SANTA BARBARA CITY COLLEGE

2022 STRATEGIC PLANNING

SB
CC

FALL IN-SERVICE
August 25, 2022

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AGENDA

- APPROACH, PROCESS + TIMELINE

- CAMPUS + COMMUNITY ENGAGEMENT

- 2022 STRATEGIC PLANNING

- NEXT STEPS

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APPROACH

*A sustainable approach to planning that builds **relationships**, **aligns** the organization, and emphasizes **preparedness for change**.*

-- Society for College and University Planning (SCUP)

APPROACH

Current College Plans

STRATEGIC PLAN

Educational + Facilities Master Plan
Student Equity Plan
Distance Ed Plan
Strategic Enrollment

Resource Planning
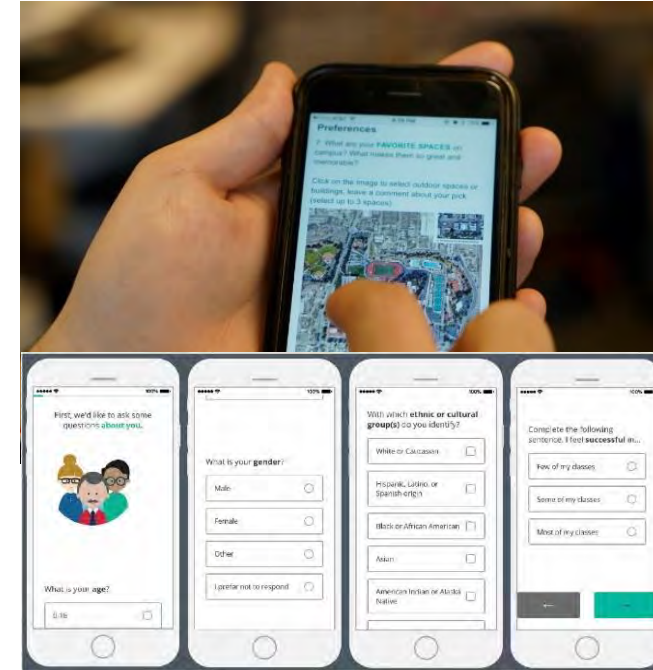- Facilities
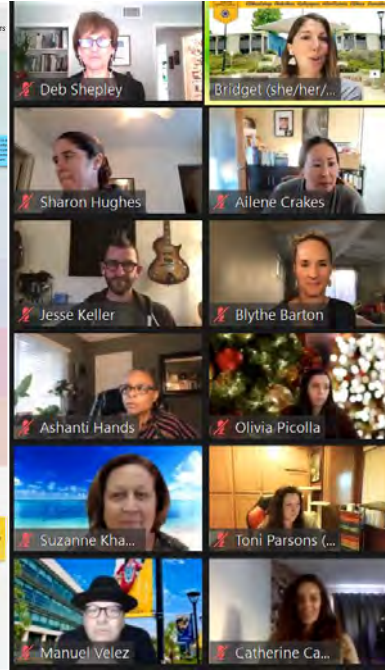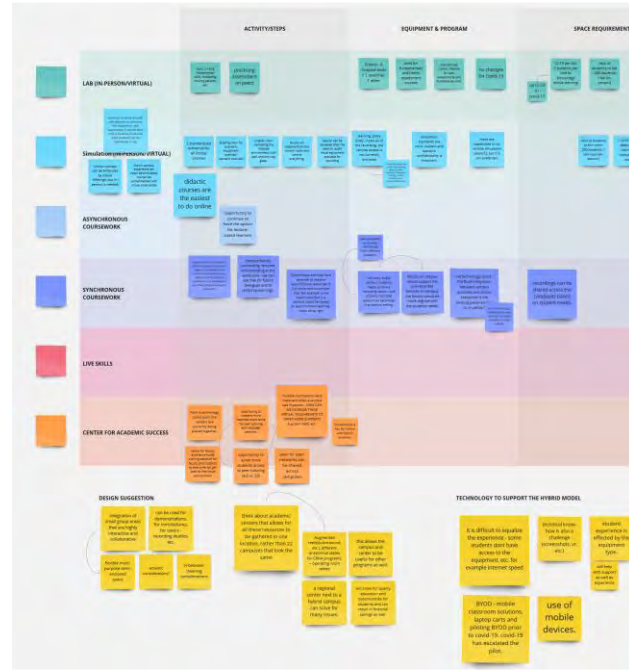- Technology
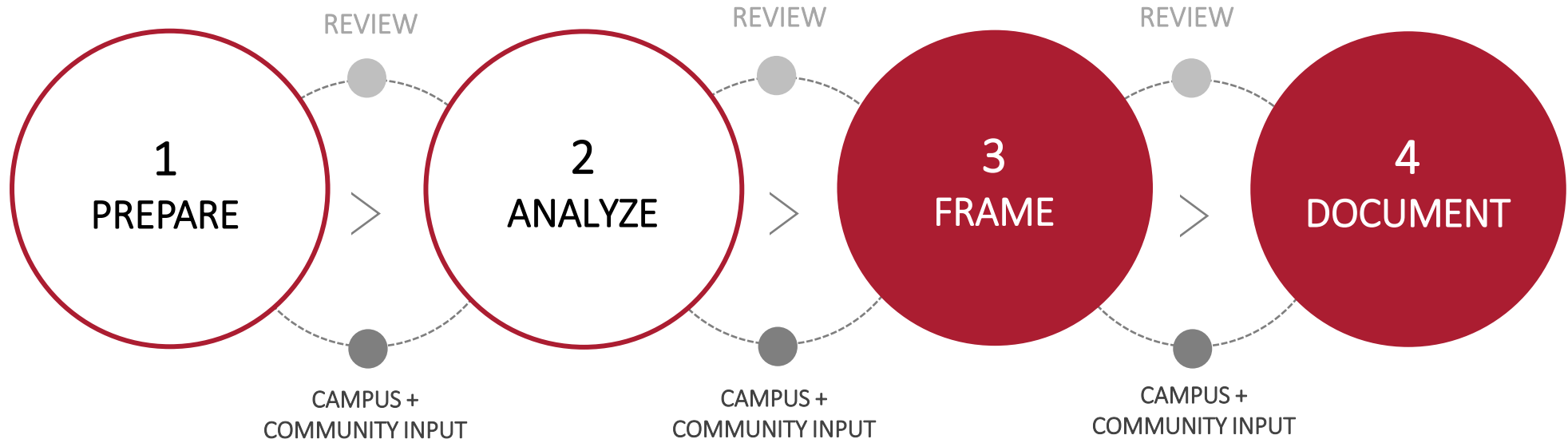- Human
- Fiscal

