SANTA BARBARA COMMUNITY COLLEGE DISTRICT

Items for Institutional Study and Action
1977-78
Progress Report
March, 1978

Following is a report of progress to this time on Items for Institutional Study and Action for 1977-78. Items are listed according to the basic management structure of the College. A final report will be provided during early Summer.

I. GENERAL

A. Affirmative Action and Personnel

1. Develop District Affirmative Action Goals and Timetables

Three meetings of the Board's Subcommittee on Educational Policies have been held. It is anticipated that agreement will be reached as to appropriate "availability" data for use in setting goals/timetables at a meeting in early Spring.

2. Coordinate Implementation of 504 Handicapped Regulations

(Accomplished) Self-Evaluation Study project completed with report submitted to Superintendent/President.


4. Develop District Safety and Accident Program

(Accomplished) A written plan has been developed and has been implemented on campus.

5. Implement a Formal New Employee Orientation Program

(Accomplished) A Classified Employee Orientation Program has been developed, and all new classified employees are participating in a structured orientation program.
   In the process of compiling information, forms, etc.

7. Revise Performance Evaluation Form (Classified)
   (Accomplished) Revision accomplished with input from classified
   with input from classified and certificated supervisors. New form
   at print shop.

8. Classified Personnel Rules and Regulations
   (Accomplished) Separate rules and regulations adopted by Board
   for CSEA unit members, effective 1/27/78.

9. Update and Revise Disciplinary Procedure (Classified)
   (Accomplished) A revised Disciplinary Procedure was adopted by the
   Board of Trustees on 1/12/78.

10. Study Possible Use of Data Processing for Personnel Record Keeping
    (Classified)
    Request prepared and discussed with Director of Data Processing.
    First printout of new information expected in March, 1978.

11. Develop Supervisory Training (Classified)
    No activity as of this date.

12. Study Job Classification and Proper Utilization of Tutors, Readers,
    and Instructional Aides (Classified)
    Contact and discussions have taken place with Tutorial Center Director
    regarding use of Tutors and Readers. A proposal is being prepared
    by Tutorial Center to clarify status of classified staff use.
    Discussion was held with Professional Standards and Leave Committee
    regarding use of Instructional Aides by the District. This matter
    is still being considered by the committee.

13. Review of Exit Interview Form (Classified)
    Accomplished review and revision of form. New form now in use requires
    employee to provide reasons for termination; evaluate working condi-
    tions, training, and supervision; and employee signs forms.

14. Provide Upgraded Employment Interview Training
    District "Orientation for Interview Committees" booklet has been
    revised and will be printed by April, 1978. Each interview committee
    is provided with a one-half hour orientation prior to interviews on
    proper interview techniques and equal employment opportunity con-
    siderations.
B. Communications

1. Increase dissemination of information to the community about state and national issues which impact the District.
   Press releases and statements of the Superintendent-President have emphasized the danger in the trends toward centralization and bureaucratization. Efforts will be made to inform the community as objectively as possible of the impact upon the district of the Jarvis-Gann initiative.

2. Disseminate information describing the benefits of enrollment and attendance and seek additional enrollment through new delivery modes such as "Twilight College".
   Special press releases and advertisements were prepared and used prior to both Fall and Spring registration. The "Twilight College" was inaugurated in the Fall and is being expanded for the Spring semester.

3. Increase communication within the college through such measures as re-activation of meetings between faculty groups, Dean of Instruction, and Superintendent-President.
   The meetings referred to were re-activated and held during the Fall semester. The Cluster Leaders' Council, also, appears to be a vehicle for improving communication within the college.

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.
   The NCHEMS Costing and Data Management System is now fully usable and an accurate data base for Fall 1977 is on file. Spring data will be added as soon as the fourth week census reports are available. Copies of the Operational Budget report from this program have been distributed to several key administrators.

2. Work with Joint Powers Data Processing Study Committee to formulate recommendations to meet future data processing needs.
   The Data Processing study has progressed to a point where a decision is imminent regarding continuation as a joint powers operation or separation into two independent operations. This decision, which is expected to be presented to the Board in March, will pave the way for rapid completion of the study and preparation of procurement documents.

