

**SANTA BARBARA CITY COLLEGE
COLLEGE PLANNING COUNCIL**

**April 16, 2002
3:00-4:30 PM
Room A218C**

MINUTES

PRESENT: J. Friedlander, B. Fahnestock, S. Ehrlich, L. Fairly, K. McLellan, L. Rose, K. Hanna, T. Garey, R. Launier, J. Chase and Dr. Peter MacDougall

RESOURCE: A. Serban

EXCUSED ABSENCE: B. Hamre

1.0 Call to Order

The meeting was called to order by Chairperson Jack Friedlander.

1.1 Approval of the minutes of the March 19th CPC meeting.

M/S/C [Hanna/ Fahnestock] to approve the minutes of the March 19th meeting with the following amendment:

A footnote that although Dr. Andreea Serban voted on item 3.2, she is a resource person and a non-voting member of CPC.

1.2 Announcements

There were no announcements.

2.0 Information Items

2.1 Reorganization of scheduling office

Pablo Buckelew joined the meeting to discuss the reorganization of the scheduling office. He indicated that over the past year there have been five significant changes in the Marketing Department which have created a need for reorganization and an opportunity for a reclassification of a vacant position: (1) the hiring of a Director of Marketing (Karen Sophiea). This was a new position created by the resignation of Pat Kistler and a reorganization of Educational Programs; (2) the retirement of Rob Reilly (head of publications) who will complete his post-retirement contract in June; (3) the hiring of a Graphic Designer; (4) the resignation of

Deban Dullea as Principal Clerk with schedule and catalog responsibilities; and (5) the creation of an Enrollment Management (EM) Plan.

The effects of these changes are that we developed an Enrollment Management Plan aligned with the College Plan. The EM Plan has specific, measurable marketing goals with defined market segments. For the first time a consistent look is being developed to include the schedule of classes, catalog, web, departmental brochures, flyers and miscellaneous advertising materials (newspaper, radio, etc.). This expansion has created a need for additional assistance with the variety of marketing materials, including a division of labor between the graphic designer and a person who can assist in materials production implementing the graphic designer's designs. A significant void will be created with the departure of Rob Reilly. Among other duties, Rob has been the college's proofreader and editor for all major publications and for all course outlines and program descriptions. All ads in the schedule of classes are now done by a professional or with professional oversight (graphic designer and interns under supervision of the graphic designer) in order to improve the overall marketing image of the college in the community. Unlike the graphic designer who is responsible for design of marketing materials, this position would implement the design developed by the graphic designer. This implementation does not require graphic design skills and experience but should include basic desktop publishing skills.

Database, course and program content management will be the primary responsibility of this position. The conversion to Oracle and/or Schedule 25 will require the learning of new technology and software related to room scheduling. In addition, the person in this position will need to learn to use Oracle's Customer Relations Management (CRM) software program. This sophisticated program will enable the college to track potential and enrolled students from the time they first contact the college. The CRM Program can be used to develop profiles of students' enrollment status and interests which, in turn, can be linked to the customized messages and material forwarded to the students. The person in the proposed position will need to participate in the development of content, scripting and rules to capitalize on the sophisticated features of CRM.

The current job description of Principal Clerk does not accurately reflect the proposed duties. The primary new duties will be that of publications editor and materials production assistant. The Director of Marketing will supervise the staff responsible for the implementation of the marketing component of the Enrollment Management Plan including the graphic designer and this position.

Pablo went on to tell the Council that the schedule of classes is our strongest marketing tool sent to all Santa Barbara residents. It contains over 50 display ads and must be developed as part of the overall marketing plan. In the past, Dee Dee Dullea was responsible for the course listings and Rob Reilly was responsible for the display ads and coordinating the content copy (policies, etc). This past schedule, the Director of Marketing was the overall coordinator ensuring that the Graphic Designer's work (display ads) was integrated into the course listings. In addition, the work related to the development of the schedule of classes and catalog is seasonal (50%) and there are times (50%) when the person with the right skills could serve as the college publication editor and desktop publisher of miscellaneous materials, meeting both

the needs created by Rob leaving (editor) and by the new demands of an integrated marketing plan (developing miscellaneous advertising pieces utilizing the Graphic Designer's templates).

The source of funds for this position [approx. \$38k] is Ms. Dullea's vacated position [step 29] and the augmentation from a reallocation of funds within Educational Programs. Andreea Serban stressed the important of having the person for this position be very familiar with databases and have some sort of special training in this area. Sue Ehrlich added we should carefully evaluate the job description and take the opportunity now to define the position. Andreea will provide Pablo with language for the job description to add emphasis on database expertise. Keith McLellan said he would like to see some specific language in the job definition which shows the relationship to the Curriculum Advisory Committee and to the degree audit and articulation office.

