MINUTES
SPECIAL MEETING OF BOARD OF TRUSTEES
SANTA BARBARA COMMUNITY COLLEGE DISTRICT
January 23, 1982
8:00 a.m. - 4:00 p.m.
La Casa de Maria
800 El Bosque Road
Santa Barbara, CA

1) WELCOME

The special meeting of the Board of Trustees of the Santa Barbara Community College District was called to order by President Eli Luria on Saturday, January 23, 1982, at 8:55 a.m. in the main lounge at La Casa de Maria, Montecito, California.

Mr. Luria extended a cordial welcome to all present.

Members present:

Mr. Eli Luria, President
Mr. Benjamin P.J. Wells, Vice-President
Mrs. Kathryn O. Alexander
Dr. Joe W. Dobbs
Mr. Sidney R. Frank
Mrs. Joyce H. Powell
Mr. Gary R. Ricks
Mr. Guy Parvex, Student Member

Members absent:

None

Also present:

Dr. Peter R. MacDougall, Superintendent/President and Secretary/Clerk to the Board of Trustees
Mrs. Elsie Brandt, Secretary to Superintendent/Board of Trustees

2) OVERVIEW OF THE DAY

Dr. MacDougall stated that in preparing for this meeting, he hoped it was understood that this was a broad-based agenda of items for discussion. There are a number of issues and clearly a half a day could be spent on certain individual issues.

The agenda was prepared in consultation with the Ad Hoc Planning Committee which consisted of Dr. Dobbs, Mr. Ricks and Mrs. Powell and there was no intent to build frustration into it. Time limitations will be expected on discussion portions of each item and it was hoped to achieve outcomes which could be put into direction, or taken under consideration by a Board Subcommittee for further action.
2) OVERVIEW OF THE DAY - continued:

Dr. MacDougall indicated that the timeline was important, and at the end of each discussion period there should be a summary and/or identification of a course of action.

Upon motion of Dr. Dobbs, seconded by Mrs. Alexander, Mr. Luria declared the meeting as a "Committee of the Whole" for general discussion of the agenda items at 9:00 a.m.

3) MISSION

Discussion was led by Mrs. Alexander on:

a) Review present 'Mission' statement
b) Consider a process for reviewing the College's Mission

DISCUSSION COMMENTS: A course of action should be resolved today.

.... The Superintendent felt an all-college committee should review any statement; it is included in the accreditation report of last year.

.... noted the paper from CCCT regarding the Mission and Functions of CCC's. can governing board contribute to CCCT or CCJCA relating to the question of transfer program. Issue is comprehensiveness - transfer is historical role - mission of community colleges should be reviewed with not so much emphasis in Vocational or Adult Education; difficult for people in community to perceive CC's with State colleges, university or K-12.

.... what can colleges do to protect our comprehensiveness, or what we see as our maximum? individual colleges provide their own statements;

.... also involved in not only our own school but in educating legislators who change with each election, and development of Board of Governors has confused issue at times.

.... the legislators were getting information from CCJCA and CSBA; then from Board of Governors.

.... our 'mission' statement (as contained in College Catalog) fills the goals for all colleges; copy should be sent to all other community colleges in state.

.... CCC's are in better position now with current staffing in Chancellor's Office.

.... none of community colleges will give up transfer issue - transfer issue is really under attack as indicated in Dorothy Knoell Report, Kissler Study, and Brookings Institute paper.
3) MISSION - continued:

DISCUSSION COMMENTS - continued:

.... whether to have an ongoing board committee composed of two trustees and the Superintendent

.... not a specific proposal - affirmation by board to review or redefine on broad base within community college - up to Superintendent for process and timeline.

.... recognize community colleges are under attack - with mission should be actively involved so it is not mandated with legislators, CPEC, etc.

.... valuable to have a committee of trustees that was on an ongoing discussion with the Superintendent so an aggressive approach can be made, or it could be handled by a statewide group.

.... present Subcommittee on Educational Policies could be used.

.... The Committee of Twelve, as suggested by Burt Miller's memo, could be considered.

SUMMARY:

1) general agreement to proceed on the memo;

2) a review process would be appropriate within the college, and based upon that an agenda item would be brought to the board for proceeding with the development of the mission statement;

3) statewide effort be made so as to be understood by the Board of Governors, CCCT, etc.

4) APPROACH TO INSTITUTIONAL PLANNING

Discussion was led by Mr. Ricks on:

a) Review of proposed approach and modification as appropriate

DISCUSSION COMMENTS:

.... each Cost Center develops their own plan and are asked to propose a five-year plan with regular/annual review - ideal situation.

.... on blackboard, Mr. Ricks drew a chart showing suggested route for Mission Statement: Cost Centers, College Planning Council, Cabinet, Superintendent/President, Board of Trustees.
4) APPROACH TO INSTITUTIONAL PLANNING - continued:

DISCUSSION COMMENTS - continued:

.... to what extent does the board want to be involved in plan?

