Memorandum

To: Members of the Board of Trustees

Date: July 26, 1973

File:

From: Glenn G. Gooder, Superintendent-President

Subject: REPORT OF PROGRESS ON ITEMS FOR INSTITUTIONAL STUDY AND ACTION, 1972-73

In the Fall of 1972, the administrative staff prepared the annual list of items for institutional study and action. This list serves as an aide to institutional management and development and as a device for measuring administrative production and for increasing accountability of the administrative staff.

Following is a progress report on the 1972-73 items for institutional study and action. Items are listed according to the basic administrative structure of the College. The first main heading is "General." Others are related to areas of responsibility assigned to each administrative dean.

I. GENERAL

A. Communication

1. Provide information to the citizens' group established to support Proposition 1, the California Community College Construction Bond Issue.

   A small citizens' support group was established. The issue was approved by the voters. The affirmative vote in the District was above the State average.

   A much larger effort was mounted in the successful passage of Measure "A" during the Spring semester in which a $3.8 million local bond issue was passed to acquire adjacent property.

2. Increase dissemination of information to the Community regarding the activities, events, services, and needs of the District.

   The College Information Office continued and expanded its program of public information through the Speaker's Bureau, news releases, and radio and television releases, appearances, and programs. The value of this effort was most noticeable in connection with the success of Measure "A."
I. GENERAL - continued

3. Review internal District communication procedures and revise as necessary.

Efforts were made to improve internal communication. A more formal study is still needed as a basis for improved communication.

B. Facilities

1. Develop project planning guides for:

- Drama and Music Facility Equipment  - Completed
- Revised Vocational Technology Building  - Completed
- Revised Library Remodel  - Completed
- Administration Building Modifications  - Completed
- Campus Center Addition  - Deferred

2. Develop program for Marine Technology lab off campus.

Efforts are being made to arrange for location of Marine Technology Diving Lab plus Physical and Biological Oceanography on Stearns' Wharf.

3. Develop preliminary plan packages for:

- Drama and Music Facility Equipment  - Deferred
- Revised Vocational Technology Building  - Completed
- Library Remodel  - Due Oct. 1, 1973
- Administration Building Modifications  - Deferred
- Campus Center Addition  - Deferred


The Plan is due on November 1, 1973. Its scope will be dependent on a new Master Plan which is due October 1, 1973. Master Plan architects, Robert Henderson and William Burrock and Partners were approved by the Board of Trustees on June 26.

5. Develop working drawings for Drama and Music Facility.

This project was delayed at the State funding level. Working drawings are being held up pending revised preliminaries locating the building on the new site, the Master Plan study of the site, and City input regarding inclusion of a Performing Arts Center into the design concept.

6. Let construction contracts for Humanities Building and turn over to Business Services.

Bids were received and the contract was awarded on June 21, 1973.

7. Update facilities inventory.

The inventory is in progress. Major changes in Administration Building assignments, new Health Occupations wing, and non-credit facilities are to be included.
1. GENERAL - continued

8. Evaluate existing facilities.
   Work is in progress concurrently with the facilities inventory.

   This work is in progress.

10. Develop a master facilities plan for ultimate utilization of the existing City College campus.
    This study is in progress with new enthusiasm as a result of the success of Measure "A" making possible acquisition of 34 acres of land adjacent to the campus.

11. Develop a District master facilities plan concept for continued growth beyond the existing campus.
   a. Develop guidelines for off-campus educational unit locations.
      This is being reconsidered as a result of acquisition of adjacent property.
   b. Develop phasing plan for off-campus development.
      This is being reconsidered as a result of acquisition of adjacent property.
   c. Study of Continuing Education facilities.
      This study is in progress for short-range development. A long-range plan is needed for Continuing Education facilities.

12. Integrate District and City College Master Plans into the Ten-Year Construction Plan.
    This will now be considered in terms of the new site. A new Ten-Year Construction Plan is due by November 1, 1973.

    No progress is reported on this item.

C. Finance

1. Support local and State efforts to bring about meaningful tax reform and to increase level of State support for the educational programs of the District.
   The long-awaited State community college finance package was carried in S. B. 6 and A. B. 46. Senator Lagomarsino and Assemblyman MacGillivray were very helpful in the successful passage of this legislation.
I. GENERAL - continued

2. Consider the possible need for a tax rate election in the District.

The Board of Trustees considered this question at considerable length and decided in favor of supporting efforts to pass S. B. 6 for increased State support.

D. Planning and Organization

1. Develop a plan and recommend procedures for a comprehensive study of goals, objectives, and college organization.

The study is in progress. A report is expected with recommendations for Board consideration by mid-summer.

E. Resource Development

1. Develop grants data bank including:
   a. Available fund sources
   b. Application guidelines
   c. Prior applications files

   This work is in progress.

2. Establish and develop communications with funding agency representatives.

   No general avenues of communication have been established. Several specific grant applications have been developed and submitted, including:

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I. GENERAL - continued

3. Complete organization of Santa Barbara City College Foundation

The Santa Barbara City College Foundation has not been established. A different procedure has evolved which will serve the purpose envisioned for the Foundation.

The Santa Barbara Community College District Foundation Trust Fund, established to accept and administer the gift of Applied Magnetics stock, as per Education Code 17214, may be used to accept gifts for the District.
II. ADMISSIONS, GUIDANCE, AND RESEARCH

A. Admissions

1. Project facilities needs for admissions and guidance and develop specific proposals for accommodating these functions in compliance with the Ten-Year Capital Improvement Plan.

   In cooperation with Mr. Trenn, accommodation of projected enrollment needs in relation to the services rendered by this office are being used to determine personnel and space needs.

