Below are my goals and objectives for 2017-2018. 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 where significant progress has been made and is expected to continue. Other goals or elements of the goals may be more immediate and addressed accordingly. Board of Trustee (BOT) goals are indexed where applicable.

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 discovery and evolution of design and implementation of the student experience through California’s Guided Pathways, reducing barriers to student success, increasing student completion (Associate degrees, transfer, and certificates), reducing time to completion, and increasing the success of disadvantaged students (BOT-A1a).

   b) Work with the SBCC Foundation and area school districts to promote and recruit for the SBCC Promise at local middle and high schools (BOT-A1e).

   c) Increase access with a focus on SBCC service area needs and disadvantaged members of all ages in our community (BOT-A1b).

   d) Maintain high standards to insure both safety and security for employees and students, including a policy of zero tolerance for sexual assault (BOT-A1g).

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

   b) Promote student voter registration.

   c) Continue to diversify our employees (BOT-A1f).

   e) Participate in development of non-partisan ways to help students develop as socially conscious citizens of the world (BOT-A3f).
f) Foster a College culture that promotes student growth and understanding of the broad spectrum of important social topics that impact our world.
g) Promote ideas that advance student civility and respect in discussing varying world views (BOT-A1h).

3. Facilitate and Support Proactive Enrollment Management

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

a) Maintain enrollment and efficiency targets, considering factors such as program demand, faculty/program expertise, student headcount, Full-Time Equivalent Students (FTES), section productivity, and facility usage (BOT-A2c).
b) Support program enrollment management strategies to achieve and maintain optimum and College enrollment size and efficiency targets (BOT-A2c).
c) Align College expenditures to support optimal enrollment and efficiency targets BOT-A2c)

4. Operationalize College Strategic Fiscal Plan

I will focus my related efforts in the following 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 2020 (BOT-A2a).
b) Develop a Facilities Master Plan, identifying critically needed upgrades, modernization, and construction priorities (BOT-B &A2b).
c) Maintain current reserve set aside for Campus Center improvements (BOT-A2b).
d) Integrate enrollment management, budgeting, facilities, marketing, etc., into fiscal plan.
e) Make efficient and effective use of our resources – fiscal, human, and facilities – in support of our mission (BOT-A2c).

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 and Academic Senate, however possible, with any potential reorganizations, restructures, or meta-major development related to Guided Pathways (BOT-A1a).
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 (BOT-A1c.)
c) Expand Career Education programs leading to jobs in the SBCC service area BOT-A1d & A3d).
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) Promote development of the SBCC Foundation’s College Promise, supporting the integration of college systems with the Promise Program.  
c) Build stronger relationships between the College and the Foundation  
d) 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 (BOT-A4).  
b) Work closely with the Chair of BPAP (BOT-A4).  
c) Remind the Board and all governance participants of the appropriateness and support of a “Policy Board” (BOT-A4).  
d) Showcase various programs at Board study sessions (BOT-A4).

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 (BOT-A3a & c).  
b) Join Boards of Directors of organizations that hold shared values and promote the College mission and vision.  
c) Work with local groups and organizations (BOT-A3a).  
d) Encourage and support employee involvement in community activities.  
e) Connect with various community-based organizations (BOT-A3a).  
f) Develop professional connections and relationships with prominent individuals in the community (BOT-A3b).