Santa Barbara City College
Institutional Effectiveness Partnership Initiative
Goals Framework Year Three:
2016-17 Goal-Setting for 2017-18

June 13, 2017
SBCC Office of Institutional Assessment, Research, and Planning

This document is intended to meet the requirement of the California Community Colleges Chancellor's Office Institutional Effectiveness Year Three Framework of Indicators, under which the College must certify that it has "developed, adopted, and publicly posted the Institutional Effectiveness goals framework pursuant to the requirements of California Education Code section 84754.6."

This framework is part of the Institutional Effectiveness Partnership Initiative (IEPI) which began in 2014-15. This is Year Three of the initiative. More information can be found on the Chancellor's Office Institutional Effectiveness Partnership Initiative website.

Goal Development and Adoption Process

The Chancellor's Office provided each college in the system with a set of 33 indicators covering 4 areas of institutional health:
1. Student performance and outcomes
2. Accreditation status
3. Fiscal health
4. Programmatic compliance with state and federal guidelines

Of the 33 possible indicators, six are required, including one chosen by the College that focuses on improving progress through basic skills classes for students entering unprepared for college-level in math, English, or ESL. For each of the six indicators, the College must set a short-term 1-year goal, and a long-term 6-year goal.

In IEPI Years 1 and 2, SBCC's Institutional Effectiveness Committee (IEC) was the starting point for the discussions regarding the choice of goals, methodology for setting targets, and analysis of the relevant data. Following consultation with applicable constituent groups, including the Business Services unit and the Academic Senate, the IEC brought the vetted goals forward as a recommendation to the College Planning Council (CPC).

In IEPI Year 3, the goal-setting occurred after the end of the Spring 2017 semester, and was consequently confined to the Office of Institutional Assessment Research, and Planning. In keeping with the current conservative economic and programmatic climate at the College, the goals from the prior year were carried forward in all cases except for the goal for the Successful Course Completion rate, which was set to increase by 2% reflecting a 3-year upward trend. Also, as in prior years, only the required goals were addressed. It is anticipated that an increasing number of goals that are currently optional will become required in future years.

Relationship to Educational Master Plan and Evaluation of Progress

The IEPI goals are a subset of the institutional effectiveness metrics formally defined in the College's Educational Master Plan. Progress on these and other goals are be reported in the Educational Master Plan Annual Progress Report which is produced each fall term.

The IEPI goals are *aspirational* in the sense that the College has set them as targets, based on an analysis of historic data and trends. Separate from the IEPI goals, the College has also declared a set of Institutional-Set Standards which are lower limits on certain metrics as opposed to aspirational targets. If one of these metrics trends towards or falls below its declared lower limit, the College acts to identify and implement strategies to address the issue.

Certification and Public Posting of IEPI Goals

The SBCC-certified IEPI goals can be viewed at the IEPI Portal.

The goals were certified by the Superintendent/President on June 1, 2017, and will be reviewed by the SBCC Board of Trustees at the June 22, 2017 meeting.

The IEPI Goals

NOTE about the following tables:
- **N/A** indicates that there was no requirement to declare an IEPI goal in that year
- **TBD** indicates that it is too early to determine an actual value for the given measure
- A green highlight indicates that a declared IEPI goal was reached, and a yellow highlight indicates a goal that was not met.

IEPI Required Indicator 1: Fiscal Viability: Fund Balances

Definition: This goal is defined as the ending unrestricted general fund balance as a percentage of total expenditures.

Methodology: The outcome of discussion and analysis of relevant data was that a conservative goal was in the best interest of the College.

							IEPI Year 1	IEPI Year 2	IPEI Year 3	
FISCAL YEAR	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018 Short-Term 1-Year Goal	2022-2023 Long-Term 6-Year Goal
GOAL	n/a						20.0%	20.0%	20.0%	20.0%
ACTUAL	27.5%	24.8%	28.4%	30.7%	32.5%	33.4%	25.6%	TBD	TBD	TBD

IPEI Required Indicators 7, 8, and 9: Audit Findings

Definition: A value of "Unmodified" indicates a final annual auditor's report without internal control issues.

Methodology: The College seeks maintain its record of Unmodified audit reports.

