MINUTES

Special Meeting of the Board of Trustees
Santa Barbara Community College District

Study Session

Thursday, February 3, 2000

Present: All Board Members were present.

I. Administrative Reorganization

The Superintendent/President introduced the item by stating that this examination is in accord with the College Plan and is designed to align the college administrative structure with key college processes. The objective is to achieve gains in our effectiveness and efficiency in providing services to our students and internal and external constituencies. He stated that the most substantial change was in the Academic and Student Affairs areas; however, these changes do not contain the elimination of any service units. The focus is on the administration leadership positions and how areas of focus and reporting responsibilities can achieve the desired ends (increase in efficiency and effectiveness in delivering services and carrying out business processes).

Vice President Jack Friedlander provided an overview of the administrative reorganization as it pertains to Academic and Student Affairs. Jack highlighted the major considerations. Primarily, it enables the staffs of the respective areas to work in a coordinated and collaborative way. Rather than being advocates for specific student or academic services, the focus is on coordinating services and resources to enhance support for students. In addition, recent events, particularly the online college, have made it clear how integrated the work of Student Affairs and Academic Affairs units must be. The reorganization provides an opportunity for staff to consistently think about how they can apply the collective resources in a number of service areas that enhance the education our students receive.

The use of cross-functional teams provide opportunities to merge leadership and better achieve educational objectives. Jack provided a one-page handout that described the cross-functional teams. Also outlined was the role of an Academic Dean for Operations, specifically, this dean will provide budget oversight, facility development needs, coordination of fundraising with the Foundation for SBCC and receiving and responding to the range of problems that flow into the Academic and Student Affairs areas. The Operations Dean will identify the dean with whom issues can most appropriately be addressed. The operations dean also has other line responsibilities. Carrying out the operations functions will be critical in providing Dr. Friedlander with the time needed to ensure leadership and coordination among all student learning areas takes place.

There were numerous questions. Board Members understood the basic premises behind the recommendation being made to consolidate these two areas.
Associate Vice President William Hamre provided an overview of the Information Technology area, the sizeable growth that has occurred, present demands and anticipated future requirements. Bill shared the work of Collegis Consulting Firm which recommended an organizational structure similar to what was being proposed.

Highlighted during Bill’s presentation was the need for the Director of Applications to provide leadership in developing and obtaining the maximum functional benefits possible from the fiscal, student and human resource applications packages.

Two important positions are not yet filled and funds are not immediately available to do so. The Project Coordinator and Applications position are seen as vital. Mr. Hamre presented a two-page outline that included the rationale for the reorganization of Information Technology.

Also mentioned was the less specific, but important, work in other college units. The Continuing Education, Business Services and Human Resources units are identifying points of interaction among each of their units and the new Student Learning Division. This portion of the reorganization, though not affecting reporting relationships, is important to ensure that vital services are integrated and provide timely support efficiently and effectively. The work from these units to identify the linkage points and responsibility for activating them will continue throughout the spring semester. The Continuing Education unit has identified their major areas of interface. Human Resources and Business Services will do the same.

During the discussion, the question of campus review of the administrative reorganization arose. Campus review is now taking place. It was noted that if sound ideas are presented, they will be considered for incorporation in the plan that will be presented to the Board of Trustees. It is expected that implementation of this project will be affected by July 1, 2000.

II. College Facility Needs and Options for Responding

A. Submission of Projects to the State of California

Vice President Fahnestock reported on the submission of the final project planning package to the State of California to provide four classrooms in the Gymnasium, meet ADA access requirements and replace the heating and cooling units. He outlined the complexities involved in developing the plan, e.g., considering four options to accomplish the stated objective. He stated that the project includes disabled access, the elevator will connect to the top of the building and go to all floors of the Gymnasium. There is reason to believe that if a strong case is made, the project could be funded fairly quickly, i.e., 2001-02 for working drawings and construction the following year.

Also reviewed was the five-year plan. Included on the five-year plan are all campus projects that were in the bond issue with the exception of the Schott and Wake Centers. The utilization figures at this time do not justify the expansion of the Schott and Wake Centers, thus they could not be included.

