To: College Organization Study Committee

From: Tom MacMillan

Date: January 17, 1973

Re: Validation of Goals Study for SBCC

Last Spring, the college community participated in a study of goals. Respondents included faculty, administrators, members of the Board of Trustees, students and members of the community. From this study, a list of eleven goals was derived as representing the strong consensus of all of the responding groups. An additional list of seven goals showed areas of strong interest, but with high discrepancies in accomplishment. I propose that as an initial step in the study of college organization we validate the goals on a larger sample. Specifically:

1. All SBCC contract faculty.
2. All SBCC classified staff.
3. All SBCC administrators.
4. All SBCCD trustees.
5. A sample of all hourly instructors.
6. A sample of 261 SBCC students (90% confidence level).
7. A sample of 381 residents of the community, as listed in the City Directory (95% confidence interval level).

For purposes of illustration, I have attached a proposed instrument and a sample cover letter which would be sent to all potential respondents.

This study would be the first step in a more fully defined involvement in a study of institutional directions, as proposed by Dr. Goeder.
Dear __________________

The administration and staff of Santa Barbara City College are conducting a study of college goals as part of an assessment of our effectiveness in meeting the needs of our community. One aspect of this study is to involve community opinion in the formulation of goals.

Your name has been randomly selected from the City Directory as part of the community sample to assist us in this project. Since the sample is small, we hope that you will be able to take five minutes to complete the brief questionnaire enclosed. The response of each person is very important to us, especially since we need to have community participation in our concerns.

The questionnaire enclosed asks you to evaluate Santa Barbara City College as you see it presently, and as you would like to see it. For each goal, please indicate your evaluation of how we are doing currently ("IS"), and how you think we ought to be doing ("SHOULD BE").

After we have completed this phase of the study, a series of discussions based on these goals will be held. Members of the community will be invited to participate in these discussions, along with students, staff, faculty and administrators. A place has been provided on the answer sheet for you to indicate your interest in joining these discussions if you wish to do so.

Thank you for taking the time to assist us. If you have any questions, please feel free to call me at the number below. If you would like to know the results of the study, please note that on your questionnaire, and we will see to it that you receive the final report. Telephone: 965-0581, ext. 355, 356.

Cordially,

Thomas F. MacMillan
Administrative Dean
Admissions, Guidance and Research

TFM/mjm
Encl.
GOALS FOR SANTA BARBARA CITY COLLEGE

1. To maintain a climate of mutual trust and respect among students, faculty and administrators.

2. To provide an educational program to each student who indicates he intends to transfer to a four-year college, including courses which will help him attain his goals.

3. To provide students an opportunity for training in specific careers - accounting, nursing, etc.

4. To provide the selected academic and career experiences that will both help the student make a career choice and prepare him for successful entry into that career.

5. To assist students in deciding upon a vocational career.

6. To provide classes for adults appropriate to the needs and desires of the community, including basic general, vocational and avocational education.

7. To help students identify their own personal goals and develop means of achieving them.

8. To provide remedial and developmental courses sufficient to equip students to pursue goals within reasonable reach according to their talent in specific fields.

9. To provide continuing educational opportunities for local adults on a part-time basis.

10. To provide students with the services of experts who are in a position to counsel with respect to choices, and to provide counseling services in personal matters as they relate to progress; to provide student services in financial aid, employment and activities.

11. To increase the desire and ability of students to undertake self-directed learning.

12. To encourage students to make concern for the welfare of mankind a central part of their lives.
13. To help students develop a sense of self-worth/self-confidence and a capacity for impact on events.

14. To help students be open, honest and trusting in their relationships with others.

15. To provide retraining opportunities for individuals whose job skills are out of date.

16. To create a climate where students and faculty easily and informally discuss ideas and interests.

17. To develop students' ability to synthesize knowledge from a variety of sources.

18. To instill in students a life-long commitment to learning.

I would be interested in participating in further discussions of college goals.

______________________________
Name

______________________________
Address

______________________________
Telephone
SANTA BARBARA COMMUNITY COLLEGE DISTRICT

Proposed Plan
for
Studying Goals, Objectives and Organization

and for

Setting Direction for Santa Barbara City College

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PLAN

STEP I - ESTABLISHING GOALS

A goal may be defined as a "broad, long-range aim of an enterprise."

Much preliminary evidence is available already regarding goals. Basic goals are well established. Some are described in State law, such as those prescribed by the Master Plan. Others have developed through other directives and as the result of emerging needs. Goals at both state and local levels have been identified as a result of the requests of the Joint Legislative Committee on the Master Plan for Higher Education. Research Office Memo 17-72 describes goals for Santa Barbara City College as identified by a sample of opinion of faculty, students, trustees, and community advisory committee members. This report is a valuable base from which to work. The following is intended as a plan for refinement of the statement of goals for Santa Barbara City College.

A. Prepare a list of the 18 items from Table IV and the unduplicated items from Table V in Research Office Memo 17-72 as an instrument for ranking and setting priorities among the goals.

B. Submit this instrument to all faculty, all trustees, all classified personnel, all advisory committee members, alumni as appropriate, and to a significant sample of students.

C. Submit the instrument also, to a random sample of citizens in the Community College District according to census tracts.

D. Employ a consultant, as required, to select the sample and to establish procedures for securing and tabulating the survey. It is expected that an OPSCAN form can be used in this process.

