

SANTA BARBARA CITY COLLEGE

COLLEGE PLANNING COUNCIL  
November 8, 1988

**M I N U T E S**

PRESENT: P. MacDougall, J. Romo, M. Bobgan, J. Connell, J. Diaz, L. Fairly,  
T. Garey, C. Hanson, D. Oroz, G. Smith, C. Frank, Student Rep  
RESOURCE: E. Cohen, J. Friedlander, B. Miller, H. Pugh, D. Sloane

**I. APPROVAL OF MINUTES Unanimous**

The minutes were unanimously approved with the following corrections:  
Record the presence of T. Garey, member and B. Miller, resource.

**II. CPC PLANNING**

At this meeting the Council, under the leadership of Dr. MacDougall, continued to focus its discussions on college planning and the revision of the Statement of Institutional Directions. The President reported that the CPC subcommittees assigned to develop directions for the five major categories (see below) have submitted their preliminary reports to the Office of Research and Grants. He distributed copies of their recommendations to the membership for further analysis, criticism and refinement. Highlights from each report are outlined below.

EDUCATIONAL EXCELLENCE: Chair, J. Romo

The focus of this section of the Directions Statement, as outlined by Chair Romo, is on making SBCC a first choice institution and providing operational activities to achieve this goal.

STUDENT ACCESS/SUCCESS: Chair, L. Fairly

L. Fairly briefly outlined her committee's recommendations. She stated that the primary objective is the retention of students and the completion of their educational and program goals. The report also included operational methods for achieving this end.

FISCAL: Chair, C. Hanson

The Financial Subcommittee report recommended that a Directions Statement should include the following:

Provide competitive salaries for all college staff; equate AB 1725 fiscal formulae with District costs when additional funding is available; reward cost savings results with tangible awards; develop a two-year budget cycle. It was recommended that the report also provide a formula for replacement of equipment and guidelines for facilities maintenance and repair.

HUMAN RESOURCES: Chair, D. Oroz

This report focused on activities which are necessary to assure that the college maintains the excellence provided by a motivated and innovative staff. In addition to current programs, the committee included activities which are mandated by AB 1725, i.e. expansion of affirmative action, staff development and training and recruitment of high quality full-time faculty. Members requested that the report include statements on the necessity for competitive salaries for all staff, and a recommendation for finding models for housing new faculty.

GOVERNANCE/RESEARCH/ACCOUNTABILITY: Chair, Peter MacDougall

The subcommittee reiterated in its report the College's commitment to students and educational programs. In order to achieve this end, "The College should exemplify a willingness to objectively and critically analyze and assess all phases of its operation; particularly its effectiveness in providing educational programs and fulfilling student academic objectives." The report recommended specific directions: greater staff participation in research; increase effectiveness of internal communications, define the role of the Academic Senate in decision making; use planning and research as a force in institutional development, accountability and evaluation.

During the discussion which followed, members developed a recommended format for the final draft of the Statement:

- I. PREAMBLE, a statement of institutional purpose and values.
- II. CATEGORIES: (Five)
  - A. ASSUMPTIONS/DIRECTIONS/GOALS
  - B. OPERATIONAL STATEMENTS/GUIDELINES
  - C. EVALUATION/ACCOUNTABILITY

The President appointed a writing committee to bring together the various components into a final draft which will be reviewed by CPC on November 29. Committee members are: M. Bobgan, L. Fairly, T. Garey, J. Romo, and G. Smith.

The meeting was adjourned at 4:20 p.m.

JDM

cc: Deans/Assistant Deans  
Division/Department Chairpersons  
Mr. Miller  
Mr. Pickering  
Mr. Guillen

SANTA BARBARA CITY COLLEGE

COLLEGE PLANNING COUNCIL  
November 29, 1988

**M I N U T E S**

PRESENT: Dr. MacDougall, J. Romo, M. Bobgan, J. Brady, J. Connell, J. Diaz,  
L. Fairly, T. Garey, C. Hanson, D. Oroz, G. Smith, C. Frank, student  
representative.

RESOURCE: E. Cohen, J. Friedlander, B. Miller, H. Pugh.

