Impact of LSG Technology Equipment on Future Funding

<table>
<thead>
<tr>
<th>Item</th>
<th>One-Year</th>
<th>Two-Year</th>
<th>Three-Year</th>
<th>Four-Year</th>
<th>Four-Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>New C/W Tech Initiatives - One Time Funding Needed</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$800,000</td>
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<tr>
<td>Ability to Fund C/W Tech Based on LSG Replacement</td>
<td>$140,000</td>
<td>$140,000</td>
<td>$140,000</td>
<td>$140,000</td>
<td>$560,000</td>
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<tr>
<td>New Replacement Funding Per Year - From Growth $</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
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<tr>
<td>Cumulative Replacement Funding</td>
<td>$50,000</td>
<td>$100,000</td>
<td>$150,000</td>
<td>$200,000</td>
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<td>Replacement Funding for New C/W Tech Initiatives</td>
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<td>$70,000</td>
<td>$105,000</td>
<td>$155,000</td>
<td>$365,000</td>
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<td>Replacement Funding for LSG Technology</td>
<td>$15,000</td>
<td>$30,000</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$135,000</td>
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<table>
<thead>
<tr>
<th>Item</th>
<th>Amount Needed</th>
<th>Amount Allocated</th>
<th>Budget Source</th>
<th>Ongoing/yr.</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Classroom (Bio Sci)</td>
<td>$75,000</td>
<td>$30,000</td>
<td>ITC/DTC Set-aside</td>
<td>$18,750</td>
<td>Regular Equipment</td>
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<tr>
<td>Wet Lab Computers - Bio Sci (6 student + 1 instructor x6)</td>
<td>$75,000</td>
<td>$0</td>
<td>Programs</td>
<td>$18,750</td>
<td>Equipment</td>
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<tr>
<td>Video Presentation/ Labs &amp; Classrooms - All Departments</td>
<td>$90,094</td>
<td>$0</td>
<td>Educational</td>
<td>$22,524</td>
<td>One-Time</td>
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<tr>
<td>(12 @ $10K ea.)</td>
<td>$12,000</td>
<td>$0</td>
<td>Tech $ Needed</td>
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<td></td>
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<tr>
<td>Additional misc. equipment &amp; installation charges</td>
<td>$30,000</td>
<td>$0</td>
<td>Equipment $</td>
<td></td>
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<tr>
<td>Server - Bio Sci</td>
<td>$90,094</td>
<td>$0</td>
<td>Programs</td>
<td>$22,524</td>
<td></td>
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<tr>
<td>TOTALS</td>
<td>$282,094</td>
<td>$30,000</td>
<td></td>
<td>$67,524</td>
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</table>

Use of Technology Equipment Reserves $162,000  $30,000  Tech $ Needed $45,000

Ongoing

Educational Programs Funding $90,094

Equipment $ Needed $22,524

3/5/2002
JUSTIFICATION FOR THE USE OF GROWTH FUNDS TO ESTABLISH A NEW EDUCATIONAL APPLICATIONS ADMINISTRATOR TO PROVIDE TECHNICAL SUPPORT FOR CAMPUS PIPELINE AND WEBCT AND A NEW ICLC POSITION FOR THE BIOLOGY COMPUTER LAB IN THE REMODELED EARTH AND BIOLOGICAL SCIENCES BUILDING

ICLC position: $50,000 from growth funds. Growth funds will be used to pay for a 12 month, full-time instructional computer laboratory coordinator for the new 30-station computer lab in the remodeled LSG building (the name of the building will be changed to Earth and Biological Sciences). The computer lab will enable the college to expand the number of biology classes with lab sections it offers to meet student demand. The lab will also enable the Biology department to incorporate computer simulations and modeling into its laboratories. This will provide students with the same type of education experiences they would receive if they attended a UC or CSU campus. In addition to allowing for the expansion of course offerings, the new computer lab will generate in excess of 90 FTES per year in zero unit lab hours and Census-based FTES. It will also provide access to computers for students enrolled in the growing number of web-based biology courses.

In addition to the ICLC, funds from the Educational Programs budget will be used to hire a full-time LTA for this computer lab. This will enable us to keep the computer lab open six days and four evenings per week. The college could not use this new lab without the ICLC and LTA. The college has not been successful in its efforts to raise funds to support either of these positions. Given the importance of this lab to the biology instructional program and its capacity to generate a substantial amount of new FTES, I ranked the ICLC as one of the top two priorities in Educational Programs. The members of Cabinet agreed with my assessment of the importance of this position and placed it on the list of requests to be supported with growth funds.

Educational Applications Administrator: $25,000 from growth funds, the balance from PFE funds. Last year we allocated one-time PFE funds to hire a full-time educational applications administrator to provide the technical support for Campus Pipeline (CP) and WebCT. This position was funded for one-year. CPC was not willing to make this position permanent until there was solid evidence that CP would be fully implemented. Based on the success of the pilot projects using CP and the plans to make it available to all students in fall, 2002, the critical role Dan Watkins has played in supporting faculty and students with the training and technical support for CP and the technical support for WebCT, and the potential of CP and WebCT to enhance the learning and success of students, I have made the permanent funding of this educational
applications administrator one of my top two priorities for Educational Programs. The job description for this position is attached. Without this position, we would not be able to provide adequate training or technical support to the student portal and web-based instructional initiatives that have been identified as essential components of the college’s plan since Project Redesign.
DEFINITION
Under the direction of the Dean of Educational Technologies, directs the development and implementation of the College's Educational Applications.

Performs project management, user support, training, and systems administration to design, develop and implement strategies and procedures to administer WebCT and Campus Pipeline (CP) systems. This includes responsibility for the coordination of: the overall management of WebCT and CP applications; web content and content managers in CP; the WebCT/CP help desk, and WebCT/CP user training. Additional responsibilities include: the maintenance of enrollment data (course sections, logins and passwords); interaction with faculty, students and staff to determine course requirements, content needs and desired output.

The position requires close coordination and collaboration with the Information Resources Division (IRD) to ensure procedures for maintaining proper operation of WebCT and CP servers (optimize, maintain, troubleshoot WebCT and CP software); coordinating database integrity, security, optimization and backup; and working effectively with District user services, Web development, and technical services staff to assure user information needs are met.

ESSENTIAL DUTIES/FUNCTIONS
Provide leadership and direction for the District’s WebCT and Campus Pipeline (CP) applications, policies and procedures.

• Coordinate and implement content of the Web pages with faculty and campus administrators.
• Facilitate use of various web communications components (chat, bulletin board, white board, video, conference, etc.)
• Provide technical assistance for setting up instructional, student services, and administrative components of the applications.
• Establish policies, procedures and systems to support student e-mail.
• Work with technology partners such as CP, WebCT and SBCC content managers in developing and enhancing SBCC’s CP and WebCT web presence.
• Work with marketing, technology and training staff in WebCT and Campus Pipeline.
• Develop and conduct campus training programs for these products for faculty, students and staff.
• Coordinate with the Faculty Resource Center (FRC) for training in WebCT and CP technologies.
• Coordinate with the Staff Resource Center (SRC) for staff training.
• Serve on the CP and Web Committees.
• Establish and support passwords, procedures and processes for students, faculty and staff.
• Test, maintain and manage all college links in Campus Pipeline and WebCT applications.
• Generate usage reports on a regular basis.
• Direct student and hourly employees.
• Complete assigned projects in a professional and timely manner, according to district standards and methodology.
• Report on project status and progress as required.
• Supervise, train, motivate and evaluate personnel.
• Maintain budgets.
• Perform related duties as assigned.

