SANTA BARBARA COMMUNITY COLLEGE DISTRICT

GOALS AND OBJECTIVES

SUPPORT DIVISIONS

November 1, 1974
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MISSION—TO PROVIDE CONTINUING EDUCATION CLASSES FOR LOCAL ADULTS APPROPRIATE TO THE NEEDS AND DESIRES OF THE COMMUNITY, INCLUDING GENERAL, VOCATIONAL AND AVOCATIONAL EDUCATION ON A PART-TIME BASIS.

Goal #1: To provide general education for all adults.

Objectives:

1.a To maintain, develop, coordinate, and expand a continuing education program of broad scope, diverse and flexible programming; to provide classes for adults of all ages, interests, abilities, and economic status to continue to learn during part-time or leisure hours.

1.b To provide classes at differing levels of ability and training from literacy classes to some advanced areas of endeavor (the equivalent of post-graduate courses); to meet the needs of all adult students, by taking into consideration individual differences in learning rate, culture, and innate abilities.

1.c To continue to offer traditional academic curriculum aimed at college preparation; to offer job-oriented curricula designed to enhance one's position as a wage earner; to provide a cultural curriculum including mastery of the information and competencies needed to be an effective parent, an informed consumer, and an enlightened citizen. To arrange for a wide range of courses designed to enhance the climate of choice for self-directed, self-motivated adult students.

1.d To provide non-credit classes without the external motivation of required assignments, attendance, exams, grades, and credit to develop self-direction and self-motivation in study. To stimulate interest and fulfill needs of the adults who voluntarily attend adult classes to learn, rather than for credit.

1.e To continue to reach out into the community to meet new individual and group needs by taking classes to the students at neighborhood locations, according to the types of classes needed in each neighborhood. To seek out new locations as well as to continue to use the many present locations of adult classes.
1.f To motivate adult students to continue study and creative activity in a self-directed manner by offering a wide variety of subjects which may serve as a stimulus to new and exciting avenues of continued interest and study. For instance, some local professional potters began in the Continuing Education pottery classes, continued study and practice on their own, and now are productively using the talent that was stimulated and nourished in a Continuing Education class.

1.g To offer intense, timely short courses, and lecture or forum series to reach a maximum number of busy local citizens on important issues.

1.h To offer classes in a variety of time sequences and at different times during the three different terms, fall, winter, and spring, to enable greater adult participation.

Goal #2: To provide occupational training and counseling to help students make occupational choices and prepare for successful employment.

Objectives:

2.a To continue to offer classes in business skills, supervision, money and property management, real estate, investments, technical-vocational occupations, health occupations, automotive, design and drafting at times during which even employed adults can attend, either to improve existing skills and knowledge or to develop new areas of expertise. These classes should at all times reflect the needs of the adults as well as the business and industrial community.

2.b To maintain and expand, if necessary, the services in career counseling with a counselor, accredited and certified by the state, available to students Monday, Tuesday, Wednesday, and Thursday evenings at the Evening High School, and with a counselor available for day students at the Skill Center.

2.c To offer classes for apprentices in the various local trades.

2.d To expand the Skill Center to train adults on a more intensive basis in business skills and other occupational skills which are needed in the community.

2.e To coordinate our career-counseling activities with the career-counseling center activities at Santa Barbara City College.

2.f To provide certification via proficiency exams for students in occupational or career classes.
Goal #3: To provide education and academic counseling for students pursuing such goals as citizenship and high school diploma, including remedial and developmental courses.

Objectives:

3.a To raise the level of adult literacy in Santa Barbara, not only by offering classes in Basic Education, English as a Second Language, and Reading Improvement, but by seeking out and recruiting adult students who might need but be unaware of the classes or who might be too timid or self-conscious to attend such classes.

3.b To encourage adults who do not have a high school diploma to obtain one through participation in the Evening High School.

3.c To provide for G.E.D. testing to facilitate earning a high school diploma.

3.d To offer specific courses at least once per school year in English, Science, Psychology, Business, Health and Allied Occupations, Technical and Vocational Development and Improvement, Arts and Crafts, Fine Arts, Music, Theatre Arts, Literature, Foreign Languages, and Basic Education, as well as preparation for and granting of high school diplomas.

3.e To develop a means by which students can complete programs and earn an external diploma through independent study, the use of cassettes, written assignments, and examinations, designed specifically for the individual students, some of whom cannot attend numerous hours of classes every week.

3.f To offer classes and programs in pre-requisites for college work throughout the school year and a comprehensive high school curriculum that may be begun at the start of each quarter.

3.g To provide regular office hours and appointments with counselors or administrators for consultations regarding classes, overall goals, and personal development in all phases of continuing education. To provide open hours for student and faculty coordination from 8:00 a.m. to 10:00 p.m. Monday through Thursday and from 8:00 a.m. to 5:00 p.m. on Fridays.

3.h To provide an extensive testing program involving evaluations in abilities, interests, personality, and career planning each term.

3.i To refer Evening High School transfer students of low socio-economic status to financial aid services and to the student placement office at Santa Barbara City College.
3.j To coordinate our efforts in career counseling with the developmental program which begins in the Santa Barbara School District, and articulates with the Santa Barbara High School District and the Santa Barbara Community College District.

3.k To continue to offer courses for the handicapped, such as:
1) Humanities for the Handicapped
2) Literary Braille
3) Lip Reading
4) The Alpha School program
5) The WORK INC.

3.l To offer short basic skills-oriented courses in such areas as reading improvement, math, slide rule, study habits.

Goal #4: To provide classes for personal growth and avocational pursuits.

Objectives:

4.a To present classes in world, national, and local affairs, humanities and philosophy, literature, fine arts, arts and crafts, music, theatre arts, foreign language, and home and family living every term on an up-to-date sequential basis to assist students in attaining personal goals and incremental learning.

4.b To stimulate creative and intellectual use of leisure time by offering a wide variety of classes in humanities, fine arts, music, theatre arts, literature, social sciences, and so forth.

4.c To continue the outstanding Alhecama Players Community Theatre productions, as well as classes in acting, theatre workshop, and technical theatre, which develop adult talent in performance and in backstage production work.

4.d To provide timely lecture series and weekend workshops dealing with current local, national, and international concerns, such as environmental, social, and economic problems.

4.e To provide current events classes and lectures to help citizens to be informed, to evaluate, to grow in responsible citizenship, and to participate intelligently in the democratic process.

4.f To develop short voter-information courses on specific issues in preparation for local elections.

4.g To provide classes for improving nutrition, living conditions, our environment, and other important areas of concern in our daily living.
4.h To maintain, expand, and improve courses in the areas of psychology for personal and social adjustment, growing toward self-awareness, interpersonal communication, and human relations.

4.i To provide classes centered around such topics as career and future planning, changing life patterns, preparation for parenthood, the self-regulated man, and planning for retirement.

4.j To offer classes in understanding ourselves and our children in order to help adults to become more aware of their responsibilities as parents and to help them make more mature adjustments in family relationships.

4.k To continue to offer parent-child workshops in conjunction with the cooperative nursery schools to give mothers the opportunities to observe and participate weekly at the nursery school and to attend weekly discussion sessions with qualified leaders and other mothers.

4.l To develop discussion sections to utilize newspapers, and magazines as a source of information about topics.

Goal #5: To maintain community involvement in continuing education in curriculum planning and communication.

Objectives:

5.a To maintain flexibility in programming and to review existing programs to determine the local need for new or additional occupational skills which may be met through the development of new classes.

5.b To be constantly responsive to the community at large and to maintain close communication with the public in order to ascertain community needs by means of:
   1) Maintaining memberships in community groups.
   2) Establishing helpful and necessary individual contacts.
   4) Providing and using questionnaires, reaction slips, and research projects.
   5) Participating in state and national conferences.
   6) Co-sponsoring series and classes with appropriate community groups.

5.c To work cooperatively with other organizations and institutions or agencies, such as trade unions, social agencies, The League of Women Voters, The Center for the Study of Democratic Institutions, etc., both to determine adult needs and to utilize group resources.
5.d Because the student population in continuing education consists of adults, many of whom know their own needs and desires, increase the amount of student participation in curriculum decision-making within the legal limitations of possible class offerings.

5.e To continue to use questionnaires at the end of special series for student reactions and suggestions.

5.f To consistently and regularly inform students, faculty, and administrators of continuing education events through the Adult Education Section of the local newspaper three times a year before each term, through specific news articles, through special bulletins and announcements regarding classes, and through written, personal, and telephone communications.

5.g To offer classes of very low fees, keeping close to the present registration of $2.00 and at-cost laboratory fees where necessary.

5.h To charge no registration fees for minors or handicapped persons, or those without a high school diploma, or enrolled in the Citizenship, English as a Second Language, or apprentice-ship classes. To charge no registration fee for classes with six meetings or less.

5.i To devise and use equitable means in registering students in over-subscribed classes, and whenever possible to add new sections for classes in high demand.

5.j To meet the specific needs of the local community of adults, the Continuing Education Division needs a fair amount of local control and planning within the broad statewide policies.

Goal #6: To utilize the best possible teaching methods and organizational procedures for teaching all adults.

Objectives:

6.a To offer a variety of classes with various methods and materials, including lecture, discussion, laboratory experiences, audio-visual aids, workshops, seminars, and mass communication, classes which give both information and practice in the use of many sources of knowledge.