**APPROVAL OF MINUTES: November 8, 1988**

Deferred

**INSTITUTIONAL DIRECTIONS STATEMENT:**

The purpose of this meeting, chaired by Dr. MacDougall, was to finalize the College Planning Committee's revised Statement of Institutional Directions. The President distributed copies of a draft developed by the writing committee (M. Bobgan, L. Fairly, T. Garey, J. Romo and G. Smith). Members reviewed the statements in the Preamble and in the five major categories. During the discussion which followed, members recommended changes, deletions and additions to be incorporated into the final report.

The College's Statement of Institutional Directions will be submitted to the Council on December 6.

The meeting was adjourned at 4:30 p.m.

JDM

Attachments

cc: Dr. MacDougall  
Deans/Assistant Deans  
Division/Department Chairs  
Mr. Miller  
Mr. Pickering  
Mr. Guillen

SANTA BARBARA CITY COLLEGE  
STATEMENT OF INSTITUTIONAL DIRECTIONS

PREAMBLE

**MISSION:** The College exists to provide a comprehensive curriculum and programs which support a viable transfer program, a diverse occupational program, Basic Skills and general credit and non-credit programs that are appropriate to the needs of the South Coast community in particular, and the State and nation.

Carrying out the College's mission is a complex and multidimensional process involving many interdependent activities. Although each segment of the organization has its own internal concerns, these mesh and interact to comprise an aggregate whole which is the vehicle that carries out the mission.

This statement is a listing of strategies by which the college community plans to carry out this mission. They are assembled into five major areas which are seen as college-wide goals cutting across organizational lines.

In developing these strategies, the College Planning Council emphasizes the fundamental values of Santa Barbara City College.

- o To provide open and affirmative access to postsecondary education for all who can benefit from it.
- o To provide excellence in all programs of the College.
- o To create and maintain a physical and psychological environment that focuses on student success, emphasizes teaching and learning, supports staff enrichment activities, and encourages the open discussion of ideas and issues.
- o To develop and sustain college governance processes that emphasize cooperative and collegial approaches in carrying out the work of the College.

SANTA BARBARA CITY COLLEGE

STATEMENT OF INSTITUTIONAL DIRECTIONS

EDUCATIONAL EXCELLENCE  
SBCC: A FIRST CHOICE CREDIT INSTITUTION

The quality of the College's programs and services will encourage potential students to consider SBCC as their first choice for post-secondary education. Programs and activities to achieve this goal will:

- o Target efforts to reach out to high achieving secondary school students.
- o Develop academic and support programs which enhance international understanding, increase study abroad programs and a greater foreign student presence on campus.
- o Integrate Program Evaluation and Review into Institutional Planning.
- o Apply the results from institutional research to improve programs and develop policies.
- o Expand specific programs to attract underrepresented students.
- o Refine, expand, and support programs and individual efforts directed to increase the number of students who will achieve academic success.

TRANSFER EDUCATION, VOCATIONAL EDUCATION, BASIC SKILLS AND ENGLISH AS A SECOND LANGUAGE

In its Credit Program, SBCC is committed to offering a comprehensive, balanced program which provides courses and programs which are consistent with the mission of the California community colleges. Specific emphases by major programmatic area will include:

- o Transfer Education
  - \* Refine the Matriculation process to identify potential transfers early in their academic programs.
  - \* Develop guaranteed admissions programs with receiver colleges and universities.
  - \* Develop guaranteed admissions programs to impacted programs at UCSB.
  - \* Complete implementation of Project ASSIST. Include the training of appropriate staff in the effective use of Project ASSIST.
  - \* Develop a fully articulated UC Transfer General Education Program.

