MINUTES
Santa Barbara Community College District

Board of Trustees
Study Session

Thursday, August 8, 2002
4:00 p.m., C
MAC Building, Room A-218
Santa Barbara City College

All Trustees were present.

President Emeritus MacDougall introduced the purpose of the study session; to help achieve the objective of having as effective and efficient a transition in college Presidents as is possible. A Board Study Session in which key college issues could be reviewed was seen as a means to help accomplish that objective. Specifically a comprehensive review of key college issues with the former Superintendent/President and the Board of Trustees could establish clarity, re: the starting point for the new Superintendent/President’s work on a range of key college issues. The President could progress from that point with the knowledge of where the Trustees presently stood on issues.

1. College Facilities

   a) Faculty and Staff Housing (attachment)

      Assumptions and Principles to Guide Actions.

      Background material was presented on this item, including articles from the Los Angeles Times, re UC Irvine’s approach to housing, and a recent article which outlined how and why the Santa Clara, California secondary school district is pursuing providing housing for its teachers. Santa Clara was identified as the first school district in the US to provide subsidized housing for the purpose of attracting and retaining teachers.

      The Employee Housing Assistance Program Guidelines were discussed. It was suggested that the last assumption should have, “if possible”, added. Some Board members stated they were not supportive of building housing for employees on present campus property. If additional property could be acquired that would be a different matter. It was noted that such a position is fine if other options become available; however, if other options do not materialize, the position of not building on the present campus property may need to be re-evaluated.

      Outcome: The feedback was such that the guidelines were assumed to be acceptable with consideration of modifications as noted. A strong Board of Trustees commitment to work to provide moderately priced housing for the purpose of recruiting and retaining College faculty and staff was noted.
b) SBCC’s Long Range Development Plan for the Cliff Drive Campus (attachment)

Approximately two years ago, the college’s LRDP was brought before the California Coastal Commission (CCC). The Commission was considering rejecting the entire plan, however, the outcome was to have only two remodel projects approved, (Earth and Biological Sciences Building and the Gymnasium). The California Coastal Commission requested that the college assess and deal with the projected impact of traffic on the campus that would result from the three proposed new buildings and return with a solution.

There is now a perceived need to move aggressively to have the college’s LRDP approved by the Coastal Commission.

The plan (LRDP) calls for three new buildings on the SBCC campus. The Coastal Commission has assumed that the presence of these buildings will increase enrollment and thus have an impact on traffic and parking. Thus, the first task, for the commission and the college is to achieve agreement on a method to assess the expected traffic/parking impact and to identify actions to mitigate that impact. Depending upon the methodology the cost for mitigating the impact by providing additional parking could range from $2.4 million to approximately $8.4 million.

Outcome: There was an understanding of and concurrence with LRDP focus/issues and timeline for approval. President Romo understands the importance of the SBCC LRDP plan being approved by the California Coastal Commission. He will proceed to provide the leadership required to achieve that end.

c) Wake and Schott Center – Plans for Development. (Also church next door.)

Plans for the Schott Center and the Wake Center were developed at the time Bond Issue was reviewed. In a meeting of the President with Vice President Fairly, the viability of the plans for the Schott Center and the desirability of eventually achieving the Wake Center plans were confirmed. These plans are viewed as a viable means for developing the physical resources at the two locations, Schott and Wake.

The possibility of the church property adjacent to the Schott Center becoming available also was discussed.

Board Members stated that prior to completing plans for expansion of these two centers, they wanted to review the classes that could be offered at these facilities. For example the possibility of offering some credit activities as well as non-credit classes. Exploring this option was seen as especially important at the Wake Center in assessing how we are meeting the needs of individuals and employers in Goleta. Also, to be considered is the role of the centers in lessening the impact of traffic at Cliff Drive.

Outcome: Previous plans for developing the non-credit centers will be pursued. As with all such processes modifications may be proposed. President Romo was provided with
information that the Board sees the present plan for these areas as viable. There is recognition that there is a need to examine how best the credit and non-credit programs can be delivered using all college facilities.

