# Santa Barbara City College College Planning Council Tuesday, February 3, 2009 3:00 pm – 4:30 pm A218C ~ Minutes ~

PRESENT: A. Serban (Chair), I. Alarcon, L. Auchincloss, P. Bishop, S. Broderick, D. Cooper, S. Ehrlich, J. Friedlander, T. Garey, M. Guillen, J. Meyer, K. Molloy, C. Ramirez, J. Sullivan, C. Avendano

GUESTS: B. Partee, A. Scharper, L. Stark, K. O'Connor, S. Massetti

ABSENT: S. Knotts, Student Trustee

### Call to Order

1. Superintendent/President Serban called the meeting to order.

2. Approval of the minutes of the December 9, 2008 and January 27, 2009.

M/S/C [Guillen/Molloy] to approve the minutes of the both December 9, 2008 and January 27, 2009 CPC meetings. S. Broderick abstained from approving the January 27, 2009 because she was not in attendance.

- 3. Status of institutional self study for re-affirmation of accreditation.
  - a. Superintendent/President Serban informed the Council that the Accreditation Visit will take place October 19 22<sup>nd</sup>. All members of the Council are expected to be available during that time. Regular meetings, such as CPC, and Academic Senate will still proceed during that time. February 5<sup>th</sup> the third draft of the self-study is due, the accreditation Steering Committee will meet February 20<sup>th</sup> at 1pm, then March 2nd draft #4 is due with the emphasis on documentation. Campus Diversity Director, Dr. Diane Rodriguez-Kiino will take over some of the responsibility from Sr. Director of Institutional Research Dr. Cooper, making sure that all documents in the self-study are indexed. Superintendent/President Serban acknowledged the fine work of Dr. Cooper who will be leaving the College at the end of February.
- 4. Superintendent/President Serban announced the welcome reception for Dr. Ofelia Arellano, VP Continuing Education, on Feb 10, 2009 from 3:30pm to 4:30pm at the Wake Center. The Management Group will have a chance to welcome her on the morning of February 10<sup>th</sup> at the Management Breakfast. Dr. Arellano will be attending the February 17<sup>th</sup> CPC Meeting.

5. Superintendent/President Serban announced the next President's Chat: Feb 12, 2:30-3:30pm in A211.

### **Action Items**

6. Approval of using additional Measure V funds for the Drama Music remodel to offset the delay in receiving approved state matching funds.

M/S/C [Molloy/Friedlander] to approve the using additional Measure V funds, not to exceed \$13 million, for the Drama Music remodel to offset the delay in receiving approved state matching funds.

#### **Discussion Items**

- 7. Superintendent/President Serban introduced Steve Massetti, from URS, the Program Manager for our Measure V projects.
  - a. Mr. Massetti's responsibility is to oversee all Measure V related projects. This includes the development of project schedules, the insurance that the construction managers, architects, etc. stay on track fiscally as well as completing the projects within the time frame scheduled. Currently Mr. Massetti is coordinating Measure V projects that encompass most of the college's deferred maintenance projects. Steve Massetti gave his background and then talked about the role of the other team members: Project Coordinator, Design Manager, and eventually a Construction Oversite Manager for larger projects, and a Controls and Scheduling Manager, who will be training appropriate college personnel on the Primavera software.
  - b. Program Manager Massetti reviewed the handout of the draft of the preliminary schedule for deferred maintenance projects funded by Measure V. He explained the process used to develop this first schedule, the work currently being done in coordinating with various college departments and answered questions.
  - c. Superintendent/President Serban stressed that we need to have the projects for 2009 set soon and move forward.
- 8. VP Sullivan presented the proposal to raise parking fees for credit students and create a parking fee for continuing education students, plus explained the motivation behind the change in fees. At SBCC the idea is to incentivize students to buy their parking stickers online in order to decrease the pressure on the cashiers' office and reduce the need for as much coverage in terms of hourly staff. Superintendent/President Serban reminded everyone that we have not increased fees in 10 years. Comparative data from other coastal community colleges show that we are at the lower end of the fees. VP Sullivan consulted with the Student Senate at their January 30 meeting. The Student Senate was in agreement with the proposal and the President of the Student Senate present at the CPC meeting re-affirmed the Student Senate's agreement.
- 9. The non-credit parking fees were discussed. The revenues will be used for a full time dedicated security person at both Schott and Wake Centers for the hours they are open.