- \* Increase the number of majors articulated with CSU, with emphasis on Northridge, Long Beach, Chico, Sonoma, San Francisco, San Luis Obispo, Sacramento and UC, with emphasis on Berkeley, Los Angeles, Davis, and Irvine.
  - \* Increase the number and proportion of underrepresented students who transfer to four year institutions.
- o Vocational Education
- \* Develop a more systematic approach to identify educational programs which meet local public and private sector employment needs.
  - \* Expand articulation of vocational programs with high schools and four-year institutions.
  - \* Develop a comprehensive guidance and placement service for vocational program completers.
  - \* Develop cooperative education opportunities to provide internship experiences for students.
  - \* Development more consistent involvement of business and industry in the refinement of vocational programs through advisory committees.
  - \* Develop a more systematic approach for the assessment of technical developments in vocational programs, and implement actions to maintain state-of-the-art equipment and curriculum.
  - \* Provide regular staff development activities to assure that faculty and staff are current with technological changes in their disciplines.
- o Basic Skills and English as a Second Language
- \* Develop alternative approaches for delivering basic skills instruction in the curriculum.
  - \* Expand and refine English as a Second Language courses to meet the needs of the rapidly expanding limited and non-English speaking population with degree, certificate, and transfer goals.
  - \* Explore and, as appropriate, use recent research on learning styles in evaluation of instructional programs.

SBCC AND COMMUNITY EDUCATION:  
COMPREHENSIVENESS AND QUALITY

Santa Barbara City College's non-credit program will continue to be the most intensive, comprehensive, and community responsive in California. Recent reform legislation and the needs of the South Coast region require the following directions:

- o Expand the English as a Second Language and citizenship components to meet the requirements of the I.R.C.A. and recent right to work legislation.
- o Develop a small business educational resource center to serve present and potential small business people in the South Coast region.
- o Coordinate the expansion of outreach educational services for local employers emphasizing both specialized contract education and for credit offerings.

## STUDENT ACCESS/SUCCESS

In order to meet the needs of the increasingly diverse population, SBCC is faced with a challenge of ensuring access to all students who can benefit from its courses and programs. This unique student population requires quality instruction and support services geared to the needs of all students. A central purpose of the community college is the retention of students to completion of their educational programs or goals.

### STUDENT ACCESS

As the College prepares to serve our changing population, the College must prepare to change in the following ways:

- o Educate the faculty and staff to ethnic, cultural and linguistic diversity of our students.
- o Evaluate the process of recruiting and enrolling individuals to assure the open access principle is communicated clearly and that appropriate support services are available.

### RECRUITMENT

- o Broaden the outreach and recruitment efforts to attract underrepresented students in order to reflect our community's demographic.
- o Develop and implement a recruitment plan which presents the positive aspects of the College. Implement the plan through the coordinated efforts of academic division and administrative support services.
- o Increase and evaluate the availability and accessibility of federal and state grants for SBCC students.
- o Improve the timely dispersal of information about financial aid to students in order to have student aid available before a semester begins.
- o Increase efforts to develop funding sources to attract underrepresented students to SBCC.
- o Identify and develop community-based linkages that support underrepresented students.

### RETENTION

- o Increase the participation rate of new students in the matriculation process in order to increase student persistence from semester to semester.
- o Increase significantly the course completion rate through a commitment to instructional improvement and curriculum changes where necessary.
- o Expand and modify the matriculation<sub>5</sub> services (assessment, advisement, orientation, counseling, follow-up) designed to increase the students who are academically successful.



- o Evaluate on an on-going basis the efficacy of the assessment/placement process.
- o Develop verifiable skill requisites for courses across all disciplines.
- o Improve the integration of student services with instructional activities with an emphasis on shared commitment to student access/success.
- o Develop strategies to increase the number of college work study students in on-campus jobs.
- o Develop and implement a student success course for all new students.

## HUMAN RESOURCES

Santa Barbara City College is an institution which has been recognized for the excellence of its educational programs. The essence of such successful efforts is the College's faculty and staff. To assure that excellence is maintained, the College will provide programs necessary to meet the changing nature and needs of the community, faculty, staff and students. It is the institution's responsibility to provide the support for activities which enhance motivation, innovation and inspiration of the total College community. Those opportunities which encourage personal and professional growth must be maintained. In these efforts the College will:

### RECRUITMENT

- o Develop competitive incentives to recruit and retain high quality faculty and staff.
- o Identify, evaluate, and implement strategies to assist faculty and staff to obtain affordable housing.

### AFFIRMATIVE ACTION

- o Meet the needs of a changing demography through a commitment to and implementation of the College's Affirmative Action goals. .
- o Regularly evaluate and improve the Affirmative Action Plan.