.... two subcommittees with six board members could be involved, then six 
    members know about planning.

.... should the Board of Trustees approve the annual mission statement?

.... after issuing the statement, should the board not be too involved with 
    the details.

.... planning process has not been clear all across - possible to set up 
    within the institution - is it appropriate?

.... Superintendent could confer with Board members prior to it being 
    made final.

.... Mission Statement is pretty permanent as far as a base for over a long 
    period - each year a review could be made of instructional direction.

.... each year an attempt is made by budget committee of how budget meets 
    with the five-year plan - matter of should anyone even try to plan in 
    these times?

SUMMARY:

1) assumption we can improve on instructional planning - have devel- 
    oped a planning process through lots of deliberation with cabinet, 
    academic senate - planning should be more systematic - procedure 
    should not be so weighty that there is negative attitude - in future 
    will distribute to Fiscal and/or Educational Policies Committees 
    planning document - see this in 82-83 year.

2) when budget is presented, there should be a tie-in with educational 
    program development.

3) board to be informed of committee meetings.

5) FINANCES

Discussion was led by Dr. Dobbs on understanding of:

a) Key 81-82 finance legislation provisions
b) Anticipated 81-82 SBCC income
c) 81-82 key budget considerations
d) SBCC fiscal planning for 82-83 (Budget Calendar)
5) FINANCES - continued:

   e) 82-83 fiscal considerations including anticipated income and
tuition/fees

   f) Projected ending balance/reserves

DISCUSSION COMMENTS:

.... in comparing what was budgeted with trying to project, Dr. Dobbs
referred to a worksheet outlining budgeted and actual expenditures
for 79-80, 80-81 and 81-82; he also noted the projections for the
'best' and 'worst' cases;

.... basically it is State income regardless of where it comes from; only
so much is provided by local income;

.... attempted to show that at this point still uncertain as to what will
happen with income; fluctuation on income may be about $500,000; in the
worst case, reserves go down.

.... last year when ADA was reported for positive attendance classes, the
estimate was high; as a result went down 20 ADA which reduced the budget
by $47,000.

.... in planned budget per the finance bill is 5% inflation, no funding for
growth and equity for low districts; not funding growth would save the
State about $8 million; also chance they would not fund equity.

.... adjustments are determined sometime in June, or end of May,

.... decision has been made for 82-83 that there is no money for growth;
there is a 5% cost-of-living maybe.

.... should a line be drawn on what is to be offered this Spring with the
uncertainty that exists.

.... existing and past reserves are a real credit to the board members.

.... the 5% cost-of-living increase is simply passed on to employees; may
have to be careful in future regarding salaries.

.... some financial problems this year; 1) budget for Computing Authority
was not developed until after the General Budget was completed and the
difference was substantial. 2) Federal cuts in programs for the Indo-
Chinese - might be able to absorb.

.... Board members should be more informed on income and expenditures.
5) FINANCES - continued:

DISCUSSION COMMENTS - continued:

... have to develop mechanism that controls expenditures; problem is we are getting more students than getting funds.

... don't want to finish year with higher reserves than started; for Spring semester projected fundable ADA on credit side; come up with a 1% growth with just a little positive increase for total of next Spring.

... in future probably projections should be phased in with reserves; other colleges are meeting the no-growth with prioritizing.

... some districts with large reserves are using reserves to offer classes; for our college, offerings will have to match the fiscal.

... in past, when fiscal situation looked tenuous, faculty wanted no increase with no layoffs.

... budget is ADA-driven; units of college still get dollars on FTE; that is so statewide, college by college, district by district.

... have some hard figuring to do between now and Spring Term for non-credit program; no increase in funding for non-credit by State.

... next Board agenda will have item re: Sabbatical leave funding - problem is those applying need to know to make plans; faculty was given a new policy which they applied; applications were evaluated very professionally; problem now is funding.

... have a limit; will have to let people know; then review policy; there are some mechanisms; next year may be a need to go back to no-cost for leaves.

... very factual is that State will not provide funds for growth.

... rumor of some move to restore local taxing authority.

... funding should be a seven-member board decision.

... if the worst condition is reached and figures are reduced, how much longer could district go and still have some reserves? maybe one year.
5) FINANCES - continued:

SUMMARY:

1) hopeful when board members review finance bill of last year, legislation that exists will be understood.

2) anticipating income for 81-82 within a range but subject to principles that could cause fluctuation.

3) adopted a Budget Calendar for this year - usually Preliminary Budget is submitted in April.

4) look at ways to reduce expenditures.

5) have a sense of some of the projected ending balances.

6) NON-CREDIT PROGRAM

Discussion was led by Mr. Luria on understanding of:

a) Effects of 1981-82 fiscal decisions

b) Change from non-credit to credit: administration, participation, etc.

c) Fee classes - participation

d) Future directions - Annual Fund drive, SBCC Foundation; program planning and administration

DISCUSSION COMMENTS:

.... an analysis on ADA for 1981-82 had been made by Dr. Bobgan.