- 10. Superintendent/President Serban reminded everyone that according to the attached timeline for budget development for 2009-10, we should be starting to develop 2009-10 assumptions for the budget. By law, we have to have an adopted budget approved by the Board on June 25<sup>th</sup>, regardless of what the State does or doesn't do. For the Fiscal Committee on February 9<sup>th</sup> we are bringing some preliminary assumptions. We need to continue with the reductions that were made for this year in the general fund, we need to develop a balanced budget and we need to generate some infusion of money that helps the general unrestricted fund. In addition, the schedules for 2009-10 need to be close to the funded enrollment cap, we cannot afford unfunded growth. Discussion on ideas on how to create more revenue continued.
- 11. Superintendent/President Serban said that all the program reviews are now online and accessible for review. We will begin discussion of program reviews starting on Feb 17, 2009.

M/S/C [SEhrlich/MGuillan] to adjourn the meeting.

Superintendent/President Serban adjourned the meeting.

### **Next meeting**

Tuesday, February 17, 2009 3:00-4:30pm A218C

### **Update on State Budget February 15, 2009**

From: Skinner, Erik

To: SO2CBO@LISTSERV.CCCNEXT.NET

Sent: Sun Feb 15 22:48:21 2009

Subject: Budget Update--February 15, 2009

### Dear Colleagues:

Both the State Assembly and the State Senate have adjourned for the evening, bringing to an end a marathon weekend of budget debate and deliberation. Both houses are scheduled to reconvene tomorrow (11 am for the Senate, 12 pm for the Assembly).

The package at the center of the weekend's action, the product of Big Five negotiations, covers both the current year (2008-09) and the budget year (2009-10). As anticipated, the package contains significant budget cuts and new taxes impacting every sector of the budget and giving every constituency something to hate.

Highlights of the budget package are provided below.

\$41 Billion in budget solutions (2008-09 and 2009-10, combined):

- \*\$15.1 billion in expenditure reductions, including:
- \*\$13.3 billion in cuts; and
- \*\$1.8 billion in other reductions (delays, fund shifts)
- \*\$14.4 billion in temporary tax increases
- \*\$11.4 billion in borrowing
- \*\$1.3 billion reserve

### Proposition 98 Cuts and Deferrals:

- \*Lowers Proposition 98 spending for the colleges and K-12 schools to \$50.7 billion in the current year (2008-09), a reduction of \$7.4 billion from 2008-09 Budget Act levels.
- \*The current year-reduction is accomplished by \$5 billion in funding swaps and deferrals and \$2.4 billion in program cuts.
- \*After accounting for deferrals and funding swaps, the budget package provides about \$700 million less in Proposition 98 funding in the budget year (2009-10) than provided for 2008-09.

California Community Colleges, current year (2008-09):

- \*\$39.8 million cut to eliminate the 0.68 COLA
- \*\$3.6 million reduction to capture unspent prior-year funds
- \*\$3 million cut to mandate payments
- \*\$340 million in apportionment funding deferred from January, February, March, and April to be repaid in July (this replaces the existing \$245 million deferral that was added to the community college budget in 2008-09). This new deferral is likely to be a permanent feature of our budget.

\*Delay repayment of existing \$200 million June-to-July deferral, now to be repaid in October. This change is assumed to be permanent.

### California Community Colleges, budget year (2009-10):

- \*No COLA
- \*\$185.4 million augmentation to fund 3 percent enrollment growth
- \*The budget does not include categorical flexibility provisions for the colleges
- \*The budget does not include student fee increases
- \*The budget does not include other policy changes that have been discussed in recent weeks (property tax shortfall protection, lowering funding rates for certain courses, etc.) Such policy proposals will be heard in policy committees or budget hearings during the Spring.
- \*The budget maintains funding for the Cal Grant program. The proposal to eliminate new Competitive Cal Grants was rejected.

#### \$14.4 billion in Tax Increases:

- \*Duration of taxes depends on passage of spending cap constitutional amendment.
- \*Sales tax: Increased by 1 cent on the dollar, through 2011-12
- \*VLF: Increased to 1%, through 2013-14 if cap passes (2011-12 if cap fails). Separate 0.15% VLF increase to pay for local law enforcement programs (saves General Fund \$600 million)
- \*Personal Income Tax Surtax: 5% surtax (across-the-board) for four years if cap passes (2 years if cap fails); triggered down to 2.5%, if federal funds become available.
- \*Reduction in Dependent Credit Exemption (Personal Income Tax) for 4 years if cap passes (2 years if cap fails)
- \*Gasoline Excise Tax: Increase by 12 cents per gallon for 4 years if cap passes (2 years if cap fails)

### \$11.4 billion in New Borrowing:

- \*\$5 billion from lottery securitization (requires voter approval in special election in May or June).
  - \*\$5.9 billion from Revenue Anticipation Warrant sale.
  - \*\$400 million in loans and transfers from various special funds.