2.2 Facilities Update

Brian Fahnstock distributed and discussed the facilities work list and projects under consideration on the campus. The estimated cost for each project was also listed with the note that some of the proposed projects would be funded with private donations.

➤ Proposed School of Media Arts building

There are three new buildings in the college's long-range development plan and in its five-year facilities plan submitted to the state. One is called the "high-tech" building (we are changing the name from High-Tech to School of Media Arts building) which we believe has the best chance of being funded. We are in the process finalizing the project proposal by meeting with faculty in the departments that comprise the School of Media Arts to identify their projected facilities needs. This building would be built in the patio area behind the Student Services Building. The aesthetics of the patio area will be maintained by putting two floors of the building underground. The top third floor would be offices. This plan was facilitated by the criteria of the departments in the School of Media Arts not wanting windows for their computer labs and studio production areas. We have until May 1st to submit the plans for this building to the state.

Dr. Friedlander inquired what are our chances of funding if the statewide bond measure in November were to pass. Brian responded that there are two thoughts here. One possibility is that since several community colleges had local bond measures passed to pay for new buildings, the state would not have to allocate funds for these construction projects, thus reducing the number of projects against which the proposed School of Media Arts building would compete. Another possibility is that the state would favor supporting those projects that are partially paid for by local bond measures, thus allowing it to get credit for funding a larger number of construction projects than would be the case if the bonds were not used to cover the costs of new projects. Sue lamented that residents in community college districts that have passed their bond measures may be more likely not to vote for a state measure because it will raise the amount of money the state will need to borrow and pay back with interest.

➤ Replacement of field at La Playa Stadium

Brian indicated we are looking at ways to increase the use of the field by using artificial turf. Our original cost approached \$1m. This cost was decreased by approximate \$500k by a partnering with the Quarterback Club and with significant donations from local supports of the college in the amount they would charge to prepare the field for the installation of the Field-Turf product. In the past week we have found a competitor who will install what we believe is a better artificial turf product for \$400k. This will decrease the college's contribution to \$250k. We are going ahead with the project on the expectation that private funds will be raised to fully fund this project. A combination of donations and user fees will be raised to replace the artificial turf on a five-to-seven year cycle. The college's ability to move forward with this project is a result of Ben Partee's efforts to raise private funds and negotiate substantial discounts for the purchase and installation of the artificial turf.

➤ Potential student/faculty housing projects

Brian reported on the following housing project possibilities being considered:

- **Property next to Pershing Park. Build student housing for approximately 100 students.** We will meet with the City next week to continue discussions. This proposed student residence facility would be constructed and owned by a private developer and, most likely, operated by a private housing management firm employed by the private owner of the facility.
- **Faculty and staff housing in Carpinteria.** This is the Ralph Brown property which is right beside the bluffs. The proposal is to create housing for faculty and staff and a classroom building approximately the size of the IDC building. The college could partner with CSUCI to offer lower division (SBCC) and upper division (CSUCI classes at this facility.
- **A proposal from a developer to lease the entire Wake Center space for 50 years.** The developer would build a new Wake Center plus housing which we would rent from them.
- **A proposal to put a 60-unit faculty and staff housing structure over the top of the existing parking structure on west campus.** This proposed project would add about 80 parking spaces along with the 60 housing units. Would be a very attractive building that does not increase the footprint of the existing West Campus parking structure. This is the least preferred option at this time.

None of these projects would require the college to commit its financial resources to build or operate. The Board is not interested in using any of the open green space on campus for housing. They want to leave this space for future educational uses or parking.

➤ Faculty/Staff housing survey

Brian will work with Andreea to conduct a survey of housing option preferences of faculty and staff hired in the past five years. Dr. Friedlander added that the survey will identify faculty and staff member preferences for rentals, condominiums and various equity sharing

options as well as their preferences on the location of the housing (Carpinteria, Campus or Goleta).

2.2 Upgrade of Director of Security position (John Da Foe) from .75 to 100% (funds from vacated positions and \$1k from parking fees)

Brian reported that John Da Foe is a part-time employee. There has been a vacated position in security for five months. During that time it has been determined that it would be more beneficial for Mr. Da Foe to work full-time and abandon the vacated position. The difference in the cost of a full-time position is \$1k which the college can absorb.