6.b To provide a wide variety of academic, creative, occupational, social, and practical "do-it-yourself" experiences in which adults can discover and develop their talents, thus gaining a sense of achievement and confidence. To make sure that the spectrum of offerings is broad enough so that every person can find something he can do well.
6.c To actively encourage instructors to adopt and use a wide variety of instructional strategies and resources in existing classes.

6.d To provide such services as audio-visual aids, instructional materials, etc., as needed by teachers for class enrichment within the limits of budget allowed.

6.e To utilize new methods and media in order to educate adults of all backgrounds and abilities.

6.f To continue to develop new classes taught by means of programmed learning materials which will enable a student to proceed at his own rate of speed and comprehension.

6.g To cooperate and coordinate with UCSB the use of the Learning Resources Center (closed circuit TV equipment, etc.)

6.h To continue to hire many well-qualified part-time hourly instructors for the greatest flexibility and variety in the program because of the need for many different kinds of classes meeting during a broad range of hours, both day and night.

6.i To see to it that Continuing Education instructors receive commensurate salaries and fringe benefits for both non-credit and credit classes.

6.j To encourage and promote the Continuing Education Instructors' Association, thus giving the hourly faculty members a voice in the Faculty Senate.

6.k To develop a program of in-service training for Continuing Education instructors and staff.

6.l Because of its district-wide responsibilities, to continue to report directly to the superintendent of the Santa Barbara Community College District.

6.m To maintain the separate organization, administration, and funding of the Continuing Education Division from the credit program.

6.n To study the facility needs and to build special facilities as needed.
Santa Barbara City College

EDUCATIONAL PURPOSES AND PLANS STATEMENT

Division: Instruction

Date: December 9, 1974

I. DISTRICT GOALS (EDUCATION, ENVIRONMENTAL, PERSONAL AND SOCIAL) WHICH ARE ADVANCED BY THIS DIVISION

A. To support the philosophy, goals and purposes of this institution as developed in the Santa Barbara City College catalog and as identified in the "Goals, Objectives and Organization Study of October, 1973."

B. To be responsive to the administrative goals as outlined by Dr. Goeder in his memo "A Preliminary View of the Goals, Needs, and Objectives of Santa Barbara City College" of January, 1971.

1. To create an environment of concern and respect for individuals and for individual human dignity.

2. To be sensitive and responsive to the educational needs of the youth and adults in the community.

3. To keep the promises of the community college.
   a) To keep the promise to be an "open door" college.
   b) To keep the promise to be a "comprehensive" college.
   c) To keep the promise to be a "teaching" college.
   d) To keep the promise to be a "community" college.

C. To be responsive to all of the instructional cluster/department needs and objectives as they relate to District goals.

II. DIVISION PURPOSES OR OBJECTIVES

A. General

As an administrative support unit, it is the purpose of the Instructional Division to assist and be supportive of the following:

1. District goals, objectives and priorities.

2. Instructional department/cluster goals, objectives and priorities.

B. Specific (Professional Responsibilities of the Administrative Dean, Instruction -- Instruction Division)

The Administrative Dean of Instruction is responsible to the Superintendent-President for planning, developing, coordinating, supervising,
and evaluating all of the college's instructional program and instructional support services except those in Continuing Education.

1. Coordinates, supervises, and evaluates activities of instructional support staff including: Department Chairmen and Chairwomen; Teacher/Coordinators in Instructional Support Services; Director, Instructional Services; Head Librarian; Assistant Dean, Occupational and Career Education; Assistant Dean, Health Occupations; and Assistant Dean, Evening College and Summer Session.

2. Reviews all resource allocation plans for credit instruction cost centers and instructional support service cost centers.

3. Reviews and submits the annual revision of the 5-year academic plan.

4. Serves as special resource to the Curriculum Advisory Committee and recommends the establishment of other committees as necessary to develop the College curriculum in accordance with District education objectives and State requirements.

5. Develops policies and promotes activities which motivate professional personnel; resolves personnel problems; and advises the Superintendent-President of the concerns of professional personnel.

6. Coordinates personnel recruitment and screening activities and participates in the process which results in recommendations for employment of instructional personnel.

7. Works closely with the personnel office which is responsible for the preparation and documentation of initial placement and credentialing; maintains master file of certificated personnel records.

8. Arranges for and assists in planning the orientation of new faculty.

9. Resolves problems regarding the evaluation of regular, contract, and hourly instructors and coordinates substitute and student teacher assignments.

10. Works closely with the Administrative Dean, Continuing Education, in the continuing evaluation of the total course offerings.

11. Provides instructional leadership to the faculty and is responsible for planning and implementing procedures for improvement of the quality of instruction.
12. Maintains a current file of course outlines.

13. Reviews and submits budget requests related to the credit instructional program and controls or implements the final established budget for credit instructional services.

14. Supervises arrangements for travel of faculty to conferences and other professional activities.

15. Arranges for evaluation of non-teaching certificated personnel in the instructional area: Assistant Deans, Teacher/Coordinators, Directors, etc.

16. Determines in consultation with Assistant Dean of Admissions and Records and Department Chairmen or Chairwomen, when possible, when unfilled classes are to be closed for low enrollment and when standby classes are to be activated.

17. Formulates guidelines for class, final examinations, and instructors' schedules.

18. Supervises the preparation and publication of the Schedule of Classes, the College Catalog, the Faculty Manual, and other publications related to the instructional program.

19. Supervises the processing of requests for field trips and outside speakers.

20. Assists in determining instructional facility needs and in planning and developing educational facilities to meet recognized needs.

21. Works with Administrative Dean, Student Services and Activities, in the development of efficient procedures concerning registration, records, issuance of grade cards, and other student services.

22. Performs such other duties as may be assigned by the Superintendent-President.

C. Current Tasks

To be responsive to curricular, instructional and other applicable items (beyond routine) as outlined in the annual "Items for Institutional Study and Action, 1974-75." (See III below.)
III. TASKS AND/OR ITEMS FOR INSTITUTIONAL STUDY AND ACTION, 1974-75

A. Instruction -- Administrative Dean, Instruction

1. General

   a) To improve the format for both the Faculty Manual and the College Catalog.
   b) To assist in bringing about an orderly move to the new Humanities building.
   c) To study and implement appropriate uses of Mesa Campus facilities (particularly art labs) by Continuing Education Division.
   d) To work effectively with the Affirmative Action/Personnel Officer in the implementation of SBCC's affirmative action policy.
   e) To plan and coordinate the Faculty/Staff In-Service program for January 30-31, 1975.
   f) To form an "Instructional Council" (composed of the Dean of Instruction, Assistant Deans - Instruction, Teacher/Coordinators, and the Head Librarian) which will act as an advisory committee on instructional and curricular matters.
   g) To work out ways in which the new departmental leadership can positively be incorporated into the administrative organization of the college.

2. Certificated Personnel

   a) To act as "caretaker" in the transition period of moving this function to the Personnel office.
   b) To coordinate the orientation of new personnel to the functions of this office.

3. Teacher/Coordinators

   a) To assist in the orientation of the three new teacher/coordinators to their new duties.
   b) To study and develop, with the teacher/coordinators, more positive methods of addressing ourselves to the following needs:

      b.1 Improved classroom utilization.
      b.2 Interdisciplinary programs.
      b.3 In-Service/Staff development programs.
      b.4 Timely and meaningful Curriculum Committee procedures.
      b.5 Improved communication and liaison with the key college and Academic Senate Committees.
      b.6 Orientation of new faculty members, both contractual and part-time.
      b.7 To develop, with the new departmental leadership, procedures for budget development and review, evaluation and personnel selection.
4. Budget Process

a) To improve the review/analysis process on departmental input, particularly as related to goals and objectives of the various cost centers. This would also include improved liaison with RARB and the Superintendent/President on these matters.
b) To study the possibility of upgrading the In-Service Education budget (staff development.)

5. Committee Participation

a) To attend and participate in the regularly scheduled meetings of the following committees: RARB, Curriculum Advisory, TV Advisory, College Calendar, Accreditation, Affirmative Action, Facilities Planning, and any other committee deemed appropriate.
b) To study how an appropriate "committee" can be formed to meet the needs of the new departmental structure.

6. Personal Goals

a) To improve communication and liaison with all segments of the college community.
b) To become more familiar with current issues in higher education:
   b.1 Collective bargaining
   b.2 Affirmative action
   b.3 Inter-disciplinary education
   b.4 Tenure
   b.5 Academic freedom
   b.6 Performance based curricula
   b.7 Non-traditional education
   b.8 Management by objectives

c) To manage more efficiently.
d) To Analyze and respond to the recommendations of my annual evaluation.

B. Instruction -- Assistant Dean, Evening College and Summer Session

1. Summer Session

a) Increase counseling services to five days per week.
b) Increase evening class offerings.
c) Add more classes in the Earth Science department.
c.1 Environmental Sciences
c.2 Astronomy (Evening class)
d) Increase the course offerings in the Trade and Technical field.
e) Add one course by television.
f) Increase the course offerings in the afternoon.
g) Expand courses with out-of-state locations.

2. **Evening College**

a) Continue to improve the evening registration procedures.
b) Establish procedures to introduce more evening students to the available counseling services.
c) Increase the number of satellite locations.
d) Increase the number of evening courses by 5%.
e) Introduce short courses to the evening program.
f) Continue to study and alter the time structure for evening classes.

