SANTA BARBARA CITY COLLEGE
STATEMENT OF INSTITUTIONAL DIRECTIONS
1991-92 to 1992-93

FOREWORD

MISSION: The College exists to provide a comprehensive curriculum and activities which support transfer and occupational programs, development of skills essential for academic success, and general credit and non-credit programs appropriate to the needs of the South Coast community, the state and the nation. Carrying out the College's mission is a complex and multidimensional process involving many interdependent activities. The mission can be fulfilled only if the entire College community has a shared vision of strategic institutional directions.

VALUES: In developing strategies for institutional improvement, the College Planning Council emphasizes the fundamental values of Santa Barbara City College:

- To provide open and affirmative access to postsecondary education for all who can benefit from it.
- To provide excellence in all programs of the College.
- To create and maintain a physical and psychological environment that enhances student success, emphasizes teaching and learning, supports staff enrichment activities, and encourages the open discussion of ideas and issues.
- To develop and sustain College governance processes that emphasize cooperative and collegial approaches in carrying out the work of the College.
- To assure that the needs of students are the primary reference for College decision making regarding College policies and programs.
- To establish and maintain a mutually supportive relationship between the College and all elements of the local community.

Santa Barbara City College is committed to the assurance that the quality of programs and services will encourage potential students to consider the College as their first choice for postsecondary education. To this end the College will refine, expand and support programs and individual efforts directed to increasing the number of students who will achieve academic success.

STATEMENT: This Statement of Institutional Directions is not intended to highlight all that the College is doing to fulfill its mission. Many activities are taking place that are essential to our functioning. This is a statement of specific strategies which the College community has identified as necessary to enhance its functioning and to maintain a superior level of performance. The Directions are assembled into major areas which are seen as College-wide goals.
SECTION I. STUDENT ACCESS AND SUCCESS

In order to meet the needs of an increasingly diverse population, Santa Barbara City College is faced with a challenge of ensuring access to all students who can benefit from its courses and programs. The changing student population requires quality instruction and support services responsive to the needs of all students, regardless of ethnic, linguistic, socio-economic background, or disability.

GOAL: The College will broaden outreach and recruitment, with special efforts to attract and retain under-represented students, in order that the College student body reflect the ethnic and cultural diversity of the community.

To achieve this goal, the College will:

Develop focused outreach and recruitment activities for specific SBCC academic and occupational/technical training programs.

Develop community-based linkages with groups that support underrepresented students.

Provide timely dispersal of financial aid information to students to improve access to financial aid opportunities.

Support efforts by The Foundation for SBCC to increase the scholarships available to students.

Identify the changing needs of the community population and identify alternative courses, certificates, programs and degrees to meet those needs.

Identify additional courses that might be taught bilingually to meet the needs of limited English speaking students.

Identify bilingual instructors who might teach bilingual courses and serve as resource personnel to faculty.

GOAL: The College will evaluate key institutional policies and procedures to assure that they do not serve as barriers to student access and success.

To achieve this goal, the College will:

Develop effective assessment policies and practices in accordance with new Title V regulations.

Evaluate the use of multiple criteria for recommended placement in introductory courses.

Develop effective matriculation services to meet the needs of special student populations (i.e. re-entry adults, vocational, ESL) and to increase their academic success.

Develop and implement a plan for college-wide dissemination of Matriculation efforts and outcomes.
GOAL: The College will strengthen and expand its efforts to establish strong articulation with local high schools.

To achieve this goal, the College will:

Develop, in consultation with high school and ROP staff, occupational program articulation plans to serve as guides for students in course and program selection.

Develop, in consultation with high school administrators, ROP staff, and faculty, a program to provide high school junior and seniors the opportunity to participate in the Advanced Student Program with emphasis on campus enrollments in SBCC’s technologies programs in which they can be accommodated.

Provide information resources to high school counselors to enable them to serve students more effectively in pre-collegiate course and program planning.

Explore providing career planning services to local high school students in order to increase high school retention and to provide a smooth transition to college.

Expand efforts to encourage cooperative staff development activities for high school and college teaching faculty, with particular emphasis in the sciences and mathematics.

Target efforts to enroll high achieving secondary school graduates.

GOAL: The College will strive to increase student participation in College activities and to promote student responsibility.

