

**Santa Barbara City College  
College Planning Council  
Tuesday, April 30, 2013  
3:00 – 4:30 p.m.  
A218C**

**Minutes**

**PRESENT:**

L. Gaskin, President  
L. Auchincloss, Pres., CSEA  
P. Bishop, VP Information Technology  
R. Else, Sr. Dir. Inst. Assessment, Research & Planning  
P. English, VP Human Resources  
J. Friedlander, Executive VP Ed Programs  
J. McPheter, Classified Staff Representative  
K. Monda, Academic Senate Representative, Chair Planning & Resources Committee  
D. Nevins, President, Academic Senate  
K. O'Connor, Academic Senate Representative  
C. Salazar, Classified Staff Representative  
J. Sullivan, VP Business Services  
L. Vasquez, Academic Senate Representative  
C. Alsheimer, Instructors' Association  
D. Watkins, Managers Group Representative

**GUESTS:**

C. Alsheimer, IA  
P. Butler, ESL  
J. Hendricks, Director, Facilities  
D. Hedges, Fiscal Committee, CLL  
L. Maas, Controller  
E. Malone, Channels Reporter  
E. Pirayesh, Channels Reporter  
J. Pike, Director, Learning Resource Center  
R. Saletti, Channels Reporter  
L. Stark, Pres. Instructors' Association  
P. Stark, Academic Senate  
D. Waggoner, CLRC  
J. Walker, Director, Student Tech Support (representing Michael Medel)

**ABSENT:**

Michael Medel, Supervisor Bargaining Unit  
Geneva Sherman, ASB President

**1.0 CALL TO ORDER**

**1.1 M/S/C (Nevins/Vasquez) to approve the 4/16/13 CPC Minutes. 14 were in favor; 1 abstained. Motion passed.**

**2.0 ANNOUNCEMENTS**

**3.0 INFORMATION ITEMS**

**3.1 Replacement of Budgeted Positions -- P. English**

Ms. English reviewed the classified positions that are going to be replaced in various departments:

- Payroll Technician (replacing Rich McDavid)
- Assistant Controller (replacing Sharon Coffield)
- Classified Teacher – OELC (replacing Diane Martinez)

Jason Walker offered an update of Academic Technology Support Reorganization and noted that Behzad Masooman will remain a Lab Teaching Assistant (LTA); his position will not be converted to Instructional Computer Lab Coordinator (ICLC) within the reorganization.

### 3.2 Furniture Replacement Process – J. Friedlander (Att. 3.2)

Members of CPC requested a process for identifying classroom furniture that needs repair or replacement. Two weeks following each semester, the Executive VP, VP of Business Services, Director of Facilities, and the Director of Community Services will survey campus classrooms and identify furniture that needs to be repaired or replaced. The Director of Community Services will then prepare a work order or a purchase order for the identified items. Furthermore, Joe Sullivan (VP Business Services) and Julie Hendricks (Director of Facilities) have been asked to alert their custodial staff to communicate repair or replacement items. It was noted that ECC 12A and IBC 13 have new furniture that could be used as a classroom standard. Staff and faculty were urged to visit the rooms to see the furniture. Priscilla Butler will report on the survey sent to students regarding the new classroom furniture. Two related issues in need of solutions were mentioned: the replacement or repair of non-classroom furniture (office, faculty rooms, labs) and changing furniture needs such as furniture that doesn't meet the class requirements. It was noted that the Classroom Improvement Fund would cover the replacement of faculty office furniture. It was requested of Joe Sullivan and Dr. Friedlander to have feedback regarding the \$86,000 needed for furniture replacement by the May 7, 2013 CPC meeting. It was suggested that the job of surveying and identifying classroom furniture needs be delegated to department chairs. It was further requested and agreed that the procedure be inclusive of department and/or program furniture (classroom, lab, office) and be disseminated to CPC, department chairs and Dean's Council.

## DISCUSSION ITEMS

### 4.1 Update on 2013-14 Budget and Zero Based Budgeting – J. Sullivan (Att. 4.1)

In addition to Attachment 4.1 (ZBB Summary 2013-14), Mr. Sullivan distributed a document entitled Assumptions Used to Develop the 2013-14 Tentative Budget which he reviewed. Beginning with Revenues, he noted that the tentative budget contains all of the 2012-13 Prop. 30 adjustments (Attachment A, page 2). SBCC started receiving the State Mandated reimbursement (\$407,000) last year; it is based on the number of FTES that we produce (\$29 per FTES/year). Item #5 under Revenues with regard to International Students was given clarification. International Student revenue was reduced due to insufficient staff or classrooms needed to accommodate more students, and because the college wanted to honor the Board of Trustee's cap for international students. The reduction will be achieved by increasing the GPA requirement and by moving up the application deadline for International Students.