Data → **Integrated Planning**

APPROACH

Intentional Stakeholder Engagement
- Equitable and Inclusive
- Campus and Community

PROCESS + TIMELINE

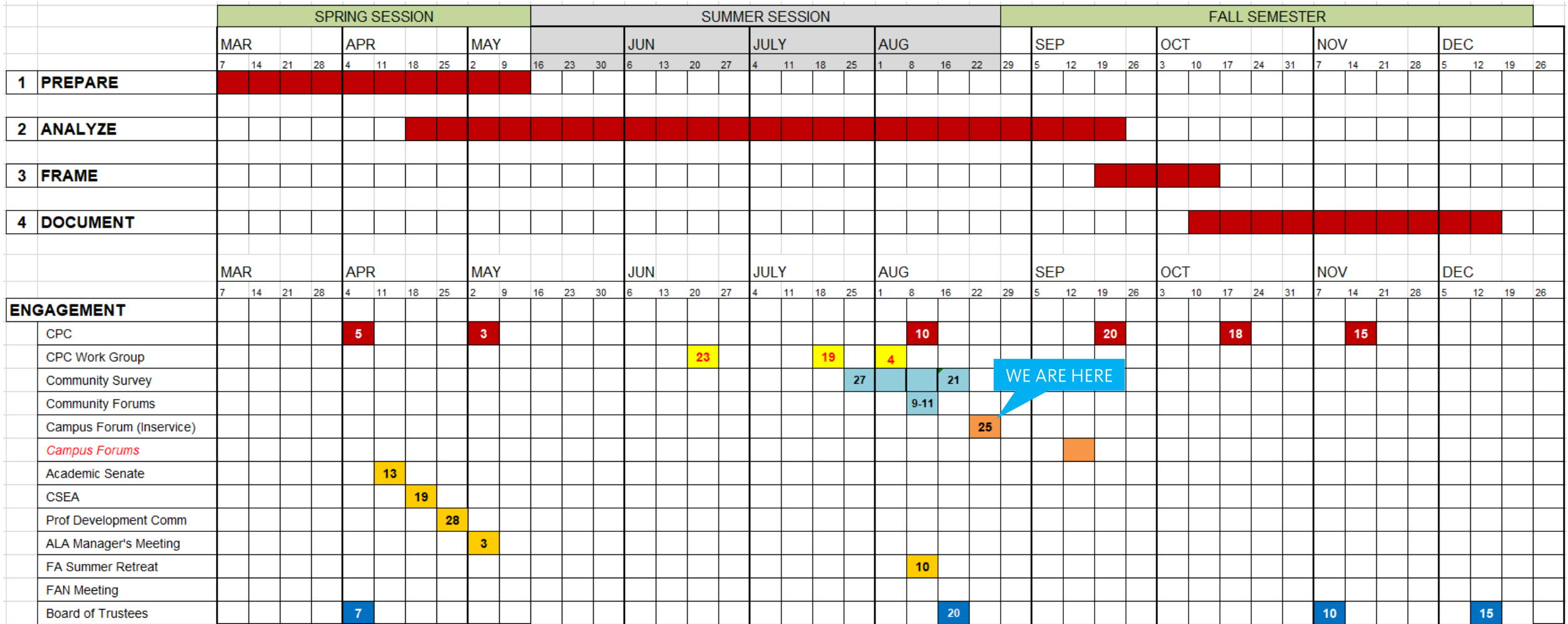# PROCESS + TIMELINE

		SPRING SESSION			SUMMER SESSION				FALL SEMESTER		
		MAR	APR	MAY	JUN	JULY	AUG	SEP	OCT	NOV	DEC
		7 14 21 28	4 11 18 25	2 9	16 23 30	6 13 20 27	4 11 18 25	1 8 16 22	29 5 12 19 26	3 10 17 24 31	7 14 21 28	5 12 19 26
1	PREPARE	████████	████████	████							
2	ANALYZE		██	████	████████	████████	████████	████████	██		
3	FRAME								████	██		
4	DOCUMENT									██	████████	████████

		MAR	APR	MAY	JUN	JULY	AUG	SEP	OCT	NOV	DEC
		7 14 21 28	4 11 18 25	2 9	16 23 30	6 13 20 27	4 11 18 25	1 8 16 22	29 5 12 19 26	3 10 17 24 31	7 14 21 28	5 12 19 26
ENGAGEMENT											
CPC			5	3			10	20	18	15	
CPC Work Group					23	19	4				
Community Survey							27 21				
Community Forums							9-11				
Campus Forum (Inservice)							25				
Campus Forums								🟧			
Academic Senate			13								
CSEA			19								
Prof Development Comm			28								
ALA Manager's Meeting				3							
FA Summer Retreat							10				
FAN Meeting											
Board of Trustees			7				20			10	15

WE ARE HERE

EMERGING THEMES

ON-CAMPUS LISTENING AND LEARNING

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EMERGING THEMES

GOVERNANCE GROUPS LISTENING SESSIONS & PROGRAM REVIEWS

What is most important for SBCC to address?

EMERGING THEMES

GOVERNANCE GROUPS LISTENING SESSIONS & PROGRAM REVIEWS

CAMPUS CLIMATE

- Create an environment of trust and caring to increase student, faculty, and staff success
- Set clear college-wide directions and then follow through
- Enhance built environment to support collaboration and represent SBCC values

EQUITY

- Establish a college-wide definition of equity
- Eliminate the disproportionately lower outcomes for Black and Latinx students
- Provide accessible and consistent technology for all students

AGILITY & RESILIENCE

- Expect change! Prepare for ongoing changes in enrollment, curriculum, pedagogy, and technology
- Develop virtual, streamlined processes to produce more agile decision-making
- Anticipate employers' needs for new programs that will result in livable wage careers for students
- Use demographic data to align resources with course offerings, staffing, and support services

STUDENT SUPPORT

- Meet students' academic and basic needs
- Foster students' sense of belongingness across all learning modalities
- Combine high tech with high touch

EMERGING THEMES

GOVERNANCE GROUPS LISTENING SESSIONS & PROGRAM REVIEWS

ACADEMIC EXCELLENCE

- Maintain academic integrity and high academic standards
- Close equity gaps for identified student groups
- Create equity-informed engaging learning environments in multiple modalities

COMMUNITY BUILDING

- Foster partnerships and connections
- Serve as a community resource, across entire service area
- Listen to student voices, including alumni

FISCAL, PHYSICAL & HUMAN RESOURCES

- Align resources to support college priorities
- Right-size the college across units to balance workload
- Manage enrollment through utilization of tools and data
- Renovate or replace outdated physical space on campus

SUSTAINABILITY

- Expand college-wide sustainable practices
- Increase opportunities for students to learn about environmental sustainability
- Engage community groups in partnerships leading to actions on climate change

COMMUNITY ENGAGEMENT

SUMMARY OF FINDINGS

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COMMUNITY ENGAGEMENT

Strategic Planning

Santa Barbara City College (SBCC) seeks the public's input as it moves forward with its strategic planning process to set goals and priorities

The development of a new strategic plan comes at a crucial time for the college, as schools across the country have seen significant changes in how students access higher education and conditions created by the pandemic have revealed a variety of student needs in and out of the classroom. SBCC wants to hear from its local students and community members their thoughts on how to best move forward and meet their needs.