To achieve this goal, the College will:

Increase faculty participation in involving students more in department-based clubs, associations, and applied learning opportunities.

Develop systems through which students may evaluate periodically their progress toward achieving educational goal(s).

GOAL: The College will increase student course retention and persistence in College.

To achieve this goal, the College will:

Develop systems to ensure early detection of students in academic difficulties.

Increase faculty emphasis on the incorporation of study skills, active modes of learning, and goals clarification into introductory level classes.

Develop and implement new mechanisms for goal clarification for the undecided/undeclared students.
SECTION II. INSTRUCTIONAL MISSION

SBCC is committed to offering a comprehensive, balanced credit and noncredit curriculum which provides high quality courses, programs, and activities which are consistent with the mission of the California community colleges. Specific emphases by major programmatic area will include:

TEACHING EFFECTIVENESS

GOAL: The College will maintain an atmosphere that supports quality instruction and promotes student success.

To achieve this goal, support will be provided to the faculty to enable them to:

Maintain expertise in academic disciplines.

Recognize that different educational, experiential, and cultural backgrounds influence student learning.

Utilize a variety of teaching styles and methods to accommodate student differences and to facilitate the teaching-learning process.

Participate in classroom research and instructional skills workshop activities and share information regarding effective teaching strategies.

Create a climate within the classroom that fosters the open exchange of ideas.

TRANSFER EDUCATION

GOAL: The College will increase the number of students, particularly from underrepresented groups, that transfer to four year institutions, and monitor their subsequent academic performance and degree completion rates.

To achieve this goal, the College will:

Refine transfer rate objectives. The results of the National Effectiveness Transfer Consortium longitudinal study will be a factor in this process.

Develop new approaches to identify potential transfer students and to provide them with appropriate services.

Strengthen relationships with the California State University and the University of California systems by expanding the development of course, majors and general education articulation agreements; guaranteed admissions agreements; and four-year transfer support services to SBCC.

Develop more effective means to improve student understanding and completion of transfer requirements in math and English.
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Provide concise information concerning high school and four year articulation activities to counselors, faculty advisors, student representatives, assessment staff, and faculty, so that they are better able to serve students.

Increase transfer student responsibility, autonomy and involvement in goal setting and academic planning activity through self-directed computer assisted guidance systems and printed information such as Project ASSIST and computer-based articulation systems.

VOCATIONAL EDUCATION

The College's primary focus on vocational education will be the establishment of the Career Advancement Center. The Center will serve as the central location for information about the College's Occupational and Career Education Programs. The Center will coordinate program offerings between the Credit and Continuing Education divisions.

GOAL: The College will increase the number of students who enroll in and complete vocational education certificate, degree and training objectives.

To achieve this goal, the College will:

Implement an effective outreach, marketing, and recruitment plan for vocational and career education programs.

Expand coordination and articulation of vocational programs with high schools and four-year institutions.

Coordinate comprehensive support services to meet the needs of vocational student enrollees and completers in the areas of registration, orientation, assessment, academic and career counseling, internships, work experience and career development, and placement.

Track and report periodically on vocational education students' progress toward achieving certificate, degree, and other identified vocational educational outcomes.

GOAL: The College will increase the integration of career planning activities into the vocational curriculum.

To achieve this goal, the College will:

Provide counselors and faculty advisors with staff development opportunities to develop competency in career counseling and to increase knowledge of vocational information.

Provide comprehensive career assessment, planning, and counseling services.

Improve job search skills of students.

Increase student participation in internship, work experience, part-time employment, and job placement related to their educational training.

Increase the number of employers who use the college to fill positions available at their firms.
GOAL: The College will respond to changing human resource and training needs of employers in the college's service area.

To achieve this goal, the College will:

Expand programs and services, including contract education, offered to the business community.

Develop more consistent involvement of government agencies, business and industry in the refinement of vocational programs through advisory committees.

Develop a more systematic approach for the assessment of technical developments in vocational programs, and implement actions to maintain state-of-the-art equipment and curriculum.

Provide regular staff development activities to assure that faculty and staff are current with technological changes in their discipline.

SKILLS ESSENTIAL FOR ACADEMIC SUCCESS

GOAL: The College will increase the percentage of students completing basic skills and entry level ESL courses and subsequently successfully completing college level work.