### STAFF DEVELOPMENT

- o Develop a plan for use of AB1725 faculty and staff development funds.
- o Expand the activities of the Faculty Enrichment Committee with special emphasis on faculty grants for innovative instructional programs.
- o Expand staff development and involvement opportunities for part-time lecturers.
- o Provide staff training to develop expertise in meeting diverse educational needs of the increasingly multi-cultural student population.
- o Provide opportunities for instructors in all subject areas to develop competence in meeting the needs of the under-prepared and disabled student. In addition, focus on how to work with students from different cultural and language backgrounds.
- o Provide opportunities for faculty to retrain for changes in the instructional program, e.g. upgrade teaching techniques in the use of latest technologies.
- o Develop additional mechanisms for providing incentives and rewards for outstanding service and teaching.

- o Improve staff evaluation practices to comply with the requirements of AB1725 and other changes deemed necessary to ensure instructional excellence.
- o Improve the efficient utilization of human resources by providing faculty and administrators adequate support staff.

## FISCAL RESOURCES

Without a stable supply of funds, it is very difficult to plan effectively and to carry out plans, once formulated. It is therefore paramount that the College make the most of the funds available to it and to expand those funds in whatever ways are available.

### FISCAL RESPONSIBILITY

- o Develop more systematic procedures to establish funding priorities for the year based on realistic estimates of revenues. Explore the availability of budget simulation software suitable to SBCC needs.
- o Explore alternative methods for saving money on purchases through discounts and substitutions.

### FACILITIES AND EQUIPMENT

- o Attempt to schedule facilities in such a way as to get maximum possible use out of facilities, including use of afternoon hours and optimum matching of class and room sizes.
- o Develop schedules for replacement of equipment and provide adequate budget support to meet such schedules.

### MANAGEMENT RESOURCE DEVELOPMENT

- o Develop more systematic means to thoroughly evaluate institutional efficiencies and effectiveness.
- o Commit resources to the development of grant applications that are appropriate to the goals and objectives of the College's comprehensive plan.
- o Work closely with the Foundation for sbcc to raise funds needed for activities which are important but cannot be funded out of College general and categorical revenues.
- o Develop a College-wide system for identifying priorities requiring outside fund-raising efforts.
- o Publicize ways in which community contributions to the College can be made through the Foundation for Santa Barbara City College.
- o Develop alternate sources of funding.

## COLLEGE GOVERNANCE

The College will progress to the extent all staff are willing to invest themselves in College-wide programs and issues. The College should exemplify a willingness to objectively and critically analyze and assess all phases of its operation; particularly its effectiveness in providing educational programs and fulfilling student academic objectives. The welfare of our students and educational programs must always be the primary focus of the College governance mechanisms and research efforts.

### SYSTEMWIDE INTERACTIONS

- o Influence program and policy development at the State level in ways that will enhance Santa Barbara City College.

### COLLEGE GOVERNANCE

- o Broaden the base of College staff participation in institutional research efforts.
- o Increase viability of the College committee system, particularly, the active involvement of faculty members in that system.
- o Increase the effectiveness of internal communication procedures to achieve timely staff awareness in developing College policies, programs, and activities.
- o Define more clearly the role of the Academic Senate in institutional decision making.
- o Identify means to reinforce areas of common concerns of College constituent groups; i.e., Board of Trustees, administration, faculty, classified staff, and students.
- o Use of the accreditation self-study process to more deliberately develop and enhance the College's governance structures.
- o Increase student representation on committees and overall involvement in College governance.
- o Assure that administrative divisions (e.g., Academic Affairs, Student Affairs, Business Services, Personnel, and Continuing Education), coordinate their efforts to achieve College-wide objectives.
- o Use planning as a force in institutional development.