Board members were informed that President Romo was analyzing the potential of the church property adjacent to the Schott Center re; it's being used for college programs. He would consider and present options based on that review.

d) Carpinteria Higher Education Center (attachment)

A paper was presented, which outlined early and recent activities for this project. The paper also contained action items that define steps that need to be taken. The Board previously provided conceptual support for moving ahead on the development of the higher education center and providing low cost housing for college employees on that location. Much work remains for these tasks to be pursued.

Outcome: The discussion verified the direction being pursued, i.e., developing a higher education center and developing lower cost housing for employees in Carpinteria. President Romo has direction regarding this project and in general how to proceed to evaluate its implementation.

It was stated that other options for housing, particularly those that would be closer to the college should also be explored. This could involve working with the city on “in fill” housing units and being included for low cost units to be developed at MTD’s Calle Real property. The consideration that the college would be willing to sell bonds to provide low cost housing increases the options for proceeding.

e) Campus Parking

General situation and connection to SBCC’s LRDP.

The major clarification re this item was that parking will be developed as is needed to gain approval of the LRDP. Otherwise the Traffic Demand Management Program VP Fahnestock has developed and implemented will be the primary means by which the college deals with access issues.

Outcome: Approach to parking is understood.

2. **College Finances**

a) 2002-03 Budget

**Budget principles. Leadership for developing and process**

The Budget principles were presented to the Board. It was noted that the College Planning Council would be reviewing the budget principles, this fall. The Board will be responsible for adopting these principles and by so doing setting forth the assumptions
re, how the financing of the district will be approached. Maintaining the fiscal stability of the district is a primary responsibility of the Board.

President Romo noted the importance of the review of the budget principles and of developing a broad based understanding within the college of the budget. He highlighted actions to be taken this fall with campus constituencies to develop better understanding of the college’s fiscal situation. He also acknowledged the importance of the process for developing the budget principles.

Understanding the College Budget and areas of vulnerability

The present year's State Budget 2002-2003 has not yet been approved by the legislature. The college's budget has been established in accord with the latest actions by the governor. Cuts are called for in non-credit and credit matriculation funding and some cuts in DSPS. Cuts have also occurred in other areas.

Structural problems for the SBCC budget are caused by the state not providing a cost of living adjustment for funds the college receives under the allocations for partnership for excellence (PFE) and hourly instructor salaries. When a 1% raise is given to employees (approximately $450,000) the college must locate and reallocate to salaries approximately $44,000 in current college expenditures to make up for the lack of COLA for Partnership for Excellence and the adjunct salary allocations. In addition, categorical programs frequently (EOPS, DSPS, etc.) do not receive the same cost of living adjustment as programs in the general fund. This causes additional financial problems for the district. Other financial structural problems matters were noted.

Outcome: Understanding of the current budget situation, feedback on budget principles and the process for reviewing these principles were understood. President Romo understands the necessity of taking a long-term view for college finances and having a budget that balances a range of district needs, e.g., salaries, benefits, supplies etc. District finances and addressing the range of college needs within available income, will be a key issue for him and the college leadership staff.

b) Collective Bargaining

- Fall 2003, the IA and CSEA open for salaries and two items that each side, the union and the district may select.

- Preparation will begin immediately to develop understandings of the college budget by the College Planning Council, the Academic Senate and a number of faculty groups.

- Salaries - Regional vs. State Rankings

The issue of Rankings and specifically the major problem of trying to obtain any viable figures for the ranking of all CCs in the state were evaluated. The college's approach will be to have any reference made to salaries in other districts be within the SBCC region, i.e., the Coastal Region with Cuesta and Allan Hancock to the North, and Ventura with its
three colleges to the South being used as the primary reference. Statewide figures are not considered reliable, and are not intended to be a reference the district uses.

