10 - Sustainability: Fiscal Sustainability and Innovation and Institutionalization

No additional financial resources will be required to sustain the activities. BC has strategically used external one-time funding for innovation. BC’s approach to securing resources to innovate and then move to institutionalization within the existing budget is built on the following principles: (1) Capitalizing on external funding to innovatively redesign how we do our work (federal and state grants, private philanthropy, categorical allocations) for 2-3 years to help with the development, (2) Repurposing existing resources on an ongoing basis to support priorities, and (3) Developing enterprise units to create additional revenue streams.

Principle 1: Capitalizing on External Funding to Innovatively Redesign

Responses to questions 3, 4, and 5 of this application give examples of how BC has shifted our work with high schools to positively impact students’ preparation before they come to BC (Goal 1); redesigned basic skills preparation and expanded academic support services for students (Goal 2); developed laddered pathways for students from Job Skills Certificates to Baccalaureate Degrees (Goal 3); developed an equity plan to focus on closing the achievement gap for subpopulations that are disproportionately impacted (Goal 4); and created a culture of engaged and distributed leadership within the campus and across partners within the community (Goal 5). Most of the resources that have funded the development of these innovative activities have come from external sources: federal grants (examples: Department of Education, HSI STEM grant; Department of Labor (DOL) C6 grant); state categorical programs (BSI, SSSP, Equity); and private philanthropy. Should we receive the award it will be used in a similar manner to further innovation and not to sustain the ongoing work.

Principle 2: Repurposing Existing Resources With No Additional Resources Required

Human Resources: Repurposing of Human Resources can be categorized under (1) existing faculty and staff shifting what they are doing and also how they are doing it and (2) when vacancies arise, hiring faculty and staff looking at future needs and not just replacing these positions.

Technology: BC has prioritized the upgrade of technology infrastructure on campus to support several student success innovation activities and has shifted existing non-personnel funding toward this priority.

Principle 3: Developing enterprise funds to help augment BC’s revenue streams

BC’s infrastructure needs to be state-of-the-art in order to provide the necessary learning environment for responsive and rapid innovation; however the infrastructure is in a dismal condition and the learning environment, both physical and virtual, is in need of serious attention. The VP of Finance and Administrative Services is setting up enterprise activities that will in two years bring revenue back to the campus regularly for the maintenance and upgrade of infrastructure. For example, he has established an events department and BC has, in the last two years, expanded rentals of our facilities to the community. In the business model, 15% of the revenues annually will be reinvested in our facilities and technology infrastructure to keep the learning environment current and vibrant which is essential to facilities innovation.