SANTA BARBARA COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES

Study Session
Thursday, June 17, 1993

MINUTES

Present: Mr. Sidney Frank, President
Dr. Kathryn Alexander, Vice President
Mr. Eli Luria
Mrs. Joyce Powell
Mr. Luis Villegas

The following items were discussed. No formal action was taken by the Board.

1. College Budget Reductions
   a. Information Regarding Program Based Funding and SBCC Approach

      The Superintendent/President reviewed with the Board the six categories of
      funding used by the State to allocate funds to the District. Specifically,
      instruction, noncredit instruction, instructional services, student services,
      institutional support and maintenance and operations.

      The percentage of funds to which SBCC is entitled was reviewed. Questions arose
      regarding the statement that the majority of the Continuing Education revenue
      should be added to that of the first two categories to determine the instructional
      proportion. The Superintendent/President stated he would obtain information to
      answer that question. Continued work needs to be done on the program-based
      funding to see the extent to which the District's internal allocation of state
      resources in its budget matches the basis for revenue being received from the State.

      In response to a question regarding whether program-based funding was an
      allocation mechanism or a recommended mode for expenditure, the
      Superintendent/President answered that the PBF is strictly a mechanism for
      allocating dollars to the districts. Districts have full authority to decide how the
      money will be distributed.

   b. Board of Trustees Budget Reduction

      The Board's segment of the College's budget was reviewed. A reduction was made
      in the Board's travel section of the budget. Board Members agreed that the policy
      would be to stay within their travel budget. The priority would be conferences
      sponsored by CCCT, and new trustees would have first priority in attending those
      conferences. If it appeared as though there was a problem in staying within the
      travel budget, the Superintendent/President would be responsible for contacting
      the Board President and appropriate action taken.

   c. Review of Equipment Replacement and Facilities Budgets

      The Superintendent/President reviewed the equipment replacement budget noting
      that beginning in 1993-94 there is a beginning balance of $2.1 million and
      expected revenues of $400,000. Expenditures of $1.5 million ($800,000 for
      1993-94 and $700,000 in carryover for 1993 equipment replacement allocations)
would yield an ending balance of $1,000,000. In 1994-95 income of $400,000 is expected and expenditures of $800,000 leaving an ending balance of $600,000. In 1995-96 income is expected to be $400,000 with expenditures of $800,000 leaving an ending balance of $200,000. In 1996-97, there would be a problem in that there would be insufficient funds to continue the equipment replacement at the level needed.

The Superintendent/President stated that two things could happen to brighten the picture for 1996-97; specifically, lottery income might increase providing additional funding to boost the income for equipment replacement and/or if the state experiences an economic recovery, state funds could be allocated for equipment replacement.

Failing both of these, Board Members indicated that as we approach the 1995-96 year, further discussion on this matter and perhaps an adjustment in the allocation would have to take place.

In reviewing the Construction Fund, the Superintendent/President stated that after all planned activities take place in 1993-94, there would be an estimated balance of $1.2 million. This does not include any income that might be received from ending year balances. By Board policy, it is expected that approximately $600,000 per year would be forwarded into the Construction Fund budget from end-of-year balances. If this does not occur, the Construction Fund is expected to be able to last at least through 1995-96. After that, there would be problems in meeting District construction needs.

d. State Budget Update

Negotiations are taking place between the leadership of the Senate, Assembly and the Governor's Office. Every effort seems to be made to forge a budget agreement over the coming weekend. At present, the picture is fairly positive for the community colleges. Specifically, fees are projected to increase to $12. The Superintendent/President indicated his prediction that fees would probably go to $15/unit. In addition, the same level of funding for 1993-94 as received in 1992-93 is anticipated, if the current agreement of the Conference Committee holds. This, however, could change in the final budget.