	Fiscal Year	IEPI Year 1	IEPI Year 2	IEPI Year 3	
		2015-2016	2016-2017	2017-2018 Short-Term 1-Year Goal	2022-2023 Long-Term 6-Year Goal
Indicator 5: Financial Statement	GOAL	Unmodified	Unmodified	Unmodified	Unmodified
	ACTUAL	Unmodified	TBD	TBD	TBD
Indicator 6: State Compliance	GOAL	Unmodified	Unmodified	Unmodified	Unmodified
	ACTUAL	Unmodified	TBD	TBD	TBD
Indicator 7: Federal Award Compliance	GOAL	Unmodified	Unmodified	Unmodified	Unmodified
	ACTUAL	Unmodified	TBD	TBD	TBD

IPEI Indicator 13: Math Remedial Rate ("College Choice" goal)

Definition: This goal is defined as the percentage of credit students tracked for six years who started below transfer level in Math and completed a college-level transfer course. The data is drawn from the Chancellor's Office Scorecard.

Methodology: This is a "College Choice goal" focused on students unprepared for college math courses. In IEPI Year 1, this goal was optional and w chose not to set a goal in this area. In IEPI Year 2, the Math department took the lead in the analysis and setting of this goal, noting that Scorecard Math Remedial Rate for the six-year cohort entering in 2008-09 was 43.9% but that this rate fell to 39.6% for the six-year cohort entering in 2009-10. In IEPI Year 3, the decision was made to carry over the same goal from Year 2.

6-Year Cohort Ending Year	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	IEPI Year 1 2015-2016	IEPI Year 2 2016-2017 Short-Term 1-Year Goal	IEPI Year 2 2021-2022 Long-Term 6-Year Goal	IPEI Year 3 2017-2018 Short-Term 1-Year Goal	IPEI Year 3 2022-2023 Long-Term 6-Year Goa
GOAL	N/A							41.0	44.0	41.0	44.0
ACTUAL	39.5	42.7	39.1	43.6	43.8	39.6	42.5	TBD	TBD	TBD	TBD

IEPI Indicator 17: Successful Course Completion Rate

Definition: This goal is defined as the percentage of Fall term credit course enrollments where the student earned a grade of C or better. The data is drawn from the Chancellor's Office Datamart.

Methodology: Discussion and analysis of trends.

							IEPI Year 1	IEPI Year 2		IEPI Year 3	
ACADEMIC YEAR	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017 Short-Term 1-Year Goal	2021-2022 Long-Term 6-Year Goal	2017-2018 Short-Term 1-Year Goal	2022-2023 Long-Term 6-Year Goal
GOAL	N/A						75.8	73.8	75.0	75.0	77.0
ACTUAL	74.1	74.3	74.7	74.8	73.8	72.5	73.4	74.2	TBD	TBD	TBD

IEPI Indicator 19: Accreditation Status

Definition: See table of Accreditation Status Descriptions below.

Methodology: The College seeks to maintain its "Fully Accredited - No Action" status

	ACCJC REPORTING DATE												IEPI Year 2		IEPI Year 3	
													Short-Term 1-Year Goal	Long-Term 6-Year Goal	Short-Term 1-Year Goal	Long-Term 6-Year Goal
	July 2009	July 2010	Feb 2011	July 2011	Feb 2012	July 2012	Feb 2013	July 2013	Feb 2014	July 2014	Feb 2015	Feb 2016	2016-2017	2021-2022	2017-2018	2022-2023
GOAL	N/A											FA-RA	FA-N	FA-N	FA-N	FA-N
ACTUAL	FA-N	FA-RA	FA-N	FA-N	FA-N	FA-W	FA-W	FA-SR	FA-N	FA-N	FA-N	FA-RA	TBD	TBD	TBD	TBD

Accreditation Status Descriptions
FA-N: Fully Accredited - No Action
FA-RA: Fully Accredited - Reaffirmed
FA-SR: Fully Accredited - Sanction Removed
FA-SR/RA: Fully Accredited - Sanction Removed and Reaffirmed
FA-W: Fully Accredited - Warning
FA-P: Fully Accredited - Probation
FA-SC: Fully Accredited - Show Cause
FA-PT: Fully Accredited - Pending Termination
T: Accreditation Terminated (No longer used by the accrediting agency after July 2015)
WD: Accreditation Withdrawn
FA-RS: Fully Accredited - Restoration
IA: Initial Accreditation
RE-AP: Re-Application for Accreditation

