



STRATEGIC PLAN

2023

STRATEGIC PLAN

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VISION

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

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.



PURPOSE

The purpose of strategic planning is to deliberately assess and reflect on goals and strategies that will shape the institution; it answers the question for whom we do this work, what we do, and why we do it. For Santa Barbara City College (SBCC), the purpose of this Strategic Plan is to:

- Guide the College's long-term course toward accomplishing its Mission and Vision, focused on student access, equity, and success.
- Engage constituents across the college community in a collaborative process for shaping the institution's future.
- Focus on our core commitments and priorities while remaining flexible to provide student-centered learning.
- Commit to diversity, equity, inclusion, anti-racism and social justice by prioritizing actions and resources to close equity gaps. Respond to current and future challenges including but not limited to those brought on by the pandemic.
- Support those efforts that increase the ability of employees to serve the institution by creating clear communication, a focus on well-being and transparency in decision making.



PLANNING PROCESS

Santa Barbara City College began the Strategic Planning process in March 2022 with a series of sharing sessions to introduce the planning process and engage the campus community in dialogues about planning. The structure of the process included four steps:

STEP 1: PREPARE

- Defined the project goals
- Identified measures of success
- Collected relevant planning information

STEP 2: ANALYZE

- Analyzed data and programs
- Conducted engagement workshops and listening sessions
- Issued surveys to SBCC community and community at large

STEP 3: FRAME

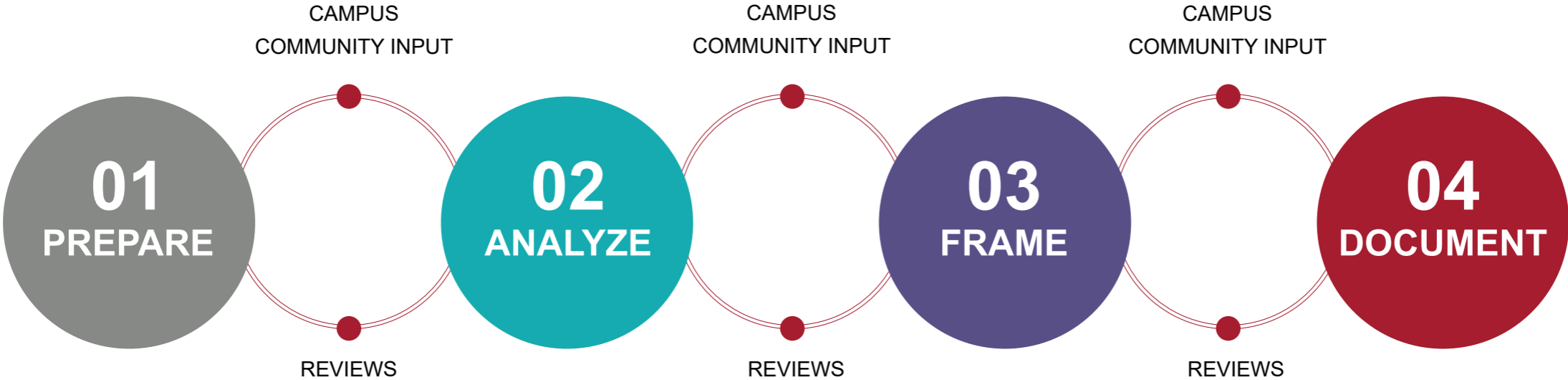
- Clarified linkage from 2019 Strategic Directions
- Shaped Goals in response to feedback and analysis
- Established Strategies and Outcome Measures

STEP 4: DOCUMENT

- Prepared drafts for review and comment
- Assisted College with reviews and approvals
- Strategized opportunities to integrate with other college planning processes



THE PROCESS AND TIMELINE



| | 2022 | | | | | 2023 | | | | | |
|----------|------|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|
| | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | DEC | JAN | FEB |
| PREPARE | █ | | | | | | | | | | |
| ANALYZE | | █ | | | | | | | | | |
| FRAME | | | | | | | █ | | | | |
| DOCUMENT | | | | | | | | █ | | | |



CAMPUS/COMMUNITY ENGAGEMENT

A variety of methods were used to engage the internal SBCC community and broader communities that SBCC serves.

COLLEGE PLANNING COUNCIL (CPC)

At the recommendation of the Superintendent/President, the College Planning Council accepted the opportunity to guide the SBCC Strategic Plan. The planning team met with the College Planning Council in April and reviewed the project plan and timeline. The CPC recommended that the Spring 2022 term be used for the first phase of the plan, and that the work be carried into the Fall 2022 semester to give the entire campus an opportunity to participate.