.... is a complicated problem; nothing simple.

.... projection shows 351 units beyond 'cap' in non-credit ADA and 123 beyond in credit ADA.

.... 'cap' equals fiscal limit; none of classes for which district will receive funding; 'cap' we are working with is liberal because we figure we will be funded for ADA.

.... problem exists because of high projections and higher enrollment in Fall and Winter terms; if offering of programs continues without any changes, much will be used out of reserves.

.... there will be no funding for any overage.
6) NON-CREDIT PROGRAM - continued:

DISCUSSION COMMENTS - continued:

... should transfer to fees? reduce down to 'cap' as to what we can control; get as close to being funded as possible.

... State is changing the rules; now we are trying to change to those changes; first time board heard about changes was in August.

... State said a number of courses were not eligible for funds so some of those classes went over to the credit side.

... can only transfer to a point; can only grow so much.

... assumption has been to continue to have a base in non-credit program; would have an ADA ratio of less than 7 to 1 - credit to non-credit.

... there is an advantage to go all credit; units of ADA would be fully funded and no differential.

... whole program of 8600 ADA includes credit and non-credit; 8600 is the basis of enrollment of last year.

... when talking about ADA, need to keep in mind 8600 figure and classification for credit/non-credit. 7029 - credit; 1598 - non-credit; 8627 total.

... there is no advantage to run 351 units of ADA in non-credit program and 123 units over in credit program.

... on a solution consider 1) fee route; 2) cut down Winter Term by reducing 13 weeks to 10 weeks (now in session). Not acceptable.

... most helpful now to deal with the Spring term.

... returning courses back to non-credit would not be a problem.

... better not to cut down on regular credit program; other option is not to offer at all; there can be no fees on credit classes because of State funding for those classes.

... not being funded more than X number of dollars for ADA; if over the 'cap' cutting money.

... district has X number of dollars to distribute over entire college.

... with X number of dollars, we should offer as many courses as possible for that amount of dollars; if lower ADA outside of cost, it adjusts the whole operation on down.
6) NON-CREDIT PROGRAM - continued:

DISCUSSION COMMENTS - continued:

.... seems like we are permitting regular program to grow at expense of non-credit program.

.... in future on administrative costs not make decisions on long-range basis.

.... think people would be willing to pay something for classes.

.... suggested was: a) full cost of $2 per class hour  
b) partial cost of $1 per class hour  
c) partial cost of $1 per class meeting  
d) no fee

b) and c) include a reduced amount for Senior Citizens

.... a) not recommended - estimated cancellation rate would be almost 100%
b) would cost district about $40,000
c) would cost district about $60,000
d) not recommended

.... between 'b' and 'c' you are serving community better by higher enrollment; 'c' would be better.

.... how many fee classes? about 3/5's of 520 classes - would cost $60,000 going to 'c'?

.... when can decision be made? maybe in February - last board meeting in February.

.... realize the necessity of fees; if possible, keep fees as low as possible; can come back with more specifics; 'c' would be less shocking.

.... option of reducing Winter term from 13 weeks to 10 weeks was discussed with County Counsel and Mr. Tom Anderle; letter of appointment to faculty member is a contract; would create ill will. Present commitments to faculty are definitely commitments.

SUMMARY

1) general agreement not to run over 'cap'.

2) transfer to fees as many units of ADA as possible (down to level of 'cap').

3) will prepare more specifics and take to subcommittees - perhaps Educational Policies and Finance in order for six board members to be involved; Continuing Education administrator should be in attendance.
7) INSTRUCTIONAL PROGRAM DIRECTION 82-83

Discussion was led by Mrs. Alexander on understanding of:

a) Enrollment goals

b) Programs anticipating growth

c) Programs with problems

DISCUSSION COMMENTS:

.... a recent report showed the programs anticipating growth to be: Business, particularly Accounting, Computer Science and F.I.R.E.; Music; Art; Engineering; Drafting; Math; and P.E.

.... also programs showing a loss are Black Studies, Dental Assisting, and Radiologic Technology.

.... programs gaining or losing could be affected by the Instruction Reorganization.

.... reminder that all involves instructors - personnel.

.... with the Instruction Reorganization plan, Rep Council has been a major force in that process, but we are talking about the administrative part of the college.

.... there is a balance between those two areas - does the board feel faculty is approaching it in a sound way?

.... results are expected to be a good plan - will be reviewed by the Dean of Instruction and the Superintendent/President.

.... very reasonable that the board will have to look at the plan somewhere down the line; unclear just how; in view of discussion this morning on an organization chart for flow of review/opinions/decisions, there may be more concern.

.... the programs mentioned having problems - seems that has been true for several years.

.... in some areas, faculty have retired and no replacements have been made; at present time, lines of gain/loss are more drawn on dollars; Dental Assisting not going strong, but not yet weak enough to eliminate.