3. Design and conduct a comprehensive analysis of enrollment attrition.
   A plan for attrition analysis has been developed, and some data have been gathered for Spring, 1977, and Fall, 1978. We are currently awaiting identification of non-continuing students by a computer program now being written.

4. Develop and implement an institutional policy on grants.
   An institutional policy on grants was developed and received Board approval on November 10, 1977.
5. Develop a file of references on potential private sources of grant funds.

No progress has been made on the development of a reference file on 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.

A consultant has been employed. A plan and program have been developed and implemented. Permanent staff has been employed and is implementing the plan and program.

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

Several copies of a basic manual on Zero Base budgeting have been purchased and distributed to key management personnel for study and distribution within their departments. It is anticipated that there will be additional follow up literature and discussions regarding the matter, especially in light of the potential Jarvis-Gann Initiative or a tax reform bill currently in the State Legislature.

2. Develop Business Services Procedures Manual for staff use

The press of time has not allowed any progress on the development of the Business Services Procedures Manual. Current status is that the office is still collecting all of those policies that are in existence so that they may be reviewed and modified before inclusion in the manual.

3. Study feasibility of campus-wide microfilming services to minimize required permanent storage

The press of time and functions has not allowed the study of the feasibility of campus-wide microfilming but it is anticipated that a study will be commenced before the end of the fiscal year.

4. Develop plan and recommendations for Administrative Secretarial Services

The effort to analyze the possibility of consolidation of administrative secretarial services is in progress. It appears at this time that it is feasible without major alterations to house all of the educational and business secretarial services in one physical location. To do so however, would necessitate the elimination of one classroom in the proposed remodeling program of the Administration Building.
5. Prepare recommendations for solving Business Services "air problem"

The air problem in the Business Services area and the Admissions and Records area has been isolated and identified as emanating from the Auto Shop exhaust fumes. The Board authorized the employment of a structural engineer and the project has been bid and the low bid accepted. Construction will be completed in the month of May.

6. Review Risk Management Program and make recommendations for improvements

With the retirement of Charlotte Spafford, Mr. Tobin has been assigned the responsibilities for the risk management program and we are in the process now of reviewing and analyzing our insurance program with our broker. Because of the nature of the college and the nature of the insurance market, this is a continuing process.

7. Analyze and prepare recommendations regarding Personnel Benefits Program for 1978-79

The Personnel Benefits Committee has been meeting for several months now and is in the process of analyzing the various alternatives which may be available to the administration and the staff. Public forums will be conducted with the personnel of the district and recommendations will result from those meetings.

8. Complete Two-District Data Process Study

The Data Processing Study Committee has been working very hard. The initial proposals have been submitted by eight vendors. The initial proposal is designed to assist the committee in the first step of configuration by deciding whether the recommendations should go to the Board for independent data processing for each of the two districts or continuation of the joint-powers group. A recommendation will be prepared for the Board of Trustees meeting of May 23rd.

9. Complete Certificated Salary Analysis Study

The annual certificated salary analysis study was completed in December and the results indicated that the instructors salary is approximately one percent below the 67th percentile.

10. Regenerate Joint Powers Agreement with City of Santa Barbara

There is a need to revise the agreement between the City and the District for joint use of facility. An analysis is currently being conducted to determine the effect and/or consequences of such revision. It is anticipated that the new agreement will be drawn for signature before the end of this fiscal year.
B. Accounting and Payroll

1. Develop methods to improve budget control of hourly teachers' salaries

A data processing program has been developed to produce a monthly cumulative hourly salary printout by account number. It shows actual hours and dollars expended during the current month as well as semester to date. It also predicts expenditures of hours and dollars for the entire semester.

2. Study concept and feasibility of payroll encumbrance

The study of the concepts and feasibility of payroll encumbrances reveals that a detailed procedure for updating payroll encumbrances, as changes occur, would be time-consuming and relatively unproductive. Salary adjustments, personnel replacements and any other changes affecting salaries, no matter how minor, would require an encumbrance adjustment. Instead we will encumber budgeted salaries and reducing encumbrance each month by the amount of the payroll expense. An adjustment will be made if new positions are approved, or if existing positions are eliminated.

3. Make payroll and accounting procedures compatible with County requirements

The new County payroll system is operational and our procedures have been revised as necessary.