Outcome: Understanding of the important collective bargaining issues and processes to be followed was established. President Romo understands the challenges involved in collective bargaining and given the uncertainty of future state budgets, the CB processes will require broad-based understandings of the budget within the SBCC Community. President Romo will work closely with the Board on the development of the budget principles and to ensure the college community is as well prepared for collective bargaining as possible.

c) Special Funds
   
   - Construction and Maintenance

   - Equipment Replacement
     
     o Technology

     o Regular

   The review of these budgets by the Fiscal Committee will take place within a month. President Romo will work with VP Fahnestock and other staff members to prepare a report on these funds for the fiscal committee. It is expected that the fiscal committee will review the status of these three funds by approximately mid-September.

d) State – Situation - next few years (attachment)

A handout contained an LA Times article which discussed structural problems with the state budget. The article outlined how the financial problems the state is confronting are creating an increasing gap in the demand for funds versus the availability of such funds. This problem could extend over a 5 year period. In a previous article the projected gap for 2003-2004 budget regarding anticipated state expenditures and anticipated income was already at a -$10 billion figure. There is also a notation that the state had used a number of one-time methods to deal with the 02-03 deficit and that more long term structural solutions (e.g., new taxes or budget cuts) will be needed to meet demands next year.

Outcome: The Board and the President have an understanding regarding the fiscal challenges that will confront the district over the next few years. President will take leadership to prepare the college community to deal with this area.

3. Technology

a) Oracle Student Info System
Status: SBCC has had a hosted version of the Oracle Student System application since 1 July. It has been hosted by Oracle at Redwood Shores. As of August 1st, the College is working with the system at SBCC.

SBCC’s implementation team is in the process of establishing “set up and configurations” i.e., putting SBCC’s student data onto the system and conducting functions such as setting up a schedule of courses and conducting initial testing of college needs against the systems capabilities.

SBCC is mapping its data structures to the OSS System and seeing how they work with the Oracle screen configurations. As is expected, there is greater capability in the Oracle Student System compared to the existing system.

The OSS implementation team will work from now through early November. SBCC will use what is called an “OSS Conference Room pilot” and apply SBCC data to it. The test will be to see how well the system will meet the needs of the college.

The student flow model provides the context for testing OSS application. That student flow model looks at the college’s systems requirements from the time of a student’s initial inquiry to the college through to beyond graduation. The O.S.S. system is tested to determine how well it meets the needs of all interactions expected during a “student’s flow” through the college, i.e., from initial point of contact to beyond graduation. Results will be available in early December. Concern at this point is the student navigation of the Self Service Modules. They modules appear somewhat awkward and difficult.

At present, Bill Hamre and Jane Craven are confident that the system will meet the college’s needs. At the beginning of December it will be determined whether or not that conclusion is one that is shared.

Outcome: Status is understood as is the time major feedback will be provided on OSS’s perceived/real capability in working with SBCC data and student and program needs.

b) Challenges, general

There have been many discussions among the VP’s this past summer on information systems. There is a need for the cabinet members to develop a more cohesive, focused, and systematic approach in dealing with technology issues. Recently a significant cabinet evaluation took place that resulted in a position paper. That paper outlines concurrence on “system drivers” i.e., what we expect from the system and how we will evaluate it. A number of structures have been recommended in regard to technology governance/decision making. These proposed groups should more effectively lead and direct the development of technological resources for the campus. The cabinet working together is critical. There are many issues to be addressed, but a good process is emerging to do so.

Outcome: An understanding that the VPs differ in their views of how the college should proceed with technology. Challenges are being confronted among them and positive steps such as concurrence on system expectations through to new agreed upon...
decision-making groups are resulting. President Romo is asserting leadership in this area. He has considerable expertise in technology and feels equipped to provide leadership.

c) Demands and special funding

The demands for SBCC technology infrastructure and projects will continue to be significant. Substantial changes are occurring in college operations, and staff and student expectations for services that are now technology dependent continue to expand. The online college and the implementation of campus pipeline with every student having an email address are two core changes. These two elements require being able to work with the system 24 hours a day, seven days a week, and 365 days per year. Such developments raise legitimate expectations for services. To effect and maintain such significant operational changes, increased funding is required.

The TTIP (Telecommunications, Technology, Infrastructure Project) Funds coming to SBCC were recently cut by $190,000. The Technology II plan developed for the California Community Colleges to provide special funding for technology, if funded, would have provided SBCC with approximately $1 million dollars a year. The college had begun to assume these funds would be provident. The Tech II plan appears to be dead. On the positive side SBCC has, as a result of good planning, a capability to sustain its existing campus investments in technology.

