MISSION: The College provides with uncompromising excellence comprehensive curricula 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.

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

- To provide open access to post secondary 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 institutional 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 quality programs and services that will result in students making the College their first choice for post secondary education. To this end, the College will refine, expand and support programs and individual efforts directed toward improving quality programs and increasing the number of students who achieve academic success.

STATEMENT: 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. This Statement of Institutional Directions does not emphasize all that the College is doing to fulfill its mission. Many activities take place that are essential to our functioning. This statement identifies specific strategies the College community will pursue to maintain an ever-increasing level of superior performance. These directions are identified within the major areas of College-wide goals.
SECTION I. STUDENT ACCESS AND SUCCESS

GOAL 1: The College will evaluate key institutional policies and procedures to remove barriers to student access and success.

Objectives for this goal:

- Offer more financial aid information workshops, and expand the means to distribute information on fee waivers and financial aid.

- The Financial Aid Office staff will evaluate their policies and practices and recommend changes that can enable more students to be served with ever greater effectiveness.

- Publicize the College's policy of accepting AP scores to meet degree requirements for certain academic disciplines.

- Determine whether assessment scores and math grades from other community colleges will be accepted in lieu of District assessment scores.

GOAL 2: The College will develop new instructional methods and student support programs to ensure access for all students.

Objectives for this goal:

- Develop strategies to increase transition of under-prepared and ESL students into courses that are in addition to the remedial and ESL curricula.

- Develop ESL/Essential Skills/DSPS/EOPS interdepartmental strategies for cooperative efforts to improve access.

- Increase the non-federal financial aid/financial support available to students.

- Coordinate the non-credit ESL, Business, and Occupational/technical programs with the mainstream credit program.

- Identify non-credit or community educational program referrals for students not successful in the credit program or for whom necessary levels of instruction are not offered.

GOAL 3: The College will attract and retain re-entry students to address the diverse educational and training needs of the community.

Objectives for this goal:

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

- Develop focused marketing and recruitment activities for working adults and other potential sources of re-entry students.
• Determine the feasibility/desirability of providing on-site registration at selected off-campus locations to ease enrollment procedures for working adults.

• Develop assessment procedures to determine community needs.

**GOAL 4: The College will strengthen and expand its efforts to establish strong articulation with local high schools.**

*Objectives for this goal:*

• Broaden outreach and recruitment, with special efforts to increase the number and proportion of local high school graduates and/or leavers who enroll at SBCC within one year of graduation or eligibility.

• Increase marketing directed toward local high schools to increase enrollments in the Advanced Student Program.

• Explore providing on-site application/registration for advanced students and graduating seniors at local high schools.

• Expand efforts to enroll high-achieving secondary school graduates.

**GOAL 5: The College will broaden outreach and recruitment, with special efforts to attract and retain underrepresented students, in order that the College student body reflect the adult ethnic and cultural diversity of our community.**

*Objectives for this goal:*

• Develop community-based linkages by developing active liaisons with groups that support underrepresented students.

• Coordinate outreach efforts to underrepresented students and their parents with Cal-SOAP, SOS, EOPS and counseling, and with four-year colleges and universities, when possible.

**GOAL 6: The College will broaden enrollment support activities to better meet the needs of out-of-area applicants.**

*Objectives for this goal:*

• Explore alternative matriculation services for out-of-area students, including phone-assisted registration and/or electronic registration.

• Expand special parent orientation activities and information on housing and services needed by out-of-area students.

• Determine whether College information services will be provided on weekends.
GOAL 7: The College will increase student course retention and persistence. The College persistence rate will improve from 62% to 67% by Fall 1995.

Objectives for this goal:

- Develop additional mechanisms for goal clarification for undeclared/undecided students and pre-enrollment goal-setting activities for new students.

- Develop policies and procedures to deal with the issue of multiple withdrawals in the same course.

- Develop summer "bridge" programs which focus on study skills, math, English, and goal clarification.

GOAL 8: The College will strive to increase student participation in college activities and to promote student responsibility.

Objectives for this goal:

- Increase student responsibility in goal setting and academic planning by providing students with self-directed, computer-assisted guidance systems, access to class schedules and grades, course information, and support service directories.

- Expand opportunities through which students may periodically evaluate their progress toward achieving educational goals, including the use of campus-based electronic kiosk systems and modem links to computer-based degree audit/transfer systems.

- Provide greater diversity of student activities to involve more students and to increase faculty participation.

- Evaluate policies and procedures which may serve as barriers to student participation in student activities.