(Next Accreditation Visit: Fall 2021)

California Community Colleges Chancellor's Office

INSTITUTIONAL EFFECTIVENESS

Indicator Rates - Santa Barbara CCD

District Fiscal Viability Indicators

1. Fund Balance (Required)

Ending unrestricted general fund balance as a percentage of total expenditures

	Historical Rates				Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
28.4	30.7	32.5	33.4	25.6	20.0	20.0

2. Salary and Benefits (Optional)

Salaries and benefits as a percentage of unrestricted general fund expenditures, excluding other outgoing expenditures

	Historical Rates				Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
88.2	88.5	87.3	87.5	86.9		

3. Annual Operating Excess/(Deficiency) (Optional)

Net increase or decrease in general fund balance

	Historical Values				Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
3,229,909	1,009,253	2,687,673	2,069,266	(2,464,875)		

4. Cash Balance (Optional)

Unrestricted and restricted general fund cash balance, excluding investments

	Historical Values				Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
18,140,280	29,610,515	33,396,351	0	45,111,622		

5. Other Post Employment Benefits (OPEB) Liability (Goal Setting Optional) (Historical Data Required)

Self-reported percentage of the OPEB liability that the district's set-aside funds represents (includes both funds in a trust and outside of a trust and designated for this liability)

Historical Rate	Goals	
	Short-term (1 Year) Goal	Long-term
2015-2016	(goal for 2017-2018)	(6 Years) Goal
0.0		

6. District Participation Rate for the 18-24 Year Old Population (Optional)

The percentage of the 18-24 year old population within a district's boundaries that is enrolled in a CCC in that district

Historical Rates	Goals	
	Short-term (1 Year) Goal	Long-term
2015-2016	(goal for 2017-2018)	(6 Years) Goal
26.2		

District Programmatic Compliance with State and Federal Guidelines Indicators

7. Audit Findings - Audit Opinion Financial Statement (Required)

A 'yes' indicates the district has achieved (historical) or has set a goal to achieve an 'unmodified' or 'unqualified' independent audit opinion (minimal or no material weaknesses or significant deficiencies)

Historical Value	Goals	
	Short-term (1 Year) Goal	Long-term
2015-2016		

	(goal for 2017-2018)	(6 Years) Goal
	Yes	Yes

Yes

8. Audit Findings - State Compliance (Required)

A 'yes' indicates the district has achieved (historical) or has set a goal to achieve an 'unmodified' or 'unqualified' independent audit opinion (minimal or no material weaknesses or significant deficiencies)

Historical Value	Goals	
	Short-term **(1 Year) Goal**	**Long-term**
2015-2016	**(goal for 2017-2018)**	**(6 Years) Goal**
Yes	Yes	Yes

9. Audit Findings - Federal Award/Compliance (Required)

A 'yes' indicates the district has achieved (historical) or has set a goal to achieve an 'unmodified' or 'unqualified' independent audit opinion (minimal or no material weaknesses or significant deficiencies)

Historical Value	Goals	
	Short-term **(1 Year) Goal**	**Long-term**
2015-2016	**(goal for 2017-2018)**	**(6 Years) Goal**
Yes	Yes	Yes

College Indicators for [Santa Barbara City College ▾]

College Student Performance and Outcomes

10. Completion Rate (Scorecard) - College Prepared (Optional)

Percentage of degree, certificate, and/or transfer seeking College Prepared (student's lowest course attempted in math and/or English was college level) students starting first time tracked for six years who completed a degree, certificate, or transfer related outcome (Goal should be set as rate)

Historical Rates					Goals	
					Short-term **(1 Year) Goal**	**Long-term**
2011-2012	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**(goal for 2017-2018)**	**(6 Years) Goal**
76.2	76.8	77.2	76.1	75.8		

11. Completion Rate (Scorecard) - Unprepared for College (Optional)

Percentage of first-time degree, certificate, and/or transfer-seeking students tracked for six years who attempted any level of math and/or English in the first three years, who completed a degree, certificate, or transfer related outcome (Goal should be set as rate)

