

SANTA BARBARA CITY COLLEGE COLLEGE PLANNING COUNCIL

January 24, 2006

2:00 PM - 4:00 PM

P.E. Conference Room

MINUTES for A&R POSITION

4.0 Discussion Items

4.1 Proposal to add a new position: Senior Admissions and Records Technician

Jack Friedlander began the discussion acknowledging Allison Curtis, Director of Admissions and Records (A&R). Allison will give an overview of the proposal. He said we have an emergency situation that has gotten much worse in this area where they are so severely understaffed at this point. Dr. Friedlander said he didn't know how we would implement Banner with everything A&R are being asked to do. The proposal is requesting to funds for the new position and a methodology for doing so.

Allison Curtis spoke to the Council and stressed that there is an absolute critical, critical need for a new full-time Senior Admission and Records Technician to support current business processes. She said if the college has any hope of being successful in implementing SCT Banner we must have this position. The SIG consultants, who are assisting SBCC with the implementation of Banner, indicate that the supervisor of Admissions and Records will need to spend at least 40% of his/her time working on Banner implementation activities. The Director of Admissions and Records will have to spend at least 50% of her [Curtis] time working on Banner-related activities. The current staff members in A&R may spend up to 25% of their time sporadically and across the course of the project in Banner implementation activities.

Allison Curtis said the current staffing model does not provide any room that implementation at all. Ms. Curtis said that since 2002, A&R has had four supervisors. The cost of training, turnover, as well as morale within the A&R office, cannot be underestimated in this decision as well. Allison Curtis said that this is not the first time that A&R has come forward with this request and has done so since 1996.

In 1996, a position was not filled in A&R because of the expectation that when the Oracle system would be implemented we would not need that additional staff person. During that time enrollment has grown from 11,932 to now serving 17,000 students. The A&R team has openly accepted all new initiatives that the college has put forward to meet its growth and enrollment targets. Those include supporting the Professional Development Center with a very manual labor intensive application, enrollment and grading process and well as the Dual Enrollment program. All of the different short course initiatives that the college is now offering, our system does not handle, and again, it is another entirely manual process that is ripe for error. Ms. Curtis said this is

a position that we will need also after the Banner implementation. She said the workload will not diminish but the nature of the work will change.

Lynda Fairly echoed Ms. Curtis' comments that the Admission staff has always been understaffed. It has been a tradition that people put in overtime and come in on Saturdays and it is now out of hand.

Joe Sullivan said that he does not dispute the need for another position in Admissions & Records. He said his concern is that we are filling a full-time permanent position using temporary money and **feels that if there is really a need, then we need to supply the need and not try to do it out of temporary funds where ultimately they are going to go away and we will need have to find out how to fund it regardless.**

A second issue is the allocation process for Banner implementation backfill funds. He said the backfill money for the policy, how we use the backfill money [Banner] should go to the Steering Committee. We originally said that when we set it up that we would go to the Steering Committee and it would make a recommendation based on the needs of the different areas. Allison Curtis concurred that Dan Watkins thought that was an important step to take. Mr. Sullivan said he wanted to emphasize that he supports the position but had issues with the method of payment.

Allison said what is not stated in the methodology Dr. Friedlander proposed for pay for this position, and what we will fully realize, is that in 2007-08, after fully implementing SCT Banner, that Admission and Records is going to be able to reduce our spending in our hourly dollar budget by \$40,000. We can't guarantee that at this point but based on what we know from other schools and how much we spend in our hourly budget now just to support current operations, we could expect to realize that savings at that point as well.

Dr. Friedlander said we desperately need the money to fill this position this now. This year there is money in the Banner backfill budget to pay for the balance of the year. We have to come up with the additional \$13,000 next year of General Fund dollars. Then the following year, 2007-08, this position would be entirely funded with General Fund dollars. He said the way he wants to approach this is we would submit the proposal for creating a new position as part of the process we follow for new resource allocations and would put this forward as my number one priority. Without approval of this position it is and will continue to adversely affect how we do business. He also said that that by 2008 we might be able to reduce A&R's hourly budget but we don't know that. Joe Sullivan has indicated the reality is this is how we are doing business and we can't do business anymore because we will be losing good people [in Admissions]. Jack said it is such a priority to this institution that if he had to, he would make painful cuts.

Keith McLellan said he supports Joe's proposal and asked if we had a mechanism mid-year to pre-commit district funds to this full-time position and if not, the proposal that sets here seems like a reasonable interim process so that we can get this position

into the basic and core cycle of budgeting. This would give us an interim solution to the A&R staffing problem which needs to be addressed right now especially since Jack Friedlander is saying when Ed Programs brings their budget requests to CPC next year, it will be on the top of the list.