LISTENING SESSIONS

A critical part of this process was capturing the campus voice and ethos for the future vision of SBCC. During April and May, presentations and workshop sessions were held with the College Planning Council, Academic Senate, California School Employees Association (CSEA), Advancing Leadership Association (ALA), and the Professional Development Advisory Committee. The Board of Trustees meeting in April gave feedback and direction. For all of these sessions, participants responded to the prompt, “as you think about the future of SBCC, what is most important to you?”

The **CPC held its retreat** on August 10, 2022, with the **Strategic Plan as its primary focus**. A crosswalk was presented with draft goals and strategies. The team received significant feedback and guidance on the draft and helpful direction regarding the upcoming Fall 2022 in-service activities.

COMMUNITY SURVEY

In late July, the college released an **online survey** for community members to provide input to the SBCC Strategic Plan. The survey asked questions about familiarity and perceptions of SBCC.

The **Board of Trustees held its Fall retreat** on August 20, 2022 and the planning team presented the information shared with the CPC, and had the opportunity to include feedback from the community forums and community survey. Board members had a substantive discussion regarding the draft goals and the Board provided significant feedback reflecting their analysis and experience.

COMMUNITY FORUMS

In August, the planning team, board members and college leaders held community forums in **Carpinteria, Santa Barbara, Goleta**, and a remote zoom session to create another opportunity for community members to share their vision for SBCC. The same questions posed in the survey were used on large poster boards to gather information. Data regarding participation can be found in the next section on community and campus engagement.

IN-SERVICE

At the **Fall In-Service** on August 25, 2022 a significant portion of the meeting was dedicated to presenting and engaging college employees in the 2022 Strategic Planning Process. Approximately 385 employees at this all-campus meeting were asked to give input to a number of areas of the plan. Additionally, the concepts of **Collegial Care and Values** of the institution were addressed specifically as they are consistently a large portion of the feedback gathered during the process.

After the presentation, the planning team set up **feedback boards** at the **In-Service picnic** and facilitated individual and small group discussions with employees. These included the opportunity to select or suggest values and weigh in on what collegial care looks like for employees, students, and community members.

CAMPUS SURVEY

The SBCC **campus survey** launched in early September to gather feedback from employees and students. The In-Service presentation was provided with the survey for those who were not in attendance. The planning team also held an **on-campus forum** on September 13 for several hours to ask students and employees to give additional feedback to the plan. Participant data is shared in the next section.

THEMES

A series of themes emerged from the early listening sessions conducted in Spring 2022.

CAMPUS CLIMATE:

Create an environment of trust and caring to increase student and employee success. Set clear college-wide directions and then follow through.

EQUITY:

Establish a college-wide definition of equity. Eliminate disproportionately lower outcomes for Black and Latinx 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.

STUDENT SUPPORT:

Meet students' academic and basic needs. Foster students' sense of belongingness across all learning modalities.

ACADEMIC EXCELLENCE:

Maintain academic integrity and academic standards. Close equity gaps for identified student groups.

COMMUNITY BUILDING:

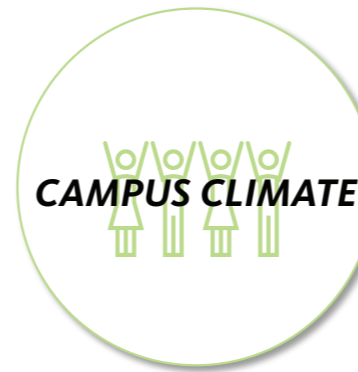
Foster partnerships and connections. Serve as a community resource, across entire service area.

FISCAL, PHYSICAL, & HUMAN RESOURCES:

Align resources to support.

SUSTAINABILITY:

Expand college-wide sustainable practices. Increase opportunities for students to learn environmental sustainability.



CROSSWALK

This crosswalk was developed to bridge from the 2019-2022 Strategic Directions to this 2023 Strategic Plan.