### Spending Cap:

- \*Limits spending to rolling 10-year trend in revenues, amounts above the 10-year trend would go into the rainy day fund.
  - \*Allows adjustment of the spending limit to accommodate new tax increases
- \*Money can be removed from the rainy day fund when revenues fall below amount needed to support a baseline budget
- \*Reduces the annual deposit from 3% to 1.5% (other 1.5% dedicated to education). 1.5% annual deposit ceases when fund is equal to 12.5% of revenues.
- \*Revenues above the trend line after the rainy day fund is full can be used for various onetime spending purposes, which can help balance the annual budget

### Economic stimulus:

\*Expanded Public Private Partnerships for transportation projects and corrections facilities

- \*Expanded use of design-build
- \*Meal break flexibility for employees
- \*CEQA exemptions for 8 specific projects
- \*Film/TV Production Tax Credit
- \*Small Business Hiring Tax Credit

#### Constitutional Amendments:

The following elements of the budget package will be placed on the next state wide ballot:

- \*Spending Cap (see above)
- \*Proposition 98. Resolves technical issue over the treatment of the maintenance factor in the Proposition 98 calculation. Ensures that colleges and K-12 schools will receive an additional \$9.3 billion in future years.
- \*Mental health funds (Proposition 63). Redirects a portion of these special funds to create General Fund savings.
- \*Early Childhood development funds (Proposition 10). Redirects a portion of these special funds to create General Fund savings.

This budget package, while it leaves the community colleges with significant challenges to tackle in the current and budget years, is a good one under the circumstances. Given the state's fiscal circumstances and the hard choices at hand, it is clear that the state leaders who negotiated this budget deal placed a very high priority on protecting the capacity of the community colleges to meet surging enrollment demand. The relatively modest cuts to the community colleges and the provision of \$185 million in growth funds for the budget year are proof that state leaders value the indispensable role that the colleges are playing during these difficult times.

In recent weeks and days, Chancellor Scott has been in frequent contact with legislative leaders and the Governor's Office pressing our case. I have been in daily contact with administration and legislative representatives to advocate for the community college budget. In these efforts, the System Office has been working closely with other community college advocates in order keep a unified front in the Capitol. We will continue this work through the critical days ahead.

At the moment, the sticking point is the Senate where three Republican votes are needed for passage. Most observers anticipate that Republican Senator Cogdill would vote for the package as he was one of the Big 5 leaders who negotiated the deal. Rumor has it that Senator Ashburn, another Republican, would vote for the package given that it includes provisions related to home buyer credits that he supports. Republican Senators Cox and Maldonado are the most notable prospects being courted for the third vote.



# ACCREDITING COMMISSION for COMMUNITY and JUNIOR COLLEGES

10 COMMERCIAL BOULEVARD
SUITE 204
NOVATO, CA 94949
TELEPHONE: (415) 506-0234
FAX: (415) 506-0238
E-MAIL: accjc@accjc.org
www.accjc.org

Chairperson LURELEAN B. GAINES East Los Angeles College

Vice Chairperson FLOYD K. TAKEUCHI Public Member

President BARBARA A. BENO

Vice President SUSAN B. CLIFFORD

Vice President STEVE MARADIAN

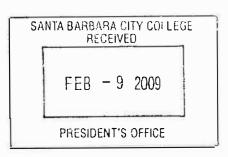
Vice President GARMAN JACK POND

Associate Vice President LILY OWYANG

> Business Officer DEANNE WILBURN

> > ITAS TOM LANE

February 3, 2009



MEMO TO:

Chief Executive Officers, Accreditation Liaison Officers,

Board Chairpersons, Academic Senate Presidents, Interested

Others

FROM:

Barbara A. Beno, President

Barbara Q. Bero

SUBJECT:

Report on January 7-9, 2009 Commission Meeting

The Accrediting Commission for Community and Junior Colleges met on January 7-9, 2009, at the Westin Hotel in Millbrae, California. Actions were taken on 55 institutions, including comprehensive evaluations, candidacy, initial accreditation, reports, midterm reports, progress reports, and substantive change reports. The list of institutional actions is appended to this memorandum.