Mr. McLellan said even though we don't have a mechanism right now, he is in agreement that we support the interim position with a commitment that we will make the ongoing a priority without having to make any commitments from CPC with that money but knowing that it is our reasonable intent particularly in our discussion about the allocation of COLA and growth funds in the coming year. We are not looking ahead at a diminished budget; but status quo or improved. From that perspective Mr. McLellan said he has confidence that there is some discretion in terms of anticipating what the college's budget is going to be.

Esther Frankel agreed that we should not fund a permanent position on temporary money. If we have an intent to commit permanent dollars, I suspect there are a lot of entities in the college that would like to have the same opportunity to present their case. She asked again what is the process. Jack Friedlander responded that knowing there are other priorities he has wrestled with this and has asked A&R to be patient. Now, he is saying we cannot afford as a college to wait. He recognized critical needs in other core functions but cautioned that we will not have any Admissions and Records staff if we do not address this critical need. Dr. Friedlander said he tried to come up with a proposal that respected the process we are developing but because we do not have mechanism in place right now to make this interim kind of decision, that he is willing to go out on a limb to indicate that if this proposal does not recommend this proposal, then he will have to come up with the funds.

Sue Ehrlich offered that Educational Programs has an adjunct budget at the end of the year that should be more than enough to deal with this. Dr. Friedlander responded that we cannot count on that ongoing because it is adjusted each year based on what was used the prior year. He said what Joe offered is the honest way of doing it because it is all coming from the same pot of General Fund money.

Sue Ehrlich said getting this in place now and getting through June 30th is worth doing because this is a need that existed even before the Banner implementation. She said Joe Sullivan is right with respect to announcing a commitment of any new resources and using this process to get a commitment of Banner backfill A& R is going to need Banner backfill and there are other entities that are assuming that Banner backfill funding will be available as well.

Jack Friedlander started the process by consulting with Dan Watkins about the amount of Banner backfill dollars that need and can be allocated for Admissions. Sue Ehrlich said the process has not begun yet to request backfill dollars. Keith indicated that backfill money is an ongoing request and funds are being requested as needed and not everything is known up front. Ms. Ehrlich said no one is anticipating that backfill money would be used in this manner to fund an ongoing position. Dr. Friedlander said

that he has heard everyone say that they will commit to fund this new position right away and that Educational Programs or the institution comes back through its regular process that we have developed for allocating resources. He is taking a calculated risk to pay for this position if CPC does not recommend its funding but doing so on behalf of the institution because we cannot function without having staff in A&R. We are in horrible straights and questioned how A&R staff would be able to do Banner. It is clearly a position we have to fund.

Peter Haslund indicated that as this is being discussed, he does not hear a single negative for the process. He said there are two questions: (1) do we support the proposal; and (2) how do we fund it?

Keith McLellan questioned that if the position were funded from a categorical source, is there any ongoing commitment to that categorical source if those monies for the categorical program are needed for something else. Sue Ehrlich indicated that if you hire a classified person from categorical money, that is a permanent position. That is in contrast to our ability to hire temporary faculty on temporary contracts that are purely categorical sources where the contract is year to year depending upon whether the categorical source continues. Dr. Friedlander commented that by the time we hire this person, possibly by April, they will not be a permanent employee by July 1st.

Liz Auchincloss said she sees that this is an error we have made in growth. This position should have been funded by growth. There are other equally or more critical positions that need to be funded so when those positions come, they need to be looked at. We are going to have to start using growth money. She said now we only have to hire instructors [from growth] so staff continues to get left behind. So, if this position has to be funded by growth next year, we are going to have to do it. Dr. Friedlander said what EC is working on and what will come forth next week is EC's proposal in terms of how we come up with a rational process of how we allocate funds to meet the needs of the institution that are affected when we grow, including looking at past staffing deficits that we know we have throughout the institution. In our College Plan we clearly have a statement about staffing and the principles we are proposing are that we need to pay attention to the major goals in the College Plan and this will clearly be one the principles that EC will put forward next week.

M/S [Haslund/Auchincloss] that this body approve the recommendation and leave the question of funding to those who can better deliberate and bring back a resolution to the funding issue at a subsequent meeting.

Tom Garey called a point of order that this is only on the agenda as a discussion item only. Jack Friedlander said what we would be receiving from EC at our next meeting is not on which positions to fund, it is a mechanism but the mechanism is silent on any particular position. Mr. Garey said this would allow us to frame this within the framework of the mechanism that is evolving rather than going out on a limb.

M/S/C [Fairly/AuchIncloss] to move Item 4.1 to action.