3.0 Action Items

4.0 Discussion Items

4.1 Budget principles – Role of CPC (*MacDougall*) (taken out of order after 1.0)

Dr. MacDougall distributed an overview of the role of CPC in the college planning process. He said that it was obvious from the experience last year that we have had a less than perfect process in terms of how CPC has functioned with respect to reviewing and monitoring planning, budgeting, staffing and related processes and recommend resource allocation decisions. Andreea Serban, along with the College Planning Council, did an excellent job of producing the College Plan, both in terms of the product and in terms of the process in which it was developed. With the development of the College Plan, there is a need to look further at what is involved in the planning process after the College Plan is produced and CPC's role at that stage and how we might move from the general document to areas of planning that are much more specific, such as the activities to be undertaken to achieve the objectives in the College Plan. A desired outcome of this discussion is to develop an approach to institutional planning where that approach has both depth and breadth in terms of its completeness. The other responsibility is in terms of how we develop the college budget. In that regard, we would also like to look at the process and define CPC's role in that process so that we may proceed systematically.

Dr. MacDougall asked the Council to identify any concerns of CPC's role in the process so we have a sense of an approach that makes sense. The Council reviewed the defined role of CPC as a committee and recommended the following changes be made to the membership to reflect the current attendance:

Membership

- 1 Executive Vice President (Chair)
- 4 Vice Presidents
- 1 Academic Senate President
- 1 Academic Senate President-Elect or Past President
- 1 Academic Senate Vice President

Functions and Responsibilities

- Assesses trends and plans/develops short- and long-term objectives of the college
- ~~Reviews department/program plans and coordinates the development of the Statement of Institutional~~
- Direction Develops the College Plan.

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| <ul style="list-style-type: none"> 1 <u>Academic Senate Planning and Resources Committee Liaison Rep.</u> appointed by Academic Senate President 1 <u>Classified Employee (nominated selected by CSEA Rep, selected by Supt./Pres.)</u> 1 <u>Student</u> 1 <u>Dean of Educational Programs (Student Services emphasis)</u> 1 <u>Director of Institutional Assessment, Research and Planning (non-voting resource)</u> | <ul style="list-style-type: none"> Participates in the development of the college budget Makes recommendations to the Supt./Pres. on permanent personnel positions and allocation of college resources. Serves as advisory group to Supt./Pres. on fiscal/planning matters |
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Sue Ehrlich indicated that consistent with a change in the law that went into effect last January, the CSEA representative is appointed by CSEA. This supercedes the contract allowing a nomination to the Superintendent/President wherein he makes the appointment. The question was raised as to whether Bill Hamre first joined CPC as a voting member or a non-voting resource member. Dr. Friedlander indicated that he would trace the history of Bill Hamre's status as a voting member on CPC. Lana raised her concern that since there were six administrators on CPC, they could vote as a block to out-vote the four faculty members and one classified staff member. Dr. MacDougall stated that the student is a voting member of CPC and, as such, provides balance to the committee with respect to the number of administrators (six) and non-administrators (six). Lana commented that we cannot count on the attendance of the student representative to balance the committee.

Karolyn Hanna questioned whether the desire to add new educational programs would come to CPC. Dr. MacDougall responded that CPC and the Board of Trustees ultimately adopts the College Plan. With the College Plan being in place, the vice presidents develop approaches in their respective areas that move toward the implementation of the goals and objectives in the College Plan. Dr. Friedlander suggested the Council engage in a discussion to define the role of CPC.

Dr. MacDougall discussed the proposed role of CPC in the college planning and budgeting process and the Council agreed on the following draft:

Role of CPC in the College Planning Process
Review of CPC's stated roles and responsibilities

1. Development of the college plan: every three years

Phase 1

- A. Environmental Scan
- B. Identification of goals and objectives
- C. Completion of the three-year college plan

Phase 2

- A. Identify strategies for achieving goals and objectives in the College Plan
- B. Identification of priorities
- C. Identification of resources required to achieve College Plan objectives
 1. Additional funds allocated from state to the college beyond COLA and growth
 2. Reallocation of budget/expenses

3. External funds

Phase 3

Implementation of the plan to the extent that resources are available to achieve plan priorities

Phase 4

Evaluation of SBCC's effectiveness in achieving the goals and objectives in the College Plan.

2. As part of the responsibilities regarding the College Plan, review new initiatives and plans pertaining to:
 - A. Facilities
 - B. Technology
 - C. New Educational Programs
 - D. Human Resources

A master plan needs to be developed specifying the timelines for accomplishing the planning tasks that CPC is involved with in A-D above.