SBCC would especially like to hear from its community members about the following topics:

- Programs and classes needed
- Facilities improvements
- Services and events
- Modality of classes - in-person or online
- Alumni engagement
- Business community/employer engagement

192
RESPONSES

Take Our Strategic Planning Survey

COMMUNITY ENGAGEMENT

YOU'RE INVITED

Santa Barbara City College wants your input in shaping the future of your community college.

Join us at one of four in-person Strategic Planning Community Forums — and one virtual forum — to be held as follows:

Tuesday, August 9
5:30-7:00 p.m.
The Lynda Fairly Carpinteria Arts Center
865 Linden Avenue, Carpinteria

Thursday, August 11
Noon-1:30 p.m.
Virtual - Zoom; to join, visit sbcc.edu/forum

Wednesday, August 10
5:30-7:00 p.m.
Goleta Valley Community Center
5679 Hollister Avenue, Goleta

Thursday, August 11
5:30-7:00 p.m.
Santa Barbara High School
700 E. Anapamu Street, Santa Barbara

Tuesday, August 16
5:30-7:00 p.m.
SBCC Wake Campus Auditorium
300 N. Turnpike, Santa Barbara

All forums will include Spanish-language interpretation and ASL interpretation (in-person); closed captioning (Zoom).

COMMUNITY ENGAGEMENT

SURVEY QUESTIONS

Q1 *online* — Familiarity with SBCC

Q2 *online* — Attendance at SBCC

Q3 *online* — Perception of SBCC

Q4 *online + in person* — Program, classes, and / or services offered by SBCC

Q5 *online + in person* — Areas of focus

Q6 *online + in person* — Programs / courses / skills to serve our community?

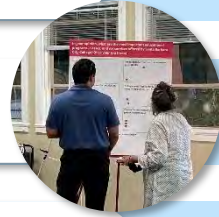**Q7** *online + in person* — Additional comments

ONLINE SURVEY
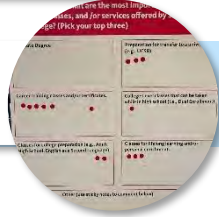
CAMPUS FORUMS — *IN PERSON + ONLINE*
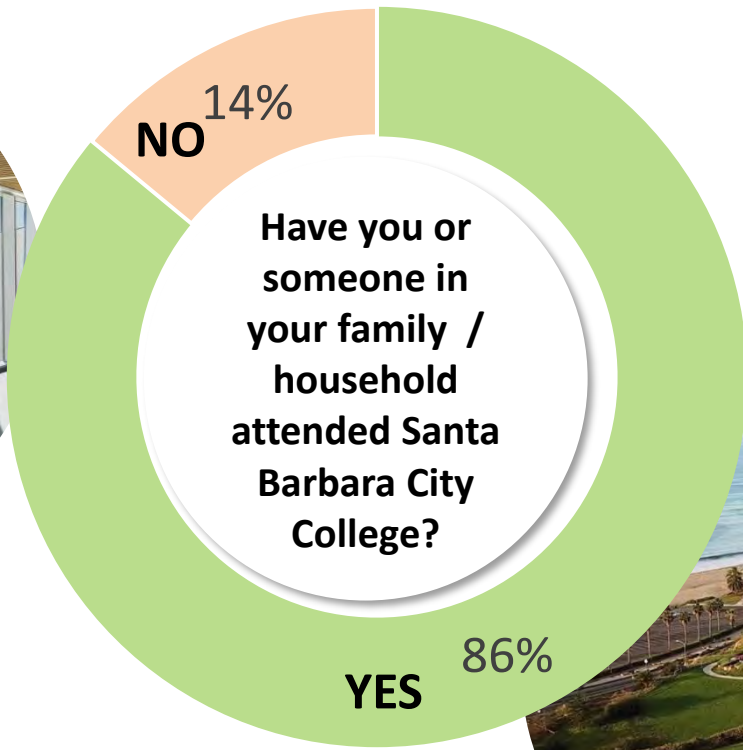
4 LOCATIONS

- Carpinteria
- Goleta
- Santa Barbara
- Wake

COMMUNITY ENGAGEMENT

How familiar are you with Santa Barbara City College?

- 2%
- 25%
- 73%

Have you or someone in your family / household attended Santa Barbara City College?

- NO 14%
- YES 86%
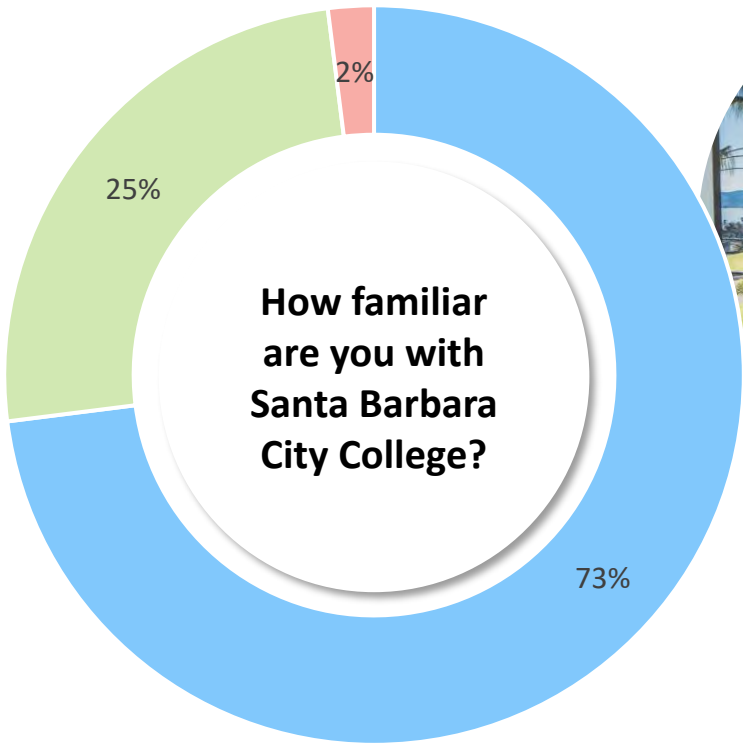
Legend:
- Very Familiar
- Somewhat Familiar
- Not Familiar

COMMUNITY ENGAGEMENT

What is your perception of Santa Barbara City College?