.... growth is definitely anticipated in Computer Science; a proposal will be presented later on for some equipment to help program meet the increasing demand; a matter of internal balancing.
7) INSTRUCTIONAL PROGRAM DIRECTION 82-83 - continued:

DISCUSSION COMMENTS - continued:

... a concern that some departments feel that a certain few departments have more input to the board than others.

... there is merit in knowing those areas that are weak - creates a sense of realism.

... it has been said or written that governing boards should at times re-consider what they are doing; not just the housekeeping bits; in the case of the Nursing Program, seemed like board abjected its authority to the advisory committee.

SUMMARY:

1) Board has knowledge now of programs with problems

2) knowledge of one program increasing - Computer Science

3) in regard to Instruction Reorganization - an understanding of why it is being approached as it is.

4) in using Board time wisely - present in advance a problem before it reaches a crisis time. Individuals to be affected have an opportunity to present it at an early time, so all can understand the seriousness of the situation - both faculty/administration and Board.

8) DATA PROCESSING (CENTRAL COAST COMPUTING AUTHORITY)

Discussion was led by Mr. Frank on understanding of:

a) Present status

b) Projected improvements

c) Methods of assessing and considering alternatives

DISCUSSION COMMENTS:

... budget for Computing Authority was prepared after the District's General Budget was all set; now an additional $120,000 will be needed.

... at present it is on a 50/50 cost-sharing basis - not on job cost alone.

... future budget can be different when on a pro-rata basis rather than the current 50/50 cost-sharing basis; a billing system should be developed where cost is with use.
8) DATA PROCESSING (CENTRAL COAST COMPUTING AUTHORITY) - continued:

DISCUSSION COMMENTS - continued:

.... there are some hidden costs; City Schools at present provides space, utilities, and some personnel.

.... not clear just how the CCCA was set up - limited amount of definition.

.... main problem is the budget which was not formed until late October; a review will not reduce the overage by much; there is new scanning equipment desired which would not cost more than rental cost.

.... desirous to get on on-line data basis.

.... as to what happened to equipment of two years ago - it was here on a lease basis.

.... two areas now exist: 1) Computer Science Program and 2) Computer Authority - it was an excellent decision to separate the two areas.

.... theoretically it was wise to enter into agreement with City Schools.

.... there is potential; condition can become better; premature to make any judgment.

.... important points are: 1) the significance of a good Data Processing operation as it will become increasingly more important that we have a good system; and 2) present status of uncertainty is not providing quality of support. Appropriate steps can be taken within the budget.

.... whether it will be adequate or not will be known down the line; hopeful by next year to say "stay" or "get out."

.... large problem is software packages - not really understood by staff; need for full-scale change; system is only as good as its base.

.... Superintendent's position is not to expand the CCCA to any other groups as users until the Authority is going the right way; having other users would lower the cost to this district.

.... at times there are differences between statements and delivery from the CCCA; it is up to the CCCA Board to establish specifics; have not seen enough changes yet; will wait and see.

.... problem understanding the concept; this board is one stage removed from CCCA; basically not a happy situation that way.

.... all I hear about computer 'it costs the district money'; money is gone; CCCA is being patched all the time.
8) DATA PROCESSING (CENTRAL COAST COMPUTING AUTHORITY) - continued:

DISCUSSION COMMENTS - continued:

.... other schools have the same problems and are operating in a fairly good way.

.... don't have the hardware to fit the particular software.

SUMMARY:

1) Board is aware that CCCA is not operating properly
2) changes are being proposed to solve problem
3) may take at least a year if this is a good alternative

9) FACILITIES

Discussion was led by Mr. Ricks on understanding of:

a) Planning of new facilities - West Campus
b) Deferred Maintenance needs
c) General improvements needed

DISCUSSION COMMENTS:

.... there are some real needs, but there is no realistic expectancy of being funded; needs are ranked in the 5-Year Plan; lesser needs are on top.

.... greatest need is a new larger Library but on State priority list it is down on the list - #9.

.... top three projects in the Governor's budget: Erosion Control, Security Lighting, and Handicapped Barrier Removal.

.... at last meeting of Facilities Subcommittee, concern was expressed for the $750,000 needed for the Handicapped Project; would want to take a hard look at that; in 82-83 State budget funded only two-thirds by them.

.... In 5-Year Plan is Interdisciplinary Center for West Campus in three phases:

1) classroom space of 4400 ASF, allowing for the retirement of four of the temporaries
2) additional classroom space of 4500 ASF, allowing retirement of three remaining temporaries
3) additional 4400 ASF freeing up Social Science metal building for other needed use
9) FACILITIES - continued:

DISCUSSION COMMENTS - continued:

.... temporaries are old; require high maintenance cost,

.... original plan of 1974 was to use old Library (existing one) for a one-stop Student Services Center,

.... concern about area set aside for a Performing Arts Center, or possible area for Conference Center; private funds would be required to build a Performing Center.

