outreach events
  • Examine and enhance communications:
    • Email
    • Letters
    • Text
Technological Bridges

Eliminating paper form:
• Automating Repeated Grade Processing (Students currently have to fill out a form)
• Automating Academic Standing for past semesters (Right now it only calculates for the current semester without taking into account repeats or academic renewals)
• Counselors/Advisors to update student majors through BanWeb
• Online Graduation Application through BanWeb

Technology updates:
• Integrate an electronic scholarship software system District Wide, Academic Works
• Implement notification to Students on transcript that they have applied for a certificate of degree
• Banner XE upgrade
• DegreeWorks Ed Planner
• New Open CCCApply Student Application
ENROLLMENT MANAGEMENT

- Establish an “EMS Life Cycle”
- Establish an “EMS plan” (systemic)
- Goals, models and predictive course scheduling
- Diagnostic data and interventions
• Consolidate DSPS into one location
• Hire a Veterans Ed Advisor and develop a veterans program
• Develop and strengthen adaptive PE program
• Establish a DSPS service and student data tracking system
Athletics & Kinesiology

ATHLETICS

• “Student-as-Athlete” concept
• Kinesiology
• Compliance systems
• Establishment of management and structure
• Partnerships with community
• Compete and win championships!!
Student Affairs What’s Happenin’?

STUDENT LIFE

• SGA – a new era in student governance
• Student conduct and behavior
• Student organization: Support, development and advising
• Student activities, engagement and community building
Financial Support for Our Students

- Integrate an electronic scholarship software system District Wide, Academic Works
- Introduce the Financial Aid Shopping Sheet to all students
- Continuing the Cohort Default Prevention Team
- Hire a Scholarship Coordinator
- Build in an intrusive follow-up resource for Financial Aid Students are will not be meeting Satisfactory Academic Progress
- Align Program Participation Agreement with the Department of Education and Bakersfield College’s curriculum
- Embed Gainful Employment requirements required by the California Student Aid Commission for the Program Review Process.
Financial Support for Our Students

- Restructure EOP&S/CARE/CalWORKs to meet the needs of the programs
- Provide Picture IDs with the OneCard for all students
- Streamline the hiring process for student workers
- Connect with EOP&S/CARE/CalWORKs students through social media as well
- Practice a case management approach for students of concern and/or crises
- Close the loop on the Perkins Loans Close Out process
- Minimize the Financial Aid file download process from once a week to daily
- Enhance the EOP&S/CARE/CalWORKs mandated Outreach and Recruitment to the outlying areas and targeted areas in Bakersfield
Outreach!!

- **Information Sessions** (Admissions Workshops) at HS sites *from October to March 15th*
- **Parent Forums** at High school sites in Fall *from October to March 15th*
- Dual strategy?
  - **Inside Bakersfield** city
  - Outside – **rural areas** (ramp up to multiple interventions and visits)
- Initiate the “**Welcome Center**”
Orientation

Orientation

- Revamp Orientation:
- **At HS sites** *from October to March 15th*
  - Dual strategy?
    - **Inside Bakersfield** city
    - Outside – **rural areas** (ramp up to multiple interventions and visits)
- **On Campus**: In person; **2-3 big events per semester**
  - dept chairs; faculty, counselors, Ed Advisors present at academic information sessions
  - Intense coordination with departments (including Testing/Placement)
  - Assessment in multiple places
  - ID cards, textbook information
  - Big events: Make it sound like it is mandatory and fun
- **Parent orientation**
- **Online orientation** option (also completely revamped)
Placement Testing

- Testing at HS and on campus:
  - HS: *from October to March 15th*
  - On Campus: Throughout the year
- Dual strategy?
  - **Inside Bakersfield** city
  - Outside – **rural areas** (ramp up to multiple interventions and visits)
- Increase capacity for testing by examining operation:
  - **Certified Test Proctors** mechanism (supervised & trained proctors: HS counselors, HS Career Techs. Coordinators, classified, BC faculty)
  - Offer **scheduled testing and drop-in testing**
  - Seek ways to incorporate testing in **larger rooms and multiple rooms**
  - Registration system, individuals and groups
- Develop capacity to provide **initial placement boost** through multiple measures
- Improved/expanded services:
  - Communication and customer service
  - Training students for importance of test taking
  - **Test prep options:**
    - Practice
    - Prep sessions
Multiple Measures

- **Automated-scripting**: How can we make Banner or ACCUPLACER® “intelligent?”
- **Challenge Placement** process
- When borderline, **place up with prescription for success** (tutoring, SI etc)
- Establish guidance, criteria and basis for **MM**: Major, # of work hours, education and career goals, HS transcripts, rigor, motivation
- Professional development for department chairs, & the Testing and Placement department
ASEP and Academic Advising