- 26% Very Favorable
- 42% Favorable
- 10% Neither Favorable nor Unfavorable
- 16% Unfavorable
- 6% Very Unfavorable

Legend:
- Very Favorable
- Favorable
- Neither Favorable nor Unfavorable
- Unfavorable
- Very Unfavorable
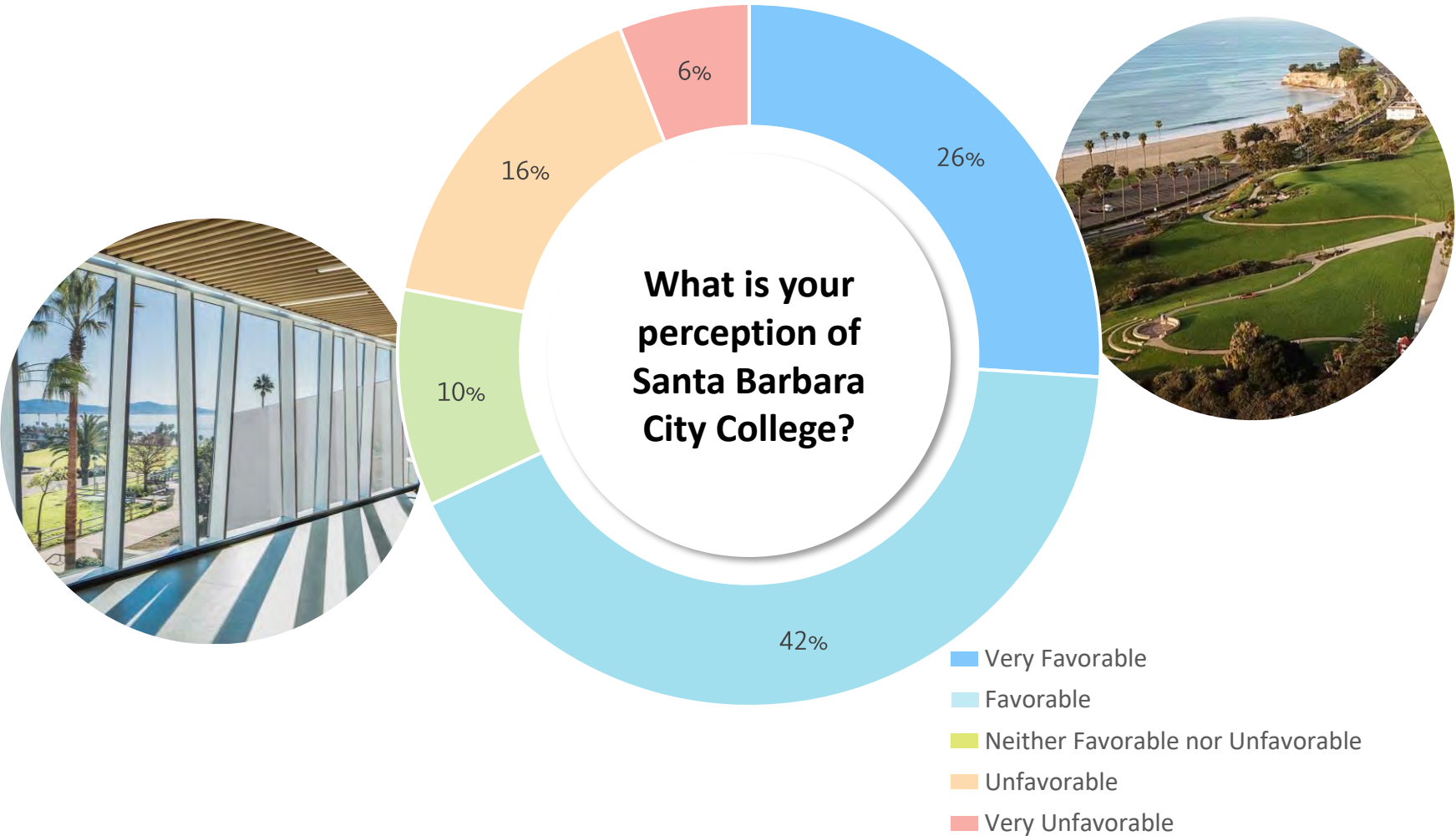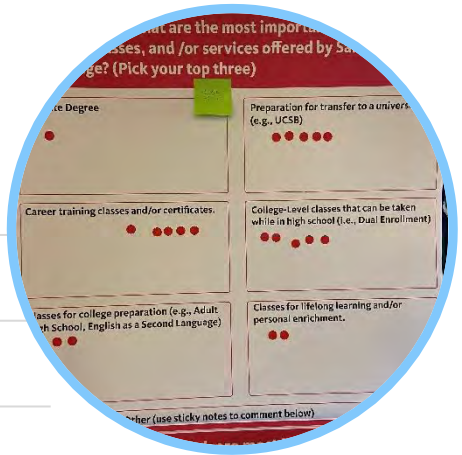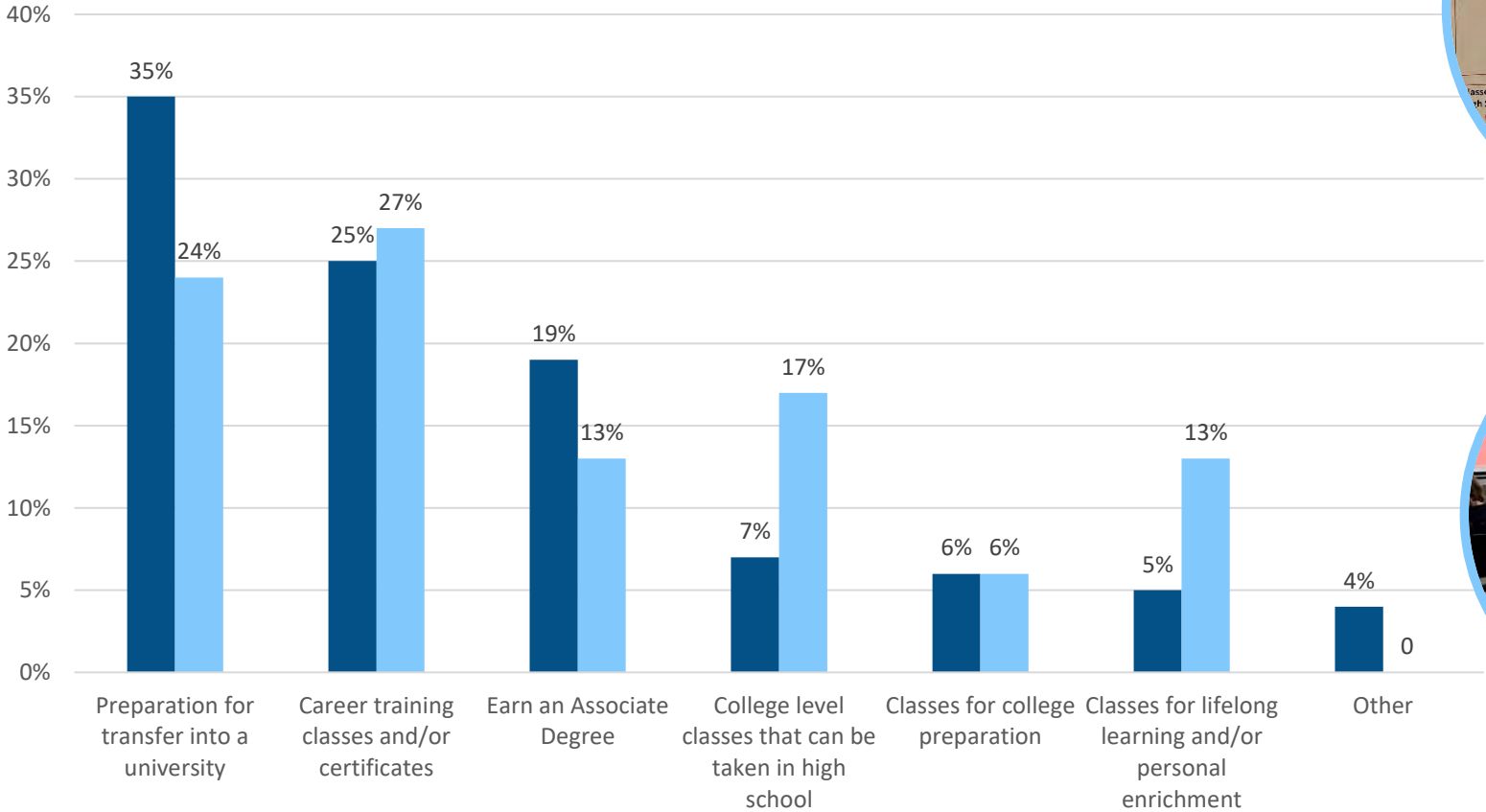
COMMUNITY ENGAGEMENT