.... when a bond issue passed in 1973, it was agreed to hold so many acres for a Performing Arts Center; may need to take action on that sometime, as situation may be at a point where that may not materialize; board may need to take action to change that; it was something that was desired when the bond issue was put to the voters; perhaps the option has been left open long enough; may need to consider drawing up a new policy.

.... questions on whether that proposed facility was inconsistent with the possible HRM Center.

.... HRM Center building would not be that large a building.

.... would there be space enough for both?

.... original concept was for public to be able to use the parking space; students are using parking space now.

.... before study of the whole thing, how much longer should the option be left open that went with the bond issue?

.... possibility of small hotel is more pragmatic; fits in with instructional program.

.... have to consider parking needs.

.... assumption has been there is support for concept of placing a conference facility on West Campus. If not, need re-direction.

.... again, programs that are aggressive are the ones that are growing; other programs say no one cares about us; students losing interest because board not showing interest in other programs.

.... when talking about growing, how far?

.... there are three projects in the Governor's budget - will they get anywhere?

.... perhaps the board can only get behind one drive - Library or Performing Arts Center.
9) FACILITIES - continued:

DISCUSSION COMMENTS - continued:

.... Performing Arts Center would generate dollars.

SUMMARY:

1) on West Campus - not strong support for HRM Conference Center

2) concern about other needs more basic for college - put resources behind those

3) look at more detail for West Campus planning - try to establish priority to seek private funds

4) charge Facilities Subcommittee to review issue and make recommendations to full board

5) consideration of whether to take formal action on commitment of acreage for Performing Arts Center.

10) RELATIONS WITH SACRAMENTO

Discussion was led by Dr. Dobbs on:

a) Outline of present approaches

b) Consideration of a proposed approach to monitor activities and influence outcomes

DISCUSSION COMMENTS:

.... several meetings have been held with Assemblyman Hart and Senator Rains, but always in times of crises that only require reaction.

.... action is needed to improve monitoring of the Sacramento Scene.

.... idea is to bring people together with a better position to have an effective role without reacting only.

.... one proposal is for:

a) communication - identify campus individuals actively involved in regional and statewide organizations to participate in a campus communication network,

b) form a policy resource committee to serve the Superintendent/President
10) RELATIONS WITH SACRAMENTO - continued:

DISCUSSION COMMENTS - continued:

   c) consider expansion of community support

   d) engage in a Joint Powers Authority to further the interest of the college.

   .... there are a number of organizations that say they represent community colleges; some of little strength; others that are strong.

   .... in discussion of policy, contact by those organizations could affect community colleges.

   .... in Sacramento, there are State agencies that affect community colleges.

   .... very difficult for one person to keep up with all of it; some method should be developed for a better means of staying tuned in with activity to be able to get into the process before an issue is final.

   .... where something is developing, maybe assign someone to go to the proper agency for what is developing.

   .... comes down to we need a group to get a handle on it - would be advisory to Superintendent/President.

   .... the Superintendent/President also tries to be aware of issues and inform the board members.

   .... question on time involvement for a resource committee; perhaps once a month meet for about an hour.

   .... suggestion that one board member be on the resource committee.

   .... question on where legislator looks for his input for a bill; an interval group to provide input would be a way to go, but what would be the means for getting input to the legislator.

   .... Board of Governors needs a sounding board from the community colleges.

   .... this kind of thinking has been with us for a long time - having the Superintendent/President working closely with Sacramento staff and then together as a cluster; it is powerful to have a legislator on campus (as we did on the day the group came).

   .... Superintendent/President has been meeting with college representatives before they go to conferences for CCJCA, ASCCC, CCCT, etc. and expects them to spend some time after they return.
10) RELATIONS WITH SACRAMENTO - continued:

DISCUSSION COMMENTS - continued:

.... one big problem for a long time was with CSBA - one senator who claimed he was representing junior colleges; they then formed the special section Region 20; still heard that complaint - who talks for community colleges. Legislator will have a bill and will have 163 people talking different things; have to develop coordination for speaking with same voice; have a better thrust with one voice.

.... important thing is to have direction; selection of an advisory committee that is workable; perhaps invite political leaders.

.... if in that direction have to identify those on group, educate them, nurture them, and when called upon will support us.

.... question to use Board of Directors from The Foundation.

.... not the same - others who have a political base and are influential.

.... no hope of recruiting them without being able to tell them what you want.

.... power clout has to come from Superintendent/President and Board of Trustees; first on community level and then up.

.... members on Board of Trustees are representatives of voting community; that is most important thing to impress the legislator.