Expenses were examined next. Noteworthy was that the State Unemployment Contribution Rate will decrease significantly, impacting the Unrestricted General Fund by a one-time decrease of \$739,047. Likewise, the State Workers Compensation Insurance rate will decrease, impacting the Unrestricted General Fund by a decrease of approximately \$34,688. Transfers were essentially unchanged from 2012-13.

Questions and discussion took place throughout.

Dr. Gaskin introduced Zero Based Budgeting (ZBB). The purpose of ZBB is to recalibrate general fund expenditures. As expected, Tier 1 requests (essential, reasonable expenditures) have been submitted and have come in over last year's operational budgets. Revenues include Prop. 30 and an increase in sustained revenue from the restructuring of Continuing Education (CE). Budget unknowns include collective bargaining outcomes, classified staffing prioritization, FON, professional development, learning support, Student Success, and growth. Undesignated revenues from Prop. 30 and CE will be placed into a reserve to be allocated at the final budget in September 2013.

Joe Sullivan reviewed Attachment 4.1, the ZBB 2013-14 budget spreadsheet. The Total Increase from ZBB figure of \$810,196 was corrected to \$817,196. He reviewed the ZBB Adjustment amounts and related explanations for each budget category. Clarification was given regarding the numbers assigned to each dean: Dean 20 – Diane Hollems; Dean 21 – Jack Friedlander; Dean 23 – Allison Curtis; Dean 24 – Betty Pazich; Dean 25 – Ben Partee; Dean 26 – Marilyn Spaventa; Dean 29 – Doug Hersh.

The ZBB Adjustment column represents the difference between the departments' current budget and Tier 1 requests. Savings of approximately \$800,000 from CE will be used to address Tier 1 requests, thus funding the base budget.

The text "ESL down by completely eliminating Printing and Duplicating" was erroneously included in the Explanation column for Dean 27-Total Humanities/ESL.

Questions and discussion occurred throughout the presentation.

The issue of funding Program Review items will be brought to the May 7, 2013 CPC meeting for further discussion and action.

#### 4.2 Prioritize Facility Needs – J. Hendricks (Att. 4.2)

Dr. Gaskin reminded CPC that they will be asked at the first meeting during fall semester to prioritize the college's facility needs with their representative constituent groups as a prelude to a future bond. Julie Hendricks, Director of Facilities, presented a comprehensive overview of the colleges' facility needs. She reviewed Attachment 4.2, Future Bond Program – Proposed Projects, the seed document for the Facilities Master Plan, which informs the five year construction plan and the long range development plan. Replacement of the Campus Center, Wake Center and Sports Pavilion are proposed. It was noted that the Wake Center site would provide the opportunity for growth as a satellite location for instructional programs as well as the site of the Center for Lifelong Learning. New construction projects include the East Campus Classroom and Office buildings and the Aquatics Facility. A number of existing buildings are slated for modernization including the Administration and Occupational Education buildings, the library, Marine Diving Technology, Physical Science, and Students Services buildings, as well as the Schott Center.

Site Improvement and Infrastructure Projects were briefly reviewed. These projects include those that unify the campus as a whole by providing clear signage, safe walkways, good vehicular circulation and cohesive landscaping.

Swing Space, buildings which house programs during the construction process, is projected to be 10% of the total construction costs.

Questions and discussion ensued throughout the presentation. It was explained that polling for a bond measure will be conducted in May 2013 and tested at three monetary levels. The polls will also determine what kind of projects the community will support. A significant portion of the bond will go toward deferred maintenance projects. The long range development plan will reflect what the institution can fund with a bond.

Two issues with regard to Measure V were clarified. The first was that the state took away \$10 million in funding for the School of Media Arts building, which made the project unaffordable. Secondly, state funding needed to pair with Measure V didn't materialize. In response, projects were reprioritized and included the building of the bridge.

## **5.0 ACTION ITEMS**

## **6.0 ADJOURNMENT**

- 6.1 Due to time constraints, it was agreed to carry over all other agenda items (Discussion Item 4.3 Procedural Improvement for Voting on CPC Items; Action Items 5.1 Non-Smoking Campus; 5.2 SBPD Officer Assigned to SBCC; 5.3 CPC Classified Staff Hiring Process; 5.4 Request to Allocate District Funds to Support the Orfalea Early Learning Center) to the next scheduled CPC meeting on Tuesday, May 7, 2013 in Room 218C, 3:00-4:30 p.m.