Even under most favorable conditions; i.e., receiving the same amount of money in 1993-94 as received in 1992-93, there will have to be budget reductions for 1994-95. The extent of those budget reductions will be made known earlier and planned for as was done this year. When the state budget is set, an announcement will be made regarding implications for the College in 1993-94 and 1994-95.

e. Process Issues, Role of Setting Policy Versus Specific Decision Making

The Board and Superintendent/President discussed an occurrence at the recent Board meeting regarding the elimination of classes in glassblowing. The discussion was helpful in establishing operating procedures for such situations and in defining the role of the Board in determining policy versus the Superintendent/President's responsibility to adhere to internal governance mechanisms and assure actions are in accord with policies. Stressed was the necessity of the Board having information early and the need to direct the Superintendent/President to follow up on matters presented but not to imply specific outcomes.
2. Facilities Development
   
a. Campus Construction

   The Superintendent/President reviewed with the Board the nine projects either presently under construction or anticipated for construction during the 1993-94 academic year. Problems with the Campus Center remodel were noted.

b. Future Needs - Allied Health

   The Superintendent/President presented his view that there was a need to give serious thought to an addition to facilities for Allied Health and Technologies. Specifically, under consideration were the development of new programs; for example, Physical Therapy Assistant, Community Health Technician and Dental Hygiene in the Allied Health area. In the technology area, needs for expanded facilities appear likely in Electronics to accommodate the Biomedical Technology Program and in Graphics to accommodate the expansion of activities in that area. In addition was a significant need for enhancing the facilities for the existing Allied Health programs in ADN, LVN and Radiology Technology. The location for such a facility was proposed.

   Board Members requested additional information; specifically, an idea of the approximate square feet required to accommodate the programs, staffing needs and costs and ways that these could be accommodated. The item will be discussed at the forthcoming Facilities Committee meeting and also the next Study Session scheduled on Tuesday, September 7, 1993.

   In highlighting this item, the Superintendent/President noted two major considerations:

   ❘ His feeling that there will be needs for additional programs in both Allied Health and the Technology areas.
   ❘ Present facilities were inadequate for existing programs.

   In addition, the long period of time required for getting a construction on line to be considered for funding, left him with the firm conclusion that it was desirous to retain an architect and proceed with a preliminary planning package with submittal to the State scheduled for next February.

   No decision was made on this action. The review will take place later and the decision made at that time.

3. Contract Education

   Reviewed with the Board was a report outlining the highlights of the Contract Education Program for 1992-93 and the program activities planned for 1993-94. Also included in that report was the identification of new projects to be applied for from funding sources other than the Employment Training Panel.

   The Superintendent/President stated he fully supports the directions outlined in the report. Contract Education provides the College with the opportunity to better serve the community without impinging upon existing resources. The Superintendent/President stated that the work of the Contract Education unit had been beyond his expectations in terms of what had been achieved and what is planned to be achieved during the coming year. He hoped this level of success will continue.
In discussion of the report, Board Members expressed full support for the activities that have occurred through Contract Education and for continuing efforts in this area.

4. General Issues

a. Faculty Involvement in Governance

Noted was the excellent relations that are existing between the faculty and the College administration. Much credit for this goes to the leadership of the Academic Senate and the reorganization of the Senate which occurred this past year. This provided a clarity and focus for the Academic Senate and assured a viable role in College governance for the faculty. The leadership of Dr. Gary Carroll and future leadership of Mrs. Janice Peterson, indicate that continued positive relationships should exist. Also noted was the excellent work of Vice President John Romo in working with the Academic Senate.

b. Random Selection for Admissions to the Radiology Program

Based on a call to Board Members, this Board item was reviewed. Questions arose as to why the waiting list process was not used. The material distributed at the meeting attempted to create an understanding as to why a decision had been made to go to the random process. Board Members questioned why it was desirable to have a waiting list in one program; i.e., ADN and a random selection in another. If one method was superior, why would it not be used in both programs. Concern was also expressed about the difficulty enabling students to plan at least if they wish to pursue a field, to be able to know that by time "X" they would be able to gain entry into that program. In a random process, there is no such certainty that is provided the students.