SUMMARY:

1) not a clear mandate on how to proceed

2) put it on the 'back burner' for now

3) Board Legislative Subcommittee could refine

11) SANTA BARBARA CITY COLLEGE FOUNDATION

Discussion was led by Mr. Frank for an agreement on:

a) Identification of future direction

b) Lines of authority between Foundation and the Board

c) Guidelines for campus groups
11) SANTA BARBARA CITY COLLEGE FOUNDATION - continued:

DISCUSSION COMMENTS:

... awareness of how Foundation came about; mechanism of receiving gifts; set up as non-profit; all now in good condition except for accepting gifts.

... there are 21 on the Board of Directors, 7 of whom are from the college.

... line of authority was set up where Board of Directors would act as agents of the Foundation; think Foundation should accept and send to Board of Trustees for approval.

... before question went to Board of Trustees; Foundation evaluates with college staff as to value/feasibility of gift to college; gift is evaluated with member of staff.

... with gifts given in lieu of cash, the equipment could be resold for cash; Foundation could evaluate that in terms of cash donation.

... Board of Directors meets quarterly - don't feel there is an issue.

... Board members do not yet know about April 18th event (fundraiser in the planning stage).

... that should come before the Board of Trustees

... when you set up Foundation, they will run their own thing; there are three Trustees, College Administrators and faculty on Board of Directors.

... our Foundation is far advanced as compared with many other colleges.

... various groups on campus have fundraising activities - this deludes effectiveness of getting dollars into Foundation.

... suggestion was for even with individual drives, the funds be donated to the Foundation and earmarked for the individual department; so that there is a unified drive.

... there are organizations as part of student activity in departments; don't think this works against the Foundation; many of these kinds of activities are a way of getting their students together.

... one situation last year with a musical event that caused comments was those who paid more for a seat got to sit closer.

... last year with HRM event at Coral Casino, some question them, community understood it was a benefit for the college.

... that event was specifically for the HRM Department - put on with the help of the Foundation as there was a specific need.
11) SANTA BARBARA CITY COLLEGE FOUNDATION - continued:

DISCUSSION COMMENTS - continued:

.... issue is we must recognize we are in tight dollar times; in order to improve programs, there are efforts to raise dollars through non-traditional ways.

1) dollars raised on behalf of college in any way should be accounted for and controlled, and

2) issue of proliferation of fund-raising drives

what is being attempted in the policy is to provide a balance between a situation that could get out of hand and groups feel they are being stifled.

.... use of dollars from the HRM event for the HRM Department was approved by the Board of Trustees.

.... another issue of prioritization?

.... on issue of proliferation of little drives: proposed policy developed with people on campus who are involved in projects for dollars.

.... there should be a general policy to protect the Board of Trustees; a minimal policy has been developed which includes: a) general principles, b) fiscal responsibilities, and c) utilization of income.

.... should there be approval before a drive.

.... need to come up with some kind of controls.

.... in the case of is there a need to develop policy - this is a beginning; more work needed to put in more controls; then have it reviewed by the college staff (first group) and then submit to Educational Policies Subcommittee for review and consideration.

.... Foundation spends no money except for operating expenses; all expenses are audited; at each quarterly meeting, Directors receive a list of gifts.

.... on the April 18 event, set up some priority of where the dollars will go. Foundation directors, representatives from college, will formulate recommendations for allocation of funds to Board of Trustees.
11) SANTA BARBARA CITY COLLEGE FOUNDATION - continued:

DISCUSSION COMMENTS - continued:

.... re: April 18 event: 1) raise operational funds for Foundation
                2) distribute dollars as annual fund drive
                   for adult education program
                3) some dollars to assist on Snack Bar

.... feeling that Foundation could raise their own operating dollars; who
      is to decide HRM gets some of the dollars?

.... history of Foundation is they don't have funds to run the Foundation;
      takes about $12,000 for operating a year; funds put in were used to
      buy Goleta Valley and Schott Centers - in most cases for specific
      purposes.

.... no question about what was done in the past - need to consider the
      future.

.... experienced Board of Trustees should retain authority of allocating
      large amount of dollars to college departments - those dollars in
      excess of operating. Donations to Board of Trustees without strings
      - the Trustees on the Foundation make this clear.

.... should be put in the By-Laws.

.... amount reached to date is $1 million

.... question on whether the Foundation operates on principle they receive
      money and then decide where it goes.

.... no problem with earmarked funds.

.... April 18th event has already been planned - can't be turned down now -
      question the appropriateness of that.

.... Foundation has some latitude for projects, but the dollars are the
      question.

.... Foundation has three Trustees on its board; divided into terms;
      placed on Foundation by action of the Board of Trustees; should
      Trustees on Foundation be rotated - there is value to have broad
      participation.

.... some agreement on rotation of trustees on Board of Directors.

.... any proposed fundraising should be brought to Trustees for approval.