3. **Coordinated Instruction Systems (TV)**

a) Improve and refine registration procedures.
b) Find new channels of communication with the television students.
c) Study problem of attrition in TV course enrollment.

C. **Instruction -- Assistant Dean, Health Occupations**

1. Prepare accreditation report and prepare for visit of State Board of Nursing regarding A.D.N. program.
2. Plan and implement new selection procedure for A.D.N. applicants.
3. Seek A.D.A. accreditation for evening Continuing Education dental assisting program.
4. Finalize new contracts between the College and community clinical agencies.
5. Hire a new instructor for the Radiologic Technology program.
7. Seek grant monies for Community Health Technician program.
8. Update course outline for Emergency Medical Technician course according to new state law.
9. Reinstute course, "Introduction to Health Occupations."
10. Coordinate a new class for Hospital Ward Clerks with Continuing Education.

D. **Instruction -- Assistant Dean, Occupational and Career Education**

1. Complete a 35mm slide film presentation on occupational opportunities in Business Education.
2. Develop Cooperative Work Experience components for Interior Design and Corrections (Administration of Justice) programs.
3. Update curriculum in Graphic Communications (working with multidiscipline staff.)
4. Review feasibility of offering programs in:
   a) Metals fabrication (credit/non-credit option.)
   b) Geo-Science
   c) Landscape Design
5. Set up systems approach to student follow-up, similar to S.A.M.
6. Have equipment and furniture designed and built for HRM and Graphic Communications programs.
7. Implement a fully articulated Corrections program through the efforts of the Santa Barbara County R.O.P. and high schools within our District.
8. Develop open entry/open exit curriculum in Welding fabrication.
9. Through cooperative effort (EOF-Tutorial Center) write a VEA Part A project for the disadvantaged.
10. Explore ways to better use the Career Education Facility on campus.

E. Instruction -- Director, Instructional Development Services

1. Occupation of the Humanities building by the Audio-Visual Services department, including purchase and installation of all equipment, by September, 1975.
2. Occupation of the Humanities building Learning Resources Center, including purchase and installation of all equipment, by September 1975.
3. Work with the Tutorial Center to redesign the present Art Department area to accommodate an enlarged Tutorial Center, Reading Center, and Writing Lab.
4. Reorganize Math 1 tutoring into the Humanities building.
5. Open a second off-campus site for Math 1 tutoring in the Carpinteria area. Hopefully, this will be done in the Spring 1975 semester. We presently have a Goleta Math 1 lab serving over 100 students each semester.
6. Continue the work of developing a policy of and compensation for instructional materials developed in-house by faculty. This refers to TV tapes, audio-tutorial materials, etc., material that is very expensive to make, that the college spends money helping develop, and that can be used independently of the instructor who developed them.
7. Work with the Tutorial Center to develop procedures that will allow the college to collect A.D.A. for tutoring on a mini-course, positive attendance basis.
E. Instruction -- Director, Instructional Development Services (cont.)

8. Development of modules in mathematics for science students to be used by science students on an individualized instruction basis, perhaps in a mini-course, to prepare them for science courses or for review. These materials would be used by students in the Learning Resources Center.

9. Develop a fully-staffed Learning Center circulation facility to collect, catalog, store, circulate, and distribute both print and non-print instructional materials for use in conjunction with the Learning Center in the Humanities building.

10. Reorganize the Audio-Visual Department into the areas of Audio-Visual Services and Media Production, under the direction of the LRC Director and with appropriate staff. In particular, this means that the Media production services for faculty will be expanded so as to make appropriate use of the facilities in the new Humanities building.

11. Continue to work for the development of individualized instruction courses or course segments taught through the LRC using programmed instruction, audio-tutorial, or other multimedia methods.

12. Hold a faculty workshop on the production of programmed instruction materials during the Spring 1975 semester in conjunction with the Improvement of Instruction Committee.

Pf:mr
12/9/74
A. SUPERINTENDENT-PRESIDENT'S OFFICE

GOAL 1:

To provide leadership in developing information and preparing alternatives for consideration by the Board of Trustees in their governance of the District on behalf of the citizens of the community.

OBJECTIVES:

1.1 To have developed a systematic and comprehensive procedure for gathering data on District needs and services, for evaluating programs and services, and for providing the Board of Trustees with background information and documented alternatives on issues before them.

1.2 To have developed and implemented a plan for periodic reports to the Board of Trustees about elements of the instructional and support programs by faculty and staff members responsible for the programs.

1.3 To have developed procedures for achieving consensus before recommendations are submitted to the Board of Trustees or procedures for presenting alternative recommendations when consensus cannot be achieved.

GOAL 2:

To provide leadership in organizing and administering the total educational program of the Santa Barbara Community College District to the end that effectiveness and efficiency are increased.

OBJECTIVES:

2.1 To have developed the final plan and phasing-in of an Educational Planning and Management System based upon specific, measurable program objectives with priorities based upon cost analysis and outcomes evaluation.

2.2 To implement and arrange for evaluation of the experiment in functional organization of Instructional Support Services.

2.3 To have developed an institutional self-study with emphasis on the measurement of outcomes which will serve as the basis for re-accreditation.

GOAL 3:

To develop a comprehensive and aggressive program to seek supplemental funding from government and foundation sources in order to meet special needs of the District which cannot be met within the general budget.

OBJECTIVES:

3.1 Maintain a file of current needs of all segments of the District that cannot be met within normal budget constraints. Actively search out sources of supplemental funding to meet these needs.
3.2 Acquire and become familiar with sources of information (newsletters, periodicals, catalogs, reference books on supplemental funding in all areas of interest of the College. Develop systematic methods of timely dissemination of such information on available institutional and individual grant sources to interested persons in the College.

3.3 Develop acquaintances with key personnel in federal and state governmental agencies and private foundations through telephone contacts, personal visits, attendance at workshops, and membership in appropriate professional organizations. Maintain current information on organizational structures and the goals and objectives of these agencies and the criteria that they apply to the evaluation of grant proposals.

3.4 Establish a set of guidelines and procedures for processing grant proposals and applications that will insure that, in every case, the College submits the best proposals that it can.

3.5 Consistently follow up on grant proposals to get as much information as possible regarding reviewers' comments and the strengths and weaknesses of each proposal in order to improve success in future attempts to secure funding.

GOAL 4:

To establish a broad program of Institutional Research which can provide a basis for planning, evaluation, and decision-making in management, curriculum design, and student and community services.

OBJECTIVES:

4.1 Establish and maintain a data base containing information on students, staff, and community for use as a research foundation and to meet the requirements of various state and federal agencies for periodic reports.

4.2 Define the major areas in which outcomes should be measured and develop instruments and procedures for measuring these outcomes.

4.3 Determine the most useful areas for analysis and prediction of future trends and develop models for facilitating such predictions.

4.4 Establish contact with research counterparts at other community colleges through membership in appropriate professional organizations and attendance at regional and statewide meetings.

4.5 Determine the best methods of communicating the results of institutional research to the individuals and groups that have need for the information generated, and establish procedures for dissemination of research results.

GOAL 5:

To arrange for the selection and implementation of appropriate tools for management, planning, budgeting, and evaluation systems for multi-year projection and control of resource allocation and development of budgets.
OBJECTIVES:

5.1 Become familiar with the capabilities and limitations of the various software packages and other tools available and assist, as needed, in selection and implementation of them.

5.2 Supply back-up data gathering and analysis to provide the necessary input information for use of these tools.

GOAL 6:

To develop and implement a comprehensive program to inform the community about the College, its services, personnel, programs, activities, and needs.

OBJECTIVES:

6.1 To develop, maintain and extend public information to the District community by issuing regular SBCC news releases to all media (newspapers, radio, TV, etc.).

6.2 To develop plans and procedures to permit easy and convenient use of college facilities by community groups or agencies when facilities are not needed for college activities.

6.3 To continue weekly and monthly SBCC program reports to the community on KEYT-TV, and KTMS and KKIO and KDB radio.

6.4 To continue to coordinate and provide campus speakers for District area clubs, groups and organizations requesting SBCC's Speakers Bureau service.

6.5 To continue to work with various on-campus and community organizations as an activities and publicity advisor.

6.6 To continue to coordinate and schedule SBCC's credit-by-television consortium courses on KEYT-TV and Santa Barbara Cable Television and to maintain liaison with the Southern California TV Consortium in Los Angeles.

6.7 To continue to pursue various ways in which SBCC may develop and utilize on-campus instructional TV and develop related student curricula.

6.8 To move the basic role of the College Information Office toward a greater emphasis on "telling the story of SBCC to the community."

GOAL 7:

To develop and implement a comprehensive and effective personnel services program for the District.

OBJECTIVES:

7.1 To develop and implement an effective recruitment program incorporating affirmative action policies and procedures which will result in the following outcomes:
   a. Consistent and effective interview and selection procedure;
   b. Good representation of minorities and women;
   c. Well-qualified applicants; and
   d. A decrease in employee turnover.
7.2 To provide for continuing updating of Classified Personnel Rules and Regulations.

7.3 To complete preparation of Certificated Policies Manual.

7.4 To review the classified personnel performance evaluation program, revise as needed and assist supervisors in the evaluation process to the end that the following outcomes are achieved:
   a. Employees establish their goals and objectives;
   b. Morale and performance are improved;
   c. Evaluation forms are returned on time; and
   d. Employees and supervisors see value in the performance evaluation system.

