

# SANTA BARBARA CITY COLLEGE

## Strategic Directions and Goals for 2019-22

*In order to achieve our vision of building a socially conscious community where knowledge and respect empower individuals to transform our world, SBCC will pursue the following six broad strategies.*

- 1. Improve student learning and achievement of educational goals.**
  - 1.1 Develop a strategic plan that sets the direction for the District for the next three to five years.
  - 1.2 Update the District Educational Master Plan to provide a roadmap that supports innovative, rigorous, engaging and culturally relevant educational programs for the students and the communities served by the District.
  - 1.3 Review, develop, and offer programs and services that address equity and student achievement gaps.
  - 1.4 Support robust noncredit and adult education programs through the School of Extended Learning. Strengthen noncredit to credit pathways.
  - 1.5 Develop and refine programs and services for students in alignment with state-wide initiatives.
  
- 2. Provide effective management and of the District's human, fiscal, physical and technological resources to increase organizational effectiveness and environmental sustainability.**
  - 2.1 Make sound fiscal decisions, based on district budget values and accurate information that ensure the long-term financial health of the district.
  - 2.2 Prepare the organizational structure and fiscal plans of the College to respond to the new funding formula.
  - 2.3 Engage in transparent decision-making processes that involve meaningful opportunities for input from a broad range of stakeholders, including faculty, staff and students.
  - 2.4 Complete development of a Facilities Master Plan that results in an environment conducive to learning and a funding plan to support its fulfillment.
  - 2.5 Re-evaluate and improve the hiring process from recruitment to separation from employment to underscore the District's commitment to equity, inclusion, integrity and ongoing learning.
  - 2.6 Conduct regular and timely performance evaluation of personnel.
  - 2.7 Provide continued professional development for all employees.
  - 2.8 Review update and strengthen the District Equal Employment Opportunity Plan.

- 2.9 Review and update the District Technology Plan.
- 2.10 Review and update the Distance Education Master Plan.
- 2.11 Develop a District Transition and Succession Plan for employee separation and reductions in workforce.

**3. Achieve enrollment efficiencies to better serve our community.**

- 3.1 Create an equitable and comprehensive enrollment management plan informed by the new Student-Centered Funding Formula in order to achieve enrollment stability and a balanced budget.
- 3.2 Provide improved access to meet community needs and college priorities.
- 3.3 Clarify and streamline career and transfer pathways, leveraging noncredit, K-12, 4-year, and industry partnerships.
- 3.4 Improve and streamline registration-enrollment process for credit and noncredit and student pathways through the institution.
- 3.5 Develop a student-focused class schedule.

**4. Improve campus climate throughout the district.**

- 4.1 Regularly conduct appropriate climate surveys of employees and students, and develop, implement, and evaluate plans accordingly.
- 4.2 Work together to create a positive, forward looking campus that uses an equity-minded lens to support students, staff, faculty and administrators. Continue the college's commitment to anti-racism, diversity, equity and inclusion training.
- 4.3 Ensure that our interactions with our community, colleagues and our students are based on integrity, goodwill and mutual respect.
- 4.4 Cultivate an inclusive and equitable work environment where all voices are valued and all constituent groups are included.

**5. Maintain positive connections with our community.**

- 5.1 Commit to regular communications to and feedback from stakeholders in the community.
- 5.2 Maintain regular, ongoing communication with community groups, opinion leaders, elected officials, K-12 partners, and business leaders in support of District goals and priorities.
- 5.3 Utilize all communications avenues available to "tell the story" of the positive impact SBCC has in our community.

- 5.4 Conduct outreach for meaningful input from marginalized communities, including non-English speaking, undocumented, Native Americans, African Americans, Blacks, Latinx/Hispanics, students with disabilities, among others.
- 5.5 Enhance bilingual communications and enhance bilingual access to reach a wider breadth of our community.

**6. Prepare the campus for impacts of climate change.**

- 6.1 Act upon scientifically credible threats to the physical campus and student health, access, and success.
- 6.2 Use the SBCC Sustainability Plan as a guiding document for addressing climate change.
- 6.3 Educate students and the SBCC community about the threats of climate change.
- 6.4 Join in existing state mandates and local initiatives to address climate change.
- 6.5 Address climate change in a manner that honors SBCC's mission to foster global responsibility and upholds the legacy of Santa Barbara as an environmental leader.