

SANTA BARBARA CITY COLLEGE

COLLEGE PLANNING COUNCIL

October 18, 1988

M I N U T E S

PRESENT: P. MacDougall, J. Romo, M. Bobgan, J. Connell, J. Diaz, L. Fairly,  
C. Hanson, D. Oroz, D. Ringer, G. Smith  
RESOURCE: E. Cohen, J. Friedlander, H. Pugh, D. Sloane

APPROVAL OF MINUTES, October 4, 1988

M/S/C      Garey/Connell - Unanimous

COLLEGE PLANNING

President MacDougall was present to lead the discussion on college planning currently underway in CPC. The primary purpose of these discussions, he restated, is to establish a comprehensive institutional "directions" statement of where we are headed as a college and to develop strategies for achieving stated goals and objectives.

With the President's leadership, the Council has been reviewing the Statement of Institutional Directions (formulated by CPC) and the Board of Governors 1988-89 Basic Agenda. Using these documents as a framework, members developed a list of issues or concerns which CPC feels should be the major focus of the College for the next several years. Members reviewed, refined and then prioritized these "directions" by assigning a numerical value (1 Essential; 2 Desirable; 3 If Funding is Available) to each component. The statistical information was tabulated by the Office of Research and the results of the survey are outlined below:

**A. EDUCATIONAL EXCELLENCE**

1. Make SBCC 1st choice institution.
2. Guaranteed admissions to 4-year colleges.
3. Assure basic skills competencies.
- 5a. Voc. Ed.: Identify programs that fulfill regional needs.
- 5b. Improve articulation with high schools and 4 year colleges.
- 5c. Develop program to facilitate transfers.

**B. STUDENT ACCESS/SUCCESS**

1. Improve retention rate/Reduce attrition rate.
- 2.5 Develop a marketing plan to bring successful programs to the community.
- 2.5 Increase financial aid for students.

**C. HUMAN RESOURCES**

1. Competitive salaries for faculty.
2. Meeting staffing needs by successful recruitment of quality faculty.
3. Renew commitment to Affirmative Action.
- 4.5 Explore programs that ensure minority student success.
- 4.5 Recognize changing demographics in recruiting minority faculty.

**D. FISCAL**

1. Maintain competitive salaries for classified staff.
2. Plan for equipment replacement.

**E. COLLEGE GOVERNANCE AND RESEARCH**

1. Design an institutional research program to enhance college effectiveness.
2. Develop process for decision making regarding continuation of high cost programs.

During the discussion which followed, members suggested that the comprehensive statement also include a concrete "agenda", delineating specific actions and operations, in order to make the plan workable and successful. The planning document, as envisioned by the President, would be addressed to faculty, staff and the community. It would probably require updating every two or three years.

**PREAMBLE**

It was agreed that the planning document should contain a preamble stating the College's commitment to:

1. Open Admissions.
2. The Mission Statement as redefined in AB 1725.
3. Institutional Values:
  - a. Excellence in our programs and services
  - b. Student Centeredness
  - c. Develop a cooperative, collegial approach for conducting affairs of the College
  - d. Develop an environment that is physically attractive and technologically invigorating

During the lengthy discussion which followed, members focused on the five major categories, and submitted the ideas and suggestions outlined below.

**EDUCATIONAL EXCELLENCE**

1. Make SBCC a First Choice Institution:
  - a. Using research methods, identify students for whom SBCC is a first-choice institution. Determine WHY student choose the College. Identify high achievement students from local high schools and develop s MARKETING PLAN aimed at this group.

- b. Reiterate SBCC's commitment to improving curriculum and instruction through program evaluation and review process, accreditation, staff development, innovative teaching strategies, research.
2. Improve ARTICULATION with 4-year schools.
  - a. Guarantee admissions to 4-year colleges.
  - b. Develop more articulation agreements; clarify them for easier interpretation by students.
  - c. Use Programs like Project Assist, Core Curriculum to assist students.
3. Increase student success/retention.
  - a. Increase student success by developing verifiable skill requisites for courses across the curriculum.
  - b. Examine learning/teaching strategies in effecting student success.
  - c. Define minimum expectations.
  - d. Emphasize skills in discipline content.
4. Vocational Education.
  - a. Identify programs which fulfill regional needs and fulfill these criteria:
    - 1). Will graduates be employable?
    - 2). Is employability sustained?
    - 3). Does program lead to post-secondary training?
    - 4). Is program certifiable by a state agency?
    - 5). Does program provide career advancement possibilities?
  - b. Make use of ADVISORY COMMITTEES to determine vocational technology needs.
5. Improve programs to facilitate transfers.
  - a. Increase transfer rates of minority groups.
  - b. Increase the number of articulation agreements.
  - c. Clarify articulation agreements to facilitate interpretation by students.
  - d. Identify potential transfers early-on through Matriculation program.