2. Implement an optical scan procedure in the registration process for the Spring semester, 1973, on an experimental basis for one semester, after which an analysis of costs and benefits, including improved turn-around time for data processing will be made.

   In the Spring, 1973, semester, an Optical Scan Admissions Form was used. The small amount of difficulty experienced was due to the type of pencil used, a minor adjustment of the optical eye of the Optical Scanner and an error in programming.

   The generation of the punch card by the optical scan method has decreased the cost of key-punching by a considerable amount. Three hundred cards per hour may be punched by this method compared with forty generated by hand key-punch.

   Registration and Change of Program Optical Scan Forms were ordered for a pilot run for Summer Session, 1973. Because of this method, it will be possible to schedule all fall registration at the end of August instead of having pre-registration for continuing students in May and then, having them return in late August to validate their registration.

   Grades are being reported and run on the Optical Scanner. It will be possible to decrease the time and cost required for grade-processing. Early difficulties with this procedure are being corrected.

   Other uses of the Optical Scanner are now being considered so that the benefits of this machine may be increased.

B. Guidance and Counseling

1. Develop a recommendation concerning the assignment of representatives from each of the instructional divisions and departments to academic advising functions to supplement on-going guidance services.

   Initial exploration of this has been undertaken. The complexity of this function will require further study before a recommendation can be made.
II. ADMISSIONS, GUIDANCE, AND RESEARCH - continued

2. Develop a recommendation for specific entrance testing to be conducted for specified purposes for all entering students at Santa Barbara City College.

A Placement Testing Task Force Committee was formed. After studying the matter of placement testing, the Committee recommended:

(1) Discontinuance of the placement test requirement as a condition of enrollment at the College during the 1973-74 school year.

(2) Experimentation during the Spring and Fall of 1973 with Comparative Guidance Profile and Career Planning Program to decide which, if either, of these two programs would be suitable as a substitution for the SCAT.

(3) Expansion of vocational testing and counseling service.

3. Develop a recommendation for the improvement and expansion of small group and personal counseling services to meet special student needs.

A subcommittee of counselors identified as the Personal Counseling Task Force studied the problem of small group and personal counseling service to students. Their recommendations dealt with:

(1) In-service education for faculty and counselors.

(2) The development of a booklet to encourage total faculty effort.

(3) The provision of services to students in terms of individual, group, or agency referral programs.

(4) Seeking necessary budget for carrying out the recommendations related to the above.

4. Develop a recommendation concerning the use of diagnostic tests on a referral basis for individual students articulating in sequential courses or seeking assistance with academic achievement.

A Diagnostic Services Committee studied this concern and indicated the opinion that improper placement of students in classes is not as major a concern as had been anticipated it might be. The Committee identified the period at mid-term as the time when students begin to recognize improper placement in classes due to lack of appropriate skills.

C. Health Services

1. Review the Student Health Services Program including use of optional student health fees with a particular emphasis on identifying ways to expand available on-campus services and improve referral of students to other health care as needed.

A Student Health Services Task Force studied thoroughly the concerns regarding health services to students on campus. Their recommendations include:
II. ADMISSIONS, GUIDANCE, AND RESEARCH - continued

(1) The need for an advisory board.
(2) Staffing, including a full-time Nurse-Director.
(3) Full day and evening coverage for the office.
(4) Services, including arranging for mandatory accident insurance.
(5) Relocation of the Student Health Office.
(6) In-service training for health service staff and financial support for the above program.

D. Research

1. Continue and expand research projects designed to evaluate the educational and support programs of the College, including such specific projects as:
   a. Transfer follow-up.
      completed
   b. Evaluation of E. O. P.
      completed
   c. Evaluation of N. Y. C. Summer Program.
      completed
   d. Follow-up of career planning profile students from 1971.
      completed
   e. Assessment of instructional experiment in archaeology.
      completed
   f. Follow-up of career development facility project.
   g. Follow-up of first semester performance of local high school graduates.
   h. Follow-up of C. P. P. students and potential drop-outs from Fall, 1972.

2. Review the most recent accreditation report and initiate studies and evaluation recommended by the report as appropriate.

   Many of the goals in the area of research were not realized because of the resignation of Dr. MacMillan during the year.
III. BUSINESS SERVICES

A. Business Administration

1. Prepare and participate in the conduct of Board of Trustees election.

   The biannual Board of Trustees election was completed. In addition, an added election, a $3.8 million bond issue, was conducted with the Trustee election.

2. Analyze payroll workload to determine appropriate staffing pattern.

   A study of the workload was conducted and a report, "Justification for Staff Increase," was submitted.


   This is a continuing effort. Certain functions and procedures have been identified which might be revised or eliminated. Several adjustments have been made.

4. Implement Community College Program Accounting System.

   We have implemented the new program format by adding four numbers to our current account classification—two for the function and two for the object. This allows us to maintain 37 functions and 15 object categories in compliance with the proposed State level fiscal reporting requirements. More detailed categories will require a complete revision of our account classification structure.

5. Develop a system to provide for processing 90% of the invoices within four weeks after receipt of the completed order.

   This item has not been obtained because the increased expenditure volume and redistribution of clerical time reduces the available auditing time. The implementation of the new program accounting system which provides for charging back to divisions costs formerly borne by the Business Services Division has inordinately affected time available but does provide a more precise picture of divisional costs.

   Follow-up is a problem. If the purchasing cycle can be completed with no interruption, the four week guideline should be met. Billing errors, incomplete or incorrect receipt of merchandise and lack of notification from departments or central receiving of problems on receipt of materials all interrupt the cycle.

   To improve the level of service will require an additional full-time employee.