**Santa Barbara City College  
College Planning Council  
Tuesday, May 7, 2013  
3:00 – 4:30 p.m.  
A218C**

**Minutes**

**PRESENT:**

L. Gaskin, President  
L. Auchincloss, Pres., CSEA  
P. Bishop, VP Information Technology  
R. Else, Sr. Dir. Inst. Assessment, Research & Planning  
P. English, VP Human Resources  
J. Friedlander, Executive VP Ed Programs  
J. McPheter, Classified Staff Representative  
K. Monda, Academic Senate Representative, Chair Planning & Resources Committee  
D. Nevins, President, Academic Senate  
K. O'Connor, Academic Senate Representative  
C. Salazar, Classified Staff Representative  
J. Sullivan, VP Business Services  
L. Vasquez, Academic Senate Representative  
D. Watkins, Managers Group Representative

**GUESTS:**

C. Alsheimer, IA  
P. Butler, ESL  
G. De Paoli, Channels Reporter  
D. Hedges, Fiscal Committee, CLL  
A. Ibarra, Channels Reporter  
L. Maas, Controller  
E. Malone, Channels Reporter  
A. Olguin, Psychology/Social Sciences  
B. Pazich, Dean Educational Programs  
E. Pirayesh, Channels Reporter  
B. Rizo, Director, ELC  
R. Saletti, Channels Reporter  
A. Scharper, Dean Educational Programs  
P. Stark, Academic Senate  
J. Ybarra, Channels Reporter

**1.0 CALL TO ORDER**

**2.0 ANNOUNCEMENTS**

Dr. Friedlander announced that Dr. Gaskin would be late to the meeting and that he would chair the meeting until she arrived. He distributed copies of the Resource Guide to Governance and Decision-making to committee members. Per Dr. Gaskin's request he asked that item 5.5 be addressed first. The rest of the action items followed and discussion item 4.1 was the last agenda item to be addressed.

**3.0 INFORMATION ITEMS**

**5.0 ACTION ITEMS**

5.5 Program Review (PR) Resource Requests 2013-14 – D. Nevins (Att. 5.5)  
**M/S/C (Sullivan/O'Connor) to approve the funding of all Program Review items.**  
Discussion ensued. Items recommended for funding fell into three primary categories: equipment, hardware and software which were further broken into new and replacement

items. The recommendation for funding was discussed and reviewed by multiple committees and resulted in \$1.3 million in Priority 1 request items. It was noted that the tentative budget allocates \$2 million in the Construction Fund for facilities projects and \$1.5 million in the Equipment Fund for new and replacement equipment requests. In response to questions, Dr. Friedlander reviewed items supporting instruction which could be funded by lottery monies. He specified those items on the spreadsheet. Various categories and items within those categories were questioned and given further clarification. It was noted that all new equipment items were rated as Priority 1. The replacement of furniture items (\$87,000) was recommended by P&R. Estimates for computer refresh were \$620,000 for a four-year cycle and \$323,000 for a five-year cycle. Adjustments to the spreadsheet were made throughout the discussion to reflect changes made during the meeting.

**Kathy O'Connor withdrew her second to the motion. The motion died for lack of a second. The item will be brought back to CPC for action at a future meeting.**

5.1 Non-smoking Campus – Second Reading – J. Sullivan (Att. 5.1)

**M/S/C (Bishop/O'Connor) to approve the adoption of a non-smoking campus policy.** Discussion followed. The policy was approved by the Student Senate by a narrow margin. The Academic Senate also supported the proposal policy. CSEA did not support the policy. The policy will impact students and staff. It was suggested that the smoking areas be moved away from well-trafficked areas. It was reported that members of the Dean's Council expressed concern regarding discipline measures for non-compliance by students. They also encouraged outreach in the form of positive signage and smoking cessation programs which focus on the benefits of being healthy. It was noted that all UC and Cal State Universities are scheduled to be "smoke-free" by January 2014.

**The motion passed. Eleven (11) approved; three (3) opposed.**

5.2 SBPD Officer Assigned to SBCC – Second Reading – J. Sullivan (Att. 5.2)

It was reported that various groups expressed concern that the item should be submitted for Program Review and it was thus agreed that the item be submitted to Program Review next year and be further discussed campus wide. Related issues discussed included increasing security staffing and emergency preparedness. It was suggested that a business process analysis be conducted on the item and related issues. It was also suggested to form a taskforce to study campus security and safety. Priscilla Butler volunteered to be on said taskforce. It was noted that a district wide committee already exists; it focuses on safety and security and meets once per month.