What are the most important educational programs, classes, or services offered by SBCC? (Pick top 3)

Chart: Most important educational programs, classes, or services offered by SBCC

Category	Dark blue	Light blue
Preparation for transfer into a university	35%	24%
Career training classes and/or certificates	25%	27%
Earn an Associate Degree	19%	13%
College level classes that can be taken in high school	7%	17%
Classes for college preparation	6%	6%
Classes for lifelong learning and/or personal enrichment	5%	13%
Other	4%	0

COMMUNITY ENGAGEMENT

What do you believe are the important areas for SBCC to focus on over the next ten years?

TOPICS

STUDENT LEARNING + COMPLETION

EDUCATION ACCESS FOR ALL

COMMUNITY PARTNERSHIPS

FACILIITES + INFRASTRUCTURE

STUDENT SUPPORT

COMMUNITY ENGAGEMENT

What do you believe are the important areas for SBCC to focus on over the next ten years?

STUDENT LEARNING + COMPLETION

- Vocational training and education in the trades
- Integrate / develop more credit programs at satellite campuses
- Improve quality of online classes
- Certificate or associate programs / diversity of programs
- Support Early Childhood program

EDUCATION ACCESS FOR ALL

- Increased resources for students with disabilities
- Affordable education
- Supporting our most vulnerable / marginalized students
- Increase online offerings / hybrid learning
- Improve campus climate for all students and faculty

COMMUNITY PARTNERSHIPS

- Rebuilding relationships with local high schools
- Community access and non-partisan leadership
- Increase enrollment from the local community
- Community involvement with local business
- Internship programs with local businesses

COMMUNITY ENGAGEMENT

What do you believe are the important areas for SBCC to focus on over the next ten years?

STUDENT SUPPORT

Strategies for student success (tutoring, mentoring)

Increase student voices and student involvement

Become relevant in the eyes of current and future students

Critical thinking, self reliance, strong work ethic, responsibility

Diversity in college leadership that translates to student success

FACILITIES + INFRASTRUCTURE

Bring students back to campus

Provide spaces that promotes collaboration + exploration

Build or adapt facilities to support new programs
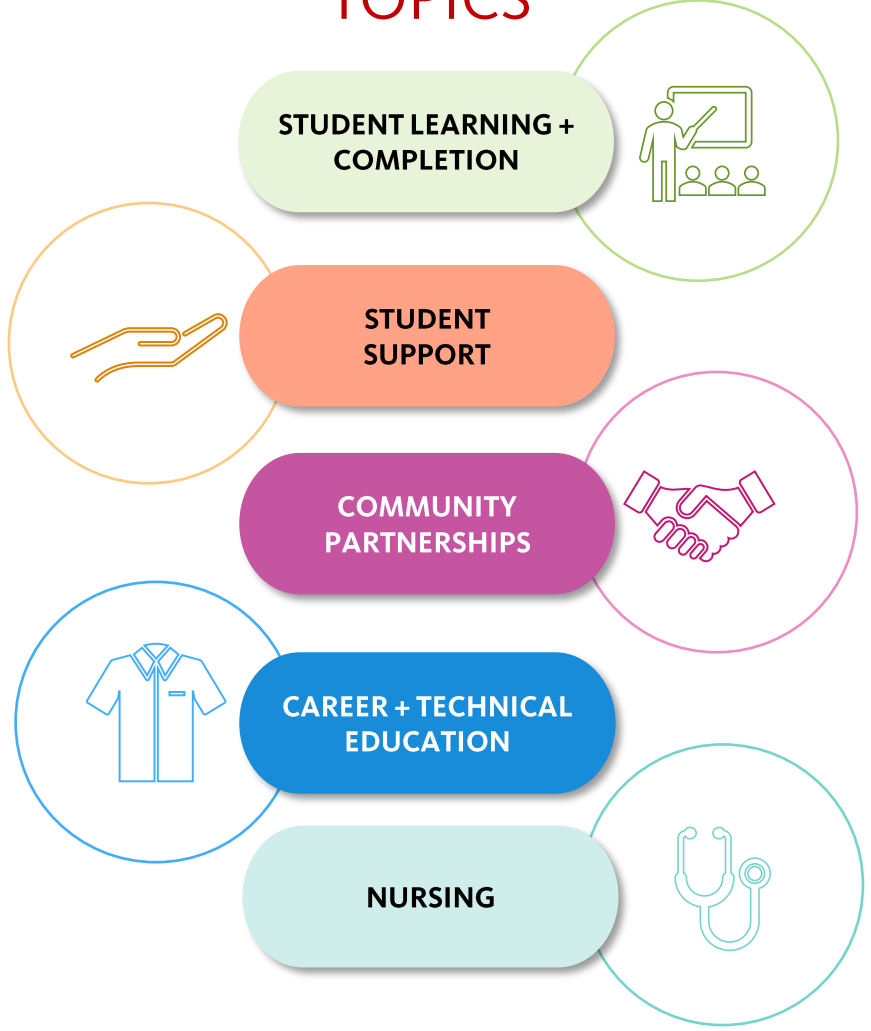
Student housing