6. Study and analyze printing and duplicating guidelines.

   A major problem seems to be the "crush" during the August to October period. A reorganization of the graphic production department is being undertaken. A re-evaluation of the functions and guidelines of the production printing will need to be made.
III. BUSINESS SERVICES - continued

7. Update capital equipment inventory.
   The first stage of the program development has been completed. The first print-out of all inventoried items has been completed. Improvement of the program and input documents is continuing.

8. Update warehouse inventory system.
   No progress has been made in this area.

9. Develop an effective follow-up system for all purchase orders.
   Improvement in this area is minimal because of current work loads.

10. Improve the effectiveness of purchasing department by developing an understanding of "lead time" concept.
    The improvement of the planning aspect of purchasing by the various department heads is a slow process. The continuing education of the users is a necessity.

11. Minimize small, repetitive orders to increase purchasing power.
    Little progress has been made in this area. It appears nothing short of refusal to purchase will improve the situation.

12. Develop a more effective key control system.
    A policy statement has been developed but has not been presented.

13. Update organization charts.
    The first major update was completed in December, 1972. The charts will be updated annually or after major re-organization, whichever comes first.

    Guidelines for budget development were completed and implemented for the planning process for the 1973-74 budget.

15. Development of records control policy.
    A records retention policy was adopted by the Board of Trustees together with the designation of the Records Control Officer.

    The remaining $1,502,000 of 1969 bonds were sold during the 1972-73 college year. As a result of the successful passage of Measure "A," April 17, a sale of $3.8 million dollars was arranged. This sale was concluded in July.
III. BUSINESS SERVICES - continued


An election to determine if certain certificated employees desired Social Security coverage was conducted in February, 1973. By an overwhelming "yes" vote, Social Security coverage was extended to certain eligible certificated employees, effective April 1, 1973.

B. Data Processing

1. Install and evaluate optical screening system.

An Opscan system was evaluated and found to be effective for handling many routine Student Personnel functions. Because of that success, a long-term lease was entered into so that the system could be integrated into the admissions and registration process as well as test scoring.

2. Complete conversion of existing computer programs/services to Burrough's configuration.

All programs/services have been converted to use on the Burrough's system. Hardware and software problems have been minimized. Certain administrative functions are now handled through the terminal on campus.

3. Develop personnel file.

This file is currently being developed but has not been completed. It is anticipated that the file will be operational during the 1973-74 year.

4. Study and analyze the facility inventory systems for possible local application.

Because of the complexity of this program, the problem has been referred to a committee of Burrough's users.

5. Analyze additional requests for Data Processing applications.

As new applications are received, they are thoroughly reviewed by the Data Processing staff before recommendations are made for inclusion in the total system.

C. Classified Personnel

1. Complete development of forms and procedures for improved classified employee evaluation system.

Although the target date for development was not met by December, 1972, the new evaluation form has been prepared and the policy on evaluation has been approved.
III. BUSINESS SERVICES - continued

2. Develop and implement new employee orientation meeting.

The establishment of an orientation program for all employees is in the implementation stage. Eleven two-hour sessions are proposed for the professional growth program, six of which are specific orientation classes.

3. Develop and publish employee handbook.

The classified employee handbook is presently in draft form. It needs further editing before publication.

4. Study and analyze Data Processing application to Classified Personnel Management System.

The development of the personnel file as indicated in IIIC is the first step in automating the date file. This is a continuous program.

5. Continue program of reclassification studies.

During the 1972-73 year ten reclassification studies were undertaken and recommended to the Board. This procedure is continuous throughout the year.


No salary surveys were conducted by the Personnel Office. However, with the adoption of the Classified Salary Plan for 1973-74, the Personnel Office will conduct the survey each year thereafter based upon the parameters selected.

7. Analyze implementation of Affirmative Action Program.

Because the Affirmative Action program has not been adopted, no formal implementation has been undertaken. However, the intent of Affirmative Action in recruitment has been adhered to.

8. Participate with other agencies in skill testing program.

During the 1972-73 college year, very few joint skill tests have been given. Emphasis on cooperative aspects of Personnel Management will continue, however.


As time permits, a personnel newsletter is produced. To date, this communication vehicle has been helpful in keeping employees informed.

D. Facilities and Operations

1. Bid and commence construction of Humanities Facility.

Bids were opened for the Humanities Building on June 21, 1973. Construction has commenced.
III. BUSINESS SERVICES - continued

2. Develop schedule for regular cleaning of building exterior.

Implementation of cleaning schedule depends upon entire EOA help available this summer. However, the Campus Center truck entrance, decks, and stairs were cleaned on schedule. The cleaning of the Continuing Education areas and LSG building should begin soon, with the bookstore and others scheduled as help becomes available.

3. Replace high voltage underground wiring.

Partial wiring was redone on an emergency basis. The balance of the wiring must await adequate funding or high-voltage failure. The grounding system is being surveyed currently by the Division of Industrial Safety.

4. Develop system of cataloging all architectural, electrical, and mechanical items or systems that present major maintenance problems.

This cataloging of problem items is currently being implemented through the office of the Director of Facilities and Planning in cooperation with our department.

5. Modify existing heating and ventilating system to give better control of fresh air to ventilated areas.

This item must await funding; however, our forces have made minor corrections that have improved the situation.

6. Modify existing air conditioning system to prevent "freeze-up."

Although we have not substantially modified the system, our forces have, through close checking of correct operation, practically eliminated this problem.

7. Organize and implement training program based upon skills and knowledge applicable to department needs.

We have not, as yet, implemented this program; however, one foreman has taken a course in supervision, two men have received instruction in boiler maintenance and the department head is to attend a workshop on Facility and Operation planning and organization this August. We are scheduling classes in safe load tying, knots, splices, use and care of power equipment, etc. for this Fall. These classes will be in conjunction with safety meetings and will be instructed by qualified employees of our department.