To achieve this goal, the College will:

Develop and evaluate alternative approaches for delivering basic skills and ESL instruction in reading, writing, and computation.

Conduct research to determine the extent to which the College is achieving this goal.
COMMUNITY EDUCATION

GOAL: Santa Barbara City College's Continuing Education program will continue to enroll the highest percentage of community population in its classes and to be the most intensive, comprehensive, and community responsive in California.

To achieve this goal, the Continuing Education program will:

Provide classes in English as a Second Language (ESL), GED, literacy, and citizenship in response to the educational needs of our community while at the same time providing opportunities for students to meet the requirements of the Immigration Reform Control Act.

Coordinate the noncredit ESL, Business, and Technical/Vocational programs with the credit programs.

Provide opportunities for individuals to become more aware of the changing nature of the world so that they may be encouraged to be active participants in this change.

Provide experiences which contribute to the lifelong growth of individuals.

INTERNATIONAL EDUCATION

GOAL: The College will strengthen its efforts in the area of international education.

To achieve this goal, the College will evaluate the following program initiatives:

Expanding opportunities for Santa Barbara City College students to study abroad.

Increasing the number of international students at SBCC.

Providing for international students additional support services and opportunities for campus and community involvement.

Increasing the diversity of cultures represented in the College's international student population.

Promoting faculty exchanges and articulation agreements with faculty in foreign institutions.

Expanding efforts to include multicultural perspectives in select curriculum areas.

Providing forums and other public events on topics of international concern.
SECTION III. HUMAN RESOURCES

Santa Barbara City College is an institution that has been recognized for the excellence of its educational programs. At the core of its successful efforts are the college's faculty and staff. To assure that excellence is maintained, the college will provide opportunities for personal and professional growth and activities which enhance creativity, innovation, and motivation. Through staff development activities, the college will strive to meet the changing nature and needs of the students, staff, faculty and community.

GOAL: The College will provide faculty enrichment opportunities to improve teaching and learning.

To achieve this goal, the College will:

Provide opportunities for faculty to retain currency in their disciplines and to incorporate their new knowledge in their teaching.

Sponsor classroom research projects that lead to greater student involvement in and out of the classroom.

Sponsor Instructional Skills Workshops (ISW) and encourage other innovative programs to improve teaching.

Provide faculty and staff development workshops on ways of improving student motivation and responsibility.

Provide in-service opportunities for faculty and staff to make them aware of and responsive to the diverse needs of our student population, based on ethnic, cultural, linguistic, socio-economic backgrounds, disability, gender and age differences.

Provide opportunities for instructors in all subject areas to develop competence in meeting the needs of the underprepared student.

GOAL: The College will provide ongoing staff assessment and development opportunities.

To achieve this goal, the College will:

Conduct a comprehensive assessment of staff training needs in data processing and begin implementation of a systematic training program to meet those needs.

Expand opportunities for part-time lecturers to participate in professional development and College activities.

Support faculty and staff department-based development activities, particularly those identified through individual or departmental evaluation processes.

Explore the establishment of a Teacher Resource Center.
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Provide in-service opportunities for faculty and staff to recognize and deal with addictions, psychological disabilities, and related dysfunctions.

Coordinate staff development between faculty and classified staff and among departments and disciplines through the college-wide Staff Development Committee.

Develop employee suggestion and recognition programs.

GOAL: The College will foster faculty and staff diversity to meet the needs of a changing population.

To achieve this goal, the College will:

Implement the College's Affirmative Action Program Plan and Goals.

Develop and enhance initiatives to assure diversity.

Focus increased attention and resources in the development of Affirmative Action recruitment and retention initiatives for hourly faculty members.
SECTION IV. FISCAL RESOURCES

Effective planning requires a predictable level of funding which is stable and continuous. The State funding methods have failed to assure schools and community colleges of reliable financial support. Thus, it is necessary that the District make effective use of funds available and identify alternative revenue sources.

GOAL: The District will promote fiscal responsibility in its operations.

To achieve this goal, the District will:

- Develop systematic procedures to establish funding priorities.
- Explore the availability of budget simulation software suitable to SBCC needs.
- Improve links between the College planning and budget allocation procedures.
- Implement methods for effecting more favorable purchase prices.
- Implement Program Based Funding requirements for new workload measures.
- Explore the development of a two-year budgeting process.