SANTA BARBARA CITY COLLEGE  
CERTIFICATED RANKING TIMETABLE  
1989-90


<u>Activity</u>	<u>Timeline</u>
Deadline for Notice of Retirement/Resignation.	December 15, 1988
Backup Materials for ranking exceptons to Vice President Romo.	January 3, 1989
Deans meeting to discuss exemptions and make recommendations.	January 10, 1989
Division Chair Council 1st Hearing.	January 11, 1989
<u>Action Items</u>	
Exemptions from ranking process. New positions and non-exempt placement rankings.	
Division Chair Council 2nd Hearing.	January 18, 1989
College Planning Council 1st Hearing.	January 24, 1989 (Meeting out of sequence)
College Planning Council 2nd Hearing.	January 31, 1988 (5th Tuesday)

JR:jdm  
CPC 12/6/88

SANTA BARBARA CITY COLLEGE

BUSINESS SERVICES

MEMORANDUM - October 25, 1988

TO: College Planning Committee   
FROM: Charles L. Hanson, Business Manager  
SUBJECT: LOTTERY ALLOCATIONS 1988-89

A. The 1988-89 Lottery budget reflects projected income and expenses as shown below:

Revenue		
1987-88 (unallocated)		\$ 262,587
1988-89		
9,182 ADA @ \$109/ADA		<u>1,000,838</u>
		\$1,263,425
Allocations		
Salary commitment (1%)	\$200,000	
Data Processing costs	450,000	
Maintenance and repairs	50,000	
CPC approved items	<u>228,400</u>	
Available for allocation		<u>928,400</u>
		\$ 335,025

B. Several additional collegewide allocations are proposed:

Parking Structure	\$100,000	
Instructional Equipment match		
Library	100,000	
Other	54,008	
Theater Deficit	14,000	
Classroom Renovation	<u>50,000</u>	
		<u>318,008</u>
Balance		\$ 17,017

C. Although this would leave a very small balance, it is quite possible the Lottery funds for 1988-89 will exceed the \$1,000,838 budgeted. Therefore, it is suggested the ranking process continue through the CPC for an additional \$217,017. If/when funds become available, we can initiate approvals immediately.

CLH:ba

SANTA BARBARA CITY COLLEGE

BUSINESS SERVICES

MEMORANDUM - October 17, 1988

TO: President's Cabinet

FROM: Charles L. Hanson, Business Manager

SUBJECT: INSTRUCTIONAL EQUIPMENT / LIBRARY MATERIALS

The 1988-89 Instructional Equipment/Library Materials Guidelines have been distributed to appropriate people. At the September 26, 1988, Cabinet meeting Dr. MacDougall suggested the following distribution of the funds:

Library (16%)	\$ 73,924
Continuing Education (21%)	81,501
Instruction	<u>306,599</u>
	\$462,024

This total requires a match of 3:1 or \$154,008. As a result of our meeting (M. Bobgan, C. Hanson, D. Pickering, J. Romo) we recommend the match come from Lottery funds as follows:

Library Equipment	\$100,000
Other Instructional Equipment	<u>54,008</u>
	\$154,008

Since the Library has already been augmented by \$200,000 (1987-88 \$100,000; 1988-89 \$100,000) in Lottery funds, the need for the additional \$73,924 was questioned. It was recommended the ranking process continue, but that allocations not be made until after the November 8 election results are known.

CLH:ba



SANTA BARBARA CITY COLLEGE  
**DIVISION CHAIR COUNCIL**  
**NEW INSTRUCTIONAL EQUIPMENT**  
**1988-89**

<u>DIVISION</u>	<u>TOTALS</u>
BUSINESS EDUCATION	8,450
ENGLISH/COMMUNICATION	9,875
FINE ARTS	22,940
HEALTH TECHNOLOGIES/HUMAN SERVICES	-0-
MATHEMATICS	2,600
PHYSICAL EDUCATION/RECREATION	8,950
SCIENCES	20,539
SOCIAL SCIENCES/FOREIGN LANGUAGES/LIBRARY	13,175
TECHNOLOGIES	37,000
INSTRUCTIONAL SUPPORT	<u>27,650</u>
TOTAL . . . . .	151,179