.... it is good to meet the other people on the Board of Directors; they
      need some latitude; they are a 'hot-shot' group.
11) SANTA BARBARA CITY COLLEGE FOUNDATION - continued:

SUMMARY:

1) there will be a recommendation for a bylaw to be added that any unearmarked funds in excess of operating will be by the Board of Trustees

2) proposed policy will be refined - add more controls - go back to original committee (staff, etc.), then Educational Policies Subcommittee of Board, and then to full Board

3) Trustee members should rotate on Board of Directors

12) EVALUATION - SUPERINTENDENT/PRESIDENT AND BOARD

Discussion was led by Mr. Wells on:

a) Agreement on an evaluation process: time, criteria, who is involved.

DISCUSSION COMMENTS:

.... criterion for evaluation of Board:

1) institutional mission and educational policy
2) institutional planning
3) master plan
4) budget and management
5) Board meetings and agenda
6) Board and CEO relations
7) staff relations
8) student relations
9) community relations

.... decide when should there be an evaluation with the CEO on: does he communicate equally to all board members? respond equally to all? maintain strong leadership?

.... CEO's area of major responsibilities: planning, personnel, decision-making, problem solving, and community relations. If not done, gets mixed with political process.

.... in Superintendent's contract is included a written evaluation of the Superintendent/President; maybe also do one on Board of Trustees.
12) EVALUATION - SUPERINTENDENT/PRESIDENT AND BOARD - continued:

DISCUSSION COMMENTS - continued:

.... today, in this all-day session we are doing an evaluation of the Board of Trustees - you think of the Board as one person.

.... there are some standards of performance.

.... if it is decided to have an annual work session, or two times per year, that can be done.

.... in writing may be questionable in terms of where Board is failing the college.

.... consider this is a really good board; in many cases the issues that are not faced with integrity become a priority thing; we act as a team. Not that we always agree, but we listen to each other; have not seen any manipulation on this Board.

.... a critical issue - six months from now, see how we did.

.... some of us are not informed in some areas; some key issues in the 80's, will need information for all.

.... if a special issue, need time for all Board members to be informed.

.... we could be uninformed because of information, or because we don't want to be? In some, because there was no interest.

.... feel there are areas that Trustee Board does right - it should be called to the attention of all members.

.... if this work session were held each year, that could come under one of these agenda items; but to evaluate the Board as to what they are doing?

.... maybe Board time can be better directed.

.... no better than today's session.

.... in a Closed Session could get feedback if deficiency that would be noted at that time.

.... bring to a Closed Session before July.

.... as a Board, think this would be wanted; if concerns, they should be opened then, or they should be conveyed to the Board President and directly with Superintendent in Closed Session.

.... annually an opportunity for some feedback.
12) EVALUATION - SUPERINTENDENT/PRESIDENT AND BOARD - continued:

DISCUSSION COMMENTS - continued:

.... one past Superintendent it was in writing where college is failing; another one gave a 15-20 minute talk on weaknesses and strengths and trustees asked questions.

.... how to do an evaluation: 1) like in the past, 2) something to put in writing individually and then talk, or 3) look at as a whole.

.... would encourage Superintendent to establish his own way of going about this.

.... at time of collective bargaining, the Board collectively raises question of evaluating the Superintendent/President.

.... several trustees agreed to encourage the current President to establish his own way.

SUMMARY:

1) with Board of Trustees, there is no need

2) repeat this work session on way Board is operating

3) on Superintendent/President, at this point, is done in Closed Session at end of year.

13) GOALS FOR 1982-83

Discussion was led by Mr. Luria on:

a) Identification of key goals for 82-83

DISCUSSION COMMENTS:

.... goals under the following categories were reviewed privately and then discussion followed:


.... all are appropriate for college - any areas omitted, or not appropriate?
13) GOALS FOR 1982-83 - continued:

DISCUSSION COMMENTS - continued:

.... question on greater accountability.

.... defined as if a job of an advisory leader, some means of assessing the person in that position and operation of that department.

.... question on fundraising: funds for Adult Education?

.... in Foundation, annual fund drive to try to maintain programs that are not being funded by State at as low a fee as possible or no fee.

.... in terms of dollars, for this or that?

.... different issue - one receiving group for specific purpose; other is let's raise dollars.

.... if HRM has drive, dollars go into HRM Program.

.... still different issue - campus group raising funds for themselves as opposed to Foundation raising dollars for Adult Education.

.... if Foundation wants to do a major fundraising, should come to Board of Trustees.

.... Board of Trustees gives direction.

.... Board takes initiative and says take means to raise funds.

.... how can there be a drive without approval of Board of Trustees?

.... if issue comes to Board that way; way the goal is written is not appropriate.

.... in regard to Relations with City Schools; is this not high school area; or after remedial.

.... not high school - there is a 7:00 a.m. class with high school and community at Dos Pueblos. Discussion with Life Science program in summer to try to attract college-bound high schoolers between junior and senior years to improve their writing. Also with Veasey Bill high school students can participate in programs at college.

.... very appropriate in area of reading, writing and math.
13) GOALS FOR 1982-83 - continued:

DISCUSSION COMMENTS - continued:

.... whether to offer at high schools or on campus is being discussed; from policy standpoint be in touch with high schools and get them involved in college courses while still in high school.