B. Joint Development of the Facilities to Meet College Needs and Respond to Mitigation Reports

Responding to the SBCCD Long Range Development Plan, both the City and the County of Santa Barbara were quite forceful in stressing the necessity of the
District to include measures to deal with traffic mitigation and projected housing needs. The traffic mitigation measures are items that the District will continue to address. The issue of housing is more complex and challenging. The only option that seems viable is to work with a developer/management firm to try to accomplish that end. Opportunities were discussed regarding property in the Goleta area and the potential property in Carpinteria. The pros and cons of pursuing these options were discussed. Continued exploration will take place.

C. Faculty Offices and Additional Classrooms Projected Needs Fall 2000, Fall 2001 – Immediate Options. Use of Temporary Buildings, Rented Facilities, Public Schools

Vice President Fahnstock shared with the Board the request from Dr. Friedlander regarding space for faculty and projected classrooms during the next two years. The need for office space is immediate. Options will be explored regarding doubling up and other considerations.

D. November Bond Issue (If Senator O'Connell's Majority Initiative Passes)

Discussion involved speculation in regard to voter reaction to the last bond, the present situation and the likelihood of passing of the O'Connell Initiative. At this time, it was agreed that any decisions regarding a November 2000 bond would be made following the March 7, 2000, election.

III. Campus Construction

Campus construction and the use of a construction manager position as an alternative to a general contractor were items that were highlighted. In regard to the LSG Building, Vice President Fahnstock outlined the budget for that project and also the timeline. He highlighted that movement into the temporary buildings now taking place. As movement to the temporary buildings occur, refinements in the temporaries to enable them to fully meet the instructional needs for the next two years will be made. It is anticipated that the contract for the LSG remodel will be awarded in July with construction beginning not later than the beginning of September. The project is estimated to be an 18 month project.

The issue of construction management has been one that has been considered by the Facilities Committee. The staff was asked to develop pros and cons in regard to construction management. Vice President Fahnstock outlined the pros and cons. Primary consideration at this time is that this option is best implemented earlier in the project. For example, there is a very large bid book that has been prepared. If the construction management route is followed, considerable time, effort and funds would be needed to break that bid book down into bid formats to fit the construction management approach. In addition, given that this is a relatively new approach, there are challenges with the Department of Finance. Recent projects have gone over budget and we have been told that if we pursue this alternative and the project comes in higher than anticipated, it will be our responsibility to assume any excess costs.

The recommendation made was that at this time, for a number of reasons, the construction management is not seen as the best alternative. The bid for a general contractor will take place. The process to enable prequalifications of bidders has been strengthened. That will be applied for all general contractors considering submission of bids for the LSG remodel. Though there is support for the construction management
options, Board Members understood the basis for the rationale for not implementing for the LSG project and acknowledged the direction being pursued.

IV. **College Financial System – Financial Reporting and the Availability of Timely and Accurate Information – An Assessment, Plan and Process**

Vice President Fahnestock reviewed materials previously covered with the Fiscal Committee regarding the status of the financial system in regard to providing timely, accurate and functional information. He outlined the steps being taken to respond to a need for more effective reporting. He also reviewed staffing considerations and a need to strengthen resources in that regard. The approach taken to the implementation of Oracle software was reviewed, the analysis being that changes will have to be made in some of the structural designs implemented by the college. It is expected that the changes will be in place for the 2000-01 budget, effective July 1, 2000. Board Members gained an understanding regarding the steps that must be taken to ensure timely, accurate and consistent reporting of financial information.

V. **Policies and Practices to Guide Donations of Outdoor Sculpture to SBCC**

The background paper prepared and discussed by Mr. Ed Inks outlined the steps to be taken to receive, place and maintain sculpture on campus. The Board Members complimented Mr. Inks on his work. They understood the proposed policies and practices, and acknowledged the importance of these regulations. The document will now be taken to the Facilities Committee for review and to the full Board of Trustees for consideration of adoption.

VI. **Miscellaneous Items**

A. **State Budget – Advocacy Steps by SBCC**

The Superintendent/President noted that the breakfast meeting with Senator O'Connell and Assemblywoman Jackson will be scheduled for March 24. Also highlighted was the participation of four Board Members and the Superintendent/President at the legislative conference in Sacramento.

B. **Spring Semester Key Activities**

The areas of focus for the spring were outlined.

C. **Board Coordination, SBSD**

Trustees O'Neill and Villegas outlined the meeting held with Superintendent Flores and two members of the SBSD Board. Also the correspondence to follow up on that meeting was reviewed.

The meeting adjourned at approximately 8:50 p.m.

PRM:sjc