Outcome: The understanding of continuing funding needs and limited resources as developed. Effectiveness in planning for and implementing technology is vital to the college’s future. That is understood. SBCC’s present situation is good, but far from what is needed to provide full and competitive services. This will be an area that will require strong and coordinated leadership from the cabinet. President Romo recognizes the need for his leadership in this area.

4. District Policies

a) Policy Review Project

The Policy Review Project ensures all college policies will be reviewed for any policy updates with recent legislation and to have policies in place for all areas required by law. VP Sue Ehrlich is coordinating the project. The expectation is to have this project completed prior to the arrival of the accreditation team.

Outcome: It was understood that the Board would only review policies if major changes occur in them.

b) Affirmative Action Policies

The Chancellor’s Office will be issuing new guidelines for colleges to update their policies in this area. The guidelines will comply with the changes required by Proposition 187.
Outcome: President Romo understands that the Board has a high interest in this area. The Board would like to see copies of the guidelines when they arrive on campus.

c) Nepotism Policy

A copy of the survey sent to California Community Colleges and the tallied results were shared with the Board. There is significant district flexibility in this policy area. There are many in the college community who feel that there is not a need for a nepotism policy. The key is for the administration to take the initiative to thoroughly examine the policy and to determine whether it is in the best interest of the college to retain the present policy or eliminate it. This matter will be discussed with the Board and the Board’s input is important in reaching a conclusion in regard to the direction to be pursued.

Outcome: President Romo will be responsible for developing a recommendation and reviewing it with the Board.

c) Classified Council and New State Law

Recent changes in State law bring into question possible conflicts between the union that represents the classified staff and the functioning of a Classified Council.

Outcome: The board was alerted to an issue with governance implications. The matter will be pursued and a recommendation developed.

5. Campus Climate

The campus climate is seen as being very good. The college staff is pleased with John's selection as President and there is every desire to have the year be a positive one. Because of there being no collective bargaining in the 02-03 year, it should be a year to strengthen the positiveness of the campus climate.

Outcome: John recognizes the problems of the last year and the need to strengthen the work among the constituent groups of the campus during the coming year.

6. Governance Issues

The governance issues discussed was the request by the Academic Senate to meet with the Board. The Board indicated that a meeting with the Senate would be considered.

Outcome: President Romo will work with the Academic Senate on the broader governance issues and develop a proposal for proceeding in this area.

7. Miscellaneous

a) HRC Program
The HRC program is going through reorganization. The recommendation will be for there to be a dual focus for leadership and management. One focus will be on the academic side for instruction and the other on operating a campus food service. Responsibility in each area will be defined, and two individuals (one for each area) will exercise leadership. The college is working with consultants and a report is forthcoming. President Romo stated his intent to meet in a Study Session with the Board on this issue in September.

Outcome: John will proceed with the staff in finalizing the report for the new direction for the HRC Program including the leadership structures for the academic and food services operations. A study session will be held in September, and this item will be discussed.

b) International Students Enrollment

An enrollment target based on the previous college enrollment was 525. It is now possible to move that goal to 600. That objective was understood and accepted by the Board.

Outcome: The President will act accordingly.

c) Accreditation Visit, October 1-3

Outcome: Board availability. The Board Members understood the need for their availability during this time.

d) Naming of Learning Assistance Center

It was agreed that as a result of very generous donations from two donors that naming of the LAC would be provided as an option to them.

e) Student Housing: The status of the college in regard to developing student housing is as outlined below:

- The College will not now pursue building student housing. However, support for initiatives of private builders to develop housing for SBCC students will be evaluated on a case-by-case basis. College property will not now be used for such ventures.

Outcome: The above position will be the direction followed.

f) Bond Issue

It was understood that when the LRDP is approved, the college will need to consider a bond issue to deal with the implementation of the LRDP and possibly the Carpinteria Higher Education Center. Evaluation as to when a bond issue may be pursued will be evaluated and the criteria to be applied in making such a decision will be delineated.
Outcome: President Romo understood the need to anticipate an option for a district bond and to develop criteria for evaluating how the college will reach a decision to proceed.

The meeting adjourned at approximately 6:08pm.

[Signature]

[Name]