Work with technical staff within the Information Resources Division to:
• Plan and implement software with campus web-based services;
• Develop web standards and/or procedures for WebCT and CP users to be reviewed and established by the district.
• Assess workload implications and feasibility of new system requirements.
• Prepare documentation of system functionality and use.
• Develop a thorough and rigorous testing of software and database performance before new applications are released into production.

EMPLOYMENT STANDARDS

Education and Experience: Any combination equivalent to: Bachelors Degree in Computer Information Science or closely related field and three years increasingly responsible experience in program management, software training and web development.

Knowledge and Abilities:

Knowledge of:
• Advanced principles, practices and techniques of computer systems analysis, design and applications programming;
• Advanced database design concepts;
• Software applications and programming languages utilized by the District;
• District organization, operations, policies and objectives.

Ability to:
• Design, test, maintain and enhance applications to support District educational technology operations;
• Coordinate complex applications implementation activities;
• Perform a variety of difficult and complex applications administration duties;
• Lead project teams;
• Interact effectively with District faculty and staff to determine requirements, needs and desired outcome;
• Establish and maintain cooperative and effective working relationships with others;
• Work independently with little direction.

Sensitivity to and understanding of the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of Community College Students.
To: CPC

From: Lynda Fairly
    Vice President

Date: March 19, 2002

RE: Staff Reorganization

This memorandum is to communicate to you my recommendations for a reorganization of the administrative and support functions in the Continuing Education division. The opportunity has been created due to the vacancy in the current Dean’s position and Growth dollars being available to CE.

Budget:

- Growth dollars $51,111
- Dean’s position 103,050 (with Single benefits in the budget)
- Hourly Comp App Assistant 24,000

Total: $178,161

Proposed Budget:

- Create a Coordinator I Technology position - Step 3 (max) - $59,284
  (with benefits from the current Dean’s position- Could need an additional $5,678 if individual needed Family benefit plan)
- Upgrade the Coordinator II (Purdie) position to Dean - $21,961
- Upgrade the Coordinator I (Power) position to Dean - $32,938
- Increase the 4 Parent Child Workshop Directors (faculty positions) from 80% to 100% - $41,248 (includes 6% increase)
- Convert 3 hourly clerical positions to half-time permanent with half-time benefits $11,670

Faculty salaries for growth: $11,060

The Continuing Education Division use to have two Deans who had major responsibilities for maintenance and operations of either the Schott Center or the Wake Center. Each had to supervise on-going repairs and construction projects. As these sites have aged and have not received the attention needed, it has become a major project and time commitment. The two
proposed Deans are individuals currently on staff who have proven themselves to be capable of handling administrative responsibilities. Both need little supervision and make excellent decisions independently.

In addition, each will take on increased responsibilities for their site and for the overall program of Continuing Education. Attached are lists of their job responsibilities.

The new Coordinator I - Technology position will have overall responsibilities for all “Computer Technology” for CE in addition to the programming of over 175 classes each term. A job description is attached for that position.

Clerical Positions: Currently we have had for over 20 years, a 19 ½ hour temporary position for each programmer. These people juggle their schedules so not to violate the 19 ½ hours on 195 days. They are not temporary and the CSEA knows it. This is an opportunity to make them “legal” with a truly minimal cost.
Program Coordinator - Technology (Coordinator I), Continuing Education

The position of Program Coordinator - Technology, CE is an Educational Administrator contract position.

Essential Functions of the Position:
The Program Coordinator is responsible for the supervision of the Computer Application classes. In addition, classes in Cooking, Home, Fitness and Sewing. Specific responsibilities include:

• Technical management and overall coordination of technology for division
• Planning, implementation and evaluation of all computer related instruction
• Coordination of the identification and implementation of new technology projects, e.g. Registration
• Supervision of the LTAs and hourly Wake Center computer coordinator in Computer Application classes
  Coordinate with Network Administrator so that LTAs receive basic network training and overview of the Wake classroom network.
• In-service of all Computer Application instructors on a regular basis
  Coordinate with Network Administrator for essential topics to be covered as needed. A handbook is already available.
• Oversee maintenance of computer equipment
• Maintain a list and oversee payment for all software licenses for PC and Mac machines.
• Coordinate with Network Administrator
  Provide Network Administrator with list of events requiring the use of the computer rooms for outside venues. Meet with Network Administrator to review classroom or technology issues.
• Inquire within the community in regards to the needs for new Computer Application classes. Integrate with Director of Business Outreach. Involve Network Administrator in creation of new classes to be sure software and hardware available is compatible.
• Coordinate with other programmers in regards to use of Wake facilities-need for current software licenses.
• Maintain a list of software applications licensed by the Wake and Schott Centers used in the classrooms.
• Hiring, supervising and evaluating instructional and instructional support staff
• Supervising the implementation of CE policies and regulations
• Maintaining program budgets
• Developing and implementing curriculum in designated areas
• Preparing specialized reports
• Serve as representative for the division to community groups, and meet with individuals and community groups to discuss participation and program ideas
• Supervise clerical support, Computer coordinator, LTAs, faculty
• Maintains lists of computer replacement inventory
• Assists Vice President in development of Technology Plan for CE
Job Description
Parent Child Workshop Director

The parent child workshop director is a tenure-track 100% faculty position with the following responsibilities:

- Provide supervision and leadership for a cooperative community of continuing education students (parents), children, staff and volunteers.
- Plan and conduct a 2.5-hour evening parent education class each week.
- Supervise a morning preschool and parent education program, which includes as many as 49 children and 15 parents per day.
- Work with parents to help them plan and deliver an exemplary and developmentally appropriate educational curriculum for preschool children.
- Provide ongoing parent and family guidance.
- Responsible for the management and operation of a safe and licensable facility.
- Coordinate with collaborative agencies.
- Liaison with community educational resources.
- Maintain the legal, safety, health and attendance records of the school.
- Interface with representatives of licensing, fire, health, insurance, governmental and other community agencies.
- Train and advise the workshop’s board of directors.
- Ensure compliance with the legal requirements to maintain the non-profit corporation status of the parent child workshop.
- Oversee the community outreach, fundraising and alumni activities of the workshop.
- Participate in faculty departmental meetings and procedures.
- Maintain professional affiliations and participate in professional development activities.