5.3 CPC Classified Staff Hiring Process – First Reading – P. Bishop (Att. 5.3)

Dr. Bishop gave a brief overview of the classified staff hiring process; he then introduced Dean Nevins to explain the process. Dr. Nevins noted that the proposed process was modeled on the faculty hiring process which consists of four steps: (1) identify the need; (2) allocate the number of positions; (3) rank the positions; and, (4) hire. Questions that may arise during the process include: How much money is there for positions? Who's included on the Classified Staff Hiring subcommittee? How often do they solicit proposals? It was noted that a major source of staff requests is Program Review and that staff requests traditionally exceed the available funds. It was suggested

that CPC rely on the PR process to inform CPC of staffing needs; CPC can then make decisions with regard to how much to allocate for new staff positions each year.

It was agreed to modify the proposal to include suggested Program Review verbiage and bring the item back to a future CPC meeting.

**5.4 Request to Allocate District Funds to Support the Orfalea Early Learning Center – J. Friedlander (Att. 5.4)**

Dr. Friedlander gave a brief overview of the agenda item, then introduced Beth Rizo, the director of the Orfalea Early Learning Center (OELC). She requested on-going support from the college to support the lab school that trains 35-40 students per year who go on to work in the community or to receive a higher degree in Early Childhood Education. Ms. Rizo gave a brief overview of the center's staffing needs which are required to meet mandated staff/child ratio requirements. The OELC is presently fully staffed (four certificated faculty, two classified teachers, one classified associate teacher and three hourly staff) and fully enrolled. Ms. Rizo noted that childcare fees have risen over the last three years in order to offset costs of the program. Betty Pazich informed CPC that the program is not fully endowed, but does receive interest revenue in the amount of approximately \$40,000 from a donor gift. There is no college contribution to the operation of the OELC other than the facility. She also stated that the OELC is working with the SBCC Foundation and looking for grant opportunities that would generate more funds to support the center. Questions and discussion took place throughout.

**4.0 DISCUSSION ITEMS**

**4.1 Procedural Improvement for Voting on CPC Items – D. Nevins**

Dr. Nevins requested that CPC agenda items with significant fiscal impact undergo two formal readings before being voted upon. Dr. Gaskin requested that CPC members submit agenda items with a designation (Information, Discussion, Action) and a narrative. It was agreed to modify the process by which the agenda is built by designating first time discussion items as "First Reading." If the item comes back to committee for a vote, it will be designated as "Second Reading" under action items. It was mentioned that information items do not necessarily need to be discussed; if they do, they should be designated discussion items. Likewise, discussion items do not necessarily need to be moved to action for a vote.

**6.0 ADJOURNMENT**

6.1 Before the meeting adjourned, Kenley Neufeld announced that Att. 5.5 (Program Review spreadsheet) had been updated. The next scheduled CPC meeting will be on Tuesday, May 21, 2013 in Room 218C, 3:00-4:30 p.m.

**Santa Barbara City College  
College Planning Council  
Tuesday, September 17, 2013  
3:00 – 4:30 p.m.  
A218C**

**Minutes**

**PRESENT:**

L. Gaskin, President and Chair  
L. Auchincloss, President, CSEA  
P. Bishop, VP, Information Technology  
P. Butler, Chair, Planning & Resources Committee  
R. Else, Sr. Dir., Inst. Assessment, Research & Planning  
P. English, VP, Human Resources  
J. Friedlander, Executive VP, Ed Programs  
E. Katzenson, ASB President  
J. McPheter, Classified Staff Representative  
M. Medel, Supervisor Bargaining Unit  
K. Monda, Academic Senate Representative  
K. Neufeld, President, Academic Senate  
K. O'Connor, Academic Senate Representative  
C. Salazar, Classified Staff Representative  
J. Sullivan, VP, Business Services  
L. Vasquez, Academic Senate Representative  
D. Watkins, Managers Group Representative

**GUESTS:**

C. Alsheimer, AS Liaison  
L. Maas, Controller  
J. Zavas, Assistant Controller

**1.0 CALL TO ORDER**

**1.1 M/S/C (Bishop/Vasquez) to approve the 5/21/13 CPC minutes. 15 approved; 1 abstention.**

**1.2 M/S/C (Vasquez/Bishop) to approve the 9/3/13 CPC minutes. All approved.**

**2.0 ANNOUNCEMENTS**

2.0 Robert Else informed council members that the Strategic Directions and Strategic Goals of the Educational Master Plan was to have been presented at this CPC meeting as a First Reading.