4. Develop less time-consuming methods for internal "charge back" of expenditures

A method has been developed to reduce the time-consuming methods for internal "charge back" but at this point is not yet implemented.

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

In February the Cost Center Chairpersons will be requested to comment as to the appropriation ledger's effectiveness. From those comments we hope to be able to evaluate the need for the appropriation ledger in its current configuration.

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

In January the Board approved a reorganization of the Business Services office. That recent reorganization study included a review of the present procedures.
7. Re-evaluate and change where necessary the methods and procedures for gathering and reporting expenditures and budget information

This is in-progress and is being reviewed.

C. Data Processing

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

The new payroll system of the County is now operable and the District staff and the County Superintendent's staff will be discussing the requirements to be necessary for us to submit mag tape rather than input documents to the County Superintendent.

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

This system went into operation for the Spring of 1978 semester and will be evaluated as to its effectiveness.

3. Automate year-end reports for Accounting to State to include totals by CID

This has not yet been started.

4. Study feasibility of implementation of new personnel file system, including sick leave and vacation reports

This has not yet been started.

5. Develop and implement automated maintenance of periodicals for the Library, including the printing of the Periodical Index

A proposal has been submitted to the Library personnel but at this point there has been no response for implementation.

6. Adopt City Schools' system of historical student file

This item will be held up until the various D.P. study decisions are made.

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

The Data Processing Department is currently working with the English and Counseling Departments to automate the Nelson-Denny tests.
D. Facility Development

1. Establish effective procedure and conduct workshop sessions for development of five-year plans

The scheduling of workshop sessions with the Instruction division, Student Services division, and Business Services division have been held off pending the outcome of the Board workshop session on the budget.

2. Develop organized plan for implementation of the 1977-78 construction plan

The 1977-82 construction plan has been submitted to the Board of Trustees and approved at its second meeting in January. The actual implementation of the construction program will depend upon funds being available for the projects for the 1978-79 year.

3. Work toward resolution of Continuing Education Master Plan and Architectural Program

The staff has met with Dr. Bobgan regarding the Continuing Education master plan and architectural program and has set a date to meet with the advisory committee by April 1st, 1978; this meeting to be at Dr. Bobgan's request.

4. Supervise 1977-78 construction program, including bidding of projects: Marine Technology, Physical Science addition, Warehouse/Greenhouse, relocation of Temporary buildings, Pershing Park landscape, additional Graphics, Bookstore relocation, Campus Center addition.

Several construction projects are close to being on schedule. The Marine Technology building is under construction with a completion date near the first of September, 1978. The Physical Science addition contract has been let and construction has started. The Warehouse project has just received approval by the Board to go to bid; construction should begin in March. The relocation of the Temporary buildings by La Playa stadium has been delayed severely because of the wet conditions. A bid has been let, however, and weather permitting the buildings should be moved up on campus around the 15th of March. At that point the buildings will have to be renovated; equipment is now being ordered for those buildings. The Pershing Park landscaping project is being held up, pending thorough review by the City Parks Department. It is anticipated that that project will commence during the summer of 1978. Because the original graphics for the campus have not yet been received so that an evaluation of them can be made, additional graphics will not be bid as estimated. The Bookstore relocation project is anticipated to begin in May or June as scheduled. The Campus Center addition is moving ahead on schedule and working drawings are in progress.

5. Submission of Preliminary Plan Packages and Revised Preliminary Plan Packages

The preliminary plan packages and the revised preliminary plan packages were submitted on time. It is anticipated that they will be included in the Governor's budget for 1978-79.
6. Update Facilities Inventory and Space Utilization Study

The staff is proceeding on the assumption that it will be possible to automate the facilities inventory and space utilization study. Mr. Trent will be working with the Instruction Office, the Admissions and Records Office, and Data Processing, as well as with Mr. Miller on the data base in an attempt to provide this additional aspect to our operation.

E. Facilities and Operations

1. Develop and Maintain Program of Employee Evaluation Based Upon Performance

Work is continuing on employee evaluation based upon performance and it is anticipated to be implemented and accomplished as the target date indicates, 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

The identification of potential safety problems is on-going and preparations are being made for an on-going training program to minimize those safety problems.