Based upon the discussion, this matter will be reviewed further; both in the Educational Policies Committee and at the subsequent Study Session.

c. Management Evaluation Project

The Superintendent/President reviewed the project he had instituted with a local consultant to look at ways efficiency and effectiveness within operating units could be attained. Board Members provided caution regarding the amount of time that needed to be expended on such project. The Superintendent/President responded that spending time was essential and should occur. One of the most effective ways an organization or unit can continue to improve is to systematically focus energy on how tasks are presently being completed and whether there are ideas by which matters could be completed more effectively.

Concerns about total quality management were also extended. The response was that a commitment to excellence in our work products and customer satisfaction (the two areas of focus for TQM or CQI) have always been foremost concerns for SBCC. Fulfillment of the objective occurs by a continuous and critical look at ourselves with the attitude toward improving. The College's existing program review processes, the institutional research agenda and the assessment of institutional effectiveness all illustrate the approach.

There is no attempt to adopt an external package and impose it upon SBCC or to try and impose an external culture upon the College. This project continues and expands existing efforts to enhance how excellence and continuous improvement can be achieved. In addition, a foremost concern is how we can reduce expenditures without diminishing services. That will be an outcome of this effort.
d. Glassblowing Cancellation

Discussion occurred on this matter. Board Members were interested in identifying an alternative by which glassblowing might continue to be offered given the understanding that it would not be offered from within the General Fund budget. There was concurrence that offering it through community services was not viable. The proposal was made that perhaps it could be offered in a manner similar to how soccer is provided at SBCC. Specifically, that the semester program costs (approximately $13,000) could be met from external support—donations. If the external support was provided, the college would cooperate by offering the classes at SBCC.

The Superintendent/President said he will pursue this matter, reviewing facilities available and other considerations and give a tentative response to the Board by the June 30 meeting.

e. International Education Proposal - Dr. Peter Haslund, $8500

A discussion of this focused on the purposes of such a campus International Center. The response was contained in the campus document on International Education that had been developed and reviewed with the Board approximately one year ago. Further questions were still present in regard to what would be achieved; however, Board Members did acknowledge the importance of this area to the College. There will be an investment made in 1993-94 to enable Dr. Haslund to begin preliminary work on this with the hope of obtaining outside funding to support the project.

5. Proposed Board Meeting Dates

The Board dates with the exception of the September 9 Study Session were acknowledged. The September 9 Study Session was changed to Tuesday, September 7.

The Board adjourned to a Closed Session at 9:20 p.m.

[Signature]
Peter R. MacDougall
Superintendent/President
Secretary to the Board of Trustees
6. **Closed Session Summary**

a. **Impasse with CSEA**

   The specifics were reviewed. A discussion also occurred regarding the Merit System. The Superintendent/President outlined possible options relating to the settlement of an impasse; however, he stated that he could not recommend either of those directions.

   The Board concurred that the present state of the impasse, though not desirable, was preferable to moving in either of the directions outlined to reach a settlement...even with the threat of the Merit.

b. **Update on Contracts**

   The state of the Santa Barbara Instructors' Association contract was reviewed. Mention was made of the agreement with the Continuing Education instructors, highlighting the method for handling the retroactive by making it effective June 7 and providing approximately $9,000 for faculty in-service training.

   Management/Supervisory/Confidential was reviewed as was the Certificated Administrators. The proposal for the Certificated Administrators was acknowledged. Board Members expressed some concern about being able to handle the results of that—it needs to be thought through. The Superintendent/President said he would do so; however, he expected he would proceed with the outline as presented.

c. **Hiring of Spouses of Board Members to Work at the College**

   Opinions from County Counsel and Mr. Tom Anderle were presented to the Board and reviewed. There was clarity on the inability to hire a spouse. The issue of a spouse of a Board Member who has already been working for more than a year before a Board Member joins the Board was highlighted with the issue of that individual not being able to be promoted.

d. **Evaluation of Superintendent/President**

   The Superintendent/President reviewed the performance of senior level administrators which was very favorable. Board Members expressed support for the job being done by the Superintendent/President.

   [Signature]
   
   Peter R. MacDougall
   Superintendent/President
   Secretary to the Board of Trustees