GOAL: The College will use and maintain facilities and equipment effectively.

To achieve this goal, the College will:

- Schedule facilities to insure effective utilization for instruction, community services, staff development, meetings, and other College activities.
- Assure that an accurate and complete inventory of all college equipment is developed and maintained. Develop schedules for timely replacement of equipment and provide adequate budget support to meet such schedules.
- Articulate to the college community the extensive campus building, renovation, and development master plan.
- Identify, document, and retain records of all campus electrical, water, gas, telephone, data processing, hazardous substances, and other utilities. Develop a plan to assess periodically the status of these systems.
- Assure access to college facilities, services, and information resources for disabled students and staff.
- Determine campus security needs based on the increase in student population, new facilities, newly created parking areas and modified parking policies.
- Develop a campus environment that is welcoming and provides clear information.
FOUNDATION FOR SANTA BARBARA CITY COLLEGE

GOAL: The Foundation For Santa Barbara City College will launch successfully the $23 million 21st Century Campaign and raise $8 to $10 million in support of this campaign. Campaign goals include the following amounts.

- Faculty Endowment $3.8 million
- Student Support $5.5 million
- Program Endowment $5.9 million
- Equipment $1.1 million
- Facilities Construction And Renovation $2.4 million
- Annual Giving $4.0 million

To achieve this goal, the Foundation will:

- Strengthen the Foundation Board membership and leadership.
- Strengthen relationships with local business and industry.
- Develop the Foundation Giving Program.
- Develop a Federal Grants Program.
- Identify major gift providers.
- Strengthen relationships with faculty and academic leadership.
- Publicize the launch of the 21st Century Campaign.
SECTION V. INFORMATION AND TECHNOLOGY RESOURCES

Information should be recognized as a valuable institutional resource which demands college institutional stewardship much like fiscal, physical, and human resources.

GOAL: The College will provide access to timely and accurate College information.

To achieve this goal, the College will:

- Develop functional requirements for College administrative information.
- Improve data support for institutional research, evaluation, and planning activities.
- Develop the College infra-structure for the delivery of information services through the development of a fiber-optic campus communications backbone and the development of integrated computer networks.

GOAL: The College will promote instructional computing and the effective use of technology.

To achieve this goal, the College will:

- Identify mechanisms and resource requirements to inform and train college faculty members on the use of instructional technology in classroom and laboratory settings.
- Support faculty efforts to introduce new interactive computer and media technologies to enhance students' active involvement in the learning process.
- Investigate new instructional formats for offering classes.
- Provide faculty training on the availability and applications of multimedia instructional materials, including laser disc technology.

GOAL: The College will develop faculty and staff expertise in the use of computer and media technology.

To achieve this goal, the College will:

- Expand inservice opportunities for faculty and staff to develop expertise in the use of computer technology and data processing.
SECTION VI. COLLEGE GOVERNANCE

College progress in achieving institutional directions depends on the extent that faculty and staff are willing and able to invest themselves in College-wide programs and issues. The College should assess objectively and critically all phases of its operation, particularly its effectiveness in providing educational programs and fostering student success. The quality education of students must always be the primary focus of College governance efforts.

GOAL: The College will develop an ongoing assessment of institutional effectiveness.

To achieve this goal, the College will:

- Broaden the base of College faculty and staff participation in the development and dissemination of institutional research.
- Evaluate the effectiveness of departmental planning and program review processes.
- Develop more comprehensive and systematic means to evaluate and improve upon the College's overall educational effectiveness through the College's institutional research commitment.
- Produce an annual assessment of institutional effectiveness.
- Influence program and policy development at the state level to enhance the educational program in the state-wide system in general and the College.

GOAL: The College will review College governance structures to promote the active involvement of faculty, students, and staff and the timely awareness about developing College policies, programs, and activities.

To achieve this goal, the College will:

- Evaluate the effectiveness of the College committee system.
- Improve the effectiveness of internal communication to achieve timely staff awareness about developing College policies, programs, and activities.
- Define more clearly the role and structure of The Office Of Academic Affairs, Division and Department Chairs, and the Academic Senate in educational decision making.
- Increase student and staff effectiveness and participation in College committees and College governance.
- Enhance the role of the Classified Council as a structure for classified employee participation in governance.
- Implement policies on faculty, staff, and student participation in College governance.