Discussion: Peter Haslund said the essence of the motion was to support the recommendation presented to us for the creation of this new position and to leave the matter, and to separate out, the question of funding for those better capable of deliberating and coming up with solutions for funding and bring back to CPC that solution at a subsequent meeting.

Note: The Council asked that this language be verbatim as to its intent.

The original motion was approved.

Lynda Fairly asked whether this position could be advertised. Dr. Friedlander said that based on the approval of this action, he will bring to the President's attention for his approval and decision to go forth.

SANTA BARBARA COMMUNITY COLLEGE DISTRICT
2006-07 Proposed Budget

Attachment 2

Source: Governor's Proposed Budget (per CC League)
01/10/06

		SBCCD 2005-06 Budget	Gov's Proposed Budget 2006-07	
Memo (per Sim Recalc & State Budget Workshop):				
Credit Student Base Revenue		50,742,274		
Noncredit Student Base Revenue		5,290,501		
M&O Base Revenue		4,888,753		
		<u>60,921,528</u>		
UNRESTRICTED				
Apportionments		60,921,528	60,921,528	0.00%
		60,921,528	60,921,528	0.00%
Growth for Apportionments			1,218,431	2.00%
COLA			3,155,735	5.18%
Equalization			2,153,282	
Sub-total		60,921,528	67,448,976	10.71%
Basic Skills/Apprenticeship		0	0	7.01%
Sub-total		0	0	0.00%
Total Unrestricted		60,921,528	67,448,976	10.71%
RESTRICTED				
EOPS	078	1,085,505	1,161,900	7.03%
CARE	046	89,315	95,600	7.03%
Matriculation	172	509,202	544,900	7.01%
Noncredit Matriculation	185	493,996	528,600	7.01%
PT Faculty Comp		624,301	624,300	0.00%
Telecom & Tech	244	62,828	62,828	0.00%
CalWORKS	044	168,008	168,000	0.00%
DSPS	064	932,252	997,600	7.01%
Econ Dev	071	178,875	178,900	0.00%
Econ Dev	178	178,875	178,900	0.00%
Faculty & Staff Diversity	230	17,597	17,600	0.00%
Financial Aid Admin	020	477,122	513,200	7.56%
Foster Care Ed	100	118,595	118,600	0.00%
Total Restricted		4,936,471	5,190,928	5.15%
EQUIP/CONSTR				
Instr Equip & Library Matl	234	352,409	352,400	0.00%
Total Equip/Constr		352,409	352,400	0.00%
Sub-Total		66,210,408	72,992,304	10.24%
OTHER				
Lottery		1,719,199	1,719,200	0.00%
Total Funding		67,929,607	74,711,504	9.98%

Growth 2.0%,
(Systemwide 3.0%)

Categorical programs
receive 5.18% COLA and
1.74% for statutory
enrollment growth

Limit increase to COLA
+ growth. More funding
avail for interpreters &
real-time captioning
equip