Recognizing that the business of the committee could not be completed during one session, members decided to divide into subcommittee to develop planning statements for the remaining components. The subcommittees and their members are:

EDUCATIONAL EXCELLENCE

J. Romo, Chair  
J. Connell  
C. Frank (student rep)  
M. Bobgan

STDT ACCESS/SUCCESS

L. Fairly, Chair  
E. Cohen  
J. Diaz  
G. Smith

HUMAN RESOURCES

D. Oroz, Chair  
T. Garey  
H. Pugh

FISCAL

C. Hanson, Chair  
D. Ringer  
D. Sloane

GOVERNANCE/RESEARCH

P. MacDougall, Chair  
T. Garey  
J. Friedlander

Subcommittees were asked to draft and submit their reports to Burt Miller by November 1. The final report will be developed and presented to the CPC on November 8.

The meeting was adjourned at 4:30.

The next meeting is November 1, 1988, 3:00 p.m., A218C.

JR/jdm

cc: Dr. MacDougall  
Deans/Assistant Deans  
Division/Department Chairperson  
Mr. Miller  
Mr. Pickering  
Mr. Guillen

## STATEMENT OF INSTITUTIONAL DIRECTIONS

### PREAMBLE

Carrying out the College's mission is a complex and multidimensional process involving many interdependent activities. Although each segment of the organization has its own internal concerns, these mesh and interact to comprise an aggregate whole which is the vehicle which carries out the mission.

This statement is a listing of strategies by which the college community plans to carry out this mission. They are assembled into five major areas which are seen as college-wide goals cutting across organizational lines.

In developing these strategies, the College Planning Council emphasizes the fundamental values of Santa Barbara City College as articulated in the Mission Statement adopted by the Board of Trustees in January, 1983.

- o To provide uncompromisingly excellent quality of instruction in all programs of the College, and to create and maintain an environment which emphasizes teaching and learning and encourages free discussion of ideas, interests and issues.
- o To maintain a comprehensive curriculum which supports a viable transfer program, a diverse occupational program, and general credit, non-credit, and community services programs appropriate to the needs of the South Coast community.
- o To provide equal opportunity to postsecondary education at minimum cost to all who wish to avail themselves of it or who could benefit from it, through programs of outreach, counseling, placement, and developmental education, and through a policy of non-discrimination and affirmative action.
- o To be particularly responsive to the needs of the local community and the citizens who come to the College as students, and to be sensitive to changes in these needs.
- o To be responsive to the needs of the region, the state, and the nation for persons trained in particular skills.

SANTA BARBARA CITY COLLEGE

November 1, 1988

TO: Burt Miller

FROM: CPC Subcommittee on College Planning:  
John Romo, Chair  
Martin Bobgan  
Joe Connell  
Chris Frank

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STATEMENT OF INSTITUTIONAL PRIORITIES

EDUCATIONAL EXCELLENCE

Preamble

To fulfill the commitment of the College's mission statement, emphasis will be placed on providing transfer, vocational, developmental and continuing education programs of the highest quality. In recognition of the diversity of student and community needs, programs will be offered in a variety of formats, sequences and locations. Furthermore, departments will prepare students for success in academic and occupational areas. Emphasis will be placed on preparing informed and self-fulfilled citizens who manifest a sensitivity to quality of life, civic literacy and the reality of the multi-cultural diversity of the community.

SBCC: A First Choice Credit Institution

The thrust of the College's programs and services will be to encourage potential students to consider SBCC as their first choice for post-secondary education. Emphasis on programs to achieve this goal will include:

- o An assurance that credit instructional programs reflect a broad-based, general education experience.
- o Continued development of academic and support programs which enhance international understanding, internationalization of the curriculum, study

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abroad opportunities and a greater foreign student presence on campus.

- o Development and implementation of efforts to reach out to high achieving secondary school students.
- o Continued emphasis of relationships with UCSB.
- o Commitment to providing comprehensive programs for underprepared, disabled, second language and other special need students.
- o Implementation of comprehensive evaluation procedures to assure program quality.

**SBCC STUDENT PROGRESS: RETENTION/SUCCESS**

SBCC will strive to ensure that once students enroll they will be provided the necessary support programs to assure retention and success. For all transfer and vocational programs, specific activities to ensure student success will include:

- o Development of verifiable skills requisites for courses across disciplines.
- o Examination of effective learning and teaching strategies.
- o Development of expertise in meeting diverse educational needs of the increasingly multi-cultural student population.

**SBCC CREDIT PROGRAM PRIORITIES: TRANSFER EDUCATION, VOCATIONAL EDUCATION, DEVELOPMENTAL EDUCATION**

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

- o Transfer Education
  - \* Development of guaranteed admissions programs with receiver colleges and universities.