7.5 To maintain a systematic and flexible classification and salary plan which has the following characteristics:
   a. Includes results of systematic and objective salary surveys;
   b. Attracts qualified applicants;
   c. Includes clear and objective internal position and classification relationships;
   d. Provides for continuous classification studies as required.

7.6 To develop and implement effective orientation and in-service training programs.
B. BUSINESS SERVICES DIVISION

It is the purpose of the Business Services Division to identify, provide and maintain those non-instructional services including: Accounting, Classified Personnel Management, Data Processing, Facilities Development, Facilities and Operations Management, and Purchasing, necessary to assist the District in accomplishing its mission.

The Business Services Division will provide and maintain in the most efficient and effective manner possible those services, records and systems that are prescribed by law and are identified as desirable management practices, and which thereby will provide the Board of Trustees with adequate and accurate information upon which to base its management and policy decisions.

ACCOUNTING AND PAYROLL

GOAL 1:

To maintain effective accounting, budgeting and payroll systems and procedures.

OBJECTIVES:

1.1 Review all department functions annually and update procedures and assignments when appropriate.

1.2 Review financial internal control procedures including student body and bookstore activities.

1.3 Analyze development of new accounting system each year and modify when necessary to meet District's specific needs.

1.4 Study plans for re-location of offices and prepare suggestions as to how the facilities can best be developed to meet our long-range needs.

GOAL 2:

To provide continuous fiscal information for the Board of Trustees, administration, and staff.

OBJECTIVES

2.1 Prepare and revise annually a handbook explaining responsibility of each department and the method for obtaining needed information and services.

2.2 Annually review data processing applications.

2.3 Determine by periodic review the appropriateness and effectiveness of services and information supplied using input from all recipients of services, possibly using a survey as one guideline.

2.4 Prepare list of current reports prepared as well as dates needed and update the list as new needs arise.
GOAL 3:
To provide organizational climate for personal up-grading and development by personnel.

OBJECTIVES
3.1 Continue to extend purpose of present staff meetings to include in-service training and develop workshops in cooperation with the Classified Employees Professional Growth Board.

GOAL 4:
To supply printing and duplicating services which will produce as much of the College's printed materials as is economically feasible within a reasonable length of time.

OBJECTIVES
4.1 Continually review needs, types of materials produced, and users' satisfaction.

GOAL 5:
To supply efficient switchboard, receptionist and mail distribution services.

OBJECTIVES:
5.1 Annually obtain opinions and needs of users by means of a questionnaire.
5.2 Study implications of re-location of mailroom on such matters as staffing, location of equipment, and efficient accomplishment of responsibilities and make appropriate recommendations.

DATA PROCESSING

GOAL 1:
To expand accounting services.

OBJECTIVES
1.1 Add vacation and sick leave accounting which could be done in conjunction with the Personnel Master File which has already been established.
1.2 In conjunction with 1.1 generate annual (or as required) notice to each employee of the balance of vacation and sick leave. This would include the notice of potential accumulation of vacation beyond policy limits.
1.3 Generate salary computations for budget use and December salary adjustments which also could be made a part of the Personnel File.
1.4 Generate balances by cost center for the 4000 and 5000 series to include notification when balances fall below 11 percent.
GOAL 2:
To expand facilities services.

OBJECTIVES:

2.1 In consultation with the Director, Facilities Development, develop programs for those aspects of this department which lend themselves to automation.

2.2 Work with the Director, Facilities and Operations, to develop automated inspection schedules and other operations which can effectively be done by the computer.

2.3 Develop with the Director of Purchasing automated requisition and purchase order writing, automated key control, and automated warehouse and physical plant inventories.

GOAL 3:
To expand educational services.

OBJECTIVES:

3.1 Develop a test-writing facility by which teachers can input test questions and have the questions randomly retrieved on the basis of amount and difficulty in a format suitable for reproduction.

3.2 Develop an on-line system of student registration and program change to decrease the time students spend performing these functions.

3.3 Restructure the student files to create a more efficient data base not only for on-line functions but also for development of an historical file.

3.4 Continue to review with Continuing Education those areas which could possibly be automated.

FACILITIES DEVELOPMENT

GOAL:

Assist in a District comprehensive planning program which includes:

1. Academic Plan
2. Physical Plan
3. Fiscal Plan

The Academic Plan must be accomplished by faculty, administration, students and the community.

The Physical Plan must fulfill the academic facility requirements to provide a physical environment that is viable, attractive and responsive to the living, social and cultural need of the college community and be capable of adjustment to meet changes inherent in higher education.

The Fiscal Plan may be accomplished through local, state, and federal funding such as:
a. Community College Construction Act of 1967  
b. Joint Use Agreements  
c. General Obligation Bonds  
d. Lease Arrangements  
e. Joint Powers Authority  
f. Non-Profit Corporation  
g. Special District Bonds  
h. Community Services Tax  
i. Special Override Taxes  

Facilities Development is to be responsive to the Academic Plan, assist with the Fiscal Plan and is responsible for providing recommendations for a Physical Plan and its implementation. The "Physical Plan" includes the following objectives:

A. Assess the composition and measure the size of the existing Physical Plant.  
Maintain and up-date annually a District Facilities Inventory.  
Provide space utilization studies of existing facilities relative to California Coordinating Council for Higher Education Standards.  

B. Express how the Physical Plant should be managed and changed to accommodate future changes in the enrollments and academic plans.  
Quantify changing institutional objectives and workloads and measure these changes against standards to get an overall indication of need.  
Translate total needs into appropriately sized building elements.  
Prepare submittals for the Board of Governors, California Community Colleges, in consideration for funding by the State Finance Committee for:  

10-Year Construction Plan  
Project Planning Guides  
Preliminary Plan Packages  

FACILITIES AND OPERATIONS

1. Develop Data Processing inventory system encompassing all mechanical items;  
2. Develop a system of meaningful cost-accounting of repairs to individual items of mechanical equipment and work orders;  
3. Design a more sophisticated maintenance record system in conjunction with the Data Processing inventory system;  
4. Implement a Health and Safety Program involving students, faculty, and staff;  
5. Provide the opportunity for custodians to meet and know faculty and staff in the areas of their service.
PURCHASING

GOAL:
To provide supplies and equipment as deemed necessary to achieve the goals and objectives of the College and, in the process, do so in a congenial and understanding manner.

OBJECTIVES:
1.1 Purchasing all supplies and equipment necessary to assure continued operation of District and deliver.
1.2 To continue to supply these items within a reasonable time schedule and at a minimum of cost to the District.
1.3 To continue the Key Services and try to improve methods of distribution and control.
1.4 Warehousing and distribution of supplies to all staff and faculty in an efficient and cheerful manner.
1.5 To maintain a congenial relationship with all staff and faculty.
1.6 To maintain a relationship with all suppliers that will guarantee trust and sincerity of the purchasing function.
1.7 To be familiar with all laws and regulations pertaining to the purchasing function and make sure the laws are abided by to the best of our ability.
1.8 To get the microfilming of all permanent records started and set up a program to see that all records are filmed on a regular basis.
1.9 To continue a training program for all personnel in the functions and duties of the Purchasing Department.
1.10 To continue to supply all personnel under my supervision with information and assistance in making them more efficient and effective employees.
1.11 Capital equipment inventory maintained and computerized.
GOALS AND OBJECTIVES - EVENING COLLEGE

1. To provide a curriculum which meets the needs of the evening oriented community population.

2. To provide a curriculum which meets the needs of the business and industrial community.

   a. Determine the need and demand for specific courses by
      
      — analyzing enrollments in current course offerings.
      
      — determining which courses fill and close first during registration.
      
      — requests for courses by the various advisory committees.
      
      — requests for courses from community, business and industrial groups.

3. To increase the curriculum in the Evening College by approximately 10% for the next three years. This would accommodate an evening enrollment of 5,000 evening and concurrent day students.

   a. Increase the number of satellite locations to accommodate the increase in the number of classes.

RSW:1p

10-7-74
SANTA BARBARA CITY COLLEGE

THE GOALS AND OBJECTIVES

WITH ITEMS FOR INSTITUTIONAL STUDY AND ACTION*

FOR

STUDENT SUPPORT SERVICES

1974 - 75

A. Administrative Dean, Student Services and Activities
B. Admissions and Records
C. Campus Bookstore
D. Counseling and Guidance
E. Extended Opportunity Programs
F. Financial Aid and Placement
G. Health Services
H. Student Activities

*Items for Institutional Study and Action are identified by a check mark (✓) and are presented in this form so the reader may observe the relationship and affect of the items on the total process and operation of Student Support Services.
A. Administrative Dean, Student Services and Activities

The goals and objectives of a particular office, as well as the day to day operations of that office, may very well reflect more than what is suggested by a statement of duties. A review of the statement of duties, however, seems appropriate. The Administrative Dean of Student Services and Activities is responsible to the Superintendent-President of the College:

1. To provide for representation of students to the college administration and of the college administration to the students.

2. To develop and direct a counseling program which meets academic standards and changing needs of students, including academic, vocational, social and personal counseling.

3. To provide for the development, coordination, evaluation, and revision of policies and procedures related to guidance and counseling.