- Dual strategy?
  - Inside Bakersfield city
  - Outside – rural areas (ramp up to multiple interventions and visits)
- Testing at HS and on campus:
  - HS: from October to March 15th
  - On Campus: Throughout the year
- Certified ASEP Advisor (supervised & trained chairs and faculty, HS counselors, HS Career Techs)
- Recommendation (for example, Principals) and criteria
- Training
- Recognition at campus leadership events (Opening day, President’s HS Counselor breakfast)
- ASEP to drive students to 15 unit schedules:
  - Math, English and Reading in the first semester (10 units)
  - 1 unit Student Success course
  - remaining from Gen Ed
Student Success 101

- Emphasis on:
  - Student success skills – “Master Student” concept
  - Career development and exploration of Majors
  - Preparation for SEP development
- 1 unit mandatory and across the curriculum
- Taught by all/any faculty and staff
- Faculty training in summer
Early Alert

SARS – initially, then evolution to predictive analytics

• Early Alert Coordinator

• Develop communications, establish formal responsibilities and set interventions
Student Affairs What’s Happenin?

WE ARE ENERGIZED!!
WE ARE A TEAM
WE ARE FAMILY!!
Student Affairs is on the mooove

So everybody get in the groove!
Finance and Administrative Services

Anthony Culpepper
FAS Leadership

- Laura - Budget – Facilitate, Guide, Control
- Laura - Mail, Shipping, and Receiving – Organize
- Laura – Printing and Graphics
- Chris – Security - Protect, Create
- Craig - Facilities, Maintenance and Operation – Identify, Build, Sustain
- Mary Jo - Events – Promote, Support, Develop
Moving Forward

Weekly meetings have begun with FAS Leadership;

• New Leadership; Laura, Chris, Craig, and Mary Jo

• My focus is to develop a manual that will provide perpetual guidance for the budget process and finance.

• Revised 13-14 revenue-expense projection; $188,000 agreed additional allocation to Bakersfield College. However, 13-14 continues to show a deficit spend. I continue to develop the 14-15 budget projection. Currently, the 14-15 tentative budget indicates an approx. $1.5m deficit spend. I should have a completed adjusted budget 14-15 projection by the end of June.
Moving Forward

• We are now in a position to begin budget workshops for the managers and individual departments. This will include categoricals as well as local revenue fund account processes.

• Craig is working on an M&O plan. Craig and the new DA III will be attending a conference to get better training on the software currently being used to schedule maintenance activities.

• FAS Leadership engaging and supporting the various campus committees

• We have finalized the events specialist job description and the director's position. I will begin meeting with Mary Jo next week. Tarina has returned to work as a DA III in M&O.
Budget workshops and subsequent meetings

1. Each colleague that has oversight of a categorical: at least 1 hour in duration for each meeting

2. General meeting/workshop with budget managers - all 19 - let's schedule this one for 90 minutes

3. Separate meetings with each budget manager and whomever they would like to include in the discussion - 1 hour in duration

4. VP's meeting - both together - 1 hour in duration

5. President meeting - 1 hour in duration
Group Photo
Stretch Break
Section II
Transformational Leadership

Craig Rouse

Liz Rozell

Todd Coston

Primavera Arvizu
Reading Together

Letter from the Birmingham Jail

Martin Luther King, Jr.
Transformational Leadership

• Growing up in South

• Teamwork
  • “Whatever affects one directly, affects all indirectly”

• Push the envelope to the line for results
  • “create a situation so crisis packed that it will inevitably open the door to negotiation”
Transformational Leadership

“Injustice anywhere is a threat to justice everywhere.”\(^1\)

First Basic Step in a Nonviolent Campaign

- Determination of injustices - unintentional injustices

1. *Letter from a Birmingham City Jail* by Dr. Martin Luther King, Jr.
Transformational Leadership

Challenge each other, but respect each other

“Segregation, to use the terminology of the Jewish philosopher Martin Buber, substitutes an “I it” relationship for an “I thou” relationship and ends up relegating persons to the status of things.”

1. *Letter from a Birmingham City Jail* by Dr. Martin Luther King, Jr.
Transformational Leadership

Change will Cause Tension

- Cold-Working Metals
Transformational Leadership

In any non-violent campaign there are four basic steps:

Step #1: Collection of the facts to determine whether injustices exist

**Leadership trait:** Always understand the facts
- Our team/department
- Our committees
- Our district
Transformational Leadership

In any non-violent campaign there are four basic steps:

Step #1: Collection of the facts to determine whether injustices exist

Step #2: Negotiation

**Leadership trait:** Resist the temptation to jump to “Direct Action”.
- Negotiate first but use the facts from Step #1.
- Strive for dialogue.
Transformational Leadership

In any non-violent campaign there are four basic steps:

Step #1: Collection of the facts to determine whether injustices exist

Step #2: Negotiation

Step #3: Self purification

Leadership trait: Inward reflection
  - Change Driven Agents through perspective
  - Paradigm Shifts
Transformational Leadership

In any non-violent campaign there are four basic steps:

Step #1: Collection of the facts to determine whether injustices exist

Step #2: Negotiation

Step #3: Self purification

Step #4: Direct action

Leadership trait: Stand for what is right
- Vision to action and action-centered
- Ethical
# Management Team Reading Together

<table>
<thead>
<tr>
<th>Monday Group</th>
<th>Tuesday Group</th>
<th>Wednesday Group</th>
<th>Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30 to 12:30</td>
<td>11:30 to 12:30</td>
<td>11:30 to 12:30</td>
<td>11:30 to 12:30</td>
</tr>
<tr>
<td>Terri Goldstein</td>
<td>Liz Rozell</td>
<td>Craig Rouse</td>
<td>Todd Coston</td>
</tr>
<tr>
<td>Primavera Arvizu</td>
<td>Vanessa Bell</td>
<td>Amber Chiang</td>
<td>Diana Baeza</td>
</tr>
<tr>
<td>Sonya Christian</td>
<td>Anthony Culpepper</td>
<td>Cindy Collier</td>
<td>Tom Gelder</td>
</tr>
<tr>
<td>Alex Gomez</td>
<td>Jennifer Marden</td>
<td>Chris Counts</td>
<td>Nan Gomez-Heitzeberg</td>
</tr>
<tr>
<td>Stephen Kegley</td>
<td>Rich McCrow</td>
<td>Zav Dadabhoy</td>
<td>Laura Lorigo</td>
</tr>
<tr>
<td>Rachelle Morehouse</td>
<td>Manny Mourtzanos</td>
<td>Mary Jo Pasek</td>
<td>Elizabeth Peisner</td>
</tr>
<tr>
<td>Michael Self</td>
<td>Michelle Pena</td>
<td>Dena Rhoades</td>
<td>Ramon Puga</td>
</tr>
<tr>
<td>Sue Vaughn</td>
<td>Angela Paquette</td>
<td>Danell Ward</td>
<td>Sandra Taylor</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Steve Watkins</td>
</tr>
</tbody>
</table>
Lunch
Section III: Program Review

Kate Pluta, Manny Mourtzanos, Kristin Rabe, Rich McCrow, Sue Vaughn
Administrative Unit
Outcomes

Technology Services (Media Services/Information Services)
Administrative Unit Outcomes (AUO’s)

**AUO #1**
Technology Services will constantly improve end user satisfaction for faculty, staff and Students.

**AUO #2**
Technology Services will provide reliable and effective up to date technology (hardware & Software) for the classroom and for Employees.

**AUO #3**
Technology Services will continue to grow and support new and innovative technologies.
How did we develop AUO’s?

- ISIT Committee
- Facilities Committee
- Feedback/Surveys
- Workplans/Tech Plans
- Help Desk Jobs
- Professional Development
- Understanding of our environment
- Understanding of campus needs/customers
Data & Assessment of AUO’s?

- ISIT Committee – response to AU Request Forms
- Facilities Committee – Response to AU M&O Request Forms
- Feedback/Surveys – Annual and campus climate
- Work plans/Tech Plans
- Help Desk Jobs – We see an uptick in need – provide training
- Professional Development – workshop evaluations
Involving Campus Community

- ISIT Committee – representative from all areas
- Facilities Committee – Campus representation
- Feedback/Surveys – sent to entire campus community
- Direct request for feedback: Department meetings/consultations
Program Review

Administrative Support Services

Pilot 2014
An **Administrative Support Service** is defined as a college department which is responsible for providing services throughout the college in a manner which creates and maintains an optimal learning environment for students and/or provides services necessary to support the overall operation of the college.
Annual Updates are created and used by College Administrative Support Services to develop and maintain high quality services to support student learning and college operations.

This operational plan allows the department/unit to appropriately implement its specific responsibilities to support accreditation standards; the Bakersfield College Vision, Mission, and Core Values Statements; the BC Strategic Focus document; changes to federal and state laws that impact the college; annual executive work plans; and other major college plans.
The institution regularly evaluates its policies and practices across all areas of the institution, including instructional programs, student and learning support services, resource management, and governance processes to assure their effectiveness in supporting academic quality and accomplishment of mission.
The institution broadly communicates the results of all of its assessment and evaluation activities so that the institution has a shared understanding of its strengths and weaknesses and sets appropriate priorities.
The institution engages in continuous, broad based, systematic evaluation and planning. The institution integrates program review, planning, and resource allocation into a comprehensive process that leads to accomplishment of its mission and improvement of institutional effectiveness and academic quality.
Forms

- Bakersfield College 2014-2015 Administrative Support Service Annual Update (Pilot)
  - ISIT Request form
  - Classified position request form
  - M & O request form
  - Professional development form
  - Best practices form
- All forms are available at https://committees.kccd.edu/bc/committee/programreview
For years now I have heard the word "Wait!" ..... This "Wait" has almost always meant "Never." We must come to see, ......, that "justice too long delayed is justice denied."

Martin Luther King Jr. April 12, 1963