Providing healthy food for students

COMMUNITY ENGAGEMENT

What programs, courses or skills are most important to serve the workforce needs in our community?

TOPICS

- STUDENT LEARNING + COMPLETION
- STUDENT SUPPORT
- COMMUNITY PARTNERSHIPS
- CAREER + TECHNICAL EDUCATION
- NURSING

COMMUNITY ENGAGEMENT

What programs / courses / skills are most important to serve the workforce needs in our community?

STUDENT LEARNING + COMPLETION

Bachelor degree options

Hospitality, tourism, and culinary arts

STEM / Nursing / Medicine

Business Mngt / Agriculture

Computer Information / Technology

STUDENT SUPPORT

Trades Training

Interpersonal / Communication Skills

Money Mngt / Critical Thinking

Computer skills for service industry

Life skills / skills in sustainability (gardening, cooking, health)

COMMUNITY PARTNERSHIPS

Develop partnerships with local businesses

Courses for low-income families

Internship programs with local businesses

Sustainability

Adult Education

COMMUNITY ENGAGEMENT

What programs / courses / skills are most important to serve the workforce needs in our community?

CAREER + TECHNICAL EDUCATION

Career-readiness education

Computer skills / Software

Automation / Technology

Entrepreneurial training; starting / maintaining a business

Hospitality / Restaurant

NURSING

Home Healthcare / Elder Care

Hire more nurse instructors

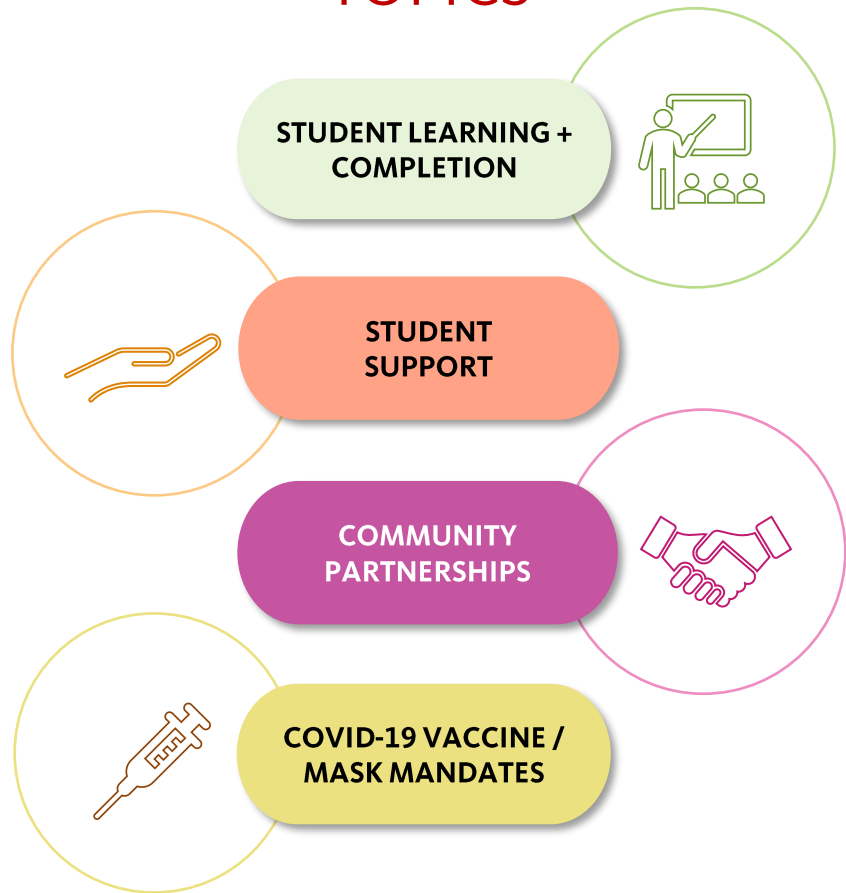Shorten student time on waitlist

EMT / First Responders

Fire Sciences

COMMUNITY ENGAGEMENT

Are there any additional comments you would like to add?

TOPICS

STUDENT LEARNING + COMPLETION

STUDENT SUPPORT

COMMUNITY PARTNERSHIPS

COVID-19 VACCINE / MASK MANDATES

COMMUNITY ENGAGEMENT

Are there any additional comments you would like to add?

STUDENT LEARNING + COMPLETION

Re-open culinary program and integrate sustainable practices

Increase adult education

Offer Bachelors degree

Increase online classes

Attract and keep the best faculty and staff

STUDENT SUPPORT

Allocate resources depending on economic outlook

Improve dual enrollment procedures

Increased access to support services and equal opportunity

Weekend and evening tech support

Transparency in salary and degree completion

COMMUNITY ENGAGEMENT

Are there any additional comments you would like to add?