**M/S/C (O'Connor/Neufeld) to include "Strategic Directions and Strategic Goals" as discussion agenda item 4.5. All approved.**

**3.0 INFORMATION ITEMS**

3.1 Replacement of Budgeted Positions – P. English  
There were no positions to report.



- 3.2 Review of the Major Maintenance & Facility Improvement Projects List – J. Hendricks (Att. 3.2)  
Julie Hendricks presented an overview of facility projects. She pointed out that the majority of projects listed are under \$1 million. The projects were grouped into three categories: On-Going Projects, One-Time Projects and Proposed Projects. On-Going Projects include regular maintenance projects. The largest category, One-Time Projects, includes projects that have been funded and on which work is continuing. Proposed Projects are those that have been identified as a known need, but for which the college either doesn't have the resources or Ms. Hendricks doesn't have the necessary time to address. Dr. Gaskin noted that for the first time in several years the college has funds for scheduled maintenance. Ms. Hendricks informed the council that she and Joe Sullivan have identified projects that would be good recipients for this funding. One such project is the replacement of the Schott Center windows, as well as three projects within the BC Building.

Ms. Hendricks gave a brief review of the status of the BC Building chiller. She explained that the bids for the project were considerably higher than expected, so the project was broken out into two phases. The bid for the first phase has been Board approved and the installation of the chiller will take place over the holiday break. Phase 2 includes replacement of the air handlers and associated roofing, and completion is planned for summer 2014.

Ms. Hendricks informed the council that this list (Att. 3.2) is a compilation of multiple projects lists, including the deferred maintenance projects from previous years. She noted, however, that it does not include the Program Review list. With regard to a request for more bike racks, Ms. Hendricks recommended contacting grounds supervisor Mark Broomfield. She stated that only one third of the bike rack shipment has been received, and that, being a student led project, we need to respect the students' wishes with regard to where the bike racks will be placed.

- 3.3 Review of 2013-14 Facilities Program Review Requests – J. Hendricks (Att. 3.3)  
Ms. Hendricks gave a brief history of the Facilities request process. Facilities' requests came through the college's work order system. Facilities and Information Technology put the requests on a spreadsheet and categorized them as specified at the top of Attachment 3.3 under "Requests Type." Type 1 projects are essentially work orders and most of them have been completed. Type 2 requests are the Program Review requests. Type 3 requests are the items identified as major maintenance. Type 4 requests are the bigger projects that are part of the capital improvement program. The right hand column on the document indicates the projects' status. Ms. Hendricks informed the Council that new requests should be submitted as a Facilities work order and that this will be the system that replaces the Program Review requests system. She further clarified that items that are currently on the list do not have to be re-submitted. Expense, programmatic needs, construction viability and feasibility, and resources are the elements considered with regard to facilities work order requests. Ms. Hendricks reported that the major maintenance list will incorporate work orders on an on-going basis, and will continue to be posted on the Facilities website and reviewed with CPC each semester.

#### 4.0 DISCUSSION ITEMS

- 4.1 Budget Development for 2014/15 – L. Gaskin  
Dr. Gaskin gave a brief review of the zero-based budgeting process the college undertook to develop the 2013-14 budget. She reported that there has been discussion about doing zero-based budgeting (ZBB) to build the 2014/15 budget, and then letting it roll-over into program budgets that can then be increased or decreased relative to the needs of individual programs. Dr. Friedlander addressed the concern with regard to unclear ZBB instructions that were given to departments last year. The Council came to a consensus that those departments that feel that they need to refine their budgets will be offered the opportunity through the ZBB process. Joe Sullivan and Lyndsay Maas will define the tier one from last year, provide direction to those departments

that believe that they need to reexamine their 2013/14 budget in preparation for their 2014/15 budget, and make appropriate adjustments aligned with a zero-based budgeting model for tier one.