# **REPORT OF THE JANUARY 7-9, 2009 COMMISSION MEETING**

At its meeting, January 7-9, 2009, The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, took the following institutional actions:

# Reaffirmed Accreditation on the Basis of a Comprehensive Evaluation & Visit

College of the Canyons Contra Costa College Los Medanos College San Bernardino Valley College

# Placed on Warning on the Basis of a Comprehensive Evaluation & Visit

Cuesta College El Camino College Long Beach City College Rio Hondo College Santa Ana College Santiago Canyon College

# Placed on Probation on the Basis of a Comprehensive Evaluation & Visit

American Samoa Community College Crafton Hills College

# Accepted Special Report and Placed College on Show Cause on the Basis of a Comprehensive Evaluation and Visit

Diablo Valley College

### **Accepted Progress Report**

Grossmont College Heald College Irvine Valley College Saddleback College

# Accepted Progress Report and Continued College on Warning

Imperial Valley College Sierra College

# Removed from Warning on the Basis of a Progress Report and Visit and Reaffirmed Accreditation

College of San Mateo Marymount College

### Accepted Follow-Up Report

Antelope Valley College College of the Sequoias Hawai'i Community College Los Angeles Valley College MTI College Oxnard College Riverside City College San Jose City College

# Rejected Follow-Up Report

College of Micronesia -FSM

# Accepted Follow-Up Report, Removed College from Warning and Reaffirmed Accreditation

Canada College College of the Marshall Islands Hawai'i Tokai International College

# Accepted Follow-Up Report, Removed College from Probation and Placed College on Warning

Lassen Community College

# Accepted Follow-Up Report and Continued College on Warning

Palo Verde College

### Accepted Follow-Up Report and Placed College on Probation

San Joaquin Delta College

#### Accepted Report

Los Angeles Harbor College

### Accepted Report and Continued College on Warning

Ohlone College

### Accepted Report, Removed College from Probation and Reaffirmed Accreditation

The Salvation Army College for Officer Training at Crestmont

# Accepted Show Cause Report and Continue College on Show Cause

Northern Marianas College

# Accepted Show Cause and Closure Reports and Terminated Accreditation Effective April 3, 2009

TransPacific Hawai'i College

# Accepted Focused Midterm Report, Removed the College fromWarning and Reaffirmed Accreditation

College of the Redwoods

# Accepted Focused Midterm Report, Removed the College fromWarning

Victor Valley College

# **Accepted Focused Midterm Report**

Columbia College
DeAnza College
Deep Springs College
Foothill College
Fresno City College
Yuba College

# <u>Accepted Special Report in Conjunction with Midterm Report and Removed College From Probation</u>

Modesto Junior College

# <u>Accepted Special Report in Conjunction with Midterm Report and Continued College on</u> Warning

Shasta College

### **Accepted Midterm Report**

Mt. San Jacinto College Reedley College

# Accepted Midterm Report, Rejected the Special Report and Placed the College on Show

Solano Community College

### **Accepted Closure Report**

Brooks College

### **BP 2510 PARTICIPATION IN LOCAL DECISION MAKING**

Draft

Reference: Education Code Section 70902(b)(7); Title 5, Sections 53200 et seq., (Academic Senate), 51023.5 (staff), 51023.7 (students); Accreditation Standard IV.A

The Board is the ultimate decision-maker in those areas assigned to it by state and federal laws and regulations. In executing that responsibility, the Board is committed to its obligation to ensure that appropriate members of the <a href="DistrictCollege">DistrictCollege</a> participate in developing recommended policies for Board's action and administrative procedures for Superintendent/President's action under which the <a href="DistrictCollege">DistrictCollege</a> is governed and administered.

Except for unforeseeable emergency situations, the Board shall not take any action on matters subject to this policy until the appropriate constituent group or groups have been provided the opportunity to participate.

Nothing in this policy will be construed to interfere with the formation or administration of employee organizations or with the exercise of rights guaranteed under the Educational Employment Relations Act, Government Code Sections 3540, et seq.