4. To develop and implement a program which meets the special needs of students related to admissions and academic achievement.

5. To provide for the establishment and maintenance of relations with secondary schools, colleges, and universities on matters of admissions, articulation and course approval.

6. To provide general supervision for job placement and financial aids programs.

7. To provide general supervision of student activities, including financial matters.

8. To provide general supervision of the campus bookstore.

9. To provide general supervision of the college health services.

10. To provide for the development and administration of the budget for the area of Student Services and Activities.

11. To work with the Administrative Dean, Instruction, in curriculum development.

12. To assist in providing orientation programs for new students.

13. To provide coordination for the college commencement activities.

14. To perform other duties as assigned.
From this statement of duties, goals and objectives may be developed to fulfill both the explicit and implicit requirements of the job. Since the Administrative Dean supervises the preparation of the goals and objectives of the several cost centers under his jurisdiction, a review of those goals and objectives are also necessary to determine if responsibilities have been met effectively and satisfactorily.
Goals

1. Provide general supervision for all Student Support Services at SDCC: Office of the Dean, Admissions and Records, Campus Bookstore, Counseling and Guidance, Career Education Center, Veterans Affairs, Extended Opportunity Programs and Services, Financial Aid and Placement, Health Services, Student Activities.

Objectives

1.a To meet twice each month with the entire staff of supervisors of the several cost centers to enable a process of interaction and problem-solving.

1.b To meet at least one hour per week at a regularly scheduled time with individual cost center supervisors to review, plan, and evaluate the activities and programs of the individual cost center.

1.c To provide for and to supervise the development and presentation of the annual budget of student support services within required time.

1.d To administer the expenditures of the annual budget for student support services.

1.e To review the policies and procedures related to student services and to recommend revision when appropriate.

1.f To attend the regular and special meetings of the Board of Trustees to maintain currency in knowledge of the general and specific programs, policies and procedures of the college district.

1.g To attend and participate in the annual conference of the Student Personnel Deans and such other meetings as may be called.

1.h To participate, during 1974-75, in four workshop sessions on cost-effectiveness of EOPS programs.

1.i To participate, during 1974-75, in two state committee meetings on credentialing of student personnel workers.
Goals
1. (continued)
   
   2. Provide for representation of students to the college administration and of the college administration to the students.

Objectives
1.j To review monthly general and specific literature on student support services and on matters related to higher education.

1.k To study at least every two months the review of legislative action and to report relevant legislation to the cost center supervisors.

1.l To supervise the purposing, planning, executing, and evaluating of the annual student support services goals and objectives.

2.a To attend and participate in the monthly meetings of the Student Services Advisory Committee.

2.b To attend and participate in the regularly scheduled meetings of the Affirmative Action Committee.

2.c To attend and participate in at least two meetings each month of the Scholastic Standards Committee.

2.d To attend the regularly scheduled meetings and to serve as a resource person for the Curriculum Committee.

2.e To attend and participate in the monthly meetings of the EOPS Advisory Committee.

2.f To attend the scheduled meetings of the Career Education Advisory Committee.

2.g To attend and participate in the scheduled meetings of the Facilities Planning Committee.

2.h To review weekly the minutes of the Student Senate meetings to determine current needs and interests of that body.
Goals

2. (continued)

Objectives

2.i To meet with individual students requiring the services of the Dean on such matters as admission, attendance, grades, references, scholarships, interests, needs or problems.

2.j To attend and participate in the regularly scheduled President's Staff meetings, the bi-monthly College Council meetings, and the weekly meetings of the Deans with the President.

3. Provide for facilities compatible to a centralized and "clinical" approach to Student Support Services.

3.a To seek ways and means of dividing A-143 by means of a solid partition no later than January 1, 1975, so as to provide an additional counseling office.

3.b To review the needs and usage of the Office of Veterans Affairs with the possibility of recommending modifications by February 1, 1975.

3.c To obtain office space for peer counseling in an area adjacent to the EOPS offices no later than July 1, 1975.

3.d To expand the Career Education Center facility no later than July 1, 1975.

3.e To review with the Director of Facilities Planning during 1974-75 the needs of the Student Health Service offices.

3.f To study and resolve with staff and with the Director of Facilities Planning during 1974-75 the facilities requirements of student support services during the period 1975 - 1980.

3.g To begin in 1974-75 the compilation of data and information necessary for sound judgment in planning and developing permanent, centralized facilities for student services.
Goals

4. Provide for additional staffing and/or possible reassignment of existing staff to accommodate the current needs of student services.

Objectives

4.a To reassign personnel for coverage of the Career Education Center no later than November 10, 1974.

4.b To study ways and means to provide clerical assistance for the Career Education Center and to make a recommendation no later than February 1, 1975.

4.c To advertise, screen, interview, and employ personnel to fill the one and one-half positions in the Counseling Center no later than January 1, 1975.

4.d To study during Spring, 1975, the most effective means of providing full-time clerical assistance for the EOPS office and to make a recommendation for such staffing no later than May 1, 1975.

4.e To review the requests and the objectives of the Admissions and Records Office to prioritize recommendations for the 1975-76 budget.

4.f To seek ways and means to provide for an intramural athletic program through the Student Activities Office no later than February 3, 1975.

4.g To obtain clerical assistance for the Student Health Service Office by September 1, 1975.

4.h To seek during Spring, 1975, a budget allowance to provide for 400 hours of hourly help with research related to the student services area.

4.i To seek the services each year of psychiatric residents to augment the counseling staff and to have the cost borne by the State and the County Mental Health Department.
Goals

5. Provide for the establishment and maintenance of relations with secondary schools, colleges, and universities on matters of admissions, articulation and course approval.

Objectives

5.a To support and coordinate the efforts of the counseling staff to maintain close contact with the several high schools and to provide for visits to each school at least once each semester.

5.b To bring to the college campus each year representatives of local high schools for a day of interaction and articulation.

5.c To participate in the two-evening program of SBCC Preview presented each fall.

5.d To develop and submit no later than July 15 of each year the Baccalaureate Level Course List for the California State University and College System.

5.e To foster and support the annual College Information Day and to bring representatives from at least 40 four-year institutions of higher learning to the campus on that day.

5.f To provide a finalized copy of the agreement with the University of California of courses considered to be transferable to all branches of the University no later than December 1 of each year.

5.g To represent the concerns of individual students or faculty in matters of articulation as the need occurs.

5.h To attend the annual Conference of Articulation Officers each Spring.
Goals

6. Provide coordination for the college commencement activities.

Objectives

6.a To determine each semester the students who meet all requirements for graduation.

6.b To mail notices of eligibility to participate in commencement and other pertinent information regarding commencement to all potential participants no later than April 15.

6.c To develop a list of graduates for Board approval prior to the date of commencement.

6.d To complete arrangements for the commencement ceremony no later than May 15 each year.

6.e To order the printing and delivery of commencement programs in time for commencement.

6.f To arrange for a reception to follow the commencement ceremony each year.

6.g To review and evaluate the commencement ceremony within two days of the event with the possibility of recommending modifications in succeeding programs.

7. Perform other duties as assigned.

7.a To process the requests for verification of student status for 1,000 students during 1974-75.

7.b To screen (according to the Education Code provisions) and to serve where possible requests for information of current and former students.

7.c To write letters of reference or recommendation for 250 students during 1974-75.
Goals

7. (continued)

Objectives

7.d To meet with faculty, staff, and students on matters related to individual students as the need may arise.

7.e To do research and follow-up studies on students and former students no later than January 30 each year.

7.f To review and recommend a final draft of Articles of Incorporation and by-laws of a charitable non-profit foundation to be affiliated with SBCC no later than February 1, 1975.

7.g To interview and recommend a list of persons indicating a willingness to serve on a Foundation Board of Directors no later than March 1, 1975.
B. Admissions and Records

Goals

1. To provide for the admission and readmission of students to the College.

Objectives

1.a To admit in 1975-76 four percent more students (6,400) than in 1974-75 in conformance with the admission standards of Santa Barbara City College.

1.b To process 12,000 new, returning, and transfer admission applications for the Fall Semester, 1975.

1.c To seek funding for 4,850 hours for part-time help in order to cover adequately the cost of processing students through admissions, registration and program changes.

1.d To adequately keep admission records for each student until he registers; the records then filed into the active section.

1.e To readmit students who have been formerly disqualified and have been out of college at least one semester.

1.f Through rehabilitation of the entire complex, to separate the admissions and records function and have adequate space to house present and desired facilities and needed staff.

1.g To replace old calculators and typewriters with more advanced equipment by January, 1976.

1.h To provide for the installation of an adequate telephone switchboard and information center exclusively for the Admissions and Counseling Complex, especially during the peak periods.

1.i To provide for enclosed glass cases, and permanent directional signs outside the Admissions and Records Office by September, 1975.
Goals

1. (continued)

Objectives

1.j To research admissions data in order to project personnel needs for the period, 1974-77.

✓ 1.k To develop a College Calendar for presentation and acceptance by the Board of Trustees no later than February 15, 1975.

1.l To provide information so that important calendar events may be publicized by signs, announcements, radio, and television media.

1.m To perform research on student characteristics and publish results annually to the Administration and the Board of Trustees.

2. To develop and maintain adequate student records.

✓ 2.a To request funds for the hiring in 1975-76 of a full-time Records Clerk so as to more effectively serve the needs of students, faculty, and counselors and to preserve the security of records.