4.2 General Planning for the 2015 Self Study – R. Else (Att. 4.2A & 4.2B)

Mr. Else informed the Council that the college is two years away from its next accreditation visit. He referred to Attachment 4.2A, Accreditation Steering Committee, a general framework for structuring the steering committee organized with reference to the accreditation standards. Committees will have faculty, staff, administrative and student representatives. Each Standard will be co-chaired by an administrator and either a faculty or staff member. Administrators acting as team co-chairs will include Robert Else (Standard I), Jack Friedlander (Standard II), Joe Sullivan (Standard III), and Lori Gaskin (Standard IV). The four standards include: Standard I- Institutional Mission and Effectiveness; Standard II- Student Learning Programs and Services; Standard III- Resources; and Standard IV- Leadership and Governance. Standard II and III have been broken out into subcategories and each subcategory will have its own team. Feedback from Kenley Neufeld (Academic Senate President), Liz Auchincloss (CSEA President) and Elie Katzenson (ASB President) will be solicited with regard to the steering committee's structure. She further explained that the Board and ACCJC will be informed and assured that there is broad based representation on the committee.

Mr. Else referred to Attachment 4.2B, Accreditation Timeline, while noting that October 2015 is scheduled for the college's Accreditation Team Visit. Questions and discussion ensued.

4.3 Review of College's Facility Needs – J. Hendricks (Att. 4.3A & 4.3B)

Julie Hendricks presented Future Bond Program – Proposed Projects, Summary Report, September 2013 (Attachment 4.3A). She also provided a form (Attachment 4.3B) on which CPC members are asked to rank facilities projects. She reviewed the four project categories: New Construction Projects, Existing Building Modernization Projects, Site Improvement and Infrastructure Projects, and Swing Space Projects. A fifth category, Alternate Projects, was recently added. Ms. Hendricks reviewed the New Construction Projects beginning with the Campus Center Replacement. She noted that specific programs to be housed within the new Campus Center, Student Services, and the Administration Building would be determined at a later date, taking into consideration funding and prioritization. Dr. Gaskin reminded the Council that Attachment 4.3A is a very general planning document which encompasses a 10-12 year construction plan. Ms. Hendricks continued the presentation of new projects with the East Campus Classroom and Office Buildings, a sister building to the Student Services Building, the Wake Center Replacement, an area where we could possibly grow, the Sports Pavilion Replacement and the Aquatics Facility. Questions and discussion took place throughout the presentation.

Ms. Hendricks followed the New Construction Projects with a brief review of Existing Building Modernization Projects, beginning with Administration and Occupational Education Building Modernization and ending with the Student Services Building Modernization.

The presentation concluded with a brief review of Site Improvement and Infrastructure Projects. Ms. Hendricks clarified that site improvement projects include undertakings such as installing more sustainable landscaping, better irrigation, and improving pedestrian, bike and vehicular circulation. Building Efficiency and Energy Generation Projects include such projects as installing photo voltaic panels, upgrades for building efficiency, and LED lighting.

Dr. Gaskin asked Ms. Hendricks to remove Swing Space from the ranking because it's not an optional, but necessary part of project development.

4.4 Prioritizing Facilities Projects Work Group – J. Friedlander (Att. 4.4)

The CPC workgroup, consisting of Jack Friedlander, Kenley Neufeld, Priscilla Butler, Michael Medel and Joyce McPheter, was charged with developing a set of criteria to guide the prioritization of Facilities projects. Dr. Friedlander reported that health and safety were of major concern to the group, but that all the criteria were deemed equally important. It was agreed that the list of numbered criteria would be revised to bullet items to reflect that the items had not been given weight or ranking.

Discussion took place regarding the listing of the Sports Pavilion Replacement and Modernization on the ranking form (Attachment 4.3B). After a brief discussion, it was agreed that Ms. Hendricks would revise the Future Bond Program – Proposed Projects ranking form (Attachment 4.3B) to list Sports Pavilion as a separate category with an Estimated Cost listed as \$34 million (Modernization) to \$45 million (Replacement). It was further agreed that she would include the CPC workgroup's criteria for ranking facilities projects in a legend on the form. Joe Sullivan will electronically distribute a copy of the revised documents to CPC members in preparation for the November 18, 2013 date for the Council to register their priority votes.

Dr. Gaskin and CPC members thanked Julie Hendricks for her presentations and her work organizing and monitoring the facilities projects lists.

## 5.0 ACTION ITEMS

5.1 Revision to Core Principles: Second Reading – L. Gaskin (Att. 5.1)

Due to time constraints, it was agreed that agenda item 5.1, Revisions to Core Principles: Second Reading, be tabled and held over until the next regularly scheduled CPC meeting.