Historical Rates					Goals	
					Short-term **(1 Year) Goal**	**Long-term**
2011-2012	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**(goal for 2017-2018)**	**(6 Years) Goal**
47.0	46.7	44.1	42.5	44.9		

12. Completion Rate (Scorecard) - Overall (Optional)

Percentage of degree, certificate, and/or transfer-seeking students starting first time in 2009-2010 tracked for six years through 2015-2016 who attempted any level of math and/or English in the first three years, who completed a degree, certificate, or transfer related outcome (Goal should be set as rate)

Historical Rates					Goals	
					Short-term **(1 Year) Goal**	**Long-term**
2011-2012	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**(goal for 2017-2018)**	**(6 Years) Goal**
63.0	62.5	61.6	61.2	61.8		

13. Remedial Rate (Scorecard) - Math (Optional)

Percentage of credit students tracked for six years who started below transfer level in math and completed a college-level transfer course in math (Goal should be set as rate)

Historical Rates					Goals	
					Short-term **(1 Year) Goal**	**Long-term**
2011-2012	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**(goal for 2017-2018)**	**(6 Years) Goal**
39.2	44.1	44.1	39.8	42.5	41.0	44.0

14. Remedial Rate (Scorecard) - English (Optional)

**Percentage of credit students tracked for six years who started below transfer level in English
and completed a college-level transfer course in English
(Goal should be set as rate)**

		Historical Rates			Goals	
					Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		
50.7	54.3	51.6	51.6	47.9		

15. Remedial Rate (Scorecard) - ESL (Optional)

**Percentage of credit students tracked for six years who started below transfer level in ESL
and completed a college-level transfer course in ESL
(Goal should be set as rate)**

		Historical Rates			Goals	
					Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		
16.8	16.7	16.7	14.4	22.4		

16. Career Technical Education Rate (Scorecard) (Optional)

**Percentage of students tracked for six years who started first time and completed
more than eight units in courses classified as career technical education in a single discipline
and completed a degree, certificate, or transferred
(Goal should be set as rate)**

		Historical Rates			Goals	
					Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		
53.4	50.0	52.8	49.2	56.0		

17. Successful Course Completion (Datamart) (Required)

**Percentage of Fall term credit course enrollments where student earned a grade of C or better
(Goal should be set as rate)**

		Historical Rates			Goals	
					Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		
74.7	74.8	73.8	72.5	73.4	75.0	77.0

18. Completion of Degrees (Datamart) (Optional)

Number of associate degrees completed (Goal should be set as count)

		Historical Counts			Goals	
					Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		
1,749	1,700	1,763	1,860	1,858		

19. Completion of Certificates (Datamart) (Optional)

Number of Chancellor's Office approved certificates completed (Goal should be set as count)

		Historical Counts			Goals	
					Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		
1,021	1,119	1,285	1,222	1,642		

20. Transfers to 4-year Institutions (Datamart) (For Information Only)

**Number of students who transfer to a four-year institution,
including CSU, UC, private and out-of-state universities (No goal required)**

		Historical Counts		
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
785	696	816	892	1,021

21. Transfer-level Math Year 1 (Optional)

**The percentage of first-time students who complete 6 units and attempt any math or English in their first year who complete a transfer-level course in
math in their first year**

		Historical Rates			Goals	
					Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		

| 31.4 | 34.4 | 33.7 | 31.5 | N/A | | |

22. Transfer-level Math Year 2 (Optional)

The percentage of first-time students who complete 6 units and attempt any math or English in their first year who complete a transfer-level course in math in their first or second year

Historical Rates					Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
48.8	48.6	49.7	50.5	49.7		

23. Transfer-level English Year 1 (Optional)

The percentage of first-time students who complete 6 units and attempt any math or English in their first year who complete a transfer-level course in English in their first year

Historical Rates					Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
75.5	74.9	73.9	61.9	N/A		

24. Transfer-level English Year 2 (Optional)

The percentage of first-time students who complete 6 units and attempt any math or English in their first year who complete a transfer-level course in English in their first or second year

Historical Rates					Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
82.6	85.8	85.8	82.9	78.9		

25. Number of Low-unit Certificates (Optional)

The number of certificates less than 18 units awarded (non-Chancellor's Office approved)