3. Identify potential campus safety problems for correction by District

The identification of campus safety problems is continuing; a regular program is underway. The College Safety Committee meets only on a monthly basis to discuss and suggest courses of action.

4. Analyze program for energy conservation and update as required to meet established goals

Analysis of the program for energy conservation has been completed and a rough draft of the document has been made.

5. Identify security infractions and develop program for correction

This is a continuing area of concern. A weekly meeting is held involving the day security officers, Mr. Reynolds, Dr. Sorsabal and Mr. Eyre. The purpose of these meetings is to identify those infractions and to discuss possible solutions.

6. Expand preventive maintenance program to accommodate new construction

All motors, fans, heating and ventilating equipment, etc. are identified and provided a schedule of preventive maintenance. Those pieces of equipment installed in the new Performing Arts building are also now included within that program.
7. Monitor needs for alterations and improvements

A program of identifying alterations and improvements is on-going and continuous. Action on alteration and improvement items follow a priority system so that health and safety items are of the highest priority, and items for esthetic improvements are the lowest priority.

8. Review and update Civil Defense, Disaster and Disturbance Policy

The Civil Defense, Disaster and Disturbance Policy was updated as indicated. The only changes required this year were the changes in telephone numbers and names.

9. Install and operate heating, ventilation, lighting and fire alarm monitoring system

The installation of the heating, ventilating, lighting and fire alarm monitoring system has not yet been completed; the Simplex people are still working on the system.

F. Switchboard and Mail Room

1. Restudy phone traffic for Admissions Office to determine feasibility of separate lines.

The study of the phone traffic for the Admissions Office is currently being accomplished and should be completed by the end of March.

2. Train additional regular Business Services personnel as switchboard/mailroom relief.

We now have trained Business Office personnel as switchboard/mailroom relief to ease our problems when these personnel are out.

G. Printing Production and Duplicating

1. Review and update Printing and Duplicating Guidelines

The review and update of the Printing and Duplicating Guidelines has not yet been completed. It is anticipated it will be completed before the end of the year.

2. Analyze and evaluate staffing and workload

We have not yet completed the analysis and evaluation of the staffing and workloads in the Printing Production and Duplicating area but it is being worked on and should be accomplished during the month of March.
III. CONTINUING EDUCATION

A. Administration/Curriculum

1. Evaluate the organizational pattern of the Division and the need for additional staff. Recommend changes if needed.
   Evaluation of the organizational pattern of the Division is in progress. Recommended changes, if needed, will be prepared by June 1st.

2. Plan and implement by Fall, 1978, a fund-raising campaign for facilities.
   A fund-raising campaign for facilities is being coordinated with the activities of THE FUND FOR SANTA BARBARA CITY COLLEGE.

3. Set up an annual calendar for in-service teacher training and faculty meetings. Evaluate the success of such sessions.
   The in-service teacher training and faculty meeting calendar has not yet been set up but plans have been made for an in-service teacher training workshop for the Spring term.

4. Set up a policy and a procedure for evaluation of hourly certificated personnel.
   A policy and a procedure for evaluation of hourly certificated personnel has been developed and is on file in the Dean's office.

5. Evaluate the effectiveness and efficiency of the Alpha Training Center Program which was completely reorganized during the summer of 1977.
   The reorganization of both the teaching staff and the institutional program at Alpha Training Center has proven to be very effective. The elimination of teacher aides and the use of only instructors helped solve some personnel problems. The reorganizing of the instructional program established more clear-cut teacher assignments which had been rather vague prior to the change.
   These changes and the assignment of a new supervisor by the Santa Barbara Council for the Retarded have resulted in a highly effective and efficient operation at the Alpha Training Center.

6. Evaluate the services offered at Work Incorporated, Work Training Program, and Alpha Training Center as to possible coordination.
   The recent assignment of a person as supervisor of these programs included seeking methods for coordination among the handicapped programs. Thus far, nothing substantial has been done. More information is expected by June, 1978.

   Three methods of expanding enrollments at Evening High School will be utilized: (1) newspaper advertising in addition to the routine notices in the adult education schedule, (2) a dropout study will be sent by mail with followup telephone conversations to encourage students to continue in the program, and (3) a mailing of Evening High School fliers to local high school dropouts will be sent. Only the first method has been tried at this time. This approach was not a significant success. The next two methods will be conducted and evaluated during winter term.
8. Design a student survey questionnaire to be administered in the winter or spring term.
A student survey questionnaire will be designed before the winter term ends, and conducted during the spring term.