5.2 Program Review Timeline: Second Reading – R. Else (Att. 5.2)

**M/S/C (O'Conner/Butler) to approve the Program Review Timeline. All were in favor.**

## ADDENDUM ITEM

4.5 Strategic Directions and Strategic Goals: First Reading – R. Else (Att. 4.5)

The draft Strategic Directions and Strategic Goals form the core of the college's Educational Master Plan. Mr. Else distributed a copy of the Strategic Directions and Strategic Goals (Attachment 4.5) to Council members. Dr. Gaskin requested that he send Council members the accompanying material and an email describing in summarized form the process of crafting the Strategic Directions and Strategic Goals. Mr. Else noted that the document contains the four strategic directions and their sub goals around which the college will build its Educational Master Plan.

Dr. Gaskin explained that the Integrated Planning Workgroup (IPW) is a sub group of CPC that met regularly throughout the past spring and summer of 2013. She further noted that Strategic Directions and Strategic Goals is a compilation of 162 people's input and 260 survey monkey responses. Dr. Gaskin commended the IPW and Robert Else's leadership of the group.

## 6.0 ADJOURNMENT

6.1 The next regularly scheduled CPC meeting will be held on Tuesday, October 1, 2013 in Room 218C, 3:00-4:30 p.m.

## SANTA BARBARA CITY COLLEGE

### Core Principles

#### Current Core Principles

Santa Barbara City College encourages and supports instructional improvement and innovation that increases the quality and effectiveness of its programs based upon these core principles:

- Policies, practices, and programs that are student-centered;
- Shared governance involving all segments of the college community;
- An environment that is psychologically and physically supportive of teaching and student learning;
- A free exchange of ideas in a community of learners that embraces the full spectrum of human diversity; and
- A commitment to excellence in all college endeavors.

#### Proposed Revision to Core Principles

Santa Barbara City College's core principles guide all aspects of instruction, organization, and innovation; ~~encourages and supports instructional improvement and innovation that increases the quality and effectiveness of its programs based upon these core principles:~~

- Student-centered Policies, practices, and programs ~~that are student-centered~~;
- Shared governance ~~involving all segments of the college community~~;
- A An environment that is psychologically and physically supportive ~~of teaching and student learning~~ environment;
- A free exchange of ideas ~~across a diversity of learners in a community of learners that embraces the full spectrum of human diversity~~; and
- ~~A commitment to~~ The pursuit of excellence in all college endeavors.

Santa Barbara City College

# Strategic Directions and Strategic Goals

FINAL IPW 9-26-2013  
CPC First Reading 9-17-2013  
CPC Second Reading 10-1-2013

High-level Strategic Directions are numbered, and in bold.  
The related Strategic Goals follow underneath each one.

## **1. Foster student success through exceptional programs and services.**

Support students as they transition to college.

Increase on-campus and community-based student engagement as a vehicle for purposeful learning.

Build or enhance programs that advance student equity, access, and success across all subgroups (e.g. age, ethnicity, socioeconomic status, gender, GPA).

Support student learning by making course expectations explicit and by providing strategies for meeting those expectations.

Implement effective practices to promote student learning, achievement, and goal attainment, including those designed to meet Student Success Act requirements.

Foster institutional improvement through professional development.

## **2. Provide facilities and institute practices that optimally serve college needs.**

Modernize the college's facilities to effectively support teaching and learning.

Develop a culture of emergency preparedness.

Improve the college's safety infrastructure.

Implement sustainable environmental practices.

Balance enrollment, human resources, finances, and physical infrastructure.

### **3. Use technology to improve college processes.**

Att. 5.2  
CPC 10/01/2013

Systematically identify and improve operations using appropriate technology.

Engage faculty in opportunities to identify and innovate with new instructional technologies that improve student learning.

Integrate systems and processes where appropriate and feasible.

### **4. Involve the college community in effective planning and governing.**

Create a culture of college service, institutional engagement, and governance responsibility.

Improve communication and sharing of information.

Strengthen program evaluation.

**Process Map: Strategic Directions and Goals Development, March-December 2013**

**1. Broad Participation in Workshops to Develop Candidate Strategic Directions, March-April**  
*162 faculty, classified staff, managers, students, and Board members in 22 workshops envisioned SBCC after 6-8 years of adhering closely to the Mission and Core Principles, and then identified actions needed to get there from here.*

**2. Identification of Candidate Strategic Directions, April**  
*Content analysis distilled 47 themes/candidate Strategic Directions from workshop responses, of which 11 were associated with more than one-third of the participants.*

**3. Evidence Review, April-May**  
*Prior to the retreat, participants reviewed major sources of evidence, such as:*

- March 2012 Draft of College Plan 2011-14, with updated performance charts
- Institutional Effectiveness Report, February 2013
- Years to Transfer for SBCC Students, April 2013
- 2010-11 Student Library and Technology Engagement Survey
- Fall 2012-Spring 2013 Leadership and Governance Survey Comparison
- Future Bond Program Proposed Projects Summary Report, March 2013
- District Technology Plan 2011-14
- What Students Say They Need to Succeed: Key Themes, January 2013