8. Systematically overhaul all mechanical equipment.

Systematic equipment overhaul has become a part of our functioning preventative maintenance operation.
IV. CONTINUING EDUCATION

A. Administration

1. **Evaluate the work load of various supervisors in regard to programming and other responsibilities.**

   This evaluation will continue during this next school year because of the change in organization and administration of the Division. Some inequities in work loads exist. Changes will be recommended following further study.

2. **Evaluate the present organization and administration of the Division.**

   An evaluation of the organization and administration of the Division was made. One assistant deanship was eliminated. Two classified positions of Program Planning Assistant were filled. This evaluation will continue during the coming school year.

3. **Evaluate the use of counselors and counseling services for the evening high school program.**

   After an evaluation it was decided that there should be at least one bi-lingual and bi-cultural counselor. Further, the program should remain primarily at Santa Barbara High School. There is a great need for a careers approach and beginning in the Fall this emphasis will be given. One class in careers, which will involve testing and dissemination of information, will be required of all evening high school students before they graduate.

4. **Implement the Delineation of Functions legislation regarding the cooperation of all educational levels in regard to Continuing Education offerings.**

   Some type of council will be established before school begins in the Fall to meet the terms of S. B. 94.

5. **Consider the possibility of moving more evening college classes to off-campus locations.**

   During the Spring semester seven classes were moved to San Marcos High School (two of them met there twice a week), one was held at Santa Barbara High School, one was held at the Child Care Center, and one met at the Board of Realtors, 1415 Chapala. This plan not only alleviates the congestion on campus, but students appreciate having these classes in the community.

6. **Develop a plan of in-service training for Continuing Education teachers.**

   There was not enough time to develop such a plan.
IV. CONTINUING EDUCATION - continued

7. **Evaluate first year of the apprenticeship classes as a not-for-credit program.**

The transition from credit status to not-for-credit status created no major problems, and the one minor problem with the procedure for petition for credit has been resolved. This transfer from credit to not-for-credit was done without a change in the quality of the training. Should an apprentice decide to petition for credit for the associate degree, he may do so.

8. **Explore the possibility of having a crafts sales room for student items made in our program.**

It has been determined that it is legal to run a craft sales room for students' items provided it is a part of our Student Body operation. Space is not available for such a sales room at the present time, and we will continue to explore this possibility during the coming school year.

B. Curriculum

1. **Evaluate the Mini-Skill Center program.**

The Mini-Skill Center opened in October, 1972. During the first several weeks it was necessary to advertise and recruit for the program. By the end of the Fall term a total of 73 people had enrolled in some phase of business skills. The program is available six hours a day five days a week and has a variety of machines and classes, including shorthand, business English, bookkeeping, and typing. Counseling has been provided at the Center in order to give encouragement and motivation for students to continue and also to give placement information. Now that the Mini-Skill Center is better known in the community referrals are received from the HRD, the Community Action Commission, the Catholic Social Services, and other agencies. The Mini-Skill Center, beginning in the Fall, will be known as the Skill Center.

2. **Evaluate the effectiveness of the Outreach Van and program.**

Because of the small number enrolled in the Outreach program, an evaluation was made during the Fall and Winter terms. In 1971-72 this program had an average enrollment of about nine, and during the year just past, it had an average during the Fall term of about seven. It was meeting at Ortega Park and was transferred to the Girls' Club. The transfer was precipitated by the necessity of moving much equipment in and out of the van. The work and time needed to do this was detrimental to the effectiveness of the program. On rainy days the program could not function well at all. Some additional recruitment time was permitted after the move to the Girls' Club, but it had little or no effect. There were many families interested, but it became evident that lack of transportation prevented enrollment. Because of small participation and the high cost, it was decided to discontinue the program.
3. Evaluate the classroom use of the video tape recorder-play system.

The video tape recorder-play system has been in use since January. While it is quite simple to copy programs off the air, it is difficult to play these programs at a later time because of the size of the equipment. The system is best used in Room 1 where it is located, but it is awkward to move elsewhere.

4. Study the possibility of having a summer Alhecama Players theater program.

The Alhecama Players will be performing "Company" and "The Three-Cornered Hat" this summer. The effectiveness of this program will be evaluated to determine whether or not it should be continued.

5. Explore possible classes for educational TV.

A number of classes could be presented via television. However, no money has been available to produce such programs. This will be considered further.

C. Facilities

1. Develop a ten-year facilities plan for our downtown adult center.

Several meetings have been conducted on a 10-year facilities plan incorporating the various ideas suggested. A preliminary plan has now been done by the Director of Facilities and Resources. It should be finalized soon for presentation to the Board of Trustees.

2. Recommend a change in the secretarial and administrative office facilities at 914 Santa Barbara Street.

Because of the addition of staff members during the past ten years, it has become necessary to change the organization of the secretarial and administrative office facilities. It was decided that Room 5, which is presently a small classroom that will seat only about 15 comfortably, will be modified to provide additional office space. The final diagram for these changes will be completed soon and work orders will be issued to accomplish the recommended changes.

3. Study the Alhecama Theater facility with regard to recommendation for rehabilitation.

The recommended changes for the Alhecama Theater are incorporated in the ten-year facilities plan mentioned above. Because of the great expansion during the past two years, the theater director is most anxious to have the additional space involved in the rehabilitation.
IV. CONTINUING EDUCATION - continued

4. Consider leasing the Lobero Theater from the County of Santa Barbara for use of our entire City College theater program.