Essential to the performance of duties is:

- Ability to provide an optimal environment for children’s growth.
- Ability to organize and develop an educational program for adults, working with individuals, small and large groups and meeting the needs of new and veteran parents alike.
- Knowledge of current child development tenets and appropriate guidance measures.
- Ability to relate effectively to people with diverse cultural, linguistic, socioeconomic, academic and disability backgrounds.
- Ability to identify, respect and nurture the strengths and growth potential of parents.
- Ability to inspire and involve parents in all aspects of the workshop program.
- Physical stamina and good health to carry out a dynamic program.

Desirable qualifications are:

- Successful experience teaching preschool aged children, preferably in a cooperative workshop.
- Ability to work with a lay board of directors and supervise fundraising activities.
- Experience in licensing requirements and procedures.
- Knowledge of business practices.
- Demonstrable computer skills.
Dean for Wake Center
Student Services and Vocational Development

The Dean of Continuing Education, Wake Center, is responsible to the Vice President of Continuing Education. The Dean will supervise the day to day operation of the Wake Center staff and facility. Program areas of responsibility include: provide leadership for the STEP Noncredit Matriculation program, provide leadership for Core related work based programs, provide leadership for development of entry level training and supervise all Student Service functions.

Responsibilities include:

Director of the STEP Program, Noncredit Matriculation
Manage Orientation/Advisement/Assessment for noncredit students
Supervise STEP Special Program Advisors
Grant management
Guideline implementation for Noncredit Matriculation
Budget responsibility
Community Outreach
Supervise student flow process from noncredit to the credit program Oversee database to record Individual Educational Career Plans and tracking Conduct Career related staff development
Provide administrative leadership to develop innovative collaborations with the credit program
Develop and update “ladder document” with credit program

Core program (programs that serve a similar population: Adult High, ESL, Citizenship, Vocational, Student Services) Coordinator
Provide Leadership in the Research and Development of entry-level programs
Develop a plan for outreach and retention
Coordinate work based activities for ESL, Citizenship, Adult High School and vocational programs
Supervise Core Marketing Coordinator
Develop and maintain community distribution list for program marketing
Develop combined brochure to market Core

Management and Coordination of Jail Program
Insure balance of offerings
Provide STEP Advising
Liaison from SBCC to County Sheriff Dept.
Supervise Adult High School Counseling Program
Policy development and implementation
Cross train AHS Counselor and credit AHS Counselor
Transcript evaluation coordinated with credit program
Oversee the development of data based record keeping
Manage student population less than 18 years of age
Implement upcoming Exit exam
Improve procedures for credit AHS students
Develop "Exit literature" for high school students leaving the district unsuccessfully
Coordinate policies and procedures with the Secondary School District
Provide staffing to Learning Center
Graduation Ceremony

Supervise the GED testing program
Implement new federal regulations
Coordinate in-service for Adult High School instructors on GED materials
Expand testing sites
Advertise changes in testing to the public

Graduation Ceremony

Supervising Support Staff
Hire/supervise/evaluate support staff
Supervise Manager of front office operations
Encourage Professional Development
Monitor work distribution
Attend to Student Grievances
Oversee the Registration process for the Wake campus
Public Relations and Customer Service

Supervise the Wake Center Facility
Oversee grounds and Maintenance
Hire hourly staff
Manage facility requests
Parking issues
Safety issues
Equipment updating and repair
Scheduling
Supervise the CalWORKs program
Oversee policies and procedures
Coordinate services with Dept. of Social Services
Oversee budget distribution
Mediate student complaints

Liaison to the Workforce Resource Center
Author, negotiate and up-date Memo of Understanding
Provide staffing to the WRC
Serve on Partnership Committee
Serve on the WRC Consortium
Manage approval of SBCC Job Training Programs in collaboration with Vocational Dean
Facilitate the implementation of Individual Training Contracts using Workforce Investment (WIA) dollars to the credit program.
**Additional Duties**

Supervision of Margo Brown and Maria Antunez, Barbra Louis  
Supervise Marketing Coordinator  
Take on Leadership for the Development of entry-level job training in noncredit  
Participate in the Development of credit entry-level job training programs  
Coordinate all work based training classes and programs with the programmers  
Supervise Wake Center facilities and staff  
Manage can coordinate the Jail program  
Facilitate the implementation of WIA contracts for credit vocational programs

**Rationale for vocational program development**

This organization will further define our resources to the community in the area of entry level employment. This plan provides a point of entry for job training, through the STEP program, from the perspective of the student, the potential student and for the employer. This structure will build a stronger and clearer flow of functions between the credit and noncredit program for work based learning programs. This structure reflects an understanding of our student population, their diversity and their needs.

The college should look to the noncredit program to research and develop work-training programs that have traditionally not been offered in a college setting. It probably costs less to do this through non-credit and then once a program is developed IF it is successful and IF it is appropriate, it can move to credit.

Example  
CREATE program. If we had been in on the development we could have marketed the program. I believe we would have suggestions on where how and when the program should be offered. The program only has two students in it now. We know the population that enters occupations that have not had formal training programs. I believe our expertise would help structure student access.

LEARN TO EARN  
This is another example of a credit program that could have been "field tested" through noncredit. We have sent several students to this program. We have the flexibility to make changes that could have adapted the curriculum to allow for greater student success.

- Noncredit students are interested in vocational training  
- The Adult High School and GED programs go hand in hand with vocational training.  
- Credit vocational programs require an English eligibility that becomes a barrier
Committee/Community Affiliations:
Enrollment Management
Cross-functional
CalWORKs
Workforce Resource Center Partnership Team and Consortium
BAT/CAST
Dept of Social Service policy review
Welfare Reform Community Partnership (attended by staff)
AACE sub-committee for non-credit Matriculation
AACE conference
Community Resource group monthly luncheon
United Way representative for Continuing Education
Healthy Start (attended by staff)
Housing Authority Advisory Committee (attended by STEP staff)
Relationships with over forty community non-profits
Dean of Continuing Education- Schott Center

The Dean of Continuing Education, Schott Center, is responsible to the Vice President of Continuing Education, for the development, supervision and evaluation of specific program areas to include, Fine Arts, Music, Crafts, Environmental Education, Photography and Performing Arts. In addition, the Dean supervises the day to day operation of the Schott Center, supervises the support staff, recruits, interviews, hires and evaluates instructors, works with community groups to develop co-sponsored programs, supervises the Trips and Tours program, works with the Vice President on fundraising projects, oversees the A/V department and is responsible for the Faculty Art Exhibit and the Annual People's Fair.

Programming Responsibilities

Curriculum development:
- Work with instructors to explore new programs and directions.
- Develop a sequential curriculum in programming areas in order to encourage students to transfer to the credit division where appropriate.
- Measure success of the curriculum using student evaluations.

Faculty
- Solicit and review applications from potential instructors.
- Interview potential new instructors.
- Hire new instructors 3 times each year: review curriculum for new class(es), discuss scheduling details, prepare class description, review policies and procedures, review Human Resources employment papers, tour campus where appropriate.
- Follow-up to confirm that application packet is completed on schedule.
- Discuss and confirm materials and/or lab fee for class, explain reimbursement procedures.
- Hire and supervise LTA's for Fine Arts and Craft classes.
- Work with Faculty Classroom Coordinators, includes regular meetings and program evaluation.