✓ 2.b To have funds allotted for 500 hours of hourly help for each year from 1974-75 to 1976-77 in order to microfilm past instructors' records, and to develop a method by which microfilmed records may be cataloged and retrieved.

✓ 2.c To seek funding for 2,000 hours of student (EOA) help and 1,500 hours for student (General) in order that students may be provided with work in this Office during peak periods and regularly during the year.

✓ 2.d To request funding for needed "space saving" files for the storage and retrieval of active and inactive student files and permanent record cards.
Goals

2. (continued)

Objectives

2.e To have budgeted funds for the installation of added facilities (shelving) for the storage of forms and equipment.

2.f To work with the Scholastic Standards Committee, and recommend a modification of existing withdrawal and grade policies.

2.g To acquire adequate student information regarding student characteristics, class programs, academic records of high school and previous college work, student grades and test scores and residence information.

2.h To retain information in the form of student programs, permanent records of student grades, optical scan admission/registration forms and student cumulative files.

2.i To work with the faculty, division chairmen, and proper committees to discourage the excessive number of grade changes inherent to a permissive grading system.

2.j In cooperation with Data Processing Office, to make a feasibility study of storing inactive student records on disk or tape, and to make appropriate recommendations no later than May 1, 1975.

2.k To assess all positions and functions in the Office of Admissions and Records in order to determine what can be done to better utilize existing facilities and personnel and determine what services may be eliminated without serious difficulties, and to make appropriate recommendations no later than April 15, 1975.
Goals

3. To provide registration services.

Objectives

3.a To register all qualified students in as rapid and efficient manner as possible.

3.b To register the projected 8,400 day and evening students for the Fall, 1975, semester.

3.c In cooperation with Data Processing Office, to develop and seek funding for an on-line method of registering students.

3.d To provide opportunity and facilities for the Business Office to collect health insurance fees and to screen students for fines before registration.

3.e To have allotted funds so as to hire qualified part-time personnel to be responsible for the proper transition of optical scan forms and to correct student errors made during registration.

3.f To provide for the registration of students in the priority order in conformance with Board policy.

3.g To determine registration priority order of continuing students and mail registration appointment cards before registration.

3.h To provide students with essential registration materials, schedules of classes and open class lists each semester.

3.i To seek funds for the hiring in 1975-76 of a Data Processing Control Clerk who would coordinate all data processing administrative production requirements for each semester between the College and the Data Processing Office.

3.j To have allotted funds in 1975-76 to construct a large closed class rack by which students, counselors and registration personnel may more easily see which classes are closed.
Goals

3. (continued)

Objectives

3.k To meet with the Counseling Staff before and after each registration period to discuss the coordination of effort and to improve counseling and registration processes during peak periods.

3.1 To do research on registration to determine the number of students registering hourly; the results then used to plan for subsequent semesters.

3.m In cooperation with the Office of Instruction, to encourage conformance to class schedule deadlines, to check the weekly student contact hours for accuracy and make changes in the schedule as directed.

3.n To hire qualified part-time personnel to adequately register all day and evening students, meet with them previous to registration and see that they are informed about the registration process.

4. To generate State and Federal reports.

4.a To produce, from available student data, an accurate report of attendance to the State (CCAF 320).

4.b To generate the Enrollment Report (CCAF 130), the Sources of Students Report (CCAF 131), and the Report of Instructional Disciplines (CCAF 132). All of these reports must match as to total enrollment figures.

4.c To provide information, through student questionnaires and data processing for making HEW Reports on enrollment, the number of AA/AS Degrees granted, and a Compliance Report for Federal funding.

4.d To generate a State Report on the ethnic makeup of the Student Body and the distribution of the various ethnic groups among vocational majors.
<table>
<thead>
<tr>
<th></th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>5. To facilitate student program changes (Adds and Drops).</td>
<td>5.a To have allotted funds for the hiring of adequate hourly personnel in order that student program changes may be facilitated.</td>
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<tr>
<td></td>
<td>5.b To do research on program changes in order to determine the number of students who are adding and dropping classes and the reasons for the changes.</td>
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<td>5.c To seek funding for the installation of a computer terminal in the Office of Admissions and Records so that student computer file changes may be effected.</td>
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<tr>
<td>6. To receive instructor grade information and mail out grade reports to students.</td>
<td>6.a To notify instructors of grade reporting deadlines.</td>
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<td></td>
<td>6.b To receive grade and attendance rosters from all instructors.</td>
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<tr>
<td></td>
<td>6.c To send to Data Processing Office all grades as they come in from instructors so that processing may proceed at a regular and continuous pace.</td>
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</table>
C. Campus Bookstore

Goals

1. To serve the mercantile needs of the College Community.

Objectives

1.a To provide for ordering and sale of required texts and supplies for curriculum offered during college fiscal year, 1974-75.

1.b To merchandise other items of interest and needs to students commonly found in two-year college stores.

1.c To provide shipment and receiving of all merchandise with a retail value of approximately $500,000.00 during 1974-75.

1.d To modify the system of accounting procedures during 1974-75, as recommended by the college auditor in his fiscal report for 1973-74.

1.e To provide for security of merchandise, especially during each semester's rush period.

1.f To provide current information to faculty regarding instructional materials by arranging for publisher representatives to visit the campus and a Bookmobile annually.

2. Preparation for future bookstore needs.

2.a To prepare and complete a survey regarding staffing, services, and security of campus stores to be made with other two-year colleges in the State of California with a mailing deadline of March 1, 1975.
Goals

2. (continued)

Objectives

2.b To work closely with the Director of Facilities and Development on traffic patterns and availability of a new site or expansion of current building. (Original planning session is set for December 2, 1974.)

2.c To take field trips to six community college stores in the State for general information purposes. This plan will be developed in late November, 1974, at the College Store Seminar in San Diego.

2.d To study and to recommend provision for present and future staffing needs no later than March 1, 1975.
D. Counseling and Guidance

Goals

1. To provide a service of recruitment and orientation for new and returning students.

Objectives

1.a Provide college information by conducting two evenings of SBCC PREVIEW in the fall semester for a combined total of 600 high school seniors and their parents.

1.b Visit the six high schools within the college district at least twice each semester to meet with high school students and staffs.

1.c Utilize the mobile counseling unit weekly in visits to the high schools and/or other community agencies and functions.

1.d Provide each entering student with an assignment to group orientation program and offer opportunity for alternate dates and times.

1.e Provide each entering student with an opportunity for an individual counseling appointment prior to registration in classes with provision for alternate dates and times.

1.f Provide information and literature to all interested individuals about Student Services at SBCC to include Admissions, Career Development, Counseling and Guidance, E.O.P., Financial Aids, Foreign Students, Handicapped Students, Health Services, Placement, Student Activities, Tutoring, and Veterans.

1.g Provide orientation literature for all entering students.

1.h Provide the SBCC Information Office with orientation information for community distribution.
Goals

2. To provide a service of appraisal for review and planning of educational progress.

Objectives

2.a Assist individual student with evaluation of academic records for assessment of personal goals and objectives.

2.b Provide a service of group and individual testing to evaluate academic, vocational, and personality needs for all students and other interested individuals.

2.c Provide information for students and community on academic and career developments through use of individual counseling, Personal Development classes, Career Development Facility, Peer Counselors, and Library.

2.d Provide personal counseling for all students seeking such service supported by a current referral service as needed.

2.e Provide on-going counseling to groups and individuals with identifiable special needs (i.e., veterans, mature women, foreign students, disadvantaged, physically or emotionally handicapped, those with academic deficiencies and vocational reorientation needs).

2.f Provide students with assistance in application to colleges of transfer.

3. To provide a service of up-to-date articulation.

3.a Participate in the articulation process so that students will have a smooth transition from high schools to SBCC and from SBCC to four-year institutions of higher learning.

3.b Maintain contacts and provide ways and means of informing students of changes in major and general education requirements.
Goals

3. (continued)

4. To provide for research and evaluation related to student services.

Objectives

3.c Attend workshops and conferences dealing with articulation so that students will be provided with the latest changes in transfer information both for majors and general requirements.

4.a Participate in an on-going data-gathering process to enable research.

4.b Visit UCSB and two other four-year institutions of higher education each year to interview graduates and transfer students.

4.c Participate in follow-up studies of former SBCC students yearly in five majors.

4.d Participate in research projects on policies, procedures, and programs of student services so that students will be provided with efficient and meaningful assistance.

5. To provide a program of career development for all students.

5.a Seek and obtain funds from local, state, and federal sources for the development and maintenance of a complete career development program.

5.b Provide personnel trained in areas related to career development.

5.c Provide an up-to-date library of books, pamphlets, film strips, cassette recordings, and similar materials containing information on various career categories.

5.d Serve as a referral agency for persons interested in exploring specific career possibilities in the community's businesses and industries.
5. (continued)

**Objectives**

5.e Provide inventories and tests to serve the function of assessment and appraisal of individual needs, interests, aptitudes and abilities.

5.f Provide monthly tours of businesses and industrial facilities.

5.g Work with the personnel responsible for work-experience programs to make career development an integral part of that program.

5.h Provide annual career information days for college and high school students.

5.i Utilize the mobile counseling unit weekly to provide career development services to the community.

5.j Provide on-going in-service training for college personnel to integrate career development information to academic disciplines and in other support service programs.