After examining the lease that the County of Santa Barbara has with the Lobero Theater Foundation, it has been determined that the Lobero Theater will not be available for lease for the City College for some time. With the continuing increase in the contract rates for our Alhecama Players productions at the Lobero Theater, it may be necessary at some time in the near future to withdraw from this location.

5. Obtain classroom space for our large sewing and tailoring program.

No money is presently available for a proper classroom space for our large sewing and tailoring program. However, at some time in the near future there is a definite need for a large double classroom for this fine program. It may be that this facility could be located at E. Canon Perdido and Olive Streets. This item needs to be reconsidered during the coming school year.
V. CURRICULUM AND INSTRUCTION

A. General

1. To implement and refine the new policy concerning the
evaluation of Certificated employees.

The policy developed during 1971-72 has been implemented
and is in a process of continuing refinement. Evaluation
instruments and procedures for teachers, librarians, counselors,
and administrators have been developed and revised in the light
of actual use. Special provisions for administrators and
division chairmen will be developed in the 1973-74 school year.

2. To complete the study of the feasibility of changing the
college calendar.

The Academic Senate considered a number of proposed
calendar changes during the 1972-73 school year and recommended
that the College continue with the present system. The 4-1-4
calendar was recommended for further study by both the faculty
and the Goals and Objectives Committee.

3. To finalize the general education program under the new
Title V regulations and guidelines.

A faculty committee is now studying the design and imple-
mentation of an interdisciplinary course to meet local require-
ments. Such a course, or courses, will be offered in 1974-75.

4. To incorporate an analysis of the instructional division
make-up in the college-wide administrative organization study.

This analysis is now underway in the Institutional Goals
and Objectives study.

5. To continue the investigation of television possibilities for
instruction, consortium, open circuit, cable, etc.

The 1973-74 budget includes $3,000 to be used for membership
in the Los Angeles TV Consortium. If these funds become available,
a television-taught course will be offered in the Evening College
in 1974. During the 1972-73 school year faculty and staff visited
a number of colleges offering courses through television in an
attempt to learn more about the difficulties involved. One
faculty member, Dr. Bruce Trotter, will continue to work on
this problem during his sabbatical in 1973-74.

6. To investigate the possibilities of harbor utilization for
marine-related courses and programs.

This is being investigated in conjunction with the Santa
Barbara Underwater Research Foundation as discussed in the
Board of Trustees meeting on May 24, 1973.
7. To revise and refine the "Innovative Project" procedures between the Improvement of Instruction Committee and the Instruction Office.

The Office of Instruction has taken over the task of coordinating the work of this Committee. (The Director of Research was the administrative liaison person formerly.) The Committee has obtained information on procedures used in other colleges and will develop new, improved procedures by Spring, 1974.

8. To increase efforts to provide more curricular offerings in the evening segment of the summer session.

Course offerings in the evening portion of summer session have been increased within the restrictions of the budget. Eleven such courses are now offered. Business 34, P. E. 47A, History 5, and Political Science 3 are courses being offered in the evening summer program for the first time this summer.

9. To review the last accreditation report and see what we need to do to meet their recommendations.

This has not been accomplished and is scheduled for early in the Fall, 1973, semester.

10. To develop a policy on control of and compensation for instructional materials developed in-house by faculty. This refers to TV tapes, audio tutorial materials, etc.—material that is very expensive to make, that the school spends much money helping develop (e.g., TV course) and that can be used independently of the instructor that developed them.

A faculty committee was formed by the Academic Senate Representative Council and held several meetings during the Fall, 1972, semester. No specific policy statement was formed. A second attempt to develop such a policy will be made this Fall.

11. Development of off-campus sites for instruction of regular day credit classes in Goleta and Carpinteria. These would be centers located in a church, library, rented office space, trailer, etc., where an LRC type operation and small classroom would be set up and manned by a counselor-teacher and where tutoring in English 42, Math 1, study skills, etc., could take place, plus audio tutorial courses in psychology, anthropology, etc.

An audio-tutorial course in psychology is under development. The audio-tutorial anthropology/archaeology course is being taught and additional materials are being developed as budget allows. New self-instructional materials in Math 1 are being developed and will be field-tested in the Fall, 1973, semester. There has been no progress in actual development of off-campus instructional sites for day credit courses.
V. CURRICULUM AND INSTRUCTION - continued

12. Development of the LRC, as distinct from the Tutorial Center, into a more campus-wide operation serving all instructional areas. Integration of the LRC with AV and the Library eventually when the Arts and Communications (Humanities) Building is a reality.

Planning for the new LRC facility in the Arts and Communications (Humanities) has been a continuing process during 1972-73. The LRC Director has worked closely with the Head Librarian and Audio-Visual staff in their planning for the new facilities. The LRC Director is working with faculty members in mathematics, psychology, physical science, and English in attempts to make the LRC a more valuable resource for their courses.

B. Health Occupations

1. Continue to experiment with components of the modular concept in the A.D.N. program.

The A.D.N. faculty formulated a "time-line" and they have been working on all facets of the plan at weekly faculty meetings. A consultant from the State Board was invited to the College in early Spring in order to get an evaluation of our progress thus far. She stated that we were much further along than any of the other schools which are studying this concept. If all goes well, the modules should be ready for full implementation in September, 1974. Experimentation with modules has been going on during this school year on a modified basis so that some of the possible problems can be eliminated when we move into full implementation.

2. Thoroughly evaluate Radiologic Technology program regarding:
   a. Faculty
   b. Number of freshman students
   c. Course content
   d. Laboratory ratio: teacher/student

A comprehensive evaluation of this program was accomplished this year. Increased involvement of the Chief Technologists at the local hospitals was initiated, and this action has provided valuable input regarding problems within the program. Although the problems are not solved, they are now identified and substantiated so that, hopefully, the program can now move toward much-needed improvement.