Schedule Classes
- Program 170-180 classes for fall, winter and spring terms: 60 for summer. This includes developing 30 to 40 new classes each term.
- Interact with approximately 100 instructors every term to confirm teaching assignments, details of the class(es), fees, times, locations, changes in descriptions etc.
- Arrange and confirm locations for all classes.
- Review and edit new class descriptions.
- Supervise input of class information into the computer.
- Develop fliers where appropriate.
- Confirm consultants, as many as 15 to 20 per term, submit appropriate paperwork.
- Oversee arrangements for class field trips out of town.
- Edit copy of the schedule of classes.
- Provide instructor photo suggestions and information.
- Arrange workshops, seminars and symposia when appropriate.

**Materials and Equipment**
- Coordinate ordering of materials for classes.
- Evaluate equipment needs for classrooms, research prices and availability, prepare orders.
- Supervise audio/visual set-ups for classes, consult with A/V tech on purchasing new equipment.
- Coordinate scheduling of all equipment set-ups in classrooms.

**Cosponsors**
- Develop a co-sponsor relationship with community groups to offer special classes and programs.
- Includes working closely with:
  - Santa Barbara Museum of Art - member of the Education Committee
  - Community Environmental Council
  - Santa Barbara Botanic Garden
  - Santa Barbara Museum of Natural History
  - City of Santa Barbara
  - City Water Department
  - Sustainability Project
  - University of California Natural Reserve System
  - University of California Inter-Disciplinary Humanities Center
  - Land Trust
- Member of the steering committee of EFS (Education for Sustainability).

**Develop Trips and Tours Program**
- Develop a travel program for Adult Education students when appropriate.
- Evaluate programs, select destination, solicit, review and select RFP from travel company.
- Select instructor to lead program and develop curriculum and itinerary.
- Supervise registration for the tour, schedule pre-departure meetings.
- Collect registrations, handle individual requests for travel arrangements, room requests and other needs of participant.
- Evaluate program, instructor and arrange reunion meeting.

**Administrative Responsibilities**
Personnel:
- Hire, supervise, evaluate support staff.
- Oversee main office operations, monitor work distribution and work schedules for mornings, afternoons and evenings as well as Saturdays.
- Handle student, staff, faculty grievances.
- Supervise public relations with the community.
- Supervise safety issues on campus, handle and report accidents and emergencies.
- Hire and supervise training of student workers.

Facilities and Operations
- Supervise day to day operations of the Schott Center facility.
- Supervision of new projects at the Schott and Wake Centers.
- Supervision of audio/visual services, oversee scheduling, ordering of equipment and set-ups.
- Supervise and coordinate work schedules for maintenance and grounds personnel.
- Assist Vice President with development of complete long-term facility plan for Wake & Schott Centers.
- Supervision and co-ordination of off-campus sites.

Fund Raising
- Assist Vice-President with fund raising activities.
- Gather ideas from staff, students and instructors for specific projects.
- Meet with instructors to discuss their needs in development of remodeling plans.

Supervise Audio Visual Department
- Coordinate A/V maintenance and repair at Schott and Wake Centers.
- Oversee A/V set-ups and equipment use.
- Coordinate research and ordering of new A/V equipment.
- Supervise scheduling of A/V support staff.
- Maintain annual inventory of A/V equipment.

This is a unique position in that responsibilities are very diverse and include oversight of 90 instructors, supervision of approximately 175 classes as well as supervision of the day-to-day operation of the Schott Center campus and staff.
Dean of Continuing Education - Schott Center

Staff Supervision
Everette Kerr-Office Manager, Schott
Marge Phillips- Secretary, Schott
JoAnn Kirby- Int. Typist Clerk, Schott
Christine LeBon- Saturday Office Clerk
Mervin Kerr- Sr. Custodian
George Holguin- Groundskeeper
Oliver Hamilton- Audio/Visual Technician
Rudy Marquez- Night Custodian
Lesa Sorensen-Joseph- Asst. Public Information Specialist
Justin Valle- Student Worker

Budget Responsibilities
Manage Fine Arts, Crafts, Environmental Education, Photography, Performing Arts budgets
Manage Schott Center Budget

Fund Raising
Work with V.P. to identify and implement fundraising projects.

Facilities Coordination
Chuck Diedrich
Oversee new and remodeling projects at Schott and Wake.
Work with hourly consultant on plans.

Programming
Lesa Sorensen-Joseph
Schedule 170-180 classes per term
Develop 30-40 new classes each term
Prepare all information for schedule of classes in assigned areas.

Faculty Supervision
Lesa Sorensen-Joseph- Assistant
Supervise 90+ instructors.
Hire, Evaluate
Assist with day to day classroom issues.
Co-ordinate requests for supplies
Develop specialized workshops in Fine Arts & Crafts.
Hire and supervise LTA’s in each programming area.
**Trips and Tours**
Lesa Sorensen-Joseph- Assistant

**Supervise A/V dept.**
Oliver Hamilton - A/V Tech
Justin Valle- student assistant

**Classroom Coordinators**
Janice Lorber- Jewelry
Lorraine Van Hecke- Stained Glass
Barbra Loebman- Ceramics
Cathy Quiel- Fine Arts

**Main Office Supervision**
Everette Kerr- Office Manager, Schott
Marge Phillips- Secretary, Schott
JoAnn Kirby- Int. Typist Clerk, Schott
Christine LeBon- Saturday Office Clerk

**Facilities and Grounds**
Mervin Kerr- Sr. Custodian
George Holguin- Groundskeeper
Rudy Marquez- Night Custodian
Luis Gomez- Night Custodian

**Classroom Set-Up AIV Requests**
Marge Phillips- Secretary, Schott
Vice President, Continuing Education - Change in Responsibilities

• Increased fundraising for site improvements - individual classrooms at both sites

• Development of Technology Plan with new Coordinator

• Development of Facilities Plan with Dean

• Additional Community relationships developed for creation of short-term vocational, community seminars and additional technology centers

• Staff development specific for AE

• Increased coordination of programs with Credit division

• Identify and develop grant applications
Fiscal Year 2001-02 Salary Increase Calculation
Effective January 1, 2002

Growth rates - based on FY 00-01
Recalculation Apportionment credit 2.55%
January 30,2002 non-credit 1.70%

Total growth revenue $ 979,728
% salaries and benefits 87.950%

Total available to allocate 861,666

New faculty (based on current faculty salary, taxes and benefits)
Credit 2.55% 18,355,831 468,949
non-credit 1.70% 2,999,004 51,111
subtotal 520,060

full-time faculty requirement $ 87,659

Non-teaching support 1% 17,509,306 175,093
subtotal 695,153

subtotal available 166,513

Simplified formula for increase 100%
Percentage of available growth funds

Allowance for salary increases 166,513

Funds available for growth related expenses

Salary increase 1% 428,571

Growth available for increases 166,513 0.39%

COLA 3.87%
Subtotal 4.26%

Partnership for Excellence 670,000 1.56%

Subtotal 5.82%

Additional increase 0.28%
Total 6.10%

Credit Adjunct supplemental increase 10.40%

Total credit adjunct increase 16.50%
## Use of Growth $ FY 2001-02
Revised Jan 30, 2002