In the discussion under Phase 4, 2., Lana Rose expressed her view that this is an area in which the role of CPC is unclear. She questioned the "review" new initiatives language. She would like clarification on what constitutes a new initiative and what constitutes "a review" and what the role of CPC is in this process. Dr. MacDougall responded that the role of CPC is review new initiatives and plans. What might be different is that review process takes place at various stages of the development of the plan; early alert, status and final plan. There should be an early alert to this committee as to what is happening as to what is emerging as to the priorities for the college and a reaction to that by the College Planning Council. Where the process has been weak at times is when information comes to CPC at the point at which it needs to be submitted. In terms of technology, it is a matter of periodically bringing CPC up to date as to what the area of focus might be for DTC. Karolyn Hanna added that a process that involves this kind of input really strengthens the outcome because it allows different perspectives to be provided. Dr. MacDougall commented that the process has not been as systematic as it should be and those items have not been brought to CPC at a formative point in the process where we might learn and improve upon the eventual outcome. What we need is to have a master calendar that assures an early alert, status and a final plan. Dr. MacDougall suggested that a master calendar for next year be put in place and be reviewed at the next CPC meeting. This document will specify how or when CPC's review of the planning and budgeting processes will take place. The master calendar will specify the committee or management person responsible for new items to ensure they are brought to CPC's attention in a timely manner.

Dr. MacDougall continued by saying that the first charge of CPC in the budgeting process is to review and recommend the district budget principles to the Superintendent/President at least once every three years. Although he feels that the budget principles are reasonably good they have not had the benefit of a review process for many years. There was considerable discussion in CPC when they were developed in the early 1990's. Dr. MacDougall felt the principles should have the imprimatur of CPC and it would have much more authority as we approach the collective bargaining processes of the college. Lana added that the budget

principles should also be reviewed by the Academic Senate. The review process of these principles will be done when the new Superintendent/President is in place.

In regard to the key area of the budget, there are two major considerations. One is to review the income that comes into the district. This process should be done relatively early so that the Council is informed of what is taking place at the state level. Ultimately there will be a determination by the Legislature and the governor of the COLA, growth and any special funding that might come to the district and that should be brought to the attention of the College Planning Council. In addition, as it pertains to the budget principles, we should look at a three-year average of changes in the amount of out-of-state and international student fees collected. On the expense side, CPC needs to be informed of and give consideration to developments that take place during the year that affect district expenses.

Dr. MacDougall indicated that the master calendar should address items “2” and “3” in CPC’s role of addressing the college budgeting process. Keith McLellan questioned what the role of CPC is in asking departments what new resources are needed. Dr. MacDougall responded that the vice presidents will have the responsibility to bring to CPC the recommendations for their respective areas which they cannot support within their existing budgets.

Dr. MacDougall concluded his portion of the discussion and left the meeting. At that juncture Dr. Friedlander indicated that the Council needs to assess the time needed to compile a master calendar and the parties who would contribute to the development of the calendar. Dr. Friedlander stated that it would not be possible to complete the draft of the master planning calendar by the next CPC meeting. He committed to provide members of CPC with a status report on the development of the calendar at the next meeting. Brian added that for the area of facilities, he will bring to Council as a standing item a list on the status of the projects (completed projects, status of existing projects and new projects).

Role of CPC in the college budgeting process was discussed using the following criteria:

1. Review and recommend district budget principles to Superintendent/President on a periodic basis and at least once every three years.
2. **Review annual district budget: Income**
 - A. Be informed of actions that influence district income (e.g., state funding, actions of the Legislature and governor, increases in the cost of utilities)
 - B. Review allocations of COLA, growth and special funding
 - C. Review three-year average of changes in out-of-state and international student fees
3. **Review annual district budget: Expenses**
 - A. Be informed of developments that influence district expenses
 - 1) Adjustments to salaries from step and column increases and salary increases
 - 2) Amount of funds needed to pay salary increases not included in the State-funded COLA
 - 3) Cost of utilities and insurance
 - 4) Salary and benefits increases in accord with collective bargaining agreements
 - 5) Cost of new faculty positions needed to meet state staffing requirements
 - 6) New classified staff and management positions

- 7) Other new expenses
4. Review and recommend modifications regarding positions from growth funds and categorically funded positions
5. Review and recommend modifications regarding the redistribution of existing expenses to better meet college goals
6. If major funding is received beyond growth and COLA, develop a process for the distribution of those funds that will maintain present priorities and address new funding initiatives to achieve College Plan objectives.

5.0 Other Items

There were no other items.

6.0 Adjournment

The meeting was adjourned at 4:40 p.m.