5.k Perform annual research to determine the needs and interests of students, business, and industry.
## E. Extended Opportunity Programs and Services

<table>
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<tr>
<th>Goals</th>
<th>Objectives</th>
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<tbody>
<tr>
<td>1. To increase the number and percent of ethnic minority students recruited to college.</td>
<td>1.a To increase this enrollment on campus to 22%, which equals district population proportions.</td>
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<tr>
<td>2. To orient the college faculty, administration and staff toward meeting the needs of the students.</td>
<td>2.a To provide for distribution of communiques and literature.</td>
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<td>2.b To cooperate in providing 72 hours of in-service training during 1974-75.</td>
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<td>2.c To provide for participation of faculty and administration in the development and evaluation of the EOPS program through the EOPS Advisory Committee which will meet monthly during 1974-75.</td>
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<tr>
<td>3. To increase the rate of persistence of EOPS students.</td>
<td>3.a To match needs with services through a process of assessment of each EOPS student on an individual basis.</td>
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<tr>
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<td>3.b To provide financial aid and work-study for 600 full-time students with family income of $6,000 or less.</td>
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<td></td>
<td>3.c To achieve a 79% persistence of EOPS students through 1974-75.</td>
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<td></td>
<td>3.d To provide counseling for all EOPS students.</td>
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<td></td>
<td>3.e To provide office space for 20 peer counselors in the Student Services building by spring, 1975.</td>
</tr>
</tbody>
</table>
Goals

4. To improve the academic performance of EOPS students.

5. To develop programs and materials to improve minority EOPS students' attitudes toward themselves and toward their cultural heritage.

Objectives

4.a Through cooperation and interaction with the LRC and Tutorial Center:

To provide bilingual tutors in direct proportion to need, and to offer tutorial services for both remedial and regular curricula.

4.b To expand the Summer Readiness Program by concentrating especially on new EOPS freshmen.

4.c To continue the peer counseling program and to add new peer counselors as the program expands so case loads do not exceed 12 students per peer counselor.

5.a To provide cooperation and interaction of a minimum of four professional counselors who share a similar cultural heritage with EOPS type students.

5.b To provide a minimum of 20 peer counselors who share a similar cultural heritage with EOPS type students.

5.c To cooperate in the process of determining appropriate curriculum to be offered through the American Ethnic Studies Division.

5.d To purchase equipment and materials related to instruction, to motivation, and to behavior modification.

5.e To provide a multicultural facility with cultural heritage materials by 1976.
Goals

6. To increase the number and percent of EOPS students eligible for transfer to four-year colleges.

7. To increase the number and percent of EOPS students successfully served by occupational programs.

8. To increase the degree of EOPS students' participation in developing and guiding EOPS programs.

9. To increase the community's awareness of services and programs offered by the college.

Objectives

6.a To articulate and cooperate with four-year college and university counselors and EOPS officers.

6.b To provide for on-campus visits of at least six college and university counselors and EOPS officers.

7.a To develop policies and procedures to include EOPS students in vocational programs.

7.b To provide a minimum of 400 hours of referral to the Career Development program for EOPS students.

7.c To cooperate in providing information about, and referring individuals to the mini-skills training center for adults in the community.

8.a To provide committee structure which includes EOPS students.

8.b To use mature and successful EOPS students as peer counselors and/or tutors.

9.a To provide for a continuing Human Relations program and staffing.

9.b To provide a minimum of two special orientation programs for EOPS type students, parents, and community.
Goals

9. (continued)

Objectives

9.c To provide brochures and publications and to update the material biannually.

9.d To provide for the development and printing of ten issues of the EOPS student newspaper, ROOTS, during 1974-75.
F. Financial Aid and Placement

Financial Aid

Goals

1. To develop and maintain funds to aid economically needy students.

Objectives

1.a To assist in research and data-gathering related to financial aids program each semester.

1.b To prepare or assist in grant applications and/or proposals for Federal (SEOG, NDSL, CWS, LEEP, NSP, NLP, etc.) and State (State Scholarship and Loan, EOPS, COG, etc.) on an annual basis.

1.c To seek new sources for grants and scholarships annually.

2. To serve students (prospective and current) with information regarding financial assistance.

2.a To provide information to high school staffs and students by personal visitation at least once a semester.

2.b To provide application information each new fiscal year.

2.c To participate in orientation and counseling programs for freshmen, Vets, mature women students, EOPS students, etc., both on and off campus at least four times annually.

2.d To maintain up-to-date brochures and statements of procedures regarding financial aid annually.

2.e To provide information on financial aid at four-year institutions of higher education for transferring students on an annual basis.
<table>
<thead>
<tr>
<th>Goals</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. To perform assessment services.</td>
<td>3.a To develop and maintain procedures and forms to need analysis to meet all program requirements annually.</td>
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<tr>
<td></td>
<td>3.b To assess the individual need of each applicant within ten days of file completion.</td>
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<td></td>
<td>3.c To assess the methods of computing needs annually.</td>
</tr>
<tr>
<td>4. To award financial assistance to students in economic need.</td>
<td>4.a To provide equitable grants of financial and work assistance in accordance with individual need and program guidelines for all financial aid recipients.</td>
</tr>
<tr>
<td></td>
<td>4.b To notify recipients of award within ten working days of file completion, or by July 15 of each year to assist recipients to make appropriate decisions.</td>
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<td>4.c To disburse funds which are appropriate to awards on a four payment per year basis or a two payment per semester basis.</td>
</tr>
<tr>
<td>5. To provide personal, social and economic counseling to students.</td>
<td>5.a To provide budgetary counseling for all recipients.</td>
</tr>
<tr>
<td></td>
<td>5.b To provide personal and social counseling for at least 70% of all students interviewed.</td>
</tr>
<tr>
<td>6. To provide a system of record keeping.</td>
<td>6.a To maintain documents required by state and federal guidelines for at least five years from date of award.</td>
</tr>
</tbody>
</table>
Goals
6. (continued)

Objectives
6.b To provide records which enable data retrieval for reports, applications and audits by program and recipient.

✓ 6.c To maintain current records to enable adequate service for all recipients.

7. To provide for evaluation of financial aid programs and services.

7.a To survey clients for review of services each semester.

7.b To provide for financial aid committee review and analysis on an annual basis.

✓ 7.c To provide for self-study of office activities on a quarterly basis.
### Placement

#### Goals

1. To provide employment opportunities for college students and graduates

2. To provide for employment counseling.

#### Objectives

<table>
<thead>
<tr>
<th>Number</th>
<th>Objective</th>
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</thead>
<tbody>
<tr>
<td>1.a</td>
<td>To obtain information on existing employment trends by site visitations, mail-out, etc., on a weekly basis.</td>
</tr>
<tr>
<td>1.b</td>
<td>To develop and maintain contact with industry and business personnel managers by attending association meetings monthly.</td>
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<tr>
<td>1.c</td>
<td>To canvass prospective employers for employment possibilities at least four hours weekly.</td>
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<tr>
<td>1.d</td>
<td>To develop and maintain a file of applicants for employment based on interest for all registered students.</td>
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<tr>
<td>1.e</td>
<td>To provide for listing and announcements of employment on the job bulletin board and update jobs at least every five days.</td>
</tr>
<tr>
<td>2.a</td>
<td>To provide pre-employment information to at least 20% of students that register with the office annually.</td>
</tr>
<tr>
<td>2.b</td>
<td>To provide for applicant appraisal for each applicant after every three referrals.</td>
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<tr>
<td>2.c</td>
<td>To provide for counseling toward job readiness for each applicant; 10% of those students that register with the Placement Office.</td>
</tr>
<tr>
<td>2.d</td>
<td>To provide for employer-employee relationships counseling by having on-campus personnel available to employers-employees on a regular basis.</td>
</tr>
<tr>
<td>2.e</td>
<td>To provide for employer counseling as requested by employer.</td>
</tr>
<tr>
<td>Goals</td>
<td>Objectives</td>
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</tr>
<tr>
<td>3. To provide adequate records.</td>
<td>3.a To obtain data on trends, practices and employment opportunities by maintaining contact with community agencies monthly.</td>
</tr>
<tr>
<td></td>
<td>3.b To record results of student-worker achievement in employment on each student referral.</td>
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<td></td>
<td>3.c To record results of achievement in employment on each graduate referral.</td>
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<td></td>
<td>3.d To provide for follow-up studies of students and graduates to determine effectiveness of services at the end of each fiscal year.</td>
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<tr>
<td>4. To participate in Career Education projects.</td>
<td>4.a To cooperate in providing Career Education information and programs with meetings bimonthly with career counselors.</td>
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<tr>
<td></td>
<td>4.b To provide for special occasions on campus and off campus when Career Education can be emphasized in conjunction with the Career Development Center as requested.</td>
</tr>
<tr>
<td></td>
<td>4.c To encourage business and industry leaders to be available as resource personnel to students and graduates on a scheduled basis.</td>
</tr>
<tr>
<td>5. To participate in all career related activities.</td>
<td>5.a To provide for cooperative endeavors with work-experience programs as required.</td>
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<tr>
<td></td>
<td>5.b To participate in course career days at least once each year.</td>
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<td>5.c To provide for at least one tour per month of industrial and business facilities.</td>
</tr>
</tbody>
</table>
G. Health Services

Goals

1. Determine and provide health services appropriate to the needs of the College Staff and Student Body.

Objectives

1.a To provide, by 1974-75, a full-time nurse on campus during the day. (8:00 - 4:00)

1.b To contact other community college health centers in Southern California during 1974-75 to exchange ideas and insights into health services.