9. Consider conducting a survey of student dropouts.
An item on student dropout will be included in the survey questionnaire to be administered spring term.

10. Institute a yearly fashion show in conjunction with the annual arts and crafts fair.
The sewing and quilting teachers are presently surveying their classes to determine class interest in presenting a fashion show as part of the Arts and Crafts Fair in June.

11. Complete a system for keeping track of the number of terms students are enrolling in crafts classes.
A system is now in operation for keeping track of the number of terms students are enrolled in crafts classes by the use of data processing.

12. Evaluate the Adult Learning Center as to its effectiveness in serving the needs of adults and make recommendations for the future.
The Adult Learning Center is in a temporary location in the heart of the target area for local adult basic education programs. The facility houses three classes in the morning, afternoon and evening. Attendance at each class if marginal after concentrated efforts at door-to-door recruiting, ads in Santa Barbara newspapers, and distribution of fliers throughout the city via elementary school children in five schools.
The facility or one like it should be leased again next year (one classroom only) and the effort to build up an Adult Learning Center should be maintained with a minimum goal of one morning, afternoon, and evening class. In 1978-79, it will probably be possible to add an Indo-Chinese component to the Center (if we can continue to provide transportation), greatly increasing the student population.
The Center will have valuable equipment to enhance the learning environment for students in the outlying areas and a system of transportation to the Center should be considered, utilizing a special fund for the disadvantaged at Santa Barbara City College.

13. Program a number of classes between 4 and 7 pm at the Adult Education Center to test the responsiveness of the community to offerings during those hours.
Three classes have been programmed between 4 and 7 pm during the fall and winter terms at the Adult Education Center. The number of students enrolled indicates that the community is interested in classes held during these hours.
B. Facilities

1. Re-evaluate various possibilities for a location for the downtown Adult Education Center.
   As soon as the Santa Barbara City Schools District completes its evaluation of elementary school sites and makes recommendations about closures, it will be possible to finalize 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.
   A facilities replacement master plan for the downtown Adult Education will need to await the employment of an architect.

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.
   The space available at San Marcos High School varies from term to term. Of the classrooms available during the past fall term, the program could have used the regular classrooms 9% more and the specialized classrooms 68% more. Of the classrooms available during the present winter term, the program could have used the regular classrooms 26% more and the specialized classrooms 75% more. More space was available winter term over fall because classes were purposely moved out of San Marcos High School to other locations.

4. Examine both owned and rented facilities for possible alterations to accommodate handicapped persons.
   Arrangements have been made to make facilities at the Adult Education Center accessible to handicapped persons. This should be accomplished by June 1, 1978.

5. Evaluate the use of space in the non-instructional areas at the Adult Education Center and recommend changes and/or alternatives if needed.
   Non-instructional areas have now been evaluated. Stored materials have been re-allocated from overcrowded locations to Room 5 which was vacated by the Plans and Planting office. Additionally, files and cabinets have been re-allocated from the main office to Room 5 to create a more workable environment.

6. Evaluate the present Adult Education Center facilities with respect to greater possible utilization at all hours of the day.
   Facilities have not yet been evaluated with respect to usage at all hours of the day. This will be done after administering the student questionnaire during the spring term.

7. Locate community facilities where child care can be provided at the site by some responsible group.
   An effort to find new facilities where child care might be offered by some responsible group is being made. Schools and churches are certainly the best, especially when the accompanying class is one that has been suggested by the staff of the school or church.
IV. CURRICULUM AND INSTRUCTION

A. General

1. Planning

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

1) A plan is being developed under the guise of Academic Planning. Although the plan is not complete as yet, progress is being made. Developments thus far include:

   a) New course proposal form
   b) Academic Master Plan file
   c) Proposed review of existing program guidelines

2) Future hopes and visions include:

   a) A systematic procedure by which each program on campus is evaluated at least once each 3-5 years. Plan would include:

      (1) Program viability statement
      (2) Proliferation of course content
      (3) Courses offered by department

         (a) Enrollment was over last 3-4 semesters
         (b) Determine over-subscribed courses
         (c) Determine low enrollment courses

      (4) New courses contemplated
      (5) Future direction

   b) Planning base for new program development

   c) Evaluation base for reviewing programs that may appear in difficulty.

   d) Planning base for determining the amount of resources allocated to a given program.