STEP II - DETERMINING EDUCATIONAL AND SUPPORT OBJECTIVES

An objective may be defined as "more narrowly conceived, shorter, program oriented and quantifiable in measurable terms." Once priorities in district goals are established, it is appropriate to project objectives. The following is intended as a plan to set objectives:
A. Appoint program study committees composed of faculty, students, administrators, and lay community members in four areas. Balance on the committees is to be sought by arranging membership as indicated for each committee. Each committee will be asked to select its own chairman. The chairman should be appointed from the lay community membership. The four program study committees will be:

1. **Occupational Education**

   Four faculty: 2 appointed by Representative Council; 2 appointed by Adult Education Instructors' Association

   Four students (occupational majors): appointed by Student Senate

   Two administrators (occupational): appointed by Superintendent-President

   Eight to ten lay community members selected at random from those who responded to survey questionnaire.

2. **General and Liberal Arts Education (credit)**

   Same procedure for selection of members as in number 1 above except that the four faculty members will be appointed by the Representative Council and appointments of students, faculty, and administration will be from general and liberal arts areas rather than from occupational areas.

3. **General and Liberal Arts Education (non-credit)**

   Same procedure for selection of members as in number 1 above except that the four faculty members will be appointed by the Adult Education Instructors' Association and appointments of students, faculty, and administration will be from general and liberal arts areas rather than from occupational areas.

4. **Student Support Services**

   Same procedures for selection of members as in number 1 above except that the four faculty members and four students will be appointed by the Student Services Advisory Committee and the administrators will be from the area of student services.

B. Assign each committee the following specific tasks within the area of concern of the specific committee:

1. Examine district goals in terms of the nature of the concern of the committee.

2. Assess the current status of college programs within the area of concern to determine what is being done to achieve goals.
3. Develop statements of objectives for what should be done, the time frame involved (projections should go to 10 years), and what results are expected in the area of the committee's concern.

4. List the objectives in priority order (both short- and long-term).

C. Arrange for committee meetings to be open and to be held at regularly scheduled times (preferably one evening per week for each committee). Encourage trustees, faculty, staff, students, and lay persons to attend and to contribute.

D. Arrange for administrative members of committee to furnish information as requested, to provide clerical assistance as required, and to prepare requests for consultants as desired.

E. Prepare reports and present to steering committee.

**STEP III - ORGANIZING TO ACHIEVE OBJECTIVES**

Once program objectives are described, it is appropriate to marshal resources and to organize to achieve objectives. The following is intended as a plan to achieve that purpose.

A. Appoint resource study committees composed of faculty, students, classified staff, administrators and lay community members in three areas. Balance on the committees is to be sought by arranging membership as follows: four faculty (3 appointed by Representative Council, 1 appointed by Adult Education Instructors' Association); two members of classified staff appointed by CSEA; two students appointed by Student Senate; two administrators appointed by the Superintendent-President; and eight to ten lay community members selected at random from those who responded to the survey questionnaire.

Each committee will be asked to select its own chairman. The chairman should be appointed from the lay community membership. Administrators will serve as resource members to the committee. The three resource study committees will be:

1. Facilities
2. Finance
3. Organization

B. Assign these committees the following specific tasks within the area of their concern:

1. Examine all program objectives in terms of the nature of the concerns of the committee.

2. Assess the current status of college support or service to determine what is being done to achieve objectives.

3. Recommend alternatives which may be expected to make possible achievement of objectives in the most effective and efficient manner.
4. List alternatives in the order of recommended preference.

C. Arrange for committee meetings to be open and to be held at regularly scheduled times (preferably one evening per week for each committee). Encourage trustees, faculty, staff, students, and lay persons to attend and to contribute.

D. Arrange for administrative members of committee to furnish information as requested, to provide clerical assistance as required, and to prepare requests for consultants as desired.

E. Prepare reports and present to the steering committee.

STEP IV- REPORTING

The seven committee reports will be made to the Board of Trustees at a special, workshop meeting. At that time, the steering committee will make recommendations for implementing findings of the study committees.

PROCEDURES

I. STEERING COMMITTEE

The present Goals, Objectives, and Organization Committee will serve as the initial steering committee. When the four program study committees are established and chairmen are selected, the chairman will be added to the steering committee. When the three resource study committees are established and chairmen are selected, those three chairmen, also, will be added to the steering committee. Thus, the present committee of eight will become a committee of fifteen and will continue to serve as the steering committee for the broad study.

II. TIME-LINE

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Activities</th>
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<tbody>
<tr>
<td>January 15, 1973</td>
<td>Committee Review of Plan</td>
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<tr>
<td>January 24, 1973</td>
<td>Faculty Review of Plan</td>
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<tr>
<td>January 25, 1973</td>
<td>Board of Trustee Review of Plan</td>
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<tr>
<td>February 1 - March 1, 1973</td>
<td>Conduct College and Community Survey</td>
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<tr>
<td>By February 15, 1973</td>
<td>Appoint and orient four program study committees</td>
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<tr>
<td>March 1 - May 1, 1973</td>
<td>Program study committees meet weekly and prepare and submit reports to steering committee</td>
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<tr>
<td>By March 15, 1973</td>
<td>Appoint and orient three resource study committees</td>
</tr>
<tr>
<td>April 1 - June 1, 1973</td>
<td>Resource study committees meet weekly and prepare and submit reports to steering committee</td>
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<td>Appoint and orient three resource study committees</td>
</tr>
<tr>
<td>April 1 - June 1, 1973</td>
<td>Resource study committees meet weekly and prepare and submit reports to steering committee</td>
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<tr>
<td>June 1 - July 1, 1973</td>
<td>Steering committee collates and prepares reports for dissemination</td>
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<tr>
<td>July, 1973</td>
<td>Committee's report to Board of Trustees in a special, workshop meeting</td>
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