GOAL 9: The College will refine definitions and measurements of student success.

Objectives for this goal:

- Develop methods to track students who transfer to four-year colleges, become employed, or leave for personal reasons.

- Disseminate information regarding student progress to department chairs as it becomes available.

- Improve methods of collecting and validating changes in student goals.
GOAL 10: The College will explore strategies to increase student access to counseling, advising, and assessment services.

Objectives for this goal:

- Develop methods to increase efficiency and minimize administrative tasks now accomplished at the expense of student contact.

- Promote student access and reporting of data through the following mechanisms:
  - Telephone registration
  - On-campus and remote terminals for student records look-up
  - Electronic transcript exchange with other educational institutions based on the national standard SPEEDE format
  - More effective mechanisms for IGETC and CSU general education certification

GOAL 11: The College will increase the integration of student services and instructional programs.

Objectives for this goal:

- Provide faculty in-service on Student Services.

- Develop strategies to improve students' math skills across disciplines.

- Improve procedures for disseminating support service information and referral to Student Services.

- Develop guidelines to help faculty identify high-risk students.

SECTION II. INSTRUCTIONAL MISSION

GOAL 1: The College will deliver curricula that respond to the needs of students and community.

Objectives for this goal:

- Develop and apply a systematic approach for assessing the instructional needs of students and the community.

- Implement, at department or division level, systems for providing community input into the development of the instructional program.

- Determine if alternative means can be used to meet certificate and institutional/departmental degree requirements.
GOAL 2: The College will improve student success and learning.

Objectives for this goal:

- Develop and implement innovative, alternative teaching strategies such as:
  - Team teaching
  - Interdisciplinary teaching
  - Multimedia instructional delivery systems
  - Telecommunications/distance learning
  - Cooperative learning
  - Applied learning/internships/labs and practicums

- Develop and implement new methods to encourage learning enhancement through course-related student contact with the instructor outside of the classroom.

- Establish an evaluation model to assess the impact of technology on student success.

GOAL 3: The College will increase the number of students who enroll in and complete occupational education certificate, degree and training objectives.

Objectives for this goal:

- Develop and apply strategies to strengthen occupational programs.

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

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

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

- Monitor and report periodically on occupational education students' progress toward achieving certificate, degree, and other identified occupational education outcomes.

GOAL 4: The College will increase transfer rates to place the College in the overall top 5% of community colleges in the nation.

Objectives for this goal:

- Provide students with regular and timely feedback on academic performance and progress in transfer admission requirements, better communicate these requirements, and inform students of the consequences of non-persistence in course sequences required for transfer.

- Assure that sufficient and appropriate core transfer courses are offered to meet the needs of transfer students, including working adults.
• Determine the relative merits and deficiencies of offering a transfer associate degree.

• Identify and strengthen relationships with the eight CSU and the five UC campuses that will produce the best acceptance or transfer rate return for the institutional time invested.

• Develop transfer agreements with selected California independent colleges and out-of-state colleges and universities.

• Provide leadership on such state-wide and regional issues as policy development, cooperative programs, and advisory groups that impact transfer effectiveness.

• Secure $1.2 million in endowment funds to continue the FIPSE-funded TAP program in order to increase underrepresented student transfer rates.

GOAL 5: The College will increase occupational/technical student participation in career planning and placement activities.

Objectives for this goal:

• Develop comprehensive career assessment, planning, and counseling services.

• Integrate career planning, goal setting, and decision making components into select occupational programs in collaboration with instructors and Career Center counselors.

• Provide counselors and faculty advisors with staff development opportunities to acquire competency in career counseling and to increase knowledge of occupational education.

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

• Increase the number of employers who use the College's placement services to fill full-time positions with their firms.

• Train students more effectively in job search skills.

INTERNATIONAL / MULTICULTURAL EDUCATION

GOAL 6: The College will strengthen its efforts in the area of international/multicultural education.

Objectives for this goal:

• Develop more diversity in the number of countries that are represented in international student enrollments.
• Provide international student support services and opportunities for campus and community involvement that add a significant dimension to the educational experience of international students and contribute to the cultural enrichment of domestic students, faculty and staff.

• Provide faculty with more extensive information on multicultural and international education resources.

• Review and revise appropriate programs and courses to include multicultural and international content and materials.

COMMUNITY EDUCATION

GOAL 7: The College will reaffirm its commitment to experiences which contribute to lifelong learning.

Objectives for this goal:

• Provide opportunities for individuals to become more aware of the changes taking place in their local and world communities and encourage them to be active participants in affecting such changes.