SBCC Strategic Directions and Goals for 2019-22







What we heard and reviewed in the data/program review



GOAL TOPICS

| |
|---|
| <p>Strategic Direction 1 Improve student learning and achievement of educational goals</p> |
| <p>Strategic Direction 2 Provide effective management of the District's human, fiscal, physical and technological resources to increase organizational effectiveness and environmental sustainability</p> <p>Strategic Direction 3 Achieve enrollment efficiencies to better serve our community</p> <p>Strategic Direction 6 Prepare the campus for impacts of climate change</p> |
| <p>Strategic Direction 4 Improve campus climate throughout the District</p> |
| <p>Strategic Direction 5 Maintain positive connections with our community</p> |

| |
|--|
| <ul style="list-style-type: none"> • EQUITY • STUDENT SUPPORT • ACADEMIC EXCELLENCE |
| <ul style="list-style-type: none"> • AGILITY & RESILIENCE • FISCAL, PHYSICAL + HUMAN RESOURCES • SUSTAINABILITY |
| <ul style="list-style-type: none"> • CAMPUS CLIMATE |
| <ul style="list-style-type: none"> • COMMUNITY BUILDING |

| |
|--|
| <p>STUDENT LEARNING & COMPLETION </p> |
| <p>CARE & STEWARDSHIP </p> |
| <p>CAMPUS CLIMATE </p> |
| <p>COMMUNITY PARTNERSHIPS </p> |

SBCC STRATEGIC PLANNING GOALS

This 2023 Strategic Plan includes four Goals. Strategies and Outcome Measures for each goal are described on the pages that follow.

GOAL 1

STUDENT LEARNING & COMPLETION



SBCC will provide programs, courses and support services that meet the evolving needs of its students (credit and non-credit). The college will develop and implement innovative, high-quality, equity-focused, evidence-based, anti-racist, culturally responsive teaching and learning experiences, educational programs, and services with a focus on closing equity and opportunity gaps for historically marginalized students.

GOAL 2

CARE & STEWARDSHIP



SBCC's greatest resource is its people: employees, students, and community members. To support them, the District will make effective, long-term, fiscally-responsible decisions that harness its economic, physical and technological resources in service to increased institutional effectiveness, equitable student outcomes, employee well-being, and environmental sustainability.

GOAL 3

CAMPUS CLIMATE



SBCC will build a campus culture that practices collaboration to support diversity, equity, inclusion, anti-racism and accessibility, creating an environment that values all students (credit and non-credit), employees and members of our communities.

GOAL 4

COMMUNITY PARTNERSHIPS



SBCC is a valued asset to the region and will continue to support community needs, including local and regional business and industry, philanthropic organizations, and governmental and educational partners, with an emphasis on the success of historically marginalized groups.

GOAL

SBCC will provide programs, courses and support services that meet the evolving needs of its students (credit and non-credit). The college will develop and implement innovative, high-quality, equity-focused, evidence-based, anti-racist, culturally responsive teaching and learning experiences, educational programs, and services with a focus on closing equity and opportunity gaps for historically marginalized students.

STRATEGIES

1. Implement equity-informed learning and support-services in multiple modalities.
2. Build collaborative, inclusive learning communities to fuel academic aspirations, meaningful careers, and personal enrichment.
3. Align resources with actions to eliminate the equity gaps experienced by our students.
4. Leverage Guided Pathways to reduce completion barriers by engaging students when they enter SBCC and staying engaged with them throughout their educational journey.
5. Anticipate and adapt to ongoing shifts in enrollment, curriculum, pedagogy, workforce needs, and technology.
6. Review and revise policies, practices, and structures that impede the success of historically marginalized students.
7. Support policies and practices that improve student success including addressing basic needs.

OUTCOME MEASURES

1. Measure disaggregated data based on the outcomes from all disproportionately impacted credit and non-credit student groups using metrics that inform the College about the student journey and experience; annually measure outcomes in Connection, Access, Progress, Completion and Transition.
2. Measure proportionate student engagement in support services (e.g., tutoring, academic counseling, career services, basic needs) demonstrating no disproportionate impact in access or use of these services. Embed regular assessment of student success and equity gaps.
3. Conduct regular assessments of student satisfaction regarding access, persistence, and success; preferred modalities; career goals; and desired topics and programs of study. Create enrollment management plans that respond to credit and non-credit student needs and outcomes.
4. Review and revise policies and practices to remove structural and systemic impediments to the success of historically minoritized groups.
5. Identify and provide student programs and employee professional development that support and enhance the varied skills, practices, and learning opportunities necessary to implement Goal 1 strategies.

GOAL

SBCC’s greatest resource is its people: employees, students, and community members. To support them, the District will make effective, long-term, fiscally-responsible decisions that harness its economic, physical and technological resources in service to increased institutional effectiveness, equitable student outcomes, employee well-being, and environmental sustainability.