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

This particular item has not been addressed thus far. Work on it will begin very soon. The Plan is to ask departments to do the following:

1) Update goals and objectives by department.

2) Prepare statements:

   a) Departmental direction, 1978-79
   b) Plans for future:

      (1) Courses
      (2) Programs

   c) Departmental enrollment figures
   d) Plans for department self-study, if any
c. Work with Research Office to implement NCHEMS Studies for cost center financial analysis.

Very little has been accomplished in the area to date. Burt Miller will be asked in the near future to determine how NCHEMS (National Center for the Study of Higher Education Management Systems) processes can be used to assist us in reporting data for cost centers.

2. Development

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

1) The structure of in-service on campus continues to be an item of concern. Whether or not consensus can ever be reached regarding which approach is best suited for in-service activities on campus will continue to be of concern. In the near future, hopes for in-service include:

   a) A fixed dollar amount available to Clusters for use in scheduled activities
   b) A systematic means for requesting and reporting in-service activities
   c) Greater participation from departments
   d) More inter-disciplinary approaches for in-service

2) If endorsed or approved, a design for Professional Development will include an avenue for greater awareness for and attention to in-service activities. As proposals on Professional Development evolve, hopefully a design will be approved that will more than adequately address in-service.

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.

1) A comprehensive plan entitled "Leaves with Pay" was developed and delivered to the Superintendent/President for review and input.

2) The Professional Development Plan patterned after Gordon College was also developed. The plan is currently under consideration by representatives of the college faculty.

c. Search for new procedures for evaluating instruction

A self-evaluation instrument is being developed to assist departments in the evaluation of instruction. Although this process is not complete, work toward an acceptable design will continue.
3. Operations

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

      1) This item is currently in the process of being implemented. Using data stored in the computer is one step toward greater efficiency.

      2) Hopes and future visions include:

         a) Finding an alternative to listing prerequisites on schedule.

         b) Using a common system for scheduling courses with lecture/lab combinations. This procedure will insure that students are enrolled in both the lecture and laboratory in courses requiring both, e.g., Chemistry, Biology, Botany, etc.

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

      Progress on this item is continuing. It is expected that a revised procedure will be available for the 1979-80 budget year.

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

      Progress on this item is continuing. It should be expanded to result in total cost center budget control.

B. Evening College and Instruction Via Television

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

      Progress is continuing. Consideration is being given to Saturday classes and further offerings in Fall 1978.

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

      Specific efforts on this item have been postponed because of other priorities.

   3. Expand television as an educational resource.

      Five TV courses are being offered during Spring, 1978. Problems related to stocking books in the bookstore have been resolved. Requirements for credit have been tightened up.
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.

The Dental Assisting program has been reviewed and revised. The entire revision has been submitted to the Curriculum Committee for approval. During this interim, an accreditation visit was made by the American Dental Association wherein "full approval" was changed to "provisional approval." While many curricular changes have resulted from the A.D.A.'s recommendations, the primary criticisms of the A.D.A. are fiscal in nature--need for increased staff, increased and/or improved supplies and equipment. The latter have been requested for several years; and even though the College has improved this situation, there is still a long way to go in order to meet recommendations from the American Dental Association.

2. Review revised Radiologic Technology program. Prepare a progress evaluation report prior to Christmas holidays.

The revised X-ray Technology program is too new for a complete review and evaluation. An interim class, however, which completed in two years and six months (rather than the original three-year program) did better on the National Registry Examination for Radiologic Technologists than did any other class since the inception of the program. The full twenty-four month program is still too new for evaluation.

3. Evaluate performance of graduates in Health Occupations programs.

a. Evaluation of graduates of Health Occupations programs has been done, for the most part, on an informal basis. As far as the ADN program is concerned, Janice Whiting plans to spend her entire sabbatical leave on an in-depth evaluation of our products.

b. The Medical Assisting program was shortened from two years to one year. No formal evaluation of this change has been done. Because of low enrollment, at least two classes should be evaluated.

c. Even though the Community Health Technician program was dropped from college offerings, the students who completed that program are being employed in a variety of settings.

