I. CALL TO ORDER

The meeting was called to order at 4:20 p.m. by President Eli Luria at the Faculty Club of the University of California at Santa Barbara.

Present were: Mr. Eli Luria, President
Mr. Benjamin Wells, Vice-President
Mrs. Kathryn Alexander (arriving at 5:58 p.m.)
Dr. Joe Dobbs
Mr. Sidney Frank
Mrs. Joyce Powell
Mr. Gary Ricks
Dr. Peter MacDougall, Superintendent/President

II. WELCOME

Mr. Luria welcomed the group cordially.

III. OVERVIEW OF THE EVENING

Dr. MacDougall stated that the evening's discussion would begin with the first forty-minute portion of a one-hour videotape obtained from ASCCC/ACCCA on Community College Finance, and would take up the Agenda items with the hope that discussion would clarify assumptions upon which he has been proceeding.

IV. COMMITTEE-OF-THE-WHOLE - General Discussion

A. FINANCE

1. The Board members viewed the videotape mentioned above. The tape focused of the themes of the growing tendency toward centralization, factors that discourage and encourage growth, ADA and differential funding, fees, equalization, methods of establishing state apportionment, and questions of community college mission.

Following the videotape, a discussion was initiated by Mr. Luria's concern regarding the fact that tax monies collected over and above the regular property tax is designated by the City of Santa Barbara for downtown redevelopment. It is said that if the funds are allocated to education, the State would reduce our allocation. It was reported that some districts have sued their cities to obtain additional funds.

2. The Board discussed 1983-84 State income calculations based on 5%, 10%, and 15% ADA reductions (yellow sheet distributed at meeting). Dr. MacDougall pointed out that the college must look at an enrollment decline. With an enrollment decline of 5% we would need an inflation allowance of 6%.
Dr. MacDougall also distributed 1983-84 Budget Projections (pink sheet). He pointed out that the implication inherent in the various scenarios offered points to staff cuts for the following year. Board members expressed hope that enrollment declines would not materialize, and they discussed some factors which might effect future enrollments and the complexion of the State university system and the UC system.

Mrs. Alexander arrived at this point in the meeting. (5:58 p.m.)

Dr. MacDougall also reviewed with the Board Year-end fund balances projected to June 30, 1983 (gold sheet).

Lengthy discussion of budget factors created a consensus of opinion in favor of Projection #1, assuming mandatory fees, enrollment decline of 5% (and resulting income reduction at 2/3 of estimated ADA), a one-time 2% salary adjustment removed, a 5% increase in operating expenses (considered conservative), no new equipment funds, which would result in expenses exceeding income by $615,195 to $672,000 and Contingency being reduced to 2.86% of total expenditures.

B. PROPOSAL FROM THE FOUNDATION TO ASSIST CALIFORNIA TEACHERS (Enc. A)

Dr. MacDougall reminded the Board members that the college reviewed last year a proposal from FACT to develop housing for retired teachers on the West Campus. The college rejected this proposal, but invited the group to share future proposals. They have now proposed that we use our rights to have first purchase privileges on surplus property with City Schools. We would help them acquire 8¾ acres and a cooperative program would be developed involving our campus programs. His recommendation was that the college not proceed with this. He stated that he would be more interested in exploring arrangements wherein the group already owned the land, and that this proposal, as submitted, is not substantial enough.

Board members expressed concern regarding becoming involved with private organizations in a way that would close the college's access to the remainder of the community. Members agreed that the door should be kept open, and endorsed the idea of continuing to explore ways in which the substantial senior population could be served.

At this point (6:25) the Board took a ten minute break as the room was prepared for dinner service. The discussion resumed during dinner, and focused on a number of informational matters related by Dr. MacDougall:

1. Joint Powers Agreement: The Board has previously agreed to withdraw from its present JPA. Dr. Hanson was reported as exploring membership in a group involving five other community colleges. Mrs. Alexander stated her approval for consortium-type arrangements as a way of becoming better acquainted with the larger community.
2. Dr. MacDougall described to the Board negative reaction from staff regarding a recent absence-reporting procedure.