STRATEGIES

1. Review current processes and develop and implement new processes that prioritize environmental sustainability and reduce or eliminate the district’s contribution to climate change.
2. Evaluate fiscal, business, facility, technology and operational practices, and set parameters for a sustainable budget, improved institutional efficiency, and adequate facilities maintenance.
3. Align all college resources and organizational structures to support college priorities as detailed in the Strategic Plan.
4. Enact effective processes and practices that equitably support the District’s employees, including total compensation and valuing of work.
5. Expand professional development to improve the capacity of the District’s employees to engage in anti-racist and equity-focused work. Deliver relevant professional development to meet the needs of all college constituents.
6. Develop a Facilities Vision Plan that corresponds to and ensures accessible, safe, sustainable, and modern facilities that provide innovative learning environments.

OUTCOME MEASURES

1. Create a regular cycle of assessment for measuring the colleges impact on environmental sustainability.
2. Conduct business, technology, and operational practices reviews to align college/district goals.
3. Assure resource allocation process demonstrates evidence of allocating SBCC’s, physical, technological, and fiscal resources with the strategic goals of the institution. Communicate outcomes broadly to assure accountability.
4. Improve the physical safety of employees, measured by decreasing the number of safety complaints or concerns.
5. Increase SBCC’s ranking in statewide total compensation within the parameters of a sustainable budget and with a goal of achieving equitable compensation that does not increase economic inequalities.
6. Increase professional development opportunities for all employees including training in anti-racist and equity-focused work, increased expertise in teaching and student support.
7. Implement and monitor the recommendations of the Budget Sustainability workgroup.

GOAL

SBCC will build a campus culture that practices collaboration to support diversity, equity, inclusion, anti-racism and accessibility, creating an environment that values all students (credit and non-credit), employees and members of our communities.

STRATEGIES

1. Value and listen to SBCC students and employee lived experiences and create an environment of dignity and respect for diverse viewpoints.
2. Strengthen campus belongingness for all SBCC employees and students, credit and non-credit, full, and part time.
3. Support physical safety, economic stability, and job security.
4. Support the mental health and well-being of students and employees; including feelings of being respected and valued.
5. Create inclusive communication processes: implement multi-directional opportunities for input and participation.
6. Develop and implement accountable, transparent, and clearly defined decision-making processes, utilizing effective participatory governance.
7. Inspire employees to build a collective commitment to the college mission and vision.
8. Invest in employee development to promote inclusive, innovative, and equity-centered work environments.
9. Provide spaces that reflect active learning, belonging, cultural relevance, and beauty.

OUTCOME MEASURES

1. Measure improvement in college climate, including increased feelings of belonging, respect, and value for all students and employees.
2. Measure increased access to, and implementation of, mental health and well-being services for all students and employees.
3. Measure improvement in committee and governance structures, resulting in transparent processes.
4. Increased number of relevant and accessible professional development opportunities; measures of satisfaction are high across all groups, including credit and noncredit, full time and part time.

GOAL

SBCC is a valued asset to the region and will continue to support community needs, including local and regional business and industry, philanthropic organizations, and governmental and educational partners, with an emphasis on the success of historically marginalized groups.

STRATEGIES

1. Foster life-long partnerships with our students.
2. Enhance workforce partnerships to expand student opportunities and to contribute to the economic viability of the region.
3. Serve as a community resource across the entire service area by promoting access to facilities, programs, educational, and personal enrichment.
4. Build shared understanding and mutual interests with community members, educational partners, business leaders, governmental leaders, and philanthropic organizations.
5. Increase our ability to respond to community needs.

