The Management Staff of the Santa Barbara Community College District is returning to the practice of setting annual goals in the form of "Items for Institutional Study and Action." These items grow out of long-range goals and objectives. They serve as a device for measuring management productivity and for increasing the accountability of the Management Staff.

Items for Study and Action for 1977-78 are listed according to the basic management structure of the College. The first main heading is "General." Others are related to areas of responsibility assigned to each Administrative Dean or to the Assistant Superintendent.

I. GENERAL

A. Affirmative Action and Personnel

1. Develop District Affirmative Action Goals and Timetables.

   Staff will work with the District's Affirmative Action Committee, the Board of Trustees' Subcommittee, and the Chancellor's Office and develop local guidelines for conducting a utilization study and establishing appropriate Affirmative Action Goals and Timetables. Deadline July 1, 1978.

2. Coordinate Implementation of 504 Handicapped Regulations.

   Staff will work with the 504 Handicapped Committee and coordinate implementation of the required policies and practices for self-evaluation study and development of a transition plan for District facilities. Goal deadline—December, 1977.


   Staff will work with the Superintendent/President and Administrative Deans and develop an official District Personnel Policies Manual for submission to the Board of Trustees for adoption. Efforts have been made to accomplish this in the past, as an established policy manual will facilitate the on-going review and updating of District Personnel Policies by the various faculty committees on campus and the District administration.

4. Develop District Safety and Accident Preventions Program.

   A written District Safety and Accident Prevention program will be developed in cooperation with the District Safety Committee. The program will meet the new CAL-OSHA requirement (3203) for an Accident Prevention Program, which is effective October 1, 1977. A District safety brochure will be sent out to employees as part of the new safety program.
5. **Implement a Formal New Employee Orientation Program.**

All new classified employees will receive an organized orientation program, to be developed by the Assistant Personnel Director. The program will include participation by the Assistant Personnel Director, the Personnel Technician, the Director of Personnel Services, and respective Department Heads.

6. **Develop a Certificated Personnel Operations/Procedures Manual.**

A Personnel Operations/Procedures Manual will be developed which will provide instructions and guidance for use in operating or monitoring the various personnel programs in the certificated area. This will include at a minimum: Affirmative Action Hiring and Recruitment, Contracts and Processing, Sabbatical Leaves, Salary Class Transfers, Retirement, Personnel Benefit Administration.

7. **Revise Current Employee Performance Evaluation Form.**

8. **Develop Separate Rules and Regulations for Classified Bargaining Unit Members and for Non-represented Employees.**

9. **Revise Current Classified Disciplinary Procedure to Bring It Into Compliance with Skelly Decision.**

10. **Study Possible Use of Data Processing for Personnel Record Keeping in the Following Areas:**
    a. Career Longevity Increments
    b. Annual Salary Increments
    c. Performance Evaluations
    d. Workforce Survey, e.g., status reports, turnover

11. **Develop Supervisory Training in the Following Areas:**
    a. CSEA Contract Orientation for Faculty Supervisors
    b. Affirmative Action and Upward Mobility Sessions
    c. Performance Evaluation Training

12. **Study Job Classification and Proper Utilization of Tutors, Readers, Instructional Aides.**

13. **Revise Exit Interview Forms.**

    Revise form to require employee's signature. Require reasons for termination in case of unemployment claim.

14. **Provide Upgraded Employment Interview Training.**

    Train interview committees on proper interviewing techniques and EEO considerations.
I. GENERAL - continued:

B. Communications

1. Increase dissemination of information to the community about state and national issues which impact the District.

2. Disseminate information describing the benefits of enrollment and attendance and seek additional enrollment through new delivery modes such as "Twilight College."

3. Increase communication within the College through such measures as re-activation of meetings between faculty groups, Dean of Instruction, and Superintendent/President.

C. Research and Grants

1. Implement NCHEMS Costing and Data Management System with an accurate and current base of institutional data and work with potential users to fit the system to their needs.

2. Work with Joint Powers Data Processing Study Committee to formulate recommendations to meet future data processing needs.

3. Design and conduct a comprehensive analysis of enrollment attrition.

4. Develop and implement an institutional policy on grants.

5. Develop a file of references on potential private sources of grant funds.

6. Arrange for professional staffing of THE FUND FOR SANTA BARBARA CITY COLLEGE and lay the groundwork for both short-term and long-range fund raising.