1.c To design and/or revise all pertinent college health forms by May, 1975.

1.d To design a computer form medical questionnaire specifically for this college to provide useful student health information by May, 1975.

1.e To provide, in 1974-75, for the necessary medical doctor as consultant for standing orders.

1.f To set up, in 1974-75, physical equipment to serve known college health needs. (e.g., resuscitation equipment, emergency equipment, ice, hot water.)

1.g To provide, as required, first aid and emergency care for students and staff.

1.h To provide, during 1974-75, health counseling for 1,000 students and 35 staff.

1.i To follow-up and refer to the proper individual or agency, all students screened or seen in consultation.

1.j To provide, in 1974-75, hearing and vision screening for staff and students as requested.
1. (continued)

**Objectives**

1.k To work with classified and certificated personnel offices in designing and revising all required health forms and information for new employees by January, 1975.

1.l To provide, in 1975-76, for the necessary clerical assistance for the student health services office.

1.m To maintain, during 1974-75, certificated and classified personnel health records as clerical help permits.

1.n To prepare necessary written reports of accidents sustained on campus to the administration office, and the insurance carriers.

1.o To prepare the annual budget for the health service program to be submitted to the Dean of Student Services and Activities.

1.p To maintain records for the annual report to the Dean of Student Services and Activities by the end of the 1974-75 college year.

1.q To provide the faculty with data on health service by a bulletin circulated at the beginning of each college year.

1.r To maintain records regarding all student handicaps, disabilities, or diseases; and for insurance data.

1.s To provide supervision of students who wish to obtain credit by working in a health office or in community health agencies by 1975-76.

1.t To provide a nurse on campus during hours of evening programs (5-9 p.m.) by 1976-77.
Goals

2. Locate pertinent information and resources (services, financial aid funds, etc.) and make these resources available to students.

Objectives

2.a To be a highly informed resource and referral center for students by May, 1975.

2.b To maintain liaison with at least 20 community health resources or agencies serving a general or specific purpose, by visiting and communicating annually with said agencies.

2.c To find out what services are provided by each community health service, and set up a file index of such services by 1975.

2.d To investigate and make available existing student financial aid programs related to health needs (e.g., glasses, hearing aids, food stamps, medical).

2.e To investigate by November, 1974, sources of complete doctor care in the community available to students.

2.f To provide health literature by setting up and maintaining literature display, and keeping in touch with publishers by December, 1974.

2.g To provide a "Health Fair" on campus each year.

2.h To attend seminars, conventions, etc., in 1974-75 for the purpose of professional growth.

3. Establish and maintain communication and rapport with the Student Body and Staff.

3.a To provide publicity for Health Services through:

   a. at least one article in the Channels during each semester.
   b. speaking before the student body at least once during each year.
   c. posters and displays on campus each semester.
Goals

3. (continued)

Objectives

3.b To conduct survey of student interest as to forums, seminars, etc., and to tabulate results at the beginning of each semester of the 1974-75 year.

3.c To present a minimum of two seminars, symposiums, or forums on health and health-related problems during spring, 1975, and a minimum of four such events during 1975-76.

3.d To work with the Student Activities Office in 1974-75 to publicize health services.

3.e To attend at least one departmental meeting each year of the health-related fields. (Nursing, P.E., Counseling.)

3.f To attend Student Senate meetings each quarter to receive student ideas relating to the Health Services.

3.g To request Student Senate assistance by December, 1974, in forming a student advisory committee.

3.h To serve as a permanent member of the Health and Safety Standards Committee.
H. **Student Activities**

**Goals**

1. To supervise the Student Activities Office and its related concerns.

**Objectives**

1.a To supervise the development and maintenance of the annual budget for co-curricular activities.

1.b To provide for an intercollegiate athletic program with 14 different sports, including new programs in women's athletics.

1.c To represent the college administration each year at the three regular Western State Conference meetings and at special meetings.

1.d To study the organization of the Student Activities Office during 1974-75 for the purpose of recommending changes in personnel duty statements and staff assignments.

1.e To provide a full-time Student Activities Adviser.

1.f To accept the listings of 500 housing notices and assist the like number of students in obtaining housing.

1.g To serve for a lost and found unit.

1.h To serve as the disciplinary agent for the college when needed.

1.i To coordinate the use of the Free Speech Area.

1.j To provide for parking for 100 physically handicapped students.

1.k To provide for a Senior Citizen's Pass making its availability known to 50% more senior citizens during 1974-75 than the previous year.
<table>
<thead>
<tr>
<th>Goals</th>
<th>Objectives</th>
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<tbody>
<tr>
<td>2. To create and maintain a climate of mutual trust and respect among students, faculty and administrators.</td>
<td>2.a To initiate a program where administrators and key staff personnel are invited to attend and participate in the Student Senate meetings once a month.</td>
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<td>2.b To provide for student participation in college-wide committees so that student positions on committees will be filled 75% of the time.</td>
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<td></td>
<td>2.c To provide committee structure for Student Activities projects to include student, faculty, and administration participation.</td>
</tr>
<tr>
<td>3. To provide services which enable a positive climate for learning and for personal growth of students.</td>
<td>3.a To provide personal counseling and advising as such activity may relate to the contacts of the Student Activities Office.</td>
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<td></td>
<td>3.b To assist in providing a new student orientation each semester, i.e., &quot;Welcome Week.&quot;</td>
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<td></td>
<td>3.c To provide for the review and possible revision of the Standards of Conduct for the College Community with Guidelines for Due Process during 1974-75.</td>
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<tr>
<td>4. To provide educational activities.</td>
<td>4.a To coordinate programs and special events with the assistance of instructional departments and student groups.</td>
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<td>4.b To provide for a student-oriented Wednesday noon forum, which occurs at least once a semester.</td>
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<td>4.c To provide coordination for week-long programs (common themes) at least once a semester.</td>
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<td>Goals</td>
<td>Objectives</td>
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<td>4. (continued)</td>
<td>4.d To provide funds for the development of the 1974-75 &quot;Concept&quot; magazine.</td>
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<td>4.e To provide funds of $300 for a Model United Nations Program.</td>
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<td>4.f To assist in the creation of a &quot;Women's Reentry Program&quot; which coordinates the activities of the mature woman returning to campus.</td>
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<tr>
<td>5. To provide for honors for scholastic achievement.</td>
<td>5.a To arrange for an Awards Banquet during the Spring semester to honor outstanding students, leaders, faculty, and staff.</td>
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<td>5.b To provide for honoring outstanding scholars at the commencement ceremonies each year.</td>
</tr>
<tr>
<td>6. To provide for the development of social, cultural and athletic activities.</td>
<td>6.a To provide for or cooperate with the production of two drama programs, and seven musical productions during 1974-75.</td>
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<td>6.b To work with the Associated Student Senate to provide a film series, featuring a prominent movie, once a month during the academic year.</td>
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<td>6.c To assist campus clubs in providing social, cultural, or other special activities, i.e., Geology Club's &quot;Mucker's Ball.&quot;</td>
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<td></td>
<td>6.d To assist the Associated Student Senate in providing 30 noontime entertainment events on Wednesday during the fall and spring semesters.</td>
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<td>6.e To provide for a major evening production which is financially self-sustaining at least once each semester.</td>
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</tbody>
</table>
Goals

6. (continued)

7. To serve as a model for disciplined organization and procedure in conducting activities and to encourage respect for procedure, policy, and organization in various aspects of the college community.

Objectives

6.f To coordinate a "Vaquero Roundup" before the first home football game with a 20% increase in the attendance over the previous year.

6.g To serve as a resource unit to students and to student groups.

6.h To provide supervision for the selection and coordination of the cheerleaders on an annual basis.

7.a To assist in a periodic review, and the possible revision of the Associated Student Constitution and By-laws.

7.b To provide for structure and regulatory systems for all student clubs.

7.c To provide a course in leadership each semester to include information on parliamentary procedure and management techniques.

7.d To provide annually the officers and Student Senate members with a revised, updated manual with pertinent policies, procedures, and other matters relevant to students of SBCC and to student government.

7.e To provide for student elections twice a year. The spring election goal is 10% more voters than the previous spring election.

7.f To provide for a Student Finance Office which manages the finances of the Financial Aids Office, Student Government, Trust Accounts, Clubs; which controls and maintains the student body vehicles; and which coordinates ticket sales of over 40 events yearly.
Goals

7. (continued)

Objectives

7.g To assist the Student Senate in learning the means of working through committees to accomplish changes and to develop new programs.

8. To coordinate campus student communication.

8.a To provide the club advisers with a revised manual each fall which includes college policies, procedures and required forms for various activities.

8.b To publicize each Associated Student Senate and Student Activities Office event with the maximum number of allowable posters and banners.

8.c To post, by 10 a.m. each Monday, a Weekly Calendar on each student bulletin board.

8.d To maintain a yearly calendar of events.

8.e To supervise the annual revision and publication of a Student Handbook, which shall be available before fall registration.

8.f To coordinate with the Public Relations Office the disbursement of student news releases.

8.g To supervise the use of the Campus Center public address system.