3. Prepare for movement into new Health Occupations facility.

This preparation has been an on-going function all year. The building has been completed, and requested furniture and equipment have been identified and ordered. All planning has been done in an attempt to correlate curriculum offerings with items ordered for the new building.
V. CURRICULUM AND INSTRUCTION - continued

4. Complete L.V.N. program modifications regarding:
   a. Complete revision of curriculum
   b. Utilize some evening laboratory hours
   c. Continuation of discussions regarding shortening of program

   A complete revision of the curriculum was finalized this Spring. This includes a statement of philosophy, program objectives, and stated behavioral objectives and content for each of the three semesters. This was accomplished through the dual efforts of both the M.D.T.A. faculty staff and the "on campus" staff so that one curriculum has evolved, not separate ones for each program.

   The program was visited by the State Board consultant and, although written recommendations have not been received as yet, the consultant verbalized her opinion that we should move to a one-year program. The faculty is still opposed to this, and this proposal must be studied very closely in the coming year.

   Some evening laboratory hours were used for the first time this year, but the State Board has a maximum hour allotment for evening hours (from 1 p.m. on), and those allowed have been used. With both the A.D.N. and V.N. programs using some evening hours, it was possible to provide better learning experiences in the hospital by "spreading" the students through a longer time span.

   The consultant also reported that our program was "short" on hours, which means that laboratory hours will have to be increased in the Fall in order to fulfill State Board requirements for this class.

5. Continue to attempt to achieve full accreditation for the Dental Assisting program.

   The program is now fully accredited by the Council on Dental Education.

6. Continue to work on continuing classes for health professionals. Pursue the possibility of an H.E.W. grant in this area, which would include regional planning with Ventura and Hancock Colleges.

   Consultation was requested from H.E.W. in early Fall, 1972, and a consultant-visitor came to the College for a one-day visit. Although she approved of our plans, she was doubtful that money would be allocated for continuing education except to large universities. Instead of pursuing this, we did the following:

   a. Introduced several health education offerings each quarter through Adult Education. These were:
V. CURRICULUM AND INSTRUCTION - continued

1) Refresher course for R.N.'s New
2) Nurse aide course. (2 courses offered.) New
3) Coronary Care classes. (2) New
4) Meeting Emotional Needs of the Chronically or Terminally Ill Patient. New
5) Medical Terminology in Spanish. New
6) Emergency Medical Technician. New
7) Team Nursing. New
8) Pharmacology for Nurses.

b. With $6,000 of an A.D.N. Capitation grant, began a study of manpower needs, educational resources, etc. in Santa Barbara County. Two written studies have been completed. Meetings with the following groups have further provided us with data to be used in planning for continuing education:

1) Meeting with employers of nurses (from Santa Maria through Ventura).

2) Meeting with educators from nearby educational institutions in order to find out their plans for continuing education, if any, and to explore the feasibility of forming a consortium for continuing education. Representation from: Could Not Attend:

S.B.C.C. Allen Hancock
U.C.S.B. U.C.R.A.
Westmont College
Ventura College
Cal. State, Los Angeles

3) Meeting with volunteer health agencies in local area. Will ascertain what these agencies plan to do or would be willing to do in cooperation with S.B.C.C. regarding continuing education.

Following compilation of all above data, it will be possible to make appropriate recommendations regarding continuing education. Reports of studies and minutes of meetings are on file and are available upon request.

7. Update all health occupation brochures

   Two of the five brochures have been updated. The others will be done as soon as possible.

C. Vocational/Technical

1. Develop a "Career Education in Santa Barbara" booklet which depicts education K-14.

   Completed.
V. CURRICULUM AND INSTRUCTION - continued

2. Develop selected individual occupational slide film sets.  
   Completed.

3. Review and update lay advisory committees for vocational/technical programs.  
   Completed.

4. Investigate the desirability of offering the following new programs:
   a. Refrigeration and Air Conditioning
   b. Environmental Studies
   c. Veterinary Technician

   Items 4-a and 4-b have been completed. Item 4-c is still being examined and may be implemented in the Fall, 1974.

5. Update local plan for Work Experience.  
   Completed.

6. Develop long-range plan to fulfill instructional facility needs of Vocational/Technical Education.  
   Completed.

7. Develop and distribute Work Experience information to the business community.  
   Completed.

8. Undergo a comprehensive evaluation of programs in trade-tech and business education.  

   This was accomplished by the visit of the College Occupational Program Evaluation Survey (COPES) team which visited SBCC on January 9-11, 1973.

9. Study the feasibility of expanding our Vesey Bill (high school students) offerings.  
   Completed.

10. Continue to develop guidelines wherein greater articulation between high school and community college programs can be effected.  

   This is an on-going process and is being accomplished by sharing some advisory committees (high school and community college), articulating specific occupational programs, and so on.
VI. STUDENT SERVICES AND ACTIVITIES

A. Student Services and Activities

1. Review existing support services in terms of service to students with characteristics identified by guidelines for the Extended Opportunity Programs and Services Project.

An EOPS Advisory Committee was established early in the academic year. During the period of grant application preparation, the Committee met on a regular basis to establish goals and objectives which would provide guidelines for a program of service to students having EOP characteristics. As a result of the program proposed, the allocation of State funds for 1973-74 has been more than doubled that for 1972-73.

2. Develop policies and procedures for affirmative action (equal employment opportunity).

An Affirmative Action Advisory Committee was established in December, 1972. Meeting on a regular basis, the Committee has proposed a statement of policy which is now being reviewed by various groups affected by it. In order to carry out required procedures for affirmative action during the time the policies and procedures are being developed, the spirit of affirmative action is being sustained in the process of new employment within the District. The development of procedures for data collection and analysis is well along and should be complete by late Summer.

