

**SANTA BARBARA CITY COLLEGE***1988-89 to 1990-91***STATEMENT OF INSTITUTIONAL DIRECTIONS****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. Although each segment of the College has its own internal concerns, these mesh and interact to comprise an aggregate whole which is the College.

This statement of institutional directions is not intended to highlight all that the College is doing to fulfill its mission. Many activities are already 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 six major areas which are seen as College-wide goals that transcend organizational structures and become institutional concerns.

In developing these strategies, the College Planning Council emphasizes the fundamental values of Santa Barbara City College:

- o To provide open and affirmative access to postsecondary education for all who can benefit from it.
- o To provide excellence in all programs of the College.
- o 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.
- o To develop and sustain College governance processes that emphasize cooperative and collegial approaches in carrying out the work of the College.
- o To assure that the needs of students are the primary reference for College decision making regarding College policies and programs.
- o 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 post-secondary 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.

## TRANSFER EDUCATION, VOCATIONAL EDUCATION, SKILLS ESSENTIAL FOR ACADEMIC SUCCESS

In its Credit Program, SBCC is committed to offering a comprehensive, balanced curriculum which provides courses and activities which are consistent with the mission of the California community colleges. Specific emphases by major programmatic area will include:

### 1. *Transfer Education (VP FAIRLY)*

- a. Refine the Matriculation process to identify potential transfer students early in their academic programs.  
*Matriculation Committee*
- b. Increase the number and proportion of under represented students who transfer to four year institutions.  
*Dean McLellan*
- c. Develop guaranteed admissions programs with receiver colleges and universities.  
*Dean McLellan*
- d. Develop guaranteed admissions programs to impacted majors at the University of California, Santa Barbara.  
*Dean McLellan*
- e. Complete implementation of Project ASSIST, including the training of appropriate staff.  
*Dean McLellan*
- f. Develop a fully articulated UC Transfer General Education Program.  
*Dean McLellan*
- g. Increase the number of majors articulated with the California State University System with emphasis on Chico, Long Beach, Northridge, Sacramento, San Francisco, San Luis Obispo, Sonoma, and with the University of California, with emphasis on Berkeley, Davis, Irvine, Los Angeles, Santa Barbara, and Santa Cruz.  
*Dean McLellan*

### 2. *Vocational Education (VP ROMO)*

- a. Develop a more systematic approach to identify educational programs which meet local public and private sector employment needs.  
*Dean Sloane*
- b. Expand coordination and articulation of vocational programs with high schools and four-year institutions.  
*Dean Sloane*
- c. Develop a comprehensive career guidance and placement service for vocational program completers.  
*Dean Sloane/Dean McLellan*
- d. Expand cooperative education opportunities to provide internship experiences for students in local business, industry and government agencies.  
*Dean Sloane*
- e. Develop more consistent involvement of government agency, business and industry in the refinement of vocational programs through advisory committees.  
*Dean Sloane*
- f. 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.  
*Dean Sloane*
- g. Provide regular staff development activities to assure that faculty and staff are current with technological changes in their disciplines.  
*Dean Sloane/Mr. Oroz*

### 3. *Skills Essential for Academic Success (VP ROMO)*

- a. Develop and evaluate alternative approaches for delivering basic skills instruction.  
*Dean Cohen*
- b. Expand and refine English as a Second Language courses to meet the needs of the rapidly expanding limited and non-English speaking population with degree, certificate, and transfer goals.  
*Dean Cohen*

## SBCC AND COMMUNITY EDUCATION:

### COMPREHENSIVENESS AND QUALITY

*(VP BOBGAN)*

Santa Barbara City College's Continuing Education program will continue to be the most intensive, comprehensive, and community responsive in California. Specific emphases will be to:

1. Expand the English as a Second Language and citizenship components to meet the requirements of the Immigration Reform Control Act.  
*VP Bobgan*
2. Expand the Business Development Center, which includes providing educational services for local employers emphasizing specialized contract education and credit and non-credit offerings.  
*VP Bobgan*
3. Provide experiences which promote civic responsibility.  
*VP Bobgan*

## STUDENT ACCESS/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 geared to the needs of all students, regardless of ethnic, linguistic, socio-economic background or physical/learning disabilities.