**DIVISION CHAIR COUNCIL  
NEW INSTRUCTIONAL EQUIPMENT  
1988-89**

**OFFICE OF ACADEMIC AFFAIRS  
RECOMMENDATIONS**

<u>Div/Dept</u>	Item	Est. Cost
<u>Business</u>		
Bus Ad/FIRE/MMS	Memory upgrade for business network	600
	Computer Software	5,000
	Laser Video Disk Player	1,800
	25" TV Monitor - A217	600
	VHS Recorder - A217	<u>450</u>
	Business Total	8,450
 <u>English/Communication</u>		
Communication	VHS Camcorder and Tripod	1,625
	25" TV Monitor and Cart	650
English	Laser Printer (Concept)	4,000
Essential Skills (RSSC)	Computer, Monitor and Author Software	<u>3,600</u>
	English/Communication Total	9,875
 Fine Arts		
Art	MIG Welder	1,200
	Nova Electric Kiln	4,600
	Tools for Ceramics	640
Music	Video Disk Projector	3,600
	Compact Disk Player	300
	Computer Monitor for Apple IIe	300
	Hard-Drive and Memory for Apple	800
Theatre Arts	Color Monitor and Driver	1,000
	Gymnastics Mats	1,500
Music/Theatre	Sound System for Garvin Theatre	<u>9,000</u>
	Fine Arts Total	22,940
 Mathematics		
Mathematics	CAI Software	2,000
	Computer Cart	300
	2 - HP 128C Calculators	<u>300</u>
	Mathematics Total	2,600

<u>Div/Dept</u>	<u>Item</u>	<u>Est. Cost</u>
<u>Physical Education/ Recreation</u>		
Physical Education	2 - Manikins, 2 Resusci Babies	1,900
	4 - Exercise Bikes	1,200
	Permanent Video Monitor	1,000
	Abdominal Machine	3,500
	Starting Blocks	150
	Red Lights	200
	Physical Education Total	8,950
<u>Sciences</u>		
Biology	Clinical Electrocardiogram	3,500
	Video Disk Player and Video Disks	2,500
Chemistry	2 - Lab Carts	725
	2 - Melting Point Devices	660
	Computer Cart	180
	Centrifuge	375
	Overhead computer projector	1,200
	Vortexer	187
	2 Apple II Computers, Disk Drives and Monitors	2,900
Physics	Digital Scale and AC Adapter	105
	Optical Flat	207
	2 - Mass Rotators	1,200
	Resonance Circuit Demonstrator	60
	3 - Signal Generators with Frequency Counter	600
	Mac Box and Video Stack	300
	Solar Panel	60
	Experimental Capacitor	200
	Steam Generators (2)	190
	Video Disks	1,750
Engineering/Comp Sci	Leitz Theodolite	3,180
	Automatic Level	460
	Sciences Total	20,539
<u>Social Sciences/ Foreign Languages/Library</u>		
Foreign Languages	3 - TV Monitors/VHS Recorder	3,000
	Microcomputer	2,500
Am. Ethnic Studies	IBM Microcomputer*	2,100
History	Computer Stand and Table	500
Political Science	MacIntosh SE*	2,500
Psychology	Upgrade Software	125
	Computer Cart	125
	3.5" Disk Drive for Apple IIGs Computer	450
Anthropology	Map	75
	LCD Projection Device	1,800
	Soc Sci/For.Lang Total	13,175

<u>Div/Dept</u>	<u>Item</u>	<u>Est. Cost</u>
<u>Technologies</u>		
Auto Services	Microcomputer/Printer*	3,300
	Valve Seat Bench	3,500
	Fuel Injection Cleaner	500
	Oil Pressure Primer	300
	Oil Leak Detector Kit	400
BOE	Software	4,000
Electronics	VCR/Camera/Monitor	2,500
	Demonstration Software	500
Graphic Communication	Software	15,000
Landscape Horticulture	Automated Irrigation	3,000
Marine Technology	Non-destructive Testing Equipment	<u>4,000</u>
	Technologies Total	37,000

Instructional Support

CAI	2 - MacIntosh SE's	4,000
	1 - Laser Printer	4,000
DSPS	2 - Sports Wheelchairs	3,000
Media Services	4 - Video Players	1,600
TV Studio	8 - Clearcomp System, Character Generator, Panasonic Switcher	15,050
	Instructional Support Total	27,650

JR/jdm  
 #2NEQPT88-89  
 ApprovedDCC11.16/88