CALIFORNIA COMMUNITY COLLEGES
2006-07 Budget

Source: Governor's Proposed Budget (per CC League)
01/10/06

	2005-06 (as enacted)	2006-07 Gov's Jan. Proposed Budget	Change from 2005-06	
General Apportionment				
Credit Student Base Revenue	2,384,811,000	2,765,675,000		
Noncredit Student Base Revenue	1,829,726,000	1,899,329,000		
M&O Base Revenue	347,929,000	358,367,000		
Growth for Apportionments	136,709,000			
04-05 Veto Set-Aside for Accountability	31,409,000			
COLA (categorical COLA incl. below)	209,624,000			
Equalization	30,000,000			
Subtotal	4,970,208,000	5,023,371,000	53,163,000	1.07%
Growth for Apportionments		148,800,000	148,800,000	3.00%
04-05 Veto Set-Aside for Accountability		(folded into base)	0	
COLA (categorical COLA incl. below)		264,600,000	264,600,000	5.18%
Equalization		130,000,000	130,000,000	100.00%
Total Genl Apportionment	4,970,208,000	5,566,771,000	596,563,000	12.00%
RESTRICTED				
Basic Skills and Apprenticeship	43,453,000	46,499,113	3,046,113	7.01%
DSPS	91,191,000	107,184,000	15,993,000	17.54%
Econ Dev	35,790,000	35,790,000	0	0.00%
EOPS & CARE	104,759,000	112,127,000	7,368,000	7.03%
Equal Employment Opportunity	1,747,000	1,747,000	0	0.00%
Foster Care Education Program	4,754,000	4,754,000	0	0.00%
Matriculation	66,332,000	70,981,961	4,649,961	7.01%
PT Faculty Comp	50,828,000	50,828,000	0	0.00%
Special Services for CalWorks Recipients	34,580,000	34,580,000	0	0.00%
Student Financial Aid Administration	48,206,000	51,849,000	3,643,000	7.56%
Telecom & Tech Infra	24,397,000	24,897,000	500,000	2.05%
Total Restricted	506,037,000	541,237,074	35,200,074	6.96%
EQUIP/CONSTR				
Physical Plant & Instructional Support	27,345,000	27,345,000	0	0.00%
Total Equip/Constr	27,345,000	27,345,000	0	0.00%
Sub-Total	5,503,590,000	6,135,353,074	631,763,074	11.48%
OTHER & 1X Funds				
Career Technical Education (1X)	20,000,000	0	(20,000,000)	-100.00%
Property Tax Backfill (1X)	15,600,000	0	(15,600,000)	-100.00%
Nursing Enrollment & Equip Needs (1X)	10,000,000	0	(10,000,000)	-100.00%
Mandate Reimb.(suspension con't) (1X)	10,004,000	0	(10,004,000)	-100.00%
Career Technical Education	0	50,000,000	50,000,000	100.00%
Child Care Tax Bailout	0	6,494,000	6,494,000	100.00%
AB 1280 Rural Baccalaureate Pilot Program	0	100,000	100,000	100.00%
Academic Senate for CC	467,000	467,000	0	0.00%
California Virtual University	1,347,000	1,347,000	0	0.00%
Part-Time Faculty Health Insurance	1,000,000	1,000,000	0	0.00%
Part-Time Faculty Office Hours	7,172,000	7,172,000	0	0.00%
Fund for Student Success	6,158,000	6,158,000	0	0.00%
Transfer Ed & Articulation	1,974,000	1,424,000	(550,000)	-27.86%
Lease-Purchase Bond Payments	61,512,000	64,565,000	3,053,000	4.96%
Lottery	177,871,000	177,871,000	0	0.00%
	313,105,000	316,598,000	3,493,000	1.12%
Total Funding	5,816,695,000	6,451,951,074	635,256,074	10.92%
Funded FTES	1,168,391	1,203,443	35,052	3.00%
Funding per FTES	\$ 4,978	\$ 5,361	\$ 383	7.69%
Student Enrollment Fee	\$26/unit	\$26/unit	0	0.00%

DRAFT

2/7/06

College Consultation Process for Prioritizing Needs and Allocating Funds

Principles

Institutional

1. Evaluate proposals and make allocation recommendations that are consistent with the SBCC three-year plan goals and objectives. Thematic emphases of the plan are:
 - a. Student Success
 - b. Recruitment, enrollment and retention of students to serve the community and to achieve funding cap
 - c. Optimizing effectiveness and efficiency in operations
 - d. Maintaining high quality facilities and infrastructure
2. Health and Safety items must be given highest priority
3. Budget principles established by the College will apply. Board adopted budget principles applicable to the current funding environment are:
 - a. The College shall balance its budget; ongoing expenses shall be supported by ongoing income. A general fund contingency of 5% shall be maintained. One-time funds shall not be used to fund programs or activities on an ongoing basis.
 - b. Employee compensation shall be among the highest priorities in making budget decisions. Funds shall be allocated in order to assure competitive salaries, benefits, and working conditions to recruit, retain, and motivate the best possible administrators, faculty and staff.
 - c. The college shall adhere to the principles of shared governance while engaging in institutional planning and budget development.

- d. Meeting the college's FTES cap in a cost effective and strategic manner shall be a priority.
- e. The College shall budget revenue from enrollment when it is received. Similarly, for non-apportionment income (e.g., out-of-state fees, international student fees, interest income, lottery), an estimate shall be made utilizing trends in order to establish revenue projections.
- f. Fixed and mandated costs (e.g., utilities, liability and property insurance, salary steps, and reserve requirements) shall be projected annually and allocations will be made to meet these expenses.
- g. Growth funds shall be allocated only after receipt and shall be used first to fund growth-related expenses. Remaining growth funds shall be allocated to support institutional priorities determined through collegial consultation.
- h. The District's capital equipment shall be provided, maintained and replaced in a systematic manner. Determining the need for transfers from the General Fund to the Equipment Fund shall be part of the ongoing fiscal planning and budget process.
- i. Buildings and grounds shall be developed and maintained to meet student and programmatic needs through General Fund transfers to the Construction Fund. Determining the need for transfers from the General Fund to Construction Fund shall be part of the ongoing fiscal planning and budget process.