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

During this period of health crises and questionable fiscal practices within the health field, it is impossible to predict what kinds of health programs we'll need in the future. An educated guess would include more community-type programs, i.e., preparing students to care for people in their homes, walk-in health centers, etc.
5. Use ADN capitation funds to purchase equipment for learning laboratory and to send staff to conferences on ADN education.

Capitation funds have been used to purchase supplies and equipment for the learning laboratory and to send ADN faculty to conferences and workshops related to ADN. In the latter instance, capitation funds have also been used to pay for substitute teachers when necessary.

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

Each year improvements are sought for the selection process of students into Health Occupations programs. This year an "interim" plan is being used. A subcommittee of the Board of Trustees has continued to work with faculty in arriving at a fair procedure. Tentative plans have already been made for next year and will be announced as soon as possible.

7. Improve recruitment efforts for Medical Assisting and Dental Assisting Programs.

Faculty in both Medical and Dental Assisting programs have increased their recruitment efforts, particularly at the local high schools. It is too soon to know whether these efforts will result in an increased number of applicants.

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.

Completed system - now tabulating.

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.

Having difficulty - off schedule.

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

Have written "Tools for Schools" program - received some equipment.

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

Curriculum completed.

5. Develop "twilight" course in commercial fishing.

Completed.


On schedule.
7. Develop horticulture facility on West Campus.
   On schedule.

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

9. Re-initiate a Bilingual Secretarial Training Project.
   Completed.

10. Update slide film presentation in Occupational Education.
    In process.

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.
    Completed.

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.

      Four hourly instructors are now employed in the Math 1 program, and the role of the classified tutors has been restructured. The threefold increase in required class attendance has been accomplished with a minimum of expense and has increased the effectiveness of the program. These efforts to improve the program will continue.

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

      Efforts to improve the gathering and use of attendance and testing information in Math 1 have been made and are continuing. The Tutor II position has been revised so that a continuous process of attendance accounting now takes place. Procedures are being developed to enable valuable information about student progress to be made available to all tutors and instructors on a weekly basis. The search for more effective procedures will continue.

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

      During the Spring 1978 semester a large-scale testing program was instituted on an experimental basis in an attempt to

   - 19 -
identify those students who fall under the definition of "educationally handicapped" for the purposes of AB 77. These tests are being used to determine how we may best help these students in their efforts to learn basic mathematics. Experimental and control groups have been set up and the results of the study, available by June 1978, will permit design of more effective procedures for identifying and instructing these students.

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.

The Director of the Learning Center has applied for a sabbatical leave for the Fall 1978 semester to work on these materials. If sabbatical leaves are funded by the Board of Trustees, these materials will be available in the Learning Center by December 1978.

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.

This is an ongoing process in the Learning Center. During the Fall 1977 semester the following instructors and departments have been assisted by the Learning Center in the development of new individualized instruction projects and activities:

(1) Bergin, Communication 5, (2) Lane, videotaping of films for English classes, (3) Schiferl, Computer Science 1 and 2, (4) Matsui, Biology 1 videotaped lectures, (5) Instructional materials for Chemistry, Physics, Sociology, Astronomy. This is all in addition to the regular activities of the Learning Center in providing services to instructors.

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

The Learning Center has converted many records from disc to audio cassette so that they are more readily useful for home use by visually handicapped students. In addition, the Learning Center now provides a tape duplication service for handicapped students so that they may obtain copies of class lectures for review at home. This is especially useful for visually handicapped students who must rely on taped lectures for review and study.

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.

These materials have not as yet been developed and will be produced during the 1978-79 college year.
2. Library
   a. Plan for new Library facilities, and/or expansion of present facilities.
      No progress to date. A committee has been formed to work with Mr. Trent on planning.
   b. To work closely with the Library Committee in a continuous evaluation of Library resources and service.
      No progress.
   c. To coordinate services with the Audio-Visual Department and the Learning Resources Center.
      No progress.