.... great idea to do anything to get more local graduates to the community college; improve our image for high schools.

.... one obvious object is community college is very viable for first two years.

.... question re: personnel matters on early retirement?

.... proposing to look at an incentive program - it would go through the Board Subcommittee for review.

SUMMARY:

None.

14) BOARD OF TRUSTEES INFORMATION NEEDS

Discussion was led by Mrs. Powell to identify:

a) Present information that is beneficial

b) Necessary information that is not being provided

c) Alternative methods to receive information and for identifying information

DISCUSSION COMMENTS:

.... each reviewed a list of current information made available to all Board members - did this meet the needs?

.... getting enough.

.... like the reduced information from the Superintendent; suggest in terms of minutes of subcommittees receive as soon as possible rather than wait for inclusion in Board delivery packets.

.... on minutes - sometimes want full minutes and other times want skeleton ones.

.... want action and substance - not all dialog.
14) BOARD OF TRUSTEES INFORMATION NEEDS - continued:

DISCUSSION COMMENTS - continued:

.... we get too much in way of minutes -- would be best if take all and
put in key points (Senate, Students, Affirmative Action, etc.)

.... would prefer to get full Senate and Student minutes.

.... Superintendent could highlight points for us.

.... not getting enough information of Foundation to the Trustees.

.... the Superintendent attends all Foundation meetings - he could key-
point those.

.... could alternate for a while - committee chairperson could give a
report at the Board meetings regarding subcommittee meetings.

.... think that idea keeps it in the public eye.

.... prefer to have minutes.

.... on agenda some things are very repetitive - staff member spends too
much time.

.... important to have staff member available - routine items should be
introduced as one item.

.... two issues: regular items and presentations. Suggest as a method
for staff member to be available for questions from Board - not read
item listed. If Board has questions, will direct staff member to be
present to respond to questions; at least there to be recognized.

.... some staff members tend to overpresent.

.... have to be sensitive that Board is available to all; important that
all segments have the Board's ear.

SUMMARY:

1) board is adequately informed

2) improve in presentations at Board meetings

3) condense Representative Council, Student Senate, etc., minutes

4) member of subcommittee do a report at Board meeting
15) EVALUATION OF DAY AND FUTURE PLANNING

Discussion was led by Mr. Luria on:

a) Consensus re: value of the day's session

b) Future direction
   .. Future sessions (Yes) (No)
   .. Who should be involved
   .. Items for discussion
   .. Process

DISCUSSION COMMENTS:

.... looking for general reaction of today's activities - there was a
   significant effort put forth to bring all this information together -
   do you feel it was a beneficial day?

.... educational - learned about other areas - needed to be done in detail -
   in future might have less items.

.... maybe some of that will revolve with minutes of this meeting.

.... do you wish to have this once or twice a year?
   Powell: 8 hours today was of more benefit - willing to do twice a year.
   Dobbs: if twice, put a strong emphasis on budget.
   Parvex: very educational from my standpoint - twice a year very good -
       evaluate what was done since last work session.
   Alexander: very essential - way of how to talk to each other - this
       is most valuable.
   Wells: Yes, twice.
   Frank: Twice.

.... should others be involved? expert type as resource?

.... if you bring in other people, trustees would tend to be inhibited.
   Reaction would be how would this be interpreted; most significant
   suggestion is: we would like to keep it private as a work session.

SUMMARY:

1) consensus to have another work session as today, even twice a year

2) today's activities were very valuable
MINUTES - Special Meeting  
SBCCD Board of Trustees  
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15) EVALUATION OF DAY AND FUTURE PLANNING - continued:

        SUMMARY - continued:

            3) important in planning to use similar format
            4) involve ad hoc subcommittee in planning
            5) all Board members rank items as to certain importance
               for each item

        Upon motion of Dr. Dobbs, seconded by Mrs. Powell, Mr. Luria reconvened the
        Committee-of-the-Whole general session back to regular meeting status.

        Mr. Ricks commended Dr. MacDougall for his tremendous grasp of the whole col-
        lege in just four months of service; all Board members gave the Superintendent an
        appreciative round of applause.

        Dr. MacDougall considered it to have been an excellent day; provided him with
        an opportunity to get feedback on issues; felt clarity of direction; increased
        overall rapport with the Board as a group; appreciated Board's interest in items
        and the way they are dealt with and how the Board responds to issues.

        Upon motion of Mr. Frank, seconded by Mr. Wells, the Board of Trustees
        adjourned their special meeting at 4:50 p.m.

ATTEST:

 MR. ELI LURIA  
President, Board of Trustees  
Santa Barbara Community College District

 DR. PETER R. MACDOUGALL  
Superintendent/President and Secretary/ 
Clerk to the Board of Trustees

Approved by the Board of Trustees

on February 25, 1982