Process

1. CPC will be the consultation group to make funding allocation recommendations to the President and Board of Trustees.
2. The CPP structure will be utilized as part of the evaluation of funding proposals.
3. Once we are in a position to estimate new general fund revenue, contractual and other obligations will be delineated and subtracted from the available funds. Items identified thus far are:
 - Negotiated salary and benefits increases
 - Year 2 of the Classification Study implementation
 - Full-time faculty positions to meet 75/25 requirement

- Fixed and mandated costs
 - Sabbatical leave excess cost adjustment
 - Equipment and construction allocations (\$1.8 M for equipment, \$1.2 M for construction).
4. Proposals for new allocations will be from the department/division level through the vice presidents and president. The president and each vice president will collect all requests and initiate a consultative process to identify priority items within his/her area.
 5. EC will develop college-wide resource allocation recommendations and submit these recommendations to CPC.
 6. Departments will be notified that recommendations may include items eliminated during the 02-03/03-04 budget reductions. These recommendations will be evaluated against the same principles and criteria used for considering new items.
 7. All department/division recommendations will be submitted to CPC.
 8. CPC will recommend funding allocations to the President.

allocations 2-6-06.doc

Santa Barbara Community College District

Priority Initiatives

Spring 2006

<u>Project</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Issues</u>
Educational Program			
Student Success Initiative	Jack Friedlander, Kathy Molloy, Academic Senate	Recommendations to the Board Spring 06	The Academic Senate and SLO efforts are programmatically the most important college activity
Credit program Banner implementation	Dan Watkins, Steering Committee, EC		
Planning for Adult Ed Banner implementation	Lynda Fairly, Dan Watkins	Adult Ed Banner implementation plan and timeline completed by the end of the Spring term	
Analysis of long-range enrollment projections and development of strategies to off-set decline in local high school graduates	Jack Friedlander, Andreea Serban	Analysis completed and recommendations to the Board during the Spring Semester	
Program rationale for facilities development and update of the LRDP	Jack Friedlander, Lynda Fairly, Joe Sullivan	Completed by the end of the Spring Semester	The LRDP modifications will be program driven. This will serve as the basis of identifying needs and priorities that might be included in a bond campaign
Preparation for submittal of Title V/III grants	Jack Friedlander, Andreea Serban	Planning work completed by the end of the Summer. Grant development begins in the Fall	The focus of grant proposals will be on Student Success initiatives.

Attachment 4

Santa Barbara Community College District

Grants development/management	Jack Friedlander, EC	By Fall 2006 there will be a person identified in Educational Services with responsibility for leadership in grant development	
Institutional			
CPP/College Plan	Jack Friedlander, Andreea Serban, CPC		Need to begin the process for identifying priorities within the plan and resource needs for implementation of efforts to meet plan objectives.
Use of CPP at VP level for planning	Each VP		Each VP will have begun planning efforts at department level using CPP info and framework
Implementation of the District Technology plan	Paul Bishop, DTC, EC, CPC		
Development of a staffing and support methodology linked to increases in enrollment funding	Joe Sullivan, EC, CPC	A methodology will be developed and processed through consultation by the end of the Spring semester.	
Security Department reorganization	Joe Sullivan	Completed and new Security leadership in place by the end of the Spring Semester.	
Human Resources/Legal Affairs			
Faculty hiring	Sue Ehrlich, Jack Friedlander, John Romo	Completed by the end of the Spring Semester	We will be filling 18 positions

Santa Barbara Community College District

Employee group negotiations	Sue Ehrlich, Jack Friedlander, Joe Sullivan	Priority Initiatives Negotiations begin this Spring. The objective is to complete negotiations before the end of the semester. Spring 2006	Our approach to negotiations and to increases in salaries and benefits worked in the last negotiations. Hopefully, the approach will again apply and the duration of negotiations will be shortened.
Deacon lawsuit	Sue Ehrlich, John Romo		

Facilities

Coastal Commission appeal on parking structure	Joe Sullivan, John Romo	Presentation to Coastal Commission January 06	
Oversight of construction projects	Joe Sullivan	On-going	
Planning for Drama Music and Physical Sciences renovations	Joe Sullivan		
Completion of Sports Pavillion renovation	Joe Sullivan		
Construction of a new press box	Joe Sullivan	Ground breaking will be during the Spring semester.	
Planning for the possibility of a SoMA capital campaign	John Romo, Barbara Ben-Horin		
Feasibility analysis for a bond campaign	John Romo		

Santa Barbara Community College District

Short/mid/long term parking/transportation planning	John Romo, Joe Sullivan, Ben Partee	Priority Initiatives Spring 2006	
<u>Project</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Issues</u>