### 1. *Student Access (VP FAIRLY)*

As the College prepares to serve an increasingly diverse population, it must prepare to change in the following ways:

- a. Evaluate institutional procedures and policies to assure that they do not serve as barriers to student access.  
*VP Fairly*
  - b. Evaluate the process of recruiting and enrolling individuals to assure that the open access principle is communicated clearly and that appropriate instructional support services are available.  
*VP Fairly*
- ### 2. *Recruitment (VP FAIRLY)*
- a. Develop and implement a recruitment plan which presents the positive aspects of the College. Implement the plan through the coordinated efforts of academic divisions and administrative support services.  
*VP Fairly/VP Romo.*
  - b. Target efforts to reach out to high achieving secondary school graduates.  
*VP Fairly*
  - c. Broaden outreach and recruitment efforts to better attract underrepresented students in order to reflect the community's and state's cultural diversity.  
*VP Fairly*
  - d. Develop community-based linkages that support underrepresented students.  
*VP Fairly*

- e. Increase the enrollment of international students on campus.  
*VP Fairly/Dean Cohen*
  - f. Increase efforts to attract students redirected from the University of California, Santa Barbara.  
*VP Fairly*
  - g. Evaluate the availability and accessibility of federal and state grants for Santa Barbara City College students. Improve the timely dispersal of information about financial aid to students in order to make aid available before a semester begins.  
*VP Fairly*
3. *Retention (VP ROMO)*
- a. Increase the student course completion rates through a commitment to instructional improvement and curriculum changes.  
*Matriculation Committee*
  - b. Refine assessment, advisement, orientation, counseling, and follow-up services designed to increase the number of students who are academically successful.  
*Matriculation Committee*
  - c. Develop verifiable skill requisites for introductory courses.  
*Institutional Research Committee*
  - d. Integrate more effectively student services with instructional activities with an emphasis on shared commitment to student access and success.  
*VP's Fairly and Romo*
  - e. Develop strategies to increase the number of college work study students in on-campus jobs.  
*Dean Cordero*
  - f. Develop and implement a student success course for all new students. *Dean McLellan*

## HUMAN RESOURCES

Santa Barbara City College is an institution which has been recognized for the excellence of its educational programs. The essence of such successful efforts is the College's faculty and staff. To assure that excellence is maintained, the College will provide programs necessary to meet the changing nature and needs of the community, faculty, staff and students. It is the institution's responsibility to provide the support for activities which enhance motivation, innovation and inspiration of the total College community. Those opportunities which encourage personal and professional growth must be maintained. In these efforts the College will:

1. *Recruitment (MR. OROZ)*
  - a. Develop competitive incentives to recruit and retain high quality faculty and staff.  
*Mr. Oroz*
  - b. Identify evaluate, and implement strategies to assist faculty and staff to obtain affordable housing.  
*Mr. Minow*
2. *Affirmative Action (MR. OROZ)*
  - a. Meet the needs of a changing population through a commitment to and implementation of the College's Affirmative Action goals.  
*Affirmative Action Committee*
  - b. Regularly evaluate and improve the Affirmative Action Plan.  
*Affirmative Action Committee*
3. *Staff Development (MR. OROZ)*
  - a. Develop a plan for use of faculty and staff development funds from recently enacted reform legislation.  
*Mr. Oroz*
  - b. Expand the activities of the Faculty Enrichment Committee with special emphasis on faculty grants for innovative instructional programs.  
*Dean Cohen*
  - c. Expand staff development and involvement opportunities for part-time lecturers.  
*VP Romo*
  - d. Provide inservice opportunities for faculty and staff to sensitize them to the needs of students from different ethnic, cultural, linguistic and socio-economic backgrounds.  
*Mr. Oroz*
  - e. Provide opportunities for instructors in all subject areas to develop competence in meeting the needs of the under-prepared and disabled student.  
*Dean Cohen/Ms. Shapiro*
  - f. Provide opportunities for faculty to retrain for changes in the College's instructional program.  
*VP Romo*
  - g. Provide opportunities for faculty and staff to develop expertise in the use of computer technology in instruction.  
*ICPC*
  - h. Develop additional mechanisms for providing incentives and rewards for outstanding service and teaching.  
*Dean Cohen/Mr. Oroz*
  - i. Modify staff evaluation policies and procedures to comply with the requirements of reform legislation and integrate staff development activities into the evaluation process.  
*Mr. Oroz*
  - j. Improve the efficient utilization of human resources by providing faculty and administrators adequate support staff.

VP Romo/Dr. Hanson

## FISCAL RESOURCES

Without a stable supply of funds, it is very difficult to plan effectively and to carry out plans. It is, therefore, paramount that the College make the most efficient use of the funds available to it and identify alternate sources to supplement these funds.