Each of the following shall participate as required by law in the decision-making processes of the district:

### Academic Senate(s) (Title 5, Sections 53200-53206)

The Board or its designee(s) will consult collegially with the Academic Senate, as duly constituted with respect to academic and professional matters, as defined by law. <u>Academic and professional matters include:</u>

- 1. Curriculum, including the establishment of prerequisites and placing courses within disciplines
- 2. Degree and certificate requirements
- 3. Grading policies
- 4. Educational program development
- 5. Standards or policies regarding student preparation and success
- 6. District and college governance structures as related to faculty roles
- 7. Faculty roles and involvement in accreditation processes, including self-study and annual reports
- 8. Policies for faculty professional development activities
- 9. Processes for program review:
- 10. Processes for institutional planning and budget development
- 11. Other academic and professional matters as mutually agreed upon between the governing board and the academic senate.

Procedures to implement this section are developed collegially with the Academic Senate.

In addition, the consultation process will include faculty hiring processes.

### Staff, Management and Supervisors, Confidential Employees (Title 5, Section 51023.5)

Staff, managers and supervisors, and confidential employees shall be provided with opportunities to participate effectively in the formulation and development of district policies and

Adopted: PROPOSED POLICY

#### GOVERNING BOARD

procedures that have a significant effect on them. The opinions and recommendations of the California School Employees Association and its Chapter 289, the management/supervisory group, and confidential employees will be given every reasonable consideration.

### **Non-Credit Instructors**

Non-credit instructors shall be provided with opportunities to participate effectively in the formulation and development of district policies and procedures that have a significant effect on non-credit instructors. The opinions and recommendations of the Continuing Education Instructors Association will be given every reasonable consideration.

Students (Title 5, Section 51023.7)

The Associated Students shall be given an opportunity to participate effectively in the formulation and development of <a href="districtCollege">districtCollege</a> policies and procedures that have a significant effect on students, as defined by law. The recommendations and positions of the Associated Students will be given every reasonable consideration. The selection of student representatives to serve on <a href="DistrictCollege">DistrictCollege</a> committees or task forces shall be made after consultation with the Associated Students.

# **MESA**

Director's Salary

\$68,100.00 + \$18,444.= \$86, 544

# MESA Funding for Center

\$73,033 (reduced from \$81,500 originally granted due to budget cuts)

Enrollment (Goal = 125)

60 students since January 2007

51 students currently enrolled

## Transfers 2007 - 2009

3 to UCs

4 to CSUs

### <u>Internships</u>

- 3 UCSB INSET
- 3 UCSB EPSEM
- 4 other internships

### Conferences

- 9 students Society for the Advancement of Chicanos and Native Americans in Science (SACNAS, Salt Lake City, Utah
- 3 students National Science Foundation, Basic and Advanced Science and Technology Academies of Research (B A Star) Symposium, CSU Sacramento
- 2 students Society of Hispanic Professional Engineers (SHPE) Conference, Phoenix, Arizona

### **Scholarships**

MESA S STEMS Formerly C-SEMS (funding from NSF)

Daniel Garcia 2007 (10,500 over 3 yrs, max award)

Max Ramirez 2007 (12,500 over 4 yrs. max award)

Victor Garcia 2008 (10,500 over 3 yrs. max award)

National Engineering Week Scholarship of Ventura and Santa Barbara Counties

Ryan Vicente 2007

Scholarship Foundation of Santa Barbara

Jessica Aparicio 2008

### Awards

NSF B A Star

Neftali Aguilera 2008

SBCC Outstanding Engineering Student of the Year

Ryan Vicente 2007

Max Ramirez 2008

# **High School of Origin**

# Santa Barbara County

Santa Barbara - 9

San Marcos - 5

Dos Pueblos - 8

Carpinteria = 6

Alice Schott Center -2

Bishop Garcia Diego -2

Cabrillo – 1

Santa Ynez Union Valley - 9

Out of County = 4

Out of State/Country = 5

# **Transfer Data**

# Fall 2007

Student	Major	Units	<i>GPA</i>	Univ.
Cardenas, Johnathan	Computer Engineering	131	2.97	Cal Poly
Gonzalez, Daniel	Industrial Engineering	136	2.40	Cal Poly
Vicente, Ryan	Environmental Engineering	11	4.0	Humboldt
Fall 2008				
Aguirre, Caleb	Computer Engineering	94	3.35	UCSB
Garcia, Victor	Electrical Engineering	127	3.13	UCLA
Ramirez-Luna, Maximilliano	Computer Engineering	118	3.48	UCSB
Spring 2009				
1				
Berumen, Lisette	Civil Engineering	91	3.04	SF State

### SBCC Math, Engineering and Science Achievement Program (MESA)

The National Science Foundation has alerted policy makers and educators to the critical lack of US citizens training to become scientists and engineers. The number of under represented students with declared majors in science, technology, engineering and math (STEM) is even more alarming in states with a diverse population.

