

**SANTA BARBARA CITY COLLEGE  
COLLEGE PLANNING COUNCIL  
January 24, 2006  
2:00 PM - 4:00 PM  
P.E. Conference Room**

**MINUTES**

PRESENT: J. Friedlander, P. Bishop, S. Ehrlich, L. Fairly, J. Sullivan, K. McLellan, E. Frankel,  
T. Garey, P. Haslund, B. Lindemann, K. Molloy, L. Auchincloss, M. Guillen, K. Russell

ABSENT: J. Anderson, A. Serban

GUESTS: H. Arrington, A. Curtis, P. English

**1.0 Call to Order**

1.1 Approval of the minutes of the December 6, 2005 CPC meeting.

**M/S/C [McLellan/Frankel] to approve the minutes of the December 6<sup>th</sup> meeting.**

1.2 Jack Friedlander introduced student representative Keith Russell.

**2.0 Announcements**

2.1 Donation by the Rupe Foundation

Jack Friedlander announced a second major donation by the Rupp Foundation of \$500,000 over five years to fund additional clinical instructor hours in the Nursing Education Learning labs and direct financial support for students in the CNA/HHA program. He also announced that a Resolution by the Board of Trustees this program will be known as the "Dorothy E. Rupe Certified Nursing Assistant and Home Health Aide Program" for the next five years.

**3.0 Information Items**

3.1 Update on spring enrollments and the status on meeting the college's funded FTES target for 2005-2006.

Lynda Fairly reported that enrollments in Continuing Education are very good.

Jack Friedlander reported that on the credit side, most colleges state-wide are down in terms of spring enrollments. At SBCC, as of yesterday, overall enrollments are up 60 students; California resident student enrollment is down 6/10s of 1% headcount; and FT California resident students [12 or more units] are down 2.4%. He said we will have

a good chance of meeting our FTES target with late-start classes and the expansion of Dual Enrollment classes. Dr. Friedlander said where the growth has been this spring in out-of-state and international students +17% as of yesterday. He said we are up 22.5% in the number of FT out-of-state and international students compared to last year. From a financial perspective we are doing fine, but cautioned that these dollars from the fees paid by out-of-state and international students are not ongoing. He is confident we will meet our base enrollment but it is unknown how much, if any, we will capture Basic Skills funds. If the Governor's proposal for equalization is approved then each FTES we generate will be paid at a much higher rate. Dr. Friedlander said that if we move to two summer sessions in 2007, then we could borrow, if needed, against this summer session to capture growth and additional Basic Skills FTES this year which would be added to the college's base FTES upon which state funding is based.

**Summer Session Discussion:** Jack Friedlander added that the Academic Senate will be discussing offering two summer sessions in 2007 at its meeting next week. A number of good ideas have come from departments in how to offer courses during the five week summer session that require at least six weeks of instruction (i.e., writing classes, ESL, English and English Skills). Dr. Friedlander will prepare a cost estimate for adding a second summer session versus the additional revenue to do so. If he receives support from the Academic Senate to offer two summer sessions, he will bring the proposal to CPC for its review.

### 3.2 Projected Governor's proposed 2006-07 budget for community colleges and implications for SBCC.

Joe Sullivan said that the proposed Governor's budget for community colleges includes a 5.18% COLA, 3% growth and \$150m for equalization [credit FTES] which translates into \$2.1m for the college. He said there would be a significant increase in the per credit FTES reimbursement rate of approximately \$400. With respect to the state bond measure, Joe Sullivan said this would affect the second phase of the Physical Science remodel. The funds to pay for the actual construction of the SoMA building and the Drama/Music building remodel are included in the bond measure proposed by the Governor.

**Proposal from EC on how to begin the process of allocating resources:** Dr. Friedlander said EC had its first discussion on the process for requesting additional resources and the priorities/criteria for prioritizing these requests. EC will continue this process at its next meeting. At next meeting of CPC it will begin the budget development process with EC's proposal for developing the 2006-07 budget. He said we need to look at taking dollars off the top to fund costs associated with growth (e.g., staffing, duplicating). He said the formula needs to take into account additional expenses associated with growth and how much to we want to allocate each year to pay for these additional costs. The question to CPC is what that number should that be. He said that this will dominate the discussion at a future CPC meeting.

