Below are my goals and objectives for 2018-2019. In developing these goals and objectives, I understand that they are intended to supplement the basic duties as defined in my job description for Superintendent/President of Santa Barbara City College. Many of these goals reflect continuing multi-year efforts in which significant progress has been made and is expected to continue. Other goals or elements of the goals may be more immediate and addressed accordingly. These goals reflect the goals of the Board of Trustees.

1. Support Student Access and Success

I will support student access and success for all students at Santa Barbara City College, focusing my efforts in the following areas:

a) Support the College’s continued evolution of design and implementation of the student experience through California’s Guided Pathways movement.

b) Visit as many classrooms as possible, supporting faculty.

c) Integrate the state Chancellor’s Office Vision for Success goals into college strategic plans.

d) Pursue partnerships with Educational institutions, including K-12 and Universities.

e) Explore establishment of a University Center, where public and private four-year universities can offer academic counseling and upper division classes leading to a baccalaureate degree on the SBCC campus.

f) Work with the SBCC Foundation and area school districts to promote and recruit for the SBCC Promise at local middle and high schools.

g) Grow Dual Enrollment within the local school districts.

h) Increase student college access with a focus on SBCC service area and disadvantaged members of all ages in our community.

i) Maintain high standards to insure both safety and security for employees and students, including a policy of zero tolerance for sexual assault.

j) Focus on equity programs such as Umoja, EOPS, STEM, MESA, DSPS, TAP, and SPARC.

k) Commit to seeking new student housing stock for underrepresented students, e.g., Veterans, Disabled, Homeless, Foster Youth, etc.

2. Promote and Support Ways to Bring Our SBCC Vision to Life:

“Santa Barbara City College strives to build a socially conscious community where knowledge and respect empower individuals to transform our world”

I will focus my related efforts in the following ways:

a) Explore the process of Deliberative Dialogues as a means of advancing civil and respectful discussions of difficult and controversial topics.

b) Promote concept of students understanding and arguing for all sides of a controversial issue.

c) Support development of socially conscious programs that link equity, education, and community needs.

d) Promote student voter registration.

e) Continue to diversify our employees.
Participate in development of non-partisan ways to help students develop as socially conscious citizens of the world.

Foster a College culture that promotes student growth and understanding of a broad spectrum of important social topics that impact our world.

3. Facilitate and Support Proactive Enrollment Management

I will focus my efforts related to this in the following ways:

a) Hire full-time faculty in program areas that support the strategic enrollment management of the college.
b) Maintain enrollment and efficiency targets, considering factors such as program demand, faculty/program expertise, student headcount, Full-Time Equivalent Students (FTES), section productivity, facility usage, and the new Student Centered Funding Formula.
c) Support program enrollment management strategies to achieve and maintain optimum College enrollment size and efficiency targets.
d) Align College expenditures to support optimal enrollment and efficiency targets.

4. Operationalize College Strategic Fiscal Plan

I will focus my related efforts in the follow ways:

a) Work with the Board, administration, all governance groups, and others to implement a three-year Workforce Reduction Attrition Plan (WRAP), achieving a balanced budget by fiscal year end 2021.
b) Replace mission critical positions from WRAP list.
c) Work with Academic Senate, Deans, and Interim Executive Vice President to determine most critical faculty positions for which to recruit.
d) Settle the Faculty Association (FA), Classified School Employees Association (CSEA), and Advancing Leadership Association (ALA) contracts with salary movement towards the median cohort salary.
e) Develop a Facilities Master Plan, identifying critically needed upgrades, modernization, and construction priorities.
f) Maintain current reserve set aside for Campus Center improvements.

5. Program Development and Innovation

SBCC is one of 20 community colleges awarded participation in the California’s Guided Pathways pilot. This is an evolutionary phase in community college development across the nation. The goal of Guided Pathways is to improve the student success of community college students. I will focus my related efforts in the following ways:

a) Support the Administration, Academic Senate, and Guided Pathways Director however possible, with any potential reorganizations, restructures, and meta-major development related to Guided Pathways.
b) Grow the School of Extended Learning in areas of diverse noncredit programs, pathways from noncredit to credit programs, concurrent support efforts for credit programs related to Guided Pathways or other programs.
c) Expand Career Education programs leading to jobs in the SBCC service area.

6. Support the Foundation for Santa Barbara City College

I will focus my efforts on supporting the Foundation for Santa Barbara City College in the following ways:
a) Assist the Foundation in fundraising  
b) Bring back President’s Circle, President’s Breakfast, President’s Dinner Theatre, etc.  
c) Promote development of the SBCC Foundation’s College Promise, supporting the integration of college systems with the Promise Program.  
d) Build stronger relationships between the College and the Foundation  
e) Make a personal, ongoing gift to support the Foundation for SBCC activities, which ultimately support our students and work at SBCC

7. Contribute to a Strong Board of Trustees/College Relationship

I will focus my attention on contributing to a strong Board of Trustees/College relationship in the following ways:

a) Keep the Board informed about current College projects and initiatives, bringing the Board along in the early discussions of College projects.  
b) Work closely with the Chair of BPAP.  
c) Remind the Board and all governance participants of the appropriateness and support of a “Policy Board.”  
d) Assist in promoting Board Professional Development for all Board members, but particularly for newly elected Board members.  
e) Showcase various programs at Board study sessions.

8. Build Community Focus and Connection

I will focus my efforts in this area in the following ways:

a) Meet and connect with community members and opinion leaders.  
b) Join Boards of Directors of organizations that hold shared values and promote the College mission and vision.  
c) Complete West Campus Chumash Memorial project.  
d) Work with local groups and organizations, so that they understand the mission and vision of the college.  
e) Commit to regular communications to and feedback from stakeholders, both internally at the college and in the wider community.  
f) Develop professional connections and relationships with prominent individuals in the community.  
g) Meet with various local elected representatives, sharing the mission and vision of the college.