Historical Counts					Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
41	34	65	50	82		

26. Median Time to Degree (Optional)

The median number of years from the time of a student's first enrollment in a CCC until the time they receive an AA, AS, or ADT degree

Historical Values					Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
3.7	3.3	2.7	2.7	2.7		

27. Number of Career Development and College Preparation Awards (Optional)

The number of CDCP certificates awarded

Historical Counts					Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
0	0	0	0	0		

28. Career Technical Education (CTE) Skills Builder (Optional)

The median percentage change in wages for students who completed higher level CTE coursework in a given year and left the system without receiving any type of traditional outcome such as transfer to a four year institution or completion of a degree or certificate

Historical Rates					Goals	
					Short-term (1 Year) Goal	Long-term
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	(goal for 2017-2018)	(6 Years) Goal
11.5	3.8	18.2	N/A	N/A		

College Accreditation Status Indicators

29. Accreditation Status (Required)

ACCJC accreditation status

Historical Status					Goals	

July 2011	Feb 2012	July 2012	Feb 2013	July 2013	Feb 2014	July 2014	Feb 2015	July 2015	Feb 2016	Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
FA-N	FA-N	FA-W	FA-W	FA-SR	FA-N	FA-N	FA-N	FA-N	FA-RA	1	1

Accreditation Status Descriptions
FA-N: Fully Accredited - No Action
FA-RA: Fully Accredited - Reaffirmed
FA-SR: Fully Accredited - Sanction Removed
FA-SR/RA: Fully Accredited - Sanction Removed and Reaffirmed
FA-W: Fully Accredited - Warning
FA-P: Fully Accredited - Probation
FA-SC: Fully Accredited - Show Cause
FA-PT: Fully Accredited - Pending Termination
T: Accreditation Terminated (No longer used by the accrediting agency after July 2015)
WD: Accreditation Withdrawn
FA-RS: Fully Accredited - Restoration
IA: Initial Accreditation
RE-AP: Re-Application for Accreditation
Next Accreditation Visit

Term ⬍

College Fiscal Viability Indicators

30. Full-Time Equivalent Students (Optional)

Annual number of full-time equivalent students

	Historical Counts				Goals	
					Short-term (1 Year) Goal (goal for 2017-2018)	Long-term (6 Years) Goal
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		
14,951.1	14,355.7	13,578.2	14,345.8	13,210.3		

College Choice Indicators

31. College Choice Student Achievement (Required)

College must set a goal focused on unprepared students or basic skills students from indicators 10, 11, 12, or 13 above. In the narrative box below, note which indicator has been chosen.

Indicator 13 (Math Remedial Rate of Progression to College-Level)

32. Optional College Choice (Optional)

College may self-identify an indicator related to any topic. Briefly explain the indicator and provide short-term and long-term goals. Goals must be presented as counts, percentages, or rates.

33. Noncredit College Choice (Optional)

College may self-identify an indicator related to noncredit students. Briefly explain the indicator and provide short-term and long-term goals. Goals must be presented as counts, percentages, or rates.

District   Santa Barbara

Report Year   2017

Pursuant to Education Code section 84754.6, I hereby certify that:

Santa Barbara City College

adopted the framework of indicators that was approved by the Board of Governors on
November 14, 2016, and adopted and posted institutional goals for each of the following areas:

1. Student Performance and Outcomes: Course Completion Rate
2. Accreditation Status: Accreditation Status
3. Fiscal Viability: Fund Balance
4. Programmatic Compliance with State and Federal Guidelines: Audit Opinion Financial Statement
5. Programmatic Compliance with State and Federal Guidelines: State Compliance
6. Programmatic Compliance with State and Federal Guidelines: Federal Award/Compliance
7. College Choice Student Achievement
8. Optional College Choice

I also certify that the adopted goals for the college(s) referenced above are consistent with those
posted to the Chancellor's Office Institutional Effectiveness Monitoring Portal.

College/District Approvals:

_____   6/1/17
Chancellor or President   Date

Please print, complete, and mail this signature page to:
California Community Colleges Chancellor's Office
Attention: Ronnie Slimp
1102 Q Street
Sacramento, CA 95811

In lieu of mailing, a scanned copy can be emailed to:
InstEffect@cccco.edu