### Growth funds

<table>
<thead>
<tr>
<th></th>
<th>FTES</th>
<th>space</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>979,728</td>
<td>18,618</td>
<td>998,346</td>
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</table>

### Uses

- **New faculty**
  - Credit: 468,949
  - Non-credit: 51,111

- **Salary Increase**
  - Faculty (55%): 91,582
  - Staff (45%): 74,931

- Custodian: 41,000
- Technology: 50,000
- HR tech staff: 52,000
- Dan Watkins: 25,000
- LSG lab coord.: 50,000

**Total faculty: 611,642**

**Total: 904,573**
# SANTA BARBARA COMMUNITY COLLEGE DISTRICT
## Cost of District Compensation Proposals
### January 2002

<table>
<thead>
<tr>
<th>USES:</th>
<th>Total</th>
<th>Instructors</th>
<th>Classified Employees</th>
<th>Mgmt</th>
<th>Cont Ed</th>
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</thead>
<tbody>
<tr>
<td>Salaries</td>
<td></td>
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<tr>
<td>6.14%</td>
<td>2,198,900</td>
<td>1,190,300</td>
<td>546,200</td>
<td>318,600</td>
<td>143,800</td>
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<tr>
<td>10.4% Adjunct Faculty</td>
<td>562,400</td>
<td>562,400</td>
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<tr>
<td>18.3% Cosmetology</td>
<td>21,100</td>
<td>21,100</td>
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<tr>
<td>3.5% Cont Ed</td>
<td>83,900</td>
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<tr>
<td>Longevity</td>
<td>83,800</td>
<td>45,000</td>
<td>38,800</td>
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<tr>
<td>Dept Chairs</td>
<td>16,000</td>
<td>16,000</td>
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<tr>
<td>Post-Retirement</td>
<td>8,000</td>
<td>8,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Adjunct Doctorate</td>
<td>6,000</td>
<td>6,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,980,100</td>
<td>1,848,800</td>
<td>546,200</td>
<td>357,400</td>
<td>227,700</td>
</tr>
</tbody>
</table>

| Benefits |       |             |                      |      |         |
| STRS Contribution | 8.25% | 152,500 | 152,500 |     |         |
| PERS Contribution | 1.72% | 19,400 | 9,400 | 6,100 | 3,900 |
| Social Security | 6.20% | 70,200 | 33,900 | 22,200 | 14,100 |
| Medicare | 1.45% | 29,800 | 13,400 | 7,900 | 5,200 |
| WC Insurance | 1.25% | 37,200 | 23,100 | 6,800 | 4,500 |
| Unemployment | 0.13% | 3,900 | 2,400 | 700 | 500 |
| Benefits | 440,600 | 177,900 | 203,100 | 59,600 | 0 |
| L/T Disability Insurance | 26,000 | 14,800 | 7,300 | 3,900 |     |
| Managers Training | 20,000 | 20,000 |     |      |         |
| **Total** | 799,600 | 384,100 | 269,100 | 122,000 | 24,400 |

**Total**

|       | 3,779,700 | 2,232,900 | 815,300 | 479,400 | 252,100 |

### PERCENTAGE INCREASE

2001-02 Baseline Budget - 0.00% Cola

| Salary & Fringe | 42,373,600 | 22,591,300 | 11,101,400 | 6,068,500 | 2,612,400 |

Increase as a % of Baseline Budget

|           | 8.92% | 9.88% | 7.34% | 7.90% | 9.65% |
### Contingency Reserve

- **(millions)**
  - 2.8

### Fund Balance

**Beginning FY 2001-02**

- **Unallocated Partnership**: 1.3
- **Limited Term Positions**: 0.7
- **Energy Projects**: 1.0
- **Banked TLU's (undesig)**: 0.5
- **Undesignated**: 0.2
  - **Total**: 3.7

**Use during FY 2001-02 ( Appropriated)**

- **Partnership**: 1.3
- **Limited Term Positions**: 0.2
- **Energy Projects**: 1.0
  - **Total**: 2.5

**Results of Operations**

- **Current Year Growth**: 1.6
- **Half Adjunct Specific Funds**: 0.4
- **Half Tuition Increase**: 0.4
- **Half Partnership**: 0.4
- **Half COLA**: 0.8
- **Projected App Savings**: 1.8
  - **Total**: 5.2

**Ending Fund Balance**

- **Jan 1, 2003 pay increase**: 2.0
- **Matriculation**: 0.2
- **Benefit Reserve**: 0.6
- **Limited Term Positions**: 0.5
  - **Total**: 3.3
  - **Transfer to Capital Funds**: 3.1

**Beginning FY 2002-03**

- **Benefit Reserve**: 0.3
- **Limited Term Positions**: 0.3
  - **Total**: 0.6
March 1, 2002

TO: Presidents, Boards of Trustees
Superintendents and Presidents
Presidents, Academic Senates
Presidents, Student Body Organizations

FROM: Thomas J. Nussbaum
Chancellor

SUBJECT: District Review and Recommendations Regarding the System’s 2003-04 Budget Request—Please Respond by April 19, 2002

During the past several years, we have asked district governing boards, through their shared governance processes, to provide input regarding the system’s proposed budget requests. We are doing so again this year, but want to make your response easier to provide, and want to build upon the input we have collected from you in prior years.

As you know, during recent years we have been using various long-term policy documents—notably the 2005 Strategic Response, and the New Basic Agenda—as the basis for many of the particular requests within our system budget proposal. During recent years, we have asked district governing boards to evaluate these policy directions on a year-to-year basis. In large part, the vast majority of districts who have responded have consistently validated these long-term directions and funding requests. Having collected these responses, we will apply this information, as well as information you provide this year, in our development of the system’s proposed budget for 2003-04.

Each governing board is requested, though its shared governance processes, to work with its chief executive officer(s), faculty, staff, students and local constituencies in the development of budget recommendations that will provide input that will help shape the 2003-04 system budget request. We are asking for your views regarding the attached listing (Attachment #1). In this regard, please let us know on your Response Form (Attachment #2) if you advocate a different approach or want other program areas considered.
The Board of Governors, through its Budget and Finance Committee and as a whole Board, will take an active role in overseeing the development of the system’s budget package. Your input will be shared with both the Board and the Consultation groups as we seek to develop an improved budget package that is more compelling and more integrated.

Please provide your district’s response by **April 19, 2002 (Friday)**. We have provided a form for your response, and this letter and form will be posted on the Chancellor’s Office web site (see web site address above, Executive Division home page).

If you need further information about the process or the budget, please contact Patrick Lenz, Executive Vice Chancellor, at (916) 322 4005.