3. Memorial Garden for Margaret Taylor: Mrs. Dorothy Taylor, whose sister passed away recently, has proposed that a plaque be placed in the community garden, which has been cared for by the two women extensively. Board members indicated that dedicating the garden to an individual would not set a precedent; that the Board has in the past reserved the opportunity to make individual judgements to recognize people in the community.

4. International Education: Dr. MacDougall reviewed activities presently involving the college, including a program in Mexico, and a possible program in English. He reported that staff is also discussing the possibility of becoming involved in a consortium with L.A. and Ventura Community College Districts for the purpose of sharing information about such courses, and an arrangement of granting credit to individuals taking the courses in another district. He indicated that he believes it is a good approach; it expands the college's focus, it would be a good thing to do for the community, and it would be a revitalizing factor for faculty. Mrs. Alexander expressed reservations regarding moving out of our community with our programs; the experience of the participants will not be the same for Santa Barbara-area residents when joining groups of residents from other areas. She wondered whether the transgenerational-type benefits of area residents returning from these activities knowing more about each other might be sacrificed under such a program. Mr. Frank also expressed reservations. Dr. MacDougall suggested that the approach should be tried for a period of time to discover whether it would be a positive experience. All Board members endorsed the idea of a closely monitored program which would keep in mind the fact that the needs of Santa Barbara-area residents should come first.

5. College Fundraising: Dr. MacDougall reported that a committee is exploring fundraising coordination, with the possibility of suggesting the requirement that activities expected to raise more than $250 should submit prior notification to encourage good communication and discourage indiscriminate fundraising. The committee includes Bob Dinaberg, Bob Gray, Foundation personnel, and others who will insure that a good, supportive environment is maintained without groups being overly regulated. Board members were supportive of this, reminding Dr. MacDougall that they have previously indicated opposition to indiscriminate fundraising because of its ability to dilute the Foundation's efforts.

6. Dental Assisting: Dr. MacDougall related that following a consensus of the Educational Policies to delay making a judgement until Fall on whether to reintroduce the program, some Board members have wondered whether the college should move ahead with
2. Concern about competing with private industry in the community.

3. Whether the added program would strain the capabilities of efficient administration.

4. Bonds were approved by the voters for the West Campus. Providing a center for programming to be done by Continuing Education would be a service to the community. A huge performing arts center has proved to be unfeasible due to parking restrictions.

5. A conference center would benefit the HRM program to a high degree; at present the program does not offer hands-on hotel experience to the students.

6. A project of such magnitude would need to be negotiated through a number of public bodies. Many problems could be envisioned.

Board members reached a consensus of endorsing the concept of a Educational Conference Center on the West Campus; one that is not overly large.

D. EARL WARREN FAIRGROUNDS - FOOD CONCESSION (HRM) (Enc. B)

Mr. Luria asked Board members if they had any feeling that the college was going to strong in the development of one program; the response was that this program facilitates the other activities. Dr. MacDougall said that he does not believe the HRM program detracts from other activities. Mrs. Alexander pointed out that the program has been successful in all its undertakings. The program possibilities inherent in operating at Earl Warren were described as outstanding by several Board members. Several thought that the educational possibilities, together with the fact that the Earl Warren Showgrounds is another public body, was seen as compelling reasons for considering the project favorably. The HRM program was approached by the management of the Showgrounds to take over an existing contract. The college would not enter into any bidding activity. John Dunn has indicated that he would certainly curtail the activity if it had a deleterious effect on other parts of the HRM program. It was seen as positive that some aides would achieve some overtime pay by serving at the Showgrounds; the salaries being enhanced would be desirable to them.