3. Media Services
   a. Assist department chairpersons, where appropriate, in assuming more of a leadership role in improving instruction through the use of media.
      A copy of a slide presentation has been obtained from West Valley Community College which pertains to staff development. This will be offered to department chairpersons with urging that it be used in their department in-service meetings. A similar program is being prepared on a related subject.
   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.
      The campus Library is having enough difficulty cataloging non-print materials, but progress is being made. The Media Center is not staffed for this task but a cooperative venture with the Library and Learning Center might be arranged. Currently, as requests for services from Media Services are made, inquiry is made as to where the materials will be kept and how they will be cataloged.
   c. Define more clearly the cost accountability of services provided to Evening College, Community Services, Adult and Continuing Education, and non-instruction cost centers.
      No progress has been made on this complex issue.
   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.
      A workshop was provided in the Fall. Another will be provided in the Spring semester. Memos to faculty encourage invitations for assistance.
e. Encourage faculty to evaluate their use of instructional media and work toward more efficient and effective use of Instructional Media Services.

A series of weekly memos has been initiated to assist in this area.

f. Communicate more frequently and effectively with faculty regarding the services available from our center.

A series of memos has been a great aid toward accomplishing this purpose. Response has been gratifying.

V. STUDENT SERVICES

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

The renovation project for the Admissions Office was removed from the College's priority listing.

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

An additional phone line is used during registration at the Campus Center. At this time no other phone line has been requested.

C. Assist students by developing a schedule with present personnel to have the Admissions Office open from 8:00 a.m. to 9:00 p.m. (Monday through Thursday) and from 8:00 a.m. to 4:30 p.m. (Friday).

This has been accomplished.

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

This has not been done because extra staff time has been used in reorganizing the office. Efforts will be made to do this during the Spring semester.

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

This has been accomplished.

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

This has been accomplished.

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.

Plans have been approved by the Board. Work will be completed by September.

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

Done on a limited basis. Determined to be inappropriate for the present.

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

A committee of counselors is preparing recommendations on how to make this operational.

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

While the concept is desirable, fiscal realities preclude such a center at this time. Efforts are being made to expand personal counseling services within existing facilities.

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

Initial efforts were made during the Fall semester. Efforts will continue to coordinate these activities more effectively.

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

Currently the State does not allow EOPS projects to serve part-time students with EOPS funds. However, for the 1978-79 annual EOPS application the State requested statistics on part-time students to begin assessing the need statewide. It was estimated at SBCC during Fall 1977 that there were 323 documented and 100 estimated additional EOPS eligible students enrolled in 6-8 units. This was a total of 423 part-time EOPS eligible students.

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

For the 1978-79 annual EOPS application, the Financial Aids Office documented that there were 722 full-time EOPS eligible students at SBCC. About 400 of these students were estimated to be returning women. Provisions were made in the proposed application to provide for EOPS services for these women with EOPS funds, under the full-funding budget. If the funds for the full-funding budget are not forthcoming, then some of the proposed activities will be considered on a limited basis under the maintenance budget, if possible.

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

In compliance with the Higher Education Amendments of 1976--Student Consumer Protection Rights, Iva Schatz, Administrative Aide, and William J. Cordero, the Director, have compiled a brochure/pamphlet that they feel
is of very high quality. Graphics and Design students have been used to assist in the layout and design and printing will soon be underway. Prior to writing Santa Barbara City College's brochure/pamphlet, similar items from colleges throughout the State were received and evaluated. SBCC's brochure/pamphlet will include student budgets, procedures, policies, etc. It is expected that about 2,500 copies will be distributed to local high schools and other community locations as well as SBCC itself. Continuous review and updating will take place as laws, policies, etc., change with a minimum of annually.

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

This is being done.

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

A basic class has been taught. Another six-hour basic class will be taught in May.

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

This study is currently in progress.

S. Study and recommend means for recruitment of students.

Recommendations have been made and are to be studied further by administrative staff.

T. Develop an Inter-Club Council to foster club promotion and support.

The Inter-Club Council had its first meeting in November. Tim Clarke of the Deca Club was elected temporary chairman. The club will hold a "Club Day" on campus on Wednesday, February 8, from 10:00 a.m. until 2:00 p.m. A dance sponsored by the Inter-Club Council and the Student Senate will be held on Friday, February 10th.