**4. College Planning Council/Integrated Planning Workgroup Retreat, May 3**  
*18 participants developed four draft Strategic Directions through the following steps:*

- Focusing on the top 11 candidate Strategic Directions, participants envisioned SBCC after 6-8 years of adhering closely to each Direction in that pool.
- They discussed and refined the pool in light of links with other candidate Strategic Directions and in light of the evidence they had reviewed before the retreat.
- Through a voting procedure, they identified a cluster of six candidate Strategic Directions as the most important for SBCC over the next six to eight years.
- They consolidated and refined those six candidates into four concise draft Strategic Directions.

**5. Integrated Planning Workgroup Refinements, May-June**  
*Members refined the draft Strategic Directions, and added three to five draft Strategic Goals under each based on all the information and discussions in the prior steps.*

**6. Feedback from the College Community, July-September**  
*College-wide feedback on the draft Strategic Directions and Goals is being solicited as follows:*

- Presentations to Academic Senate, Classified Consultation Group, Student Senate, Executive Committee, and Board of Trustees
- Presentation at All-College Fall Kickoff
- Opportunity for feedback from entire College community via Survey Monkey
- Integrated Planning Workgroup reviews all feedback, makes revisions as appropriate, and makes final recommendation to College Planning Council.

**7. Approval and Incorporation into Program Review and Educational Master Plan, September-December**

- College Planning Council first and second readings and approval by October 1, 2013
- Integrated Planning Workgroup incorporates approved Strategic Directions and Goals into Educational Master Plan, October 2013
- Fall 2013 Program Reviews will request linkages (as applicable) to Strategic Directions or Goals.
- Board of Trustees first and second readings and approval of Educational Master Plan, including Strategic Directions and Goals, November-December 2013

## Timeline for Integrated Planning Workgroup Fall 2013

### Key Dates for Distribution and Feedback from Constituency Groups

|   |   |
|---|---|
| Wednesday July 17                                 | Present to Classified Consultation Group (CCG) for feedback   |
| Monday August 5                                   | Present to CPC as an Information Item   |
| Monday August 19                                  | Present to EC for feedback  |
| Wednesday August 21                               | Present to Academic Senate for feedback   |
| Thursday August 22                                | Fall Kickoff presentation   |
| Friday August 23                                  | SurveyMonkey goes out to all campus asking for free-text feedback. Deadline Friday Tuesday 9/3  |
| Tues-Fri September 3 - 6<br>(Monday is Labor Day) | Sometime this week, subgroup of IPW analyzes and consolidates all feedback to date (needed this early in order to make CPC First Reading deadline).               |
| Friday September 6                                | Survey Student Senate for feedback  |
| Thursday September 12                             | Full IPW meets early in this week to consider feedback to date - this is the version that will go to CPC - will reflect everything except the Board study session |
| Thursday September 12                             | Present to Board Study Session for feedback. Distribute to CPC.   |
| Fri-Mon September 13-16                           | Add any feedback from Board Study Session as addendum to CPC First Reading (agenda/attachments deadline passed)   |
| Tuesday September 17                              | CPC First Reading   |
| Tuesday October 1                                 | CPC Second Reading  |
| September - November                              | IPW drafts the other portions of the Educational Master Plan (EMP)  |
| Thursday December 12                              | Board First Reading of EMP  |
| Thursday January 30                               | Board Second Reading EMP  |



## **Integrated Planning Workgroup (IPW) Membership**

Robert Else - (Lead) Sr. Directory, Institutional Assessment, Research, and Planning

Lori Gaskin - Superintendent/President

Jack Friedlander - Executive Vice President, Educational Programs

Dean Nevins - Interim Dean of Educational Programs; Past President, Academic Senate

Kim Monda - Faculty

Paul Bishop - Vice President, Information Technology

Priscilla Butler - Faculty

Liz Auchincloss - Chair, Classified Consultation Group

Laurie Vasquez - Chair, Instructional Technology Committee

Jason Walker - Director of Educational Applications

Melanie Eckford-Prossor - Faculty

Kenley Neufeld - President, Academic Senate; Director, Luria Library

Elie Katezenson - Student Senate president (pending confirmation)

Randey Elder - Classified Staff, Information Technology

Joyce McPheter - Classified Staff, Educational Programs