COMMUNITY PARTNERSHIPS

Include guest / adjunct faculty from the community

Engage with various community groups

Leadership from the community

Become better advocates of environmental conservation

Work-study opportunities at local businesses

COVID-19 VACCINE / MASK MANDATES

Open school to community regardless of vaccination status

Make education available to all students

COVID measures exceed public health and CDC guidelines

People no longer feel included due to mandates
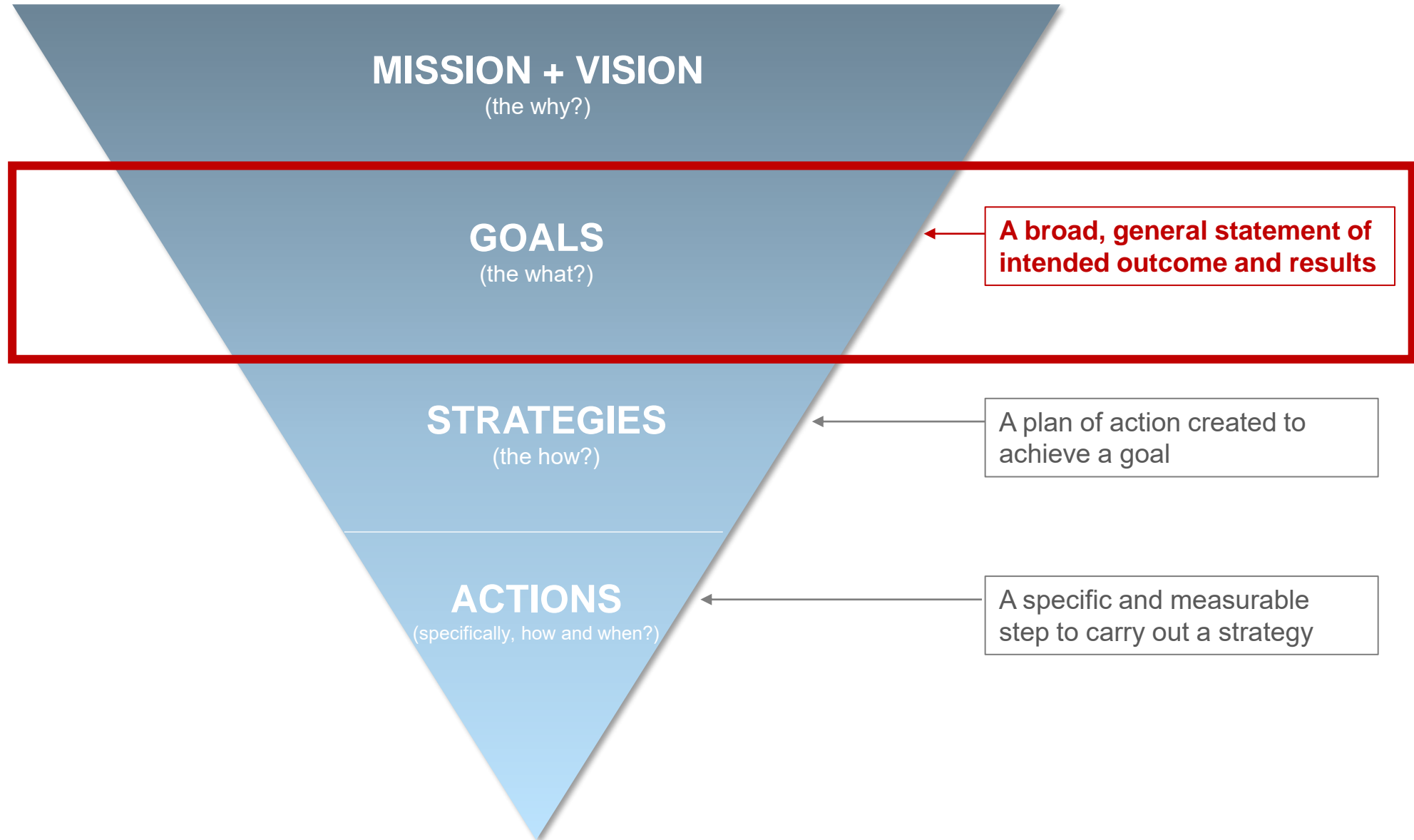
Foster a space of open dialogue

2022 STRATEGIC PLANNING

PREVIOUS STRATEGIC DIRECTIONS (2019-2022)

SBCC

1. Improve student learning and achievement of educational goals.

2. Provide effective management and the District's human, fiscal, physical, and technological resources to increase organizational effectiveness and environmental sustainability.

3. Achieve enrollment efficiencies to better serve our community.

4. Improve campus climate throughout the district.

5. Maintain positive connections with our community.

6. Prepare the campus for impacts of climate change.

DISCUSSION

Observations

All are focused on problems

All are valuable

Not hopeful

Many are strategies

Clarification is needed

Ideas

Shift to be more optimistic and aspirational

SBCC is an exciting place to work

Address trust and communication

2022 STRATEGIC PLANNING

DRAFT GOAL AREAS

Strategic Directions and Goals for 2019-22

+

Emerging Themes

→

Draft GOAL AREA 2022-30

2022 STRATEGIC PLANNING
DRAFT GOAL AREAS

Strategic Directions and Goals for 2019-22	+	Emerging Themes	→	Draft GOAL AREA 2022-30

Strategic Direction 1:
Improve student learning and achievement of educational goals.

- EQUITY
- STUDENT SUPPORT
- ACADEMIC EXCELLENCE

STUDENT LEARNING & COMPLETION

Strategic Direction 2:
Provide effective management of the District's human, fiscal, physical and technological resources to increase organizational effectiveness and environmental sustainability

Strategic Direction 3:
Achieve enrollment efficiencies to better serve our community

Strategic Direction 6:
Prepare the campus for impacts of climate change

- AGILITY & RESILIENCE

- FISCAL, PHYSICAL + HUMAN RESOURCES

- SUSTAINABILITY

CARE & STEWARDSHIP

Strategic Direction 4:
Improve campus climate throughout the District

- CAMPUS CLIMATE

CAMPUS CLIMATE

Strategic Direction 5:
Maintain positive connections with our community

- COMMUNITY BUILDING

COMMUNITY PARTNERSHIPS

2022 STRATEGIC PLANNING
DRAFT GOAL AREAS

| STUDENT LEARNING & COMPLETION | CARE & STEWARDSHIP | CAMPUS CLIMATE | COMMUNITY PARTNERSHIPS |

2022 STRATEGIC PLANNING

DRAFT GOAL AREAS

STUDENT LEARNING & COMPLETION

- Create engaging and equity-informed learning and support service environments in multiple modalities

- Eliminate equity gaps across student groups

- Anticipate and prepare for ongoing shifts in enrollment, curriculum, pedagogy, and technology

- Prioritize accessibility by combining digital modalities with equitable computer support, training, and equipment