II. BUSINESS SERVICES

A. General Administration

1. Develop, analyze, evaluate and generate staff awareness of the concept of Zero Base Budgeting as applicable to the District. (November 1977 - March 1978)


3. Study feasibility of campus-wide microfilming services to minimize required permanent storage. (February 1978)

4. Develop plan and recommendations for Administrative Secretarial Services. (January 1978)

5. Prepare recommendations for solving Business Services "air problem." (December 1977)
II. BUSINESS SERVICES - continued:

6. Review Risk Management Program and make recommendations for improvements. (Continuous)


8. Complete Two-District Data Processing Study. (June 1978)

9. Complete Certificated Salary Analysis Study. (December 1977)

10. Regenerate Joint Powers Agreement with City of Santa Barbara. (March 1978)

B. Accounting/Payroll

1. Develop methods to improve budget control of hourly teachers' salaries. (December 1977)

2. Study concept and feasibility of payroll encumbrance. (December 1977)

3. Make Payroll and Accounting procedures compatible with County requirements. (January 1978)

4. Develop less time-consuming methods for internal "charge back" of expenditures. (January 1978)

5. Analyze and evaluate effectiveness of the Appropriation Ledger as a control tool by department heads and make changes when necessary. (March 1978)

6. Review all functions to update procedures, minimize duplication and redistribute workload. (Continuing)

7. Re-evaluate and change where necessary the methods and procedures for gathering and reporting expenditures and budget information. (March 1978)

C. Data Processing

1. Adopt payroll system for compatibility with new County Superintendent's requirements with regard to Mag Tape. (June 1978)

2. Develop system to generate registration appointment date and print postcards to be mailed to continuing students. (June 1978)

3. Automate year-end reports for Accounting to State to include totals by C. I. D. (January – June 1978)

4. Study feasibility of implementation of new personnel file system, including Sick Leave and Vacation reports. (June 1978)

5. Develop and implement automated maintenance of periodicals for the Library, including the printing of the Periodical Index. (June 1978)
II. BUSINESS SERVICES - continued:

6. Adopt City Schools' system of historical student file. (June 1978)

7. Work with various department heads to ascertain areas where Data Processing can be of assistance in accomplishing jobs. (Continuing)

D. Facility Development

1. Establish effective procedure and conduct workshop sessions for development of 5-year plans. (October 1977 - April 1978)

2. Develop organized plan for implementation of the 1977-82 construction plan. (October 1977)

3. Work toward resolution of Continuing Education Master Plan and Architectural Program. (February 1978)

4. Supervise 1977-78 Construction Program, including bidding of projects:

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Bid Date</th>
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<tbody>
<tr>
<td>Marine Technology</td>
<td>September 1977</td>
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<tr>
<td>Physical Science Addition</td>
<td>December 1977</td>
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<tr>
<td>Warehouse/Greenhouse</td>
<td>January 1978</td>
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<td>Relocation of Temporary Bldgs</td>
<td>January 1978</td>
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<tr>
<td>Pershing Park Landscape</td>
<td>March 1978</td>
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<tr>
<td>Additional Graphics</td>
<td>March-April 1978</td>
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<tr>
<td>Bookstore Relocation</td>
<td>May 1978</td>
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<tr>
<td>Campus Center Addition</td>
<td>July 1978</td>
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</tbody>
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5. Submit Preliminary Plan Packages and Revised Preliminary Plan Packages (October 1977)

6. Update Facilities Inventory and Space Utilization Study. (April-November 1978)

E. Facilities and Operations

1. Develop and maintain program of Employee Evaluation based upon performance. (March 1978)

2. Identify potential safety problems which custodians and groundsmen are to be aware of and prepare an on-going training program for their minimization. (Continuous)

3. Identify potential campus safety problems for correction by District. (Continuous)

4. Analyze program for energy conservation and update as required to meet established goals. (January 1978)

5. Identify security infractions and develop program for correction. (November 1978)

6. Expand preventive maintenance program to accommodate new construction. (Continuous)
II. BUSINESS SERVICES - continued:

7. Monitor needs for alterations and improvements. (Continuous)

8. Review and update Civil Defense, Disaster and Disturbance Policy. (October 1977)

9. Install and operate heating, ventilation, lighting, fire alarm monitoring system. (October 1977)

F. Switchboard/Mail Room

1. Re-study phone traffic for Admissions Office to determine feasibility of separate lines. (March 1978)

2. Train additional regular Business Services personnel as switchboard/mail room relief. (December 1977)

G. Printing Production and Duplicating

1. Review and update Printing and Duplicating Guidelines. (January 1978)

2. Analyze and evaluate staffing and workload. (February 1978)

III. CONTINUING EDUCATION

A. Administration/Curriculum

1. Evaluate the organizational pattern of the Division and the need for additional staff. Recommend changes if needed.

2. Plan and implement by Fall, 1978, a fund-raising campaign for facilities.

3. Set up an annual calendar for in-service teacher training and faculty meetings. Evaluate the success of such sessions.