The focus of College activity will be to:

1. *Fiscal Responsibility (DR. HANSON)*
  - a. Develop more systematic procedures to establish funding priorities for the year based on realistic estimates of revenues. Explore the availability of budget simulation software suitable to SBCC needs.  
*Dr. Hanson/CPC*
  - b. Explore methods for effecting savings on purchases through the use of alternative purchasing approaches and suppliers.  
*Dr. Hanson*
2. *Facilities and Equipment (DR. HANSON)*
  - a. Schedule facilities to improve the efficiency of utilization.  
*Dean Friedlander*
  - b. Develop schedules for replacement of equipment and provide adequate budget support to meet such schedules.  
*Dr. Hanson*
  - c. Develop a more systematic way to evaluate campus security, safety, and appearance.  
*Dr. Hanson/VP Fairly*
3. *Management and Resource Development (DR. HANSON)*
  - a. Develop more systematic means to evaluate and improve institutional efficiency and effectiveness.  
*Dr. Hanson*
  - b. Publicize ways in which community contributions to the College can be made through the Foundation for Santa Barbara City College.  
*Mr. Minow*
  - c. Enhance cooperation with the Foundation for Santa Barbara City College to raise funds needed for activities which are important but cannot be funded out of College general and categorical revenues.  
*Mr. Minow*
  - d. Commit resources to the development of grant applications that are appropriate to the goals and objectives of the College's comprehensive plan.  
*VP's Romo, Fairly, Bobgan, Dr. Hanson*
  - e. Increase efforts to develop funding sources for the development of programs to attract underrepresented students to SBCC.  
*Dean Cordero*

## COLLEGE GOVERNANCE

The College will progress only to the extent that all staff are willing to invest themselves in College-wide programs and issues. The College should exemplify a willingness to objectively and critically analyze and assess all phases of its operation, particularly its effectiveness in providing educational programs and fulfilling student academic objectives. The welfare of students and educational programs must always be the primary focus of the College governance.

1. *System-wide Interactions (DR. MACDOUGALL)*
  - a. Influence program and policy development at the state level to enhance the educational program in the state-wide system in general and the College.  
*Dr. MacDougall*
2. *College Governance (CABINET)*
  - a. Improve the effectiveness of the College committee system, with focus on the active involvement of faculty.  
*Ms. Hanna/CPC*
  - b. Improve the effectiveness of internal communication to achieve timely staff awareness about developing College policies, programs, and activities.  
*Dr. MacDougall*
  - c. Define more clearly the role of the Academic Senate in institutional decision making.  
*Ms. Hanna/Cabinet*
  - d. Increase student and staff representation on committees and overall involvement in College governance.  
*VP Fairly*
  - e. Broaden the base of College staff participation in institutional research efforts.  
*Dean Friedlander*
  - f. Use the accreditation self-study process to enhance the College's governance structures.  
*Cabinet*
  - g. Assure that administrative units coordinate their efforts to achieve College-wide objectives.  
*Cabinet*
  - h. Use systematic planning procedures in institutional development.  
*Dr. MacDougall*

**FORMAT FOR S.I.D. PLAN DEVELOPMENT**

- A. S.I.D. Item(s)
  
- B. What is the current state of the College with respect to these items?
  
- C. What needs to be done in the next two years (specific objectives)?
  
- D. What actions are to be carried out in order to accomplish these objectives?
  
- E. What added resources are needed in 1990-91 to carry out this plan?
  - 1. Personnel
    - a. Certificated  
FTE TYPE
  
    - b. Classified  
FTE TYPE
  
    - c. Other
  
  - 2. Equipment  
Description Est. Cost New/Repl.
  
  - 3. Facilities Modifications



**TIMELINE FOR  
INSTITUTIONAL PLANNING***1989-90*

- |     |                                              |             |
|-----|----------------------------------------------|-------------|
| 1.  | Materials to Cabinet                         | 9/18/89     |
| 2.  | Materials distributed to Department Chairs   | 9/21/89***  |
| 3.  | Departmental 2-year plans to Division Deans  | 10/18/89*** |
| 4.  | Synthesis of plans completed and sent to CPC | 1/15/90     |
| 5.  | S.I.D. sections to coordinator               | 1/15/90     |
| 6.  | Resource priorities to CPC                   | 1/31/90     |
| 7.  | Resource priorities to Accounting            | 3/01/90     |
| 8.  | Draft of plan to CPC                         | 3/01/90     |
| 9.  | Final publication of plan                    | 4/01/90     |
| 10. | Tentative Budget                             |             |
| 11. | Final Budget                                 | 8/15/90     |

\*\*\* These steps are subject to re-scheduling as appropriate within each administrative unit.