Care for our students

CARE & STEWARDSHIP

- Treat everyone with dignity and respect for their lived experiences

- Strengthen belongingness for all faculty, staff and students

- Develop and sustain processes that prioritize environmental justice and sustainability

- Align resources to support college priorities

Care for our employees & institution

CAMPUS CLIMATE

- Communicate, communicate, communicate

- Replace ad hoc processes with widely-understood, accountable, and agile decision-making processes

- Inspire faculty and staff to engage meaningfully with our Mission Statement

- Invest in faculty and staff development to promote inclusive, innovative, and resilient practices

Care for our campus community

COMMUNITY PARTNERSHIPS

- Enter into lifelong partnerships with our students, before they come here, while they are here, and after their lives beyond

- Serve as a community resource across the entire service area

- Engage our community members, educational partners, and business leader to build shared understanding and mutual interests

- Develop processes that increase our ability to respond quickly to community needs

Care for our local communities

MISSION

As a public community college dedicated to the success of each student . . .

- *Santa Barbara City College welcomes all students. The College provides a diverse learning environment and opportunities for students to enrich their lives, advance their careers, complete certificates, earn associate degrees, and transfer to four-year institutions.*
- *The College is committed to fostering an equitable, inclusive, respectful, participatory, and supportive community dedicated to the success of every student.*

OUR VISION

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

STUDENT LEARNING & COMPLETION

- Create engaging and equity-informed learning and support service environments in multiple modalities

- Eliminate equity gaps across student groups

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Care for our local communities

COLLEGIAL CARE

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COLLEGIAL CARE

What does 'care' mean to different people?

Students

Faculty

Staff

Community Members
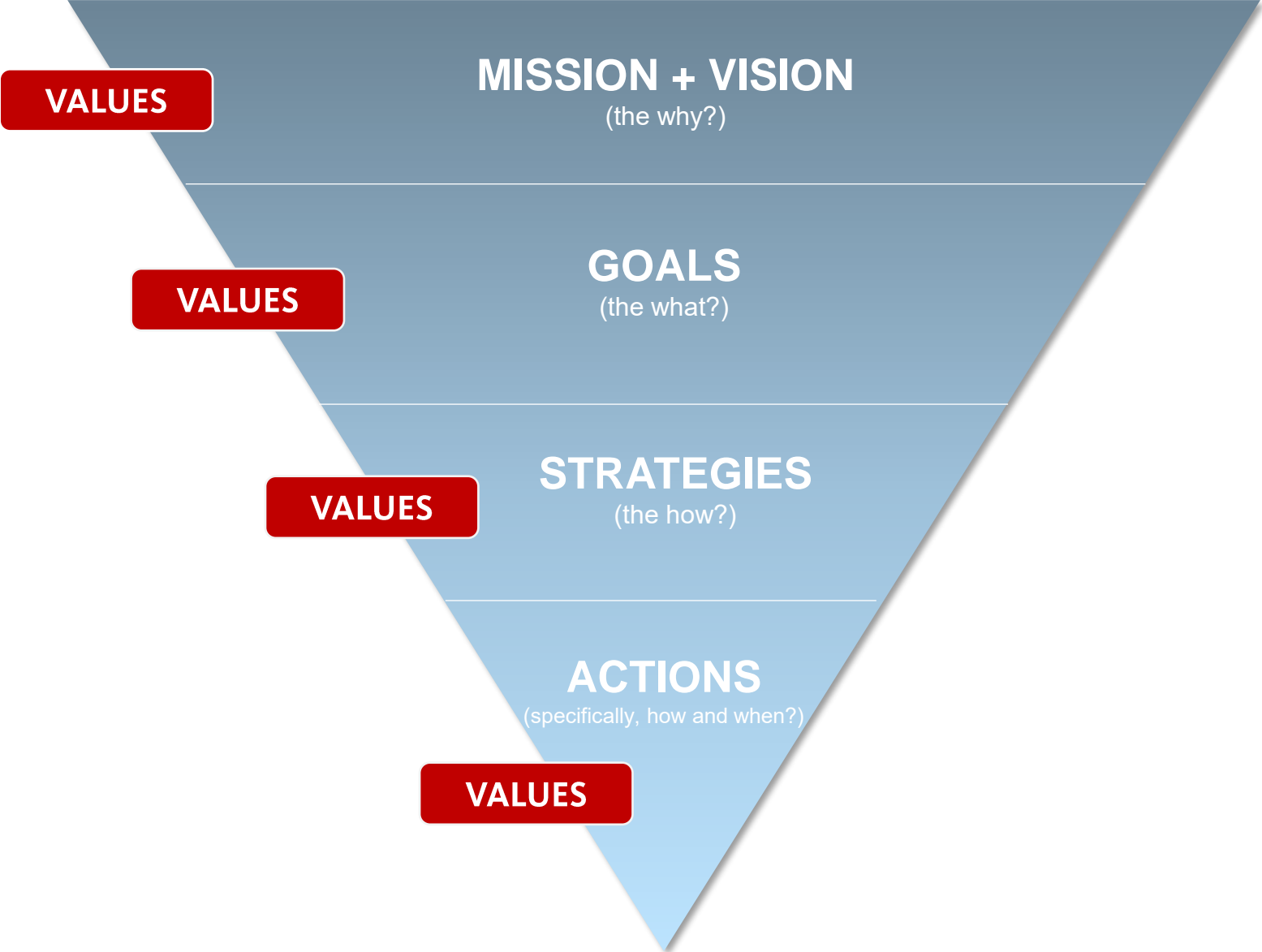
VALUES

VALUES

VALUES

When you think about the college in the next 10 years, what values must we embed in our work?

- *EQUITY*

- *INTEGRITY*

- *INCLUSION*

- *RESPECT*

- *ACCOUNTABILITY*

- *EXCELLENCE*

- *EMPOWERMENT / AGENCY*

- +

- +

HEARING FROM YOU...

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COLLEGE SURVEY
TOPICS

DRAFT GOAL AREAS

As you think about your role at the college, do they align with the SBCC mission and vision?

Additional ideas?

COLLEGIAL CARE

What does 'care' mean to
- Students
- Faculty
- Staff
- Community Members

VALUES

What values must guide the work of the college?

In-Service

- Aug 25

College Survey

- Week of Aug 29th to mid-Sep

On-Campus Forum

- Week of Sep 12th

CPC Meetings

- Sep, Oct, Nov

Governance Groups

- Sep, Oct, Nov

Board of Trustees

- Nov, Dec

NEXT STEPS

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