3. Review the status (full or part-time) of the Adviser, Student Activities.

The Student Services Advisory Committee has recommended to the College Council that the College provide for employment of a full-time Adviser, Student Activities, for 1973-74. It is felt by the Committee that a person employed on a basis of 12 hours per week cannot handle sufficiently or adequately the responsibilities of that office; and, therefore, the College should sustain the amount of staff the Student Activities Office had from 1968-72.

4. Participate in study of insurance needs of students while they participate in College activities.

This is a continuation of a study begun shortly after the demise of the sale of the Associated Student Body card in 1970. The Health Task Force this year recommended to the Student Services Advisory Committee that a mandated health fee be instituted to provide for accident insurance for students for 1973-74. The Student Senate likewise has requested that this study be completed in order for the administration to make an appropriate recommendation to the Board of Trustees in time for the Fall semester, 1973.
VI. STUDENT SERVICES AND ACTIVITIES - continued

5. Develop means for effective and regular communication with all club and organization advisers.

A proposal has been developed by the Acting Assistant Dean, Student Activities, which will provide for more effective and regular communication for club and organization advisers for the coming academic year.

6. Study student interest and needs for additional space in the Campus Center as instructional programs are moved to new facilities.

The Student Services Advisory Committee has recommended the use of facilities in the Campus Center for student activities programs and student lounges as such facilities are vacated by instructional programs. This recommendation has been referred to the Director of Facilities Planning and also to the Goals, Objectives and Organization Study Committee.

7. Study the financial relationship of the office of the Business Manager, Student Finance, and the Campus Bookstore.

This issue has been reviewed carefully with all personnel concerned. The status quo is recommended for the present time.

8. Review equipment needs for Campus Bookstore.

See Item No. 9.

9. Develop long-range plan for housing the Campus Bookstore.

In terms of master planning the College campus, the Manager of the Campus Bookstore is currently in consultation with the Director of Facilities Planning regarding long-range plans for housing and equipment needs for the Campus Bookstore.

B. Placement and Financial Aids

1. Review policies and procedures for student loan programs.

The policies and procedures for student loan programs were reviewed by the Financial Aid Committee of the Student Services Advisory Committee and were modified to provide more effectively for student needs and for collection.

2. Review placement practices of College Work Study participants.

As a result of recommendations and additional funding, more College Work Study employees will be hired during 1973-74. Besides the student workers assigned to specific departments, a "pool" of student workers will be developed to be utilized by the departments on the basis of extra need. This "pool" will be administered by the College Placement Office. Off-campus contracts with non-profit agencies will be possible.
VI. STUDENT SERVICES AND ACTIVITIES - continued

3. Review accounting procedures of the financial aids program.

The accounting procedures of the financial aids program were reviewed with the College Accounting Department, the Business Manager, Student Finance, and the College's auditor. After extensive review, it was recommended that the present accounting procedures be sustained.

4. Review the schedule of salaries for student workers on campus.

The Placement Subcommittee reviewed the schedule of salaries for student workers. Beginning January 29, those student workers who had been employed at an hourly rate of $1.65 were given an increase to $1.85 per hour. Those student receiving $2.25 per hour continued to receive the same amount of money on the recommendation of the Committee.

5. Develop a manual of policies and procedures for student workers on campus.

The development of a manual of policies and procedures for student workers is still under review and will likely be completed during the Fall, 1973, semester.


A Career Counseling Day was promoted during the Fall semester, 1972, with participation of approximately 30 business and industry representatives and several hundred students. Plans are underway for similar programs during the 1973-74 academic year.

7. Provide for printing the financial aid brochure and application forms in Spanish.

This has been done.

C. Human Relations Programs

1. Evaluate the recruitment and retention activities of the peer counseling program.

A thorough evaluation of the recruitment and retention activities of the peer counseling program was undertaken along with the process of developing the EOP grant application. Goals and objectives with means for evaluation have been developed.

2. Develop a Human Relations Recruitment packet.

In cooperation with the Admissions Office, the Financial Aids and Placement Office and the Counseling Center, a recruitment packet has been developed.
VI. STUDENT SERVICES AND ACTIVITIES - continued

3. Develop a College Awareness Program for Chicano and Spanish speaking parents and high school seniors.

Club Latino, a student organization, promoted a parent-student program during the Fall, 1972, semester. Additional programs were not promoted due to certain community and cultural concerns. A program sponsored by the Human Relations Assistant is planned for Fall, 1973.
24 July 1973

Santa Barbara City College
721 Cliff Drive
Santa Barbara, California 93109

Attention: Mr. Don Trent

Re: Erosion Control, 35 Acres West of Loma Alta

Dear Mr. Trent:

Following are alternative methods and preliminary cost estimates for the 35 acre addition to the campus, for your consideration:

1. Fill all gullies and erosion channels, including smoothing out all slopes to eliminate erosion damage. Grade back vertical cuts to a 2:1 slope. Fill eroded ravines in cliffs where designated. Provide other minor grading as designated on drawings to divert drainage into main settlement basin. Construct 1 - main and 1 - secondary settlement basin. Install perforated standpipe and drain as indicated on drawings in main settlement basin and construct 4" thick A.C. spillways in accordance with details.

Hydromulch all graded areas, slopes and pads with annual rye at the rate of #2 of seed per 1,000 sq. ft. Hydromulch slurry to contain Verdyol, or equal, stabilizer.