Cc: Board of Governors
    Members, Consultation Council

---

**Attachment #1**

District Review and Recommendations Regarding System Budget Requests

With respect to the following requests, would appreciate your views as to the issues that are identified:
1. Access: The system's 2005 Strategic Response calls for the system to restore a level of access
to a participation rate of 73/1000, meaning that the system will have to grow in FTES by 4%/per
year between 1996-97 and 2005-06. This 4% has been requested each year, except for 2001-02,
when we requested 3 ½%. During the last six cycles we have received funding for 4%, 3%, 3%,
3 ¼%, 3 ½%, and 3% respectively. In the current year (2001-02), about half of the districts
have grown beyond their caps, and we anticipate significant unfunded enrollment growth for the
system as a whole.

Issue: Should the system continue to seek 4% for enrollment growth in 2003-2004?

2. Cost of Living Adjustment: Statute (Education Code Section 84750) calls for the community
colleges to be provided an annual inflation adjustment in accordance with an index specified in
the statute. The system has regularly requested this statutory inflation adjustment, but there were
four years during the first half of the 1990’s that none was provided. The statutory COLA has
been provided each year since 1995-96. As to the 2000-2001 budget, the State funded a “COLA
plus 1.” For 2001-2003, we began to move away from the request for the statutory COLA;
instead, we have requested funds for “Compensation, Goods, and Services.” As part of this
request, we requested $75 million for “Part-Time Faculty Compensation,” and the State provided
$57 million for this purpose. In addition, we have requested that the Partnership for Excellence,
the Part-time Compensation program, and other programs be included in the programs, which
receive this “compensation, goods, and services adjustment.”

Issue: Should the system continue to seek funds for “Compensation, Goods, and Services”
(including Part-Time Faculty Compensation) or should some other approach be pursued?

3. Equalization/ Ensuring Student Success Statewide: With the implementation of Program-
Based Funding in 1991, the system has regularly requested funding for equalization. In addition,
funding regulations of the Board of Governors call for a portion of “program improvement”
revenues to be distributed for purposes of equalization. During the past several years, the State
has not funded the system’s requests for equalization or program improvement. The system has
continued to seek equalization funding, but since the mid-1990’s has not sought program
improvement. For 2001-2002 and 2002-03, the system has pursued a slightly different approach
to this issue. For 2002-03, the system has requested $25 million as a part of a multi-year effort to
ensure that a comparable level of funding is available to each student, no matter where she or he
is attending. These funds would be allocated more on the basis of equalizing the revenues per
FTES rather than on equalizing in accordance with program formulas. In addition, districts
would be required to apply the funds to make improvements in key areas identified by the system
(workforce preparation, more full-time faculty, etc). The State did not fund this approach in
2001-02, and the Governor has not proposed such funding for 2002-03.

Issue: Should the system continue to seek equalization/ensuring student success
statewide funding in 2003-2004? Should equalization be on the basis of per FTES
funding or should it be on the basis of program-based funding regulations? Are there
other components that should be considered to make this proposal more compelling to
the Administration and the Legislature?
4. **Partnership for Excellence**: The 2005 *Strategic Response* calls upon the State to provide additional funding to community colleges to enable us to move to within $1500 of the national average in funding per student by 2005. In return, the system will make the commitment to improve its performance on the critical student outcomes within its mission. The system developed the “Partnership for Excellence” 1998-99, proposing that funding for this program be increased by $100 million per year, compounded, until 2005-06. This infusion would increase the system’s base revenues by $700 million, a significant portion of the funding needed to close the gap on the national average. For 1998-99, the State funded the Partnership at $100 million, and for 1999-2000 it was funded at $145 million. For 2000-2001, the State funded a $155 million augmentation, bringing total funding to $300 million. For 2001-2002, the system sought an augmentation of $100 million, but none was received. The system has again requested a $100 million augmentation for 2002-03. As a part of the “compensation, goods, and services” request. We are also seeking a “COLA” adjustment to the $300 million currently in the program.

**Issue**: Should the system continue to seek $100 million per year, compounded, for the Partnership for Excellence?

5. **Human Resources**: Over the years, the system has proposed a number of different ways of strengthening its human resources. Early in the 1990’s, program improvement funds enabled the hiring of more full-time faculty. During more recent years, the system requested specific funding to enable the hiring of more full-time faculty, but these proposals were not funded. With the Partnership for Excellence, many districts have been using a portion of these funds for more full-time faculty. During recent years, the system has also requested large increases in the Staff Development Fund and the Faculty and Staff Diversity Fund. The state has not funded these requests. For 2002-03, the system requested another $57 million for part-time compensation and $10 million for a faculty internship and recruitment program. Neither of these augmentation requests has been included in the Governor’s Budget. However, the Governor has proposed the elimination of the $5 million Faculty and Staff Development Program, and we are strongly advocating against this proposed reduction.

**Issue**: Should the system continue to seek funds to strengthen human resources in 2003-2004; and if so, through what mechanism(s)?

6. **Student Outreach and Access**: The system has regularly sought funding to ensure all students can succeed. In the main part, we have sought separate augmentations for the various categorical programs: EOPS, DSPS, Puente, MESA, Matriculation, etc. Beginning in 2000-2001, we combined a series of separate requests for these programs into a single budget proposal calling for a very sizable $27.9 million augmentation. For 2002-03, we requested augmentations of about $6.5 million for these programs. The Governor, in his proposed budget, has recommended a $26.8 million reduction to the Matriculation Program, a $58 million reduction to the Cal WORKS program. We are strongly advocating against these proposed reductions.

**Issue**: For 2003-04, should the system continue to seek funding for student outreach and access, continue to oppose any reduction in base funding for these
programs, and should it continue to combine separate requests into a single proposal?

7. Telecommunications and Technology: Since the mid-1990's, the system has been requesting funding to establish a telecommunications infrastructure. In addition, it has sought and received separate funding for instructional equipment, library resources, and technology. The 2005 Strategic Response calls for the development of a “Technology II Plan” that will guide the build-out of the infrastructure and support future budget requests. The Board of Governors adopted the Tech II Plan in September of 2000, and this plan has been used to support the system’s augmentation request of $94.6 million for 2001-2002. This request was not funded. For 2002-03, the system has requested $48 million for this purpose. The Governor did not propose funding for this purpose in his 2002-03 Budget.

Issue: Should the system continue to request funding for technology consistent with the adopted Technology II Plan?

8. Economic Development and Workforce Preparation: Since the early 1990's, the system has requested funding to expand its programs of economic development and workforce preparation. Virtually all of these funds are allocated to districts on the basis of competitive grants. Major funding augmentations were provided in 1996-97 and 1997-98. For 2001-2002, the system is sought an $11.7 million augmentation, but none was provided. For 2002-03, the Board of Governors developed a major workforce preparation initiative entitled, “Ladders of Opportunity.” The system requested $72.9 million for this purpose, but the Governor did not propose such funding in his 2002-03 budget. The Governor did propose to reduce the Economic Development program by almost $9 million, and we are advocating against this reduction.

Issue: For 2003-2004, should the system continue to seek funding for expanding its economic development and workforce preparation efforts, including the “Ladders of Opportunity” initiative?