Discussion of how the serving of liquor would be served ended in the agreement that if the project were undertaken, the serving of liquor should be an inherent part of the instruction. The license should be owned by the Agricultural District, however, and the liquor concession should be as modest as educational soundness will allow.

The Board members were generally enthusiastic about the possibilities of expanding the HRM program to the Earl Warren Showgrounds.
the decision at this time. Dr. MacDougall reiterated his position that making a decision for Fall would not allow staff enough time to recruit a director and evaluate other programs that we may have substantial demand for. ROP operates the program for some community colleges, he said, and that must be looked at also.

A discussion took place on whether substantial financial support could be expected from the local Dental Society, and on the advisability of accepting such support if offered. Some thought that the Dental Society might be willing to underwrite substantial costs, others felt their assistance would be limited to equipment acquisition assistance and in-class instruction assistance. Mrs. Alexander stated that accepting substantial funds for designated programs could cause a loss of program control for the college. Mr. Franks expressed a wish that the approach be explored in order to discover to what degree the program might receive financial assistance from the Dental Association.

7. Color Choices and Decorating Consultation for Campus Center: Mrs. Powell explained that she had been requested by Dr. Hanson to obtain concurrence from the members of the Board on exterior paint for the Campus Center. She also had been provided by Dr. Hanson with a sample of carpeting that the Campus Center Renovation Committee hopes to eventually obtain. Discussion took place on whether the carpeting would cause prohibitive cleaning costs; four Board members expressed an endorsement of carpeting. Mrs. Powell shared her opinion that the Committee's work has been beneficial in getting staff, students, and administrators together to work on a common goal.

At this point the Board returned to its regular Agenda.

C. EDUCATIONAL CONFERENCE CENTER (HRM) - WEST CAMPUS

Dr. MacDougall observed that, although much conversation on campus refers to the future conference center on the West Campus, he has discovered that the Board has never actually endorsed the concept. He stated that he believes it is critical to the decision regarding the concession possibilities at Earl Warren -- the contract, if entered into, would generate substantial capital to be used for a conference center. Although the Earl Warren concession would be educationally sound, without the need for a capital-generating activity, the HRM program might prefer to enter an alternate activity. However, a compelling reason to undertake the Earl Warren operation might be to achieve the eventual result of an educational conference center on the West Campus. He asserted that he was reluctant to make a recommendation, but wished to learn the thinking of the Board members.

Discussion centered on the following factors:

1. Whether the project could be accomplished within a cost of 6-10 million dollars, and whether the Earl Warren activity would be able to generate enough capital.
E. CITY OF SANTA BARBARA BEACHFRONT PARKING PLAN - EFFECT ON THE COLLEGE AND FOLLOW-UP ACTION (Enc. C)

Leadbetter Beach Parking: Dr. MacDougall reported on the progress of communications with the City of Santa Barbara regarding obtaining an advantageous agreement to be exempt from the parking fees which will be imposed by the City at Leadbetter Beach. He stated that the City would apparently avoid going before the Coastal Commission. The City Attorney believes that it is inappropriate to explore the possibility of an agreement. Dr. MacDougall has corresponded with Mayor Lodge and will meet with her. He requested that Board members talk with individual City Council members to share concerns about the college's parking needs. It was suggested that the City Attorney's position that the City could not legally enter into an agreement might be overcome if there were a threat of litigation. Entering into an agreement under threat of litigation might excuse them from whatever constraints they believe they have upon them. Dr. MacDougall indicated that he would continue to explore all options with the District's attorney, Tom Anderle and be communicating with Mayor Lodge and others.

V. CLOSED SESSION

At 10:08 p.m., upon motion by Dr. Dobbs, seconded by Mr. Wells, the Board ended its discussion as Committee-of-the Whole and went into Closed Session.

At 10:10, upon motion by Dr. Dobbs, seconded by Mr. Wells, the Closed Session was adjourned.

ATTEST:

[Signature]

Mr. Eli Luria, President

Approved by the Board of Trustees

on ______________________, 1983