- \* Complete implementation of Project Assist.
  - \* Development of a fully articulated UC Transfer General Education Program.
  - \* Increase in the number of majors articulated with CSU and UC.
  - \* Increase in the number and per cent of minority students who transfer to four year institutions.
  - \* Use of the Matriculation process to identify potential transfer early in their academic programs.
- o Vocational Education
- \* Identification and development of programs which fulfill local employment needs.
  - \* Articulation of vocational programs with four-year institutions.
  - \* Development of a comprehensive guidance and placement service for vocational program completers.
  - \* Development of cooperative education opportunities.
  - \* More effective involvement of business and industry in the refinement of vocational programs.
  - \* Continued assesment of technical developments in vocational programs and implementation of actions to maintain state-of-the-art equipment and articulation.
- o Developmental Education
- \* The Matriculation Program will continue to be refined.
  - \* Developmental courses will be offered to meet the educational needs of students regardless of skills level.
  - \* English as a Second Language courses will be offered as needed to meet the needs of the rapidly expanding limited and non-English speaking population.



**SBCC AND COMMUNITY EDUCATION: COMPREHENSIVENESS AND QUALITY**

Santa Barbara City College offers a non credit program which is recognized as one of the best in the country. Recent reform legislation has reinforced the importance of this aspect of the community college mission. To assure continuation of the these important community offerings, the College will:

- o Expand and refine the non-credit and community services programs which are flexible, diverse, stimulating, and innovative. These programs will serve the learning needs of adults in the community, regardless of age, ability, or economic/cultural background.

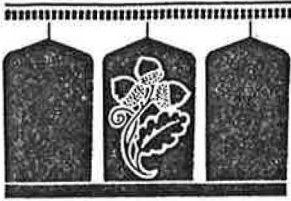
## HUMAN RESOURCES

Santa Barbara City College is an institution which has been recognized for the excellence of its educational programs. The essence of these excellent 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. Develop and maintain competitive incentives to recruit and retain high quality faculty and support staff;
2. Maintain a comprehensive Affirmative Action Plan that enables the College to meet the needs of a changing demography through an aggressive faculty and staff recruitment and hiring program;
3. Assure that the progress of the District's Affirmative Action Program and hiring efforts are continued to be reported and evaluated;
4. Maintain a commitment to a broad range of faculty and staff development activities;
5. Maintain a commitment to the activities of the Faculty Enrichment Committee with special emphasis on faculty grants for innovative instructional programs;
6. Reaffirm a commitment to faculty sabbaticals for more in-depth research, revitalization and program development;
7. Expand staff development and involvement opportunities for part-time lecturers;
8. Provide educational opportunities for instructors in all subject areas to deal with the anticipated changes in regional, local and college demography;
9. Provide opportunities for instructors in all subject areas to develop competence in meeting the needs of the under-prepared and disabled student. In addition, focus on how to work with students from different cultural and language backgrounds;
10. Provide opportunities for faculty to retrain for changes in the instructional program; upgrade teaching techniques in the use of latest technologies, e.g. computers;
11. Develop methods for providing incentives and rewards for outstanding service;
12. Provide methods whereby vocational education faculty members can keep current with changing technology in skills which need to be taught;

13. Promote faculty and staff development in advisement, outcome assessment and matriculation and related functions;
14. Improve the efficient utilization of human resources by providing faculty and administrators adequate support staff.

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Santa Barbara Community College District  
**Santa Barbara City College**

721 Cliff Drive □ Santa Barbara, CA 93109-2394 □ (805) 965-0581

TO: CPC Subcommittee Governance/Research  
Tom Garey/Jack Friedlander

FROM: Peter R. MacDougall *PRM*

DATE: October 28, 1988

SUBJECT: College Governance and Research Section

1. Assumptions

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

2. Specific Institutional Directions Follow:

- a. Influence program and policy development at the State level in ways that will enhance Santa Barbara City College.
- b. Broaden the base of College staff participation in institutional research efforts.
- c. Employ institutional research to assess the effectiveness of the College's success in achieving educational and student service program objectives.
- d. Develop processes for evaluating College programs in regard to their relevance to the mission, the statement of institutional direction, their costs, and effectiveness.
- e. Use the results from institutional research to improve programs and develop policies.
- f. Increase viability of the College committee system, particularly, the active involvement of faculty members in that system.

- g. Increase the effectiveness of internal communication procedures to achieve timely staff awareness in developing College policies, programs, and activities.
- h. Define the role of the Academic Senate in institutional decision making.
- i. Identify means to reinforce the common concerns of College constituent groups; i.e., Board of Trustees, administration, faculty, classified staff, and student.
- j. Use the accreditation self-study to develop and enhance the College's governance structures.
- k. Increase student representation on committees and overall involvement in college governance.
- l. Assure that administrative divisions, for example, Academic Affairs, Student Affairs, Business Services, Personnel, and Continuing Education, established for efficiencies, have as their primary objective coordination among themselves to achieve the College-wide objectives.
- m. Work to keep the "collective genius" of the College focused on issues that are directly related to instructional effectiveness and student achievement rather than organizational concerns peripheral to our reason for being.
- n. Use planning as a force in institutional development.

Please modify, add, or delete from above. I will see you for our final meeting at 4:30 p.m. on Monday, October 31.

PRM:sjc