9. Other Program Areas: List additional program areas which your district believes should be considered. For each, please briefly describe the budgetary need, the proposed solution, the proposed level of funding and the method of distribution.
MEMORANDUM

ATTACHMENT #2

SYSTEM INVOLVEMENT IN 2003/2004 BUDGET PACKAGE

Please see Chancellor Nussbaum's letter dated March 1, 2002 (posted on the Website) requesting input and recommendations by April 19, 2002 for the 2003/2004 Budget Proposals.

WHEN COMPLETED, RETURN ELECTRONICALLY VIA THE INTERNET TO: STATE OF CALIFORNIA, CALIFORNIA COMMUNITY COLLEGES, PATRICK J. LENZ, EXECUTIVE VICE CHANCELLOR AT INTERNET ADDRESS: plenz@cccco.edu

<table>
<thead>
<tr>
<th>No.</th>
<th>TITLE</th>
<th>ISSUE</th>
<th>3A</th>
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<td>1.</td>
<td>Access:</td>
<td>Should the system continue to seek 4% for enrollment growth in 2003-2004?</td>
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<tr>
<td>2.</td>
<td>Cost of Living:</td>
<td>Should the system continue to seek funds for &quot;Compensation, Goods and Services&quot; (including Part-Time Faculty Compensation), or should some other approach be pursued?</td>
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<tr>
<td>3.</td>
<td>Equalization:</td>
<td>Should the system continue to seek equalization/ensuring student success statewide funding in 2003-2004?</td>
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<td></td>
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<td>Should equalization be on the basis of per FTES funding, or should it be on the basis of program-based funding regulations?</td>
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<td>Are there other components that should be considered to make this proposal more compelling to the Administration and the Legislature?</td>
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<td>4.</td>
<td>Partnership for Excellence</td>
<td>Should the system continue to seek $100 million per year, compounded, for PFE?</td>
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<tr>
<td>5.</td>
<td>Human Resources</td>
<td>Should the system continue to seek funds to strengthen human resources in 2003-2004; and if so, through what mechanism(s)?</td>
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<td>6.</td>
<td>Student Outreach &amp; Access</td>
<td>Should the system continue to seek funding for student outreach and access?</td>
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<tr>
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<td>Continue to oppose any reduction in base funding for these programs?</td>
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<td>Continue to combine separate requests into a single proposal?</td>
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<tr>
<td>7.</td>
<td>Telecommunications &amp; Technology</td>
<td>Should the system continue to request funding</td>
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<td></td>
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<td>for technology consistent with the adopted Technology II Plan?</td>
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<td>8.</td>
<td>Economic Development</td>
<td>Should the system continue to seek funding</td>
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<td>for expanding its economic development and workforce preparation</td>
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<td>efforts, including the &quot;Ladders of Opportunity&quot; initiative?</td>
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<tr>
<td>9.</td>
<td>Other</td>
<td>List additional program areas</td>
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</tbody>
</table>

Please provide comments and narrative responses below in regards to the above issues or any other issues you may have.
Narrative Responses:

1. Access:

Comments:

2. Cost of Living Adjustment (Compensation, Goods and Services):

Comments:

3. Equalization:

Comments:

4. Partnership for Excellence:

Comments:

5. Human Resources:

Comments:

6. Student Outreach and Access:

Comments:

7. Telecommunication and Technology (Technology II Plan):

Comments:

8. Economic Development:

Comments:

9. Additional Issues:
Self Study Section VI. Assessing Institutional Effectiveness

As stated in the proposal for an experimental self study submitted to ACCJC, assessing institutional effectiveness is a critical component in monitoring and ensuring that the college is making progress towards and achieving the goals and objectives outlined in its mission and the 2002-2005 College Plan. The purpose of this section is to describe the approach that Santa Barbara City College has developed to assess its institutional effectiveness.

Institutional Effectiveness – Context, Definition, and Process

Context

Santa Barbara City College has a strong tradition in the area of institutional effectiveness. The college published its first annual institutional effectiveness report in 1993 (Santa Barbara City College, May 1993). The first report was “a culmination of the work .... in coordinating the many ongoing SBCC evaluation, planning, and resource allocation processes into a comprehensive accountability system, as specified by AB 1725” (p. 7).

The college’s Mission statement provides the overall guiding framework for the college’s comprehensive planning process, which was described in detail in the prior section of the self study. The goals and objectives included in the college plan provide the specific framework for the assessment of institutional effectiveness. Whereas the fundamental areas of emphasis for SBCC are set through its college mission, its plan and assessment of institutional effectiveness are shaped by the forces for change that will drive the college’s functions and operations for the foreseeable future, as exemplified in the prior section. As Alfred et all (1999) point out, “community colleges will need to ensure that their effectiveness systems are flexible and dynamic” (p.5).

Definition

The college has followed the definition of institutional effectiveness reiterated by Alfred et all (1999) and originally stated by Ewell (1992): “the heart of any definition of institutional effectiveness remains the ability of an institution to match its performance to established purposes as stated in its mission” (p. 6). In addition, the measures of institutional effectiveness are developed taking into consideration the perspectives of various internal and external stakeholders and the need to for accomplishing goals within the limits of available resources (Cleary, 2001).
Process

As indicated earlier in the self study, the Director of Institutional Assessment, Research and Planning, in consultation with the President/Superintendent, the Cabinet and the College Planning Council, conducts an annual review of the measures of institutional effectiveness to ensure that they reflect the college’s priorities, address the college’s mission and state and regional accrediting accountability requirements, and reflect the most up-to-date research in the field (a list of references and resources reviewed is available at the end of this section). The development of a new college plan every three years provides the opportunity for a broader review by the college community of the measures of institutional effectiveness. As part of this self study, the President, the Cabinet, the College Planning Council and the Academic Senate were actively involved in the review and update of the measures.

The criteria used for selecting the measures of institutional effectiveness are:
- Related to mission and college plan.
- Reflective of the changes in relevant literature.
- The Office of Institutional Assessment, Research and Planning can obtain the information from the college student system, other college databases/sources or external sources.
- Most measures are quantifiable.
- The college community accepts the measures as valid.

Institutional Effectiveness – Measures for 2002-2005

The measures listed below are the result of the collective review and update process and represent the indicators that the college will track for the next three years to assess its institutional effectiveness.