4. Set up a policy and a procedure for evaluation of hourly certificated personnel.

5. Evaluate the effectiveness and efficiency of the Alpha Training Center program which was completely reorganized during the Summer of 1977.

6. Evaluate the services offered at Work Incorporated, Work Training Program, and Alpha Training Center as to possible coordination.


8. Design a student survey questionnaire to be administered in the Winter or Spring term.

9. Consider conducting a survey of student dropouts.
III. CONTINUING EDUCATION - continued:

10. Institute a yearly fashion show in conjunction with the annual arts and crafts fair.

11. Complete a system for keeping track of the number of terms students are enrolling in crafts classes.

12. Evaluate the Adult Learning Center as to its effectiveness in serving the needs of adults and make recommendations for the future.

13. Program a number of classes between 4 and 7 p.m. at the Adult Education Center to test the responsiveness of the community to offerings during those hours.

B. Facilities

1. Re-evaluate various possibilities for a location for the downtown Adult Education Center.

2. Develop a facilities replacement master plan for the downtown Adult Education Center that will include phases of development.

3. Evaluate the maximum occupancy possible for our adult education classes at San Marcos High School and recommend alternate sites for classes to be held.

4. Examine both owned and rented facilities for possible alterations to accommodate handicapped persons.

5. Evaluate the use of space in the non-instructional areas at the Adult Education Center and recommend changes and/or alternatives if needed.

6. Evaluate our Adult Education Center facilities with respect to greater possible utilization at all hours of the day.

7. Locate community facilities where child care can be provided at the site by some responsible group.

IV. CURRICULUM AND INSTRUCTION

A. General

1. Planning

   a. Develop an all-inclusive educational plan for the College.

   b. Refine procedures and practice for preparing written goals and objectives for the various academic departments.

   c. Work with Research Office to implement NCHEMS studies for cost center financial analysis.
IV. CURRICULUM AND INSTRUCTION - continued:

2. Development

   a. Review in-service procedures and develop approaches directly related to the improvement of instruction.

   b. Arrange for a study of professional growth policies and programs of the District including sabbatical leaves and coordinate development of recommendations for a comprehensive professional growth plan.

   c. Search for new procedures for evaluating learning.

3. Operations

   a. Increase the efficiency and effectiveness of the scheduling process.

   b. Work with Department Chairpersons and Assistant Superintendent for Business Services to refine capital budgeting and replacement of equipment procedures.

   c. Review with Department Chairpersons and Business Office budgeting procedures for supplies.

B. Evening College and Instruction Via Television

1. Expand the offerings of the Evening College and increase attendance.

2. Work with the community to ascertain educational needs and programs and to promote Evening College programs.

3. Expand television as an educational resource.

C. Health Occupations

1. Review and revise Dental Assisting curriculum. Respond to recommendations of accreditation visitors. Improve program where feasible in areas of staffing, equipment, and supplies.

2. Review revised radiologic technology program. Prepare a progress evaluation report prior to Christmas holidays.


4. Analyze the possible need for added Health Occupations programs to serve new student clientele.

5. Use ADN capitation funds to purchase equipment for learning laboratory and to send staff to conferences on ADN education.

6. Seek further improvements in process for selecting students for Health Occupations programs.

7. Improve recruitment efforts for Medical Assisting and Dental Assisting Programs.
IV. CURRICULUM AND INSTRUCTION - continued:

D. Occupational and Career Education

1. Develop follow-up components for SAMS which will determine what non-continuing students (graduates or drop-outs) are doing.

2. Develop the Learning Resource Center with the assistance of the Applied Technology teaching staff, Director of Tutorial staff, and the Director of Audio Visual.