GOAL 8: The College's Continuing Education program will continue to be the most intensive (enrollment), comprehensive (curricula), and community responsive (community locations and use of Advisory Council) in California.

Objectives for this goal:

• Provide sufficient classes in English as a Second Language (ESL).

• Provide GED, literacy, and citizenship training sufficient to respond to the educational needs of the community.

• Provide increasingly practical, competency-based instruction to equip the immigrant student for job training, placement or advancement.

• Provide services to actively promote U.S. citizenship, and implement a streamlined and welcoming naturalization process.

• Assist students in effecting transition from the non-credit to the credit program.
SECTION III. HUMAN RESOURCES

GOAL 1: The College will foster faculty and staff diversity to meet the needs of a changing population.

Objectives for this goal:

- Study, develop and implement the employment provisions of the Americans with Disabilities Act (ADA), in consultation with the Affirmative Action Committee and interested persons.
- Implement new mandates in the College's Affirmative Action Program Plan and Goals.
- Focus increased attention on and resources in the development of Affirmative Action recruitment and retention initiatives for hourly faculty members.
- Conduct an improved comprehensive faculty and staff recruitment and employment program.
- Develop and provide applicant flow, adverse impact analyses and validation studies of the SBCC employment program (AB1725).
- Develop new District Affirmative Action goals and timetables, using new availability data from the State.

GOAL 2: The College will provide institutional support for faculty and staff to promote a high level of morale, promote safety, and increase productivity.

Objectives for this goal:

- Provide the necessary in-service and guidance to effectively implement new provisions and programs contained in the College's negotiated collective bargaining agreements, e.g. the Flexible Benefit Program (IRC 125), the Golden Handshake.
- Expand employee suggestion and recognition programs.
- Offer training in management and supervisory skills for faculty who supervise staff.
- Develop methods to promote the status, involvement, and support of part-time faculty.
- Provide incentives, recognition, and dissemination of training courses, conference presentations, papers, exhibitions, performances, grant writing, and innovations.

GOAL 3: The College will provide a safe, healthy, and secure environment in which to work and study.

Objectives for this goal:

- Determine campus security needs, based on increases in student population, new facilities, and new policies.
• Develop "fail-safe" methods for tracking the acquisition, storage, use, and disposal of hazardous materials.

• Decrease the use of known hazardous substances.

• Develop training guidelines for all faculty, staff, and students exposed to hazardous materials, and improve the dissemination of "right to know" information.

• Review and refine existing emergency preparedness plans; locate them in all facilities; and educate faculty, staff, and students on emergency procedures.

• Offer training on the normal use of video display terminals and associated equipment and its safe and healthful operation.

GOAL 4: The College will provide faculty enrichment opportunities to improve instruction, instructional support, and student learning.

Objectives for this goal:

• 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 and socioeconomic backgrounds, disability, gender and age differences.

• Provide in-service opportunities for faculty and staff on the Americans with Disabilities Act (ADA) to sensitize them to the rights and needs of disabled persons.

• Provide opportunities for instructors in all subject areas to develop competence in meeting the needs of the under-prepared student.

• Promote an environment that encourages individuals with expertise in specific areas to share that expertise.

SECTION IV. FISCAL RESOURCES

GOAL 1: The College will improve its efficiency and effectiveness by considering a reallocation of college resources and altering management practices.

Objectives for this goal:

• Develop the District budget, using the following procedures:

  1. Review and modify as appropriate, current budget policies of the Board of Trustees.
  2. Disseminate information regarding the fiscal condition of each fund, including contingency and operational reserve balances.
  3. Operate consistently within the Board's budget development principles.
  4. Assure broad-based planning and input from departments, divisions, and respective cost centers.
• Develop new mechanisms to reduce costs and improve efficiency, through:
  1. Analysis of actual vs. budgeted amounts and emerging trends (e.g. certificated hourly, utilities, non-resident tuition, and student fees).
  2. Controls to prevent over-expenditures with on-line budget balance verification, daily posting of encumbrances, expenditures and transfers, and regular review of account balances.
  3. Conservation of energy and reduction of utility costs.
  4. Affixing fiscal accountability for each vice president and for all operating units.
  5. Seeking recommendations from each employee unit to make more efficient and effective use of resources, personnel, and facilities.
  6. Implementing a periodic review of budget efficiency for all cost centers.

• Improve consultation methods with the Student Senate before expending student funds.

GOAL 2: The College will use and maintain facilities and equipment effectively.

Objectives for this goal:

• Complete the equipment inventory, using the new bar code technology and updating it annually.