Cost Estimate:

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<th>Cost</th>
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<tr>
<td>Grading</td>
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<td>500 ft. of drain pipe installed</td>
<td>4,000</td>
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<td>2 - A.C. spillways</td>
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<tr>
<td>500 sandbags in place @ $3.00 each</td>
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<td>Hydromulch 17 acres (entire graded area) with annual rye and stabilizer @ $1.64 sq. ft.</td>
<td>12,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$32,000</strong></td>
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2. Construct settlement basin with perforated standpipe and 4" thick A.C. spillway as per detail. Provide minor grading as indicated to create shallow swales and protect cliffs. Provide and install 500 sandbags in deep erosion gullies where indicated on drawings (sandbags may be added or subtracted from this figure on the basis the unit cost figure provided by the contractor). Provide minor grading to smooth out and fit sandbags to gullies.
July 19, 1973

Mr. Donald L. Trent
SANTA BARBARA CITY COLLEGE
721 Cliff Drive
Santa Barbara, California 93109

Dear Mr. Trent:

The following is our proposal for providing theatrical lighting in the existing Gymnasium. It includes a brief description of the work, estimated construction time and estimated costs. Because it is desired by the College that the work be completed by November 1, 1973 for a production that has been scheduled, it may be necessary to make temporary electrical provisions if the permanent installations cannot be completed in time or if costs are prohibitive. The discussions, costs and recommendations that follow are based on the above requirements.

1. PROPOSED PERMANENT INSTALLATION

a. Lighting:

Outlets will be located along new catwalks above the trusses to provide power for theatrical lighting so that it will be possible to light three (3) basic areas on the main basketball court.

One - A rectangular area of approximately 22' by 40' centered at the east end of the court.

Two - A similar rectangular area approximately 18' by 40' at the west end of the main court.

Three - A similar rectangular area 20' by 40' at the center of this court.

Twenty four (24) 1,000 watt portable ellipsoidal spotlights, with lens and quartz lamp, will be furnished so that they can be mounted along catwalks which will run along both sides of the basketball court and parallel to the length of the court. Also a catwalk will be provided connecting the two catwalks at approximately the center of the court. Access to the catwalks will be provided by means of a vertical ladder located behind the bleachers at the west end of the south bleachers. The lights will provide a minimum of 125 footcandles at the floor level. Twenty (20) circuits will be provided along the sides of the court (10 circuits each side) with 20 outlets (or 10 duplex outlets) evenly spaced along the catwalk rails.
Corresponding outlets along the two (2) parallel catwalks will be on the same circuit so that there will be two (2) outlets connected per circuit along the sides of the court. The interconnecting catwalk will be provided with 14 single outlets on separate circuits resulting in a total of 54 outlets and 34 circuits.

The 34 circuits will be terminated at a patch panel located in the broadcast booth where they will be connected to portable dimmers (Owner-furnished) by means of patch cords. Sufficient patch cords will be furnished.

Three (3) 50-ampere, 208-volt, 3-phase, 4-wire outlets will be provided at the broadcast booth so that power will be available to feed the 34 circuits through appropriate dimmers.

b. Catwalk:

The catwalk will consist of a checkerplate walk approximately 30 inches wide complete with hangers and safety rails located in the trusses above the existing fluorescent lights. The safety rails will be utilized to mount the light fixtures. Some additional work may be required to strengthen the roof trusses. This may require some detailed studies.

The cost of the catwalks will be such that it will be necessary for the plans to be checked through the Office of Architecture and Construction.

2. TEMPORARY LIGHTING SYSTEM

Temporary lighting system includes three (3) 50-ampere outlets located at the southeast corner of the Gymnasium. Three (3) 50-ampere, 4-wire cables with 50 ampere male receptacle on one end and a 6-outlet, 120-volt, twistlock connector box with circuit breaker protection for each outlet at the other end. The cables will be 60 feet, 150 feet and 240 feet long. Twelve (12) connector cords, 6 feet long with appropriate terminations, will be included.

The rental of lighting fixtures or the mounting towers are not included as part of the above provisions. We understand that these will be handled by the College.

3. SCHEDULES

If November 1, 1973 is considered as the deadline on which date the construction is to be completed, the proposed permanent installation cannot possibly be undertaken. The following is the schedule which we feel is more realistic. From the date of project design authorization the time is estimated as follows:
Design, Specifications 1 month
Checking Through Office of Architecture and Construction 1-1/2 month
Bidding 1/2 month
Construction 4 months
TOTAL TIME 7 months

The construction time above is based on long delivery dates of such items as connectors, patch panels and their fabrication.

4. CONSTRUCTION COSTS

Based on the proposed permanent installation above, the estimated construction costs are as follows:

a. Electrical:

1) Electrical power, patch panel and outlets including installation. $7,500
2) 34 ellipsoidal spotlights including 1,000 watt lamps. 8,800

$16,300

b. Catwalk and Ladder:

1) Catwalk and Ladder. 15,000
2) If strengthening of the roof trusses is required the costs will increase appreciably (this cannot be determined unless further studies are made).

TOTAL $31,300

Please note: If detailed analysis is necessary to determine whether strengthening of roof trusses is required additional engineering fee of approximately $2,500 will be required above and beyond the figures quoted in our letter to you dated June 27, 1973.
6. RECOMMENDATIONS

Based on the scheduling and costs involved, it is the recommendation of this office that a temporary lighting system outlined in Item 3 above be provided as soon as possible so that the November 1, 1973 production schedule can be met. If budget permits, the proposed permanent installation can then be undertaken.

If there should be any questions regarding the above, please contact this office.

Very truly yours,

ARCHER-SPENCER ENGINEERING ASSOCIATES, INC.

[Signature]
Mas Okamoto

M/O:dr