Math, Engineering and Science Achievement (MESA) programs at high schools, community colleges and universities nationwide have a proven record of success supporting financially and educationally disadvantaged students to choose and succeed in STEM majors. The goal for community college MESA programs is to improve the academic performance, decrease the amount of time it takes to transfer, and assist the financially and educationally disadvantaged students in this program in transferring to four-year institutions and admitted into a STEM major. Students must apply, meet the eligibility qualifications, and make the commitment to fully participate in all program components as required by the California Community College Chancellor's Office and the MESA Statewide Office.

Just under 2,900 students have participated in a community college MESA program since its inception in the early 1990s. Of these students, 98% have achieved their goals of transferring to a four-year university and being admitted into one of the highly competitive STEM majors. This is a phenomenal success rate for students in general and for the financially and educationally disadvantaged students it serves in particular. In January, 2007, Santa Barbara City College was selected to receive funding to become a MESA Program. The SBCC MESA Program is still young. Since 2007, it has served 60 students, of which 51 are current students. We are well on the way to achieving our goal of having 125 students in this program by next year. This program will significantly increase the number of under-represented students admitted to a four-year university in 2010 and accepted into one of the highly competitive STEM majors. Because of the nature and intensity of the support provided for students to succeed in these very challenging majors.

The ongoing funding from the state to operate this program is between \$73,033 and \$81,500 per year to pay for activities that directly support students. A condition of receiving this grant is that within three years of initial state funding, the college would be responsible for paying the cost of the MESA Director's salary and benefits (\$86,544). If SBCC were to lose the state MESA funding in 2009-10, it is highly unlikely that we could reapply and be accepted in the future.

# SBCC MESA January 2007 - 2009

### Transfers 2007 - 2009

3 to UCs

4 to CSUs

### **Internships**

- 3 UCSB INSET
- 3 UCSB EPSEM
- 4 other internships

### Conferences

- 9 students Society for the Advancement of Chicanos and Native Americans in Science (SACNAS, Salt Lake City, Utah
- 3 students National Science Foundation, Basic and Advanced Science and Technology Academies of Research (B A Star) Symposium, CSU Sacramento
- 2 students Society of Hispanic Professional Engineers (SHPE) Conference, Phoenix, Arizona

### **Scholarships**

MESA S STEMS Formerly C-SEMS (funding from NSF)

Daniel Garcia 2007 (10,500 over 3 yrs, max award)

Max Ramirez 2007 (12,500 over 4 yrs. max award)

Victor Garcia 2008 (10,500 over 3 yrs. max award)

National Engineering Week Scholarship of Ventura and Santa Barbara Counties

Ryan Vicente 2007

Scholarship Foundation of Santa Barbara

Jessica Aparicio 2008

### Awards

NSF B A Star

Neftali Aguilera 2008

SBCC Outstanding Engineering Student of the Year

Ryan Vicente 2007

Max Ramirez 2008

# Santa Barbara Community College District

### Feb 16, 2009

### INSTITUTIONAL CODE OF PROFESSIONAL ETHICS

### Reference:

### Accreditation Standard III.A.1.d

Santa Barbara City College employees are committed to the principles of honesty and equity. They <a href="mailto:shallwill">shallwill</a> respect the freedoms of other employees and students—while serving the best interests of the larger Santa Barbara community. At the same time, they shall not willingly permit the right and privileges of any members of the college community to override the best interests of the public served by the District. SBCC employees <a href="mailto:strive-to:shallwill">strive-to:shallwill</a> exercise judgments that are fair, consistent, and equitable. They <a href="mailto:areshallwill">areshallwill</a> be open to the opinions of others and judicious in what they say and do as representatives of the College. <a href="mailto:They-shallwill">They shallwill</a> demonstrate a commitment to excellence in education and the principles of ethical behavior.

The College has adopted the following core principles to guide its employees and operations:

# **Core Principles**

Santa Barbara City College encourages and supports instructional improvement and innovation that increases the quality and effectiveness of its programs based upon these core principles:

- Policies, practices and programs that are student-centered
- Shared governance involving all segments of the College community
- An environment that is psychologically and physically supportive of teaching and student learning
- A free exchange of ideas in a community of learners that embraces the full spectrum of human diversity
- A commitment to excellence in all College endeavors