The measures of institutional effectiveness are grouped under the major areas of the 2002-2005 College Plan:

- Student Learning, Achievement and Development
- Student Outreach and Responsiveness to the Community
- Faculty and Staff
- Governance and Management
- Applications of Technology
- Facilities
- Fiscal Support

<table>
<thead>
<tr>
<th>Table 1. Student Learning Achievement and Development</th>
</tr>
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<tbody>
<tr>
<td>Preparation of Applicants to SBCC (distribution of results of English and Math placement tests)</td>
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<tr>
<td>Semester Number and % of Students on Academic Process Probation or Disqualification</td>
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<tr>
<td>Number and % of Students who Transition from a probation/disqualification status to good standing (from Fall to Spring and from Spring to Fall, respectively)</td>
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<tr>
<td>Overall Annual Course Success for the College</td>
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<tr>
<td>Annual Successful Course Completion of Transfer Courses</td>
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### Table 1. Student Learning, Achievement and Development

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<tr>
<th>Metric</th>
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<tbody>
<tr>
<td>Annual Successful Course Completion of Basic Skills Courses</td>
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<tr>
<td>Annual Successful Course Completion of Vocational Courses</td>
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<tr>
<td>Annual Successful Course Completion of English Skills Courses below ENG 100</td>
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<tr>
<td>Annual Successful Course Completion of Math Courses below MATH 100</td>
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<tr>
<td>Annual Successful Course Completion of Alternative Instruction Courses (i.e., online courses, weekend courses)</td>
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<td>Semester and Cumulative Average and Median GPA of Full-time Students</td>
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<tr>
<td>Progression through Basic Skills Sequence (English and Math)</td>
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<tr>
<td>Completion of Basic Skills Sequence (ESL, English, and Math)</td>
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<tr>
<td>Transition from Basic Skills to College Level Courses (ESL, English and Math)</td>
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</tr>
<tr>
<td>Continuing Education Students Graduated with GED or Adult High School Diploma</td>
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<tr>
<td>Persistence of Newly Matriculated Students</td>
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</tr>
<tr>
<td>Number of Degrees, Certificates and Skill Competency Awards (overall and in occupational programs)</td>
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<tr>
<td>Degree Completion Rates (by cohorts; Vocational versus non-vocational Associate degrees)</td>
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<tr>
<td>Student Right-to-Know Act Completion Rate – SBCC, CA CCs average</td>
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<tr>
<td>Number of Transfers</td>
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<tr>
<td>Number of Students Transfer Eligible</td>
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<tr>
<td>Rates of Transfer Goal and Actual Transfer by Ethnic Groups</td>
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<tr>
<td>Student Right-to-Know Act Transfer Rate – SBCC, CA CCs average</td>
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<tr>
<td>Number of study hours per week in relationship to units enrolled (This measure is self reported in the Student Campus Experiences Survey administered once every three years).</td>
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</tr>
<tr>
<td>Number and % of courses with Web syllabi</td>
<td></td>
</tr>
</tbody>
</table>

### Table 2. Student Outreach and Responsiveness to the Community

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual FTES</td>
<td></td>
</tr>
<tr>
<td>Fall Applications</td>
<td></td>
</tr>
<tr>
<td>Overall Headcount (Credit and non-credit), Full-time, International Students, Students with Disabilities, EOPS</td>
<td></td>
</tr>
<tr>
<td>Online enrollment</td>
<td></td>
</tr>
<tr>
<td>Comparison of student ethnic composition to the make-up of the district</td>
<td></td>
</tr>
<tr>
<td>Number and % of students economically disadvantaged</td>
<td></td>
</tr>
<tr>
<td>First-time students from district high schools</td>
<td></td>
</tr>
<tr>
<td>High school student enrollment</td>
<td></td>
</tr>
<tr>
<td>Enrollment in employer-based training, work experience and service learning, respectively</td>
<td></td>
</tr>
<tr>
<td>Enrollments in courses offered through the Center for Management and Staff Development</td>
<td></td>
</tr>
</tbody>
</table>

### Table 3. Faculty and Staff

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number and distribution by gender and ethnicity of applicants for full time faculty positions</td>
<td></td>
</tr>
<tr>
<td>Number of Contract Faculty, Classified Staff and Administrators and Distribution by Gender and Ethnicity</td>
<td></td>
</tr>
<tr>
<td>Number and distribution by gender and ethnicity of new hires</td>
<td></td>
</tr>
</tbody>
</table>
Table 3. Faculty and Staff

Opportunities for faculty and staff development (i.e., narrative plus numbers of staff and faculty, respectively, participating in SRC or FRC courses, Center for Management and Staff Development, etc).

<table>
<thead>
<tr>
<th>% growth FTES compared to % growth for each of the following categories (categorically funded excluded):</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Permanent full time faculty</td>
</tr>
<tr>
<td>- Permanent full time classified staff</td>
</tr>
<tr>
<td>- Permanent full time administrators and managers</td>
</tr>
</tbody>
</table>

Table 4. Governance and Management

Progress in implementation and deployment of iPortal and decision support system

Table 5. Applications of Technology

<table>
<thead>
<tr>
<th>Ratio number of computers available on campus per FTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to renew and replace technology equipment on a regular basis, as measured by: a) annual expenditures for technology replacement as a percentage of technology inventory; b) technology equipment reserve amounts for committed replacements and for contingency funding.</td>
</tr>
<tr>
<td>Ability to fund new technology initiatives each year, as measured by dollar expenditures for new technology projects over a five-year history.</td>
</tr>
<tr>
<td>Ability to support and maintain instructional computer classrooms and labs, based on the ratio of instructional computer lab coordinators to the number of computers in such facilities over a five-year history.</td>
</tr>
<tr>
<td>Ability of the institution to support and maintain its network and telecommunications infrastructure, based on the following measures: a) ratio of network administrators to number of network users and servers; b) percentage utilization of Internet bandwidth capacity; c) ratio of User Support and training staff in relation to total faculty and staff.</td>
</tr>
<tr>
<td>Ability to support 7x24x365 access to the college Web applications, as measured by the percentage of annual available &quot;up-time&quot; compared to total hours of operation.</td>
</tr>
<tr>
<td>Availability of student services online (i.e., application, enrollment, access to grades, and information related to transfer, etc) and in computerized form (i.e., computerized placement testi) (narrative)</td>
</tr>
</tbody>
</table>

Table 6. Facilities

<table>
<thead>
<tr>
<th>Square footage - total and instructional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent utilization of instructional space</td>
</tr>
<tr>
<td>Energy utilization/square foot</td>
</tr>
<tr>
<td>Annual $ for maintenance/up keeping of facilities</td>
</tr>
</tbody>
</table>
Table 7. Fiscal Support

<table>
<thead>
<tr>
<th>Revenues per FTES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures per FTES</td>
<td></td>
</tr>
<tr>
<td>State General Apportionment as % of Total Revenue</td>
<td></td>
</tr>
<tr>
<td>Restricted Revenues as % of Total Revenue per Year</td>
<td></td>
</tr>
<tr>
<td>Number of Permanent Employees per FTES</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits (excluding STRS and PERS) as % of Salaries</td>
<td></td>
</tr>
<tr>
<td>STRS and PERS as % of Salaries</td>
<td></td>
</tr>
<tr>
<td>Total Salaries and Benefits as % of Total Expenditures</td>
<td></td>
</tr>
<tr>
<td>Instructional Salaries and Benefits as % of Total Expenditures</td>
<td></td>
</tr>
<tr>
<td>COLA versus Consumer Price Index % increase (maintenance of purchasing power)</td>
<td></td>
</tr>
<tr>
<td>Capital Outlay Expenditures as % of Total Revenue</td>
<td></td>
</tr>
<tr>
<td>Fund Balance as % of Operating Expenditures</td>
<td></td>
</tr>
<tr>
<td>Foundation – total funds raised annually</td>
<td></td>
</tr>
</tbody>
</table>

References and Sources Reviewed