• Clarify each department's and cost center's responsibilities for the maintenance, safekeeping, control, and proper utilization of District equipment.

• Define methods to replace equipment in a timely manner.

• Maintain a Utilities and Facilities Master Plan to be used in a broad-based preventive maintenance program.

• Develop systematic procedures for maintaining the campus infrastructure: i.e., electrical, sewer, HVAC, water, and gas systems; buildings, grounds, roads, and parking lots.

• Evaluate and improve regular maintenance of buildings and grounds.

• Monitor classroom and laboratory utilization each semester, to assure the District meets State utilization standards.

GOAL 3: The College will develop new external financial support for core programs at the department level.

Objectives for this goal:

• Obtain through the Foundation for SBCC an endowment campaign to supplement general fund support for selected instruction, counseling, and instructional support programs.
• Assure that all faculty and staff members are aware of procedures by which to articulate needs and solicit support from the Foundation.

• Encourage faculty to identify external sources of support for core program activities.

SECTION V: INFORMATION AND TECHNOLOGY RESOURCES

GOAL 1: The College will provide college-wide access to timely and accurate information for students, faculty, and staff.

Objectives for this goal:

• Develop an Information Technology Long Range Plan by working with each area of the College to identify mechanisms for improvements in existing information systems and processes.

• Review functional requirements and identify needed system enhancements for the College's administrative information systems.

• Develop the College's infrastructure for the delivery of information services through the development of a fiber optics backbone and network cabling in all college buildings, and the development of integrated academic and administrative computer networks.

• Provide college-wide access to electronic mail, calendar and scheduling, word processing, spreadsheet, database, document management, communications software, and all College information not considered confidential.

• Improve data support for institutional research, evaluation, and planning activities through the development of information to support:
  1. A comprehensive student tracking system that will support research efforts in basic skills, occupational education, transfer, and matriculation activities.
  2. Automated reports and ad hoc query capabilities that support program review, resource rankings, and departmental research activities.

GOAL 2: The College will promote instructional computing and the effective use of technology.

Objectives for this goal:

• Provide a networked computer to every tenure-track faculty member who desires and can benefit from one.

• Develop a faculty technology resource center.

• Identify mechanisms and resource requirements to inform and train college faculty members on the use of instructional technology in classroom, research, laboratory, and library settings.
• Provide instructional media bunkers and computer stations in key classrooms.

• Provide college-wide licensing of grade book software and other tools, and assure their interface with class roster and appropriate exchanges with the student record system.

• Provide faculty and staff access to Internet, educational software libraries, and other external sources of information.

• Develop strategic alliances with business and industry to advance the technological understanding and resources within the College.

• Cooperate with Intellimation and other providers to enable the College to utilize, with minimum expense, appropriate software/hardware tools/resources.

• Support faculty and student services staff in efforts to introduce new interactive computer and media technologies that enhance students' active involvement in the learning process.

GOAL 3: The College will develop faculty and staff expertise in the use of computer and media technology.

Objectives for this goal:

• Provide faculty training on the availability and applications of multimedia instructional materials.

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

• Identify mechanisms and resource requirements to inform and train college management staff on the use of administrative technology.

• Provide incentives for computer training.

SECTION VI: GOVERNANCE

GOAL 1: The College will encourage full faculty, administrative, staff, and student participation in shared governance.

Objectives for this goal:

• Systematically review the functions, responsibilities, and membership of all college-wide committees, and revise as necessary.

• Develop mechanisms and incentives to encourage understanding and involvement in shared governance.
• Improve methods to monitor faculty responsibility for committee service and participation in college governance.

• Identify and involve individuals with leadership potential.

• Implement means for better recognizing and acknowledging the non-voting student member of the Board of Trustees in publications and activities involving the Board.

• Enhance the role of the Classified Council as one of the structures for classified employee participation in governance.

GOAL 2: The College will strengthen communication between members of the Board of Trustees and faculty and staff.

Objectives for this goal:

• The College will expand opportunities for communication between faculty and staff groups and the Board of Trustees.

• The College will review college governance structures to enhance active involvement of classified staff with timely information about development of college policies, programs, and activities.

GOAL 3: The College will expand the role and effectiveness of the newly reorganized Academic Senate.

Objectives for this goal:

• Develop a process for systematic evaluation of the new Senate structure that includes input from faculty, staff, administration, and students.

• Develop a mechanism for ensuring continuity of membership on selected Academic Senate committees.

• Develop a more efficient mechanism for dissemination of Academic Senate and committee information to all faculty.