OUTCOME MEASURES

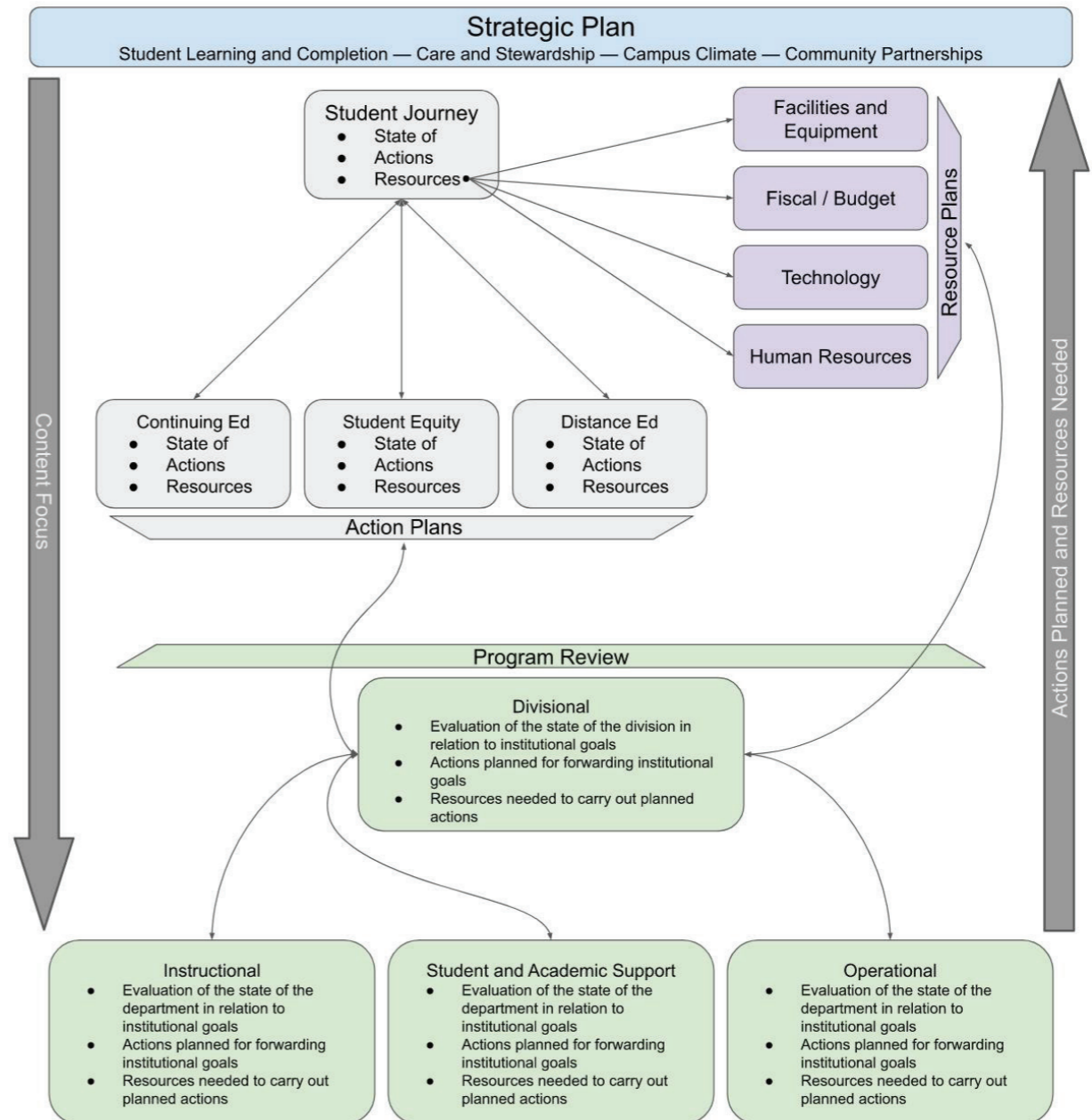
1. Community and alumni engagement increased as measured by surveys, community meetings, number of events, programs and connections created.
2. Measure jobs, wages, and successful program outcomes created by employer and business engagement in workforce and career-education curriculum.
3. Partnerships established and increased with community-based organizations, non-profit, education and other governmental agencies to support SBCC students and the broader community.
4. Increase opportunities for students in surrounding communities to access SBCC courses, with a focus on Carpinteria and Goleta consistent with community needs.
5. Measure outreach to first generation, underrepresented, economically-disadvantaged, and minoritized community members of all ages.

LIVING THE PLAN

The goals, strategies, and outcome measures detailed in this Strategic Plan provide the College with a framework to coordinate its collaborative effort to achieve its mission and pursue its vision. Following the adoption of the 2023 Strategic Plan the College will develop the action plans and resource plans that detail intended actions, expected outcomes, and required resources. Living the plan depends on effective coordination and synergy between the action plans, resource plans, and program review.

Program Review is the keystone for developing sustainable and effective action and resource plans. The action plans, such as the Education Plan, work to coordinate and document the College's specific efforts, measured outcomes, and needed resources toward attaining a goal, for example Student Learning and Completion. The Strategic Plan and the action plans guide the focus of the departmental planning that is codified in program review. Program review submissions then detail the specific actions, intended outcomes, and resources required by departments and divisions to accomplish the goals of related action plans. The information from program review submissions then populates the action plans. When the action plans have integrated information from program review they become a prominent source for guiding and developing the resource plans.

SBCC lives its Strategic Plan through a coordinated and collaborative ecosystem of action plans, program review, resource plans and a cyclical practice of assessment, planning, and action.



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