3. Find resources or write projects for the replacement of Machine Shop equipment that is being returned to CETA.

4. Develop a graded/non-graded program in Auto Body and Fender.

5. Develop "twilight" course in commercial fishing.


7. Develop horticulture facility on West Campus.

8. Assist Metals Manufacturing Program in updating welding course offerings.

9. Re-initiate a Bilingual Secretarial Training Project.

10. Update slide film presentation in Occupational Education.

11. Update advisory committees and District Plan for Vocational Education to conform to new guidelines set forth in Public Law 90-40 and Public Law 94-482.

E. Support Services

1. Learning Center

   a. Reorganize Math 1 for increased effectiveness of instruction, more efficient utilization of personnel, and increased retention of students.

   b. Develop an effective management information system for Math 1.

   c. Develop special procedures for identification and instruction of educationally handicapped students in Math 1, as defined by AB 77.

   d. Develop modules in mathematics for vocational-occupational trades students to be used on an individualized instruction basis in the Learning Center or by instructors in class.

   e. Continue to work with instructors for the development of individualized instruction courses or course segments taught through the Learning Center using Programmed Instruction, Audio-Tutorial, or other multi-media methods.
IV. CURRICULUM AND INSTRUCTION - continued:

  f. Continue to develop Learning Center facilities for individualized instruction designed for the physically handicapped.

  g. Develop individualized instruction, multi-media modules in the history of science, history of technology, and history of mathematics designed to be used in the Learning Center to supplement existing courses in the sciences, mathematics, arts and humanities, and social sciences.

2. Library

  a. Plan for new Library facilities, and/or expansion of present facilities.

  b. To work closely with the Library Committee in a continuous evaluation of Library resources and service.

  c. To coordinate services with the Audio-Visual Department and the Learning Resources Center.

3. Media Services

  a. Assist Department Chairpersons, where appropriate, in assuming more of a leadership role in improving instruction through the use of media.

  b. Explore the possibility of cataloging materials prepared by the department and other "non-print" materials that have collected in departmental closets to minimize duplication of effort and to increase use of these materials.

  c. Define more clearly the cost accountability of services provided to Evening College, Community Services, Adult and Continuing Education, and non-instruction cost centers.

  d. Conduct in-service training sessions and/or workshops for faculty and certain classified staff for the purpose of upgrading their competence with equipment operation and materials production.

  e. Encourage faculty to evaluate their use of instructional media and work toward more efficient and effective use of Instructional Media Services.

  f. Communicate more frequently and effectively with faculty regarding services available from our center.
V. STUDENT SERVICES

A. Seek funding for improvements in security of records stored in the Admissions and Records Office.

B. Provide for installation of adequate telephones and an information center for the Admissions and Counseling complex, especially during peak periods.

C. Assist students by developing a schedule with present personnel to have the Admissions Office open from 8 a.m. to 9 p.m. (Monday through Thursday) and from 8 a.m. to 4:30 p.m. (Friday).

D. Microfilm past instructors' class records (1971-77) and develop means for cataloging and retrieval.

E. Provide recommendations for Board Policy on a new priority system for registration.

F. Assist with in-class registration for the "Twilight College."

G. Clean and reorganize the Admissions Office to create work space and to provide for more effective retrieval of materials and records.

H. Plan for relocation and renovation of the Campus Bookstore.

I. Experiment with and evaluate the assignment of counselors part-time to areas on campus frequented by students.

J. Develop and evaluate procedures for identifying under-achieving students and for providing such students with concentrated counseling services.

K. Study feasibility of a "drop-in center" to provide students with psychological counseling.

L. Form committee to coordinate efforts of common interest of Career Education, Experiential Learning, and Job Placement.

M. Study the need to serve part-time students who qualify for EOPS assistance.

N. Study the need to serve re-entry women who qualify for the EOPS program.

O. Update brochures and statements of procedures regarding financial aid.

P. Provide for a minimum of one tour per month of industrial and business facilities.

Q. Present a basic Cardio-Pulmonary Resuscitation class on campus for staff and students.

R. Study means to expand the Career Education Center facility by Summer 1978.

S. Study and recommend means for recruitment of students.

T. Develop an inter-club council to foster club promotion and support.
V. STUDENT SERVICES - continued:

U. Provide assistance and supervision for five major all-college dances during 1977-78.

V. Study and recommend staffing and budget needs for the Women's Center.

W. Study and recommend staffing and budget needs for the Veterans' Office.

X. Review with the thought of reorganization staffing of the Counseling Center.