

## VII. CONCLUSION

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Undertaking an experimental self study is always a challenging task. Prior experience has helped the college to anticipate the potential workload involved in developing such a self study and plan carefully all tasks and steps involved.

The college believes that the theme of the self study -- defining and achieving a Model Community College -- could not be timelier. This approach has provided the college the opportunity to engage in a thorough discussion regarding its desired future directions and to identify the forces for change, which will shape its major functional areas and operations. This dialogue considered all facets of the college within the context of fundamental forces for change that affect higher education and the desire to become a Model Community College. The college has embraced the notion that a Model Community College must undertake change while pursuing such fundamental purposes as student access, student success, quality instruction and services, and workforce development and training.

As noted in the self study, since 1994, faculty and staff have engaged in Project Redesign, a comprehensive re-engineering effort of all areas of the college's services, which has changed the way portions of educational programs are delivered and how the college operates. The work and discussions conducted in support of Project Redesign represented the basis and springboard for seeking to conceptualize a Model Community College.

The college has conducted a thorough process of identifying the conceptual framework for such a model to guide college goals, operations and processes for the next three years and beyond. The conceptual framework relies on a vision statement that affirms the strategic purposes and direction for the college and a set of forces for change including:

- Technology
- Regionalization/Globalization
- Collaboration
- Flexibility/Adaptability to Change
- Societal/Community Changes
- Learner Needs/Expectations
- Knowledge Management
- Accountability/Regulations
- Employee Development

These dynamic forces for change will constantly challenge and shape what we have defined to achieve through our College Plan for 2002-05. SBCC's 2002-2005 College Plan commits the institution to continuously adapt and respond to the changes and challenges of the present and future and to make a positive impact on each student's personal and professional life.

The results of the self study will have application for discussion and charting the future, long after the accreditation process has been completed. As in the case of the prior experimental self study, it has been rewarding to discover, at least to the satisfaction of many on campus

involved with the self study, that the experimental option was a highly useful one for Santa Barbara City College.

The feedback provided by the visiting team during the October 2002 site visit will offer insight of great importance to the college with the objective perspective of knowledgeable colleagues. The college welcomes the external perspective the visiting site team will offer to the Model Community College framework we have developed and adopted through this self study.