### 3.3 Educational Programs Administrative Reorganization

Jack Friedlander reported that the Superintendent/President made a decision to establish a new position, "Multicultural/Student Services Officer". This position will enhance the college's commitment to plan and implement college-wide student life activities. This new position was funded within existing Educational Programs resources. Derrick Banks has made a lateral move from his former position as Director of International Students to take on this new challenge. Carola Smith is in an interim Associate Dean position that includes being the Director of the International Students program. Dr. Friedlander added that at next week's Academic Senate meeting a proposal will be presented to change the limit on the number of international students that the college can serve. It is currently at 525 students. Former President MacDougall agreed to 600 students although it was never taken to the Board to change the policy. What is being proposed to the Senate, and which will come to CPC and the Board, is to change the enrollment cap to 5% on credit enrollments based on the previous fall semester headcount enrollment. He said he will send CPC the proposed reorganization of the International Students Program with the proper staffing support to accommodate the increasing number of students. The revenue to pay for the added expenses for serving additional international students will come from their enrollment fees.

Liz Auchincloss said she would be more comfortable supporting this if she knew for sure that staff would be added to this program. Dr. Friedlander said the reorganization would address this concern and it is the intent to provide a SPA to that program. He said staff would be tied to numbers of international students served by the college.

[Discussion of 4.4 was also included in this discussion]

#### **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. Dr. Friedlander said he didn't know how we would implement Banner with everything A&R staff is being asked to do. The proposal is to fund this 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 it 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 time working on Banner-related activities. The current

staff members in A&R may spend up to 25% of their time sporadically during Banner implementation activities the course of the project.

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 there would not be a need for 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 rather the nature of the work will change.

Lynda Fairly echoed Ms. Curtis' comments that the Admission staff has always has 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 Banner backfill money should go to the Banner Implementation Steering Committee. Mr. Sullivan said he wanted to emphasize that he supports the position but had issues with the proposed method for providing ongoing funding.

Allison said what is not stated in the methodology Dr. Friedlander proposed to 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 its hourly dollar budget by \$40,000. We can't guarantee this 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 these savings.

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 his 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 in the Educational Programs budget that would adversely affect support for academic and student support programs.

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. If not, the proposal 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 its ongoing funding 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 intent to commit permanent dollars, she suspects 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 the college cannot afford to wait. He recognized critical needs in other areas of the college but cautioned that we will not be able to retain or attract well qualified staff to perform A&R responsibilities without this added position. Dr. Friedlander said he tried to come up with a proposal that respected the process we are developing. However, because we do not have mechanism in place to make this interim decision he said he would be willing to go out on a limb to come up with the needed dollars.

Sue Ehrlich offered that Educational Programs has an adjunct budget at the end of the year that should be more than enough to cover this expense. Dr. Friedlander responded that we cannot count on these funds because they are 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 position this in place now and getting through June 30<sup>th</sup> 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. He is willing to do so on behalf of the institution because it cannot function without having staff in A&R. We are in horrible straits 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, he or she would not be a permanent employee by July 1<sup>st</sup>.

Liz Auchincloss said she sees that this is an error we have made in funding for growth. This position should have been funded by growth. There are other equally or more critical positions that need to be funded. 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 for allocating 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 providing adequate staffing and it will be included in the budget 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 but the process for submitting and ranking new resource requests. 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 its funding. The proposal needs to be brought back to CPC.

*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.

#### 4.2 Development of the college's mission and motto

Jack Friedlander informed the Council that he and Peter Haslund met and struggled with the development of this task. He asked for other volunteers to help this process. It was suggested that it be e-mailed to the members for their input. This will be addressed at a subsequent meeting.

#### 4.3 Priority Institutional Initiatives for Spring/Summer 2006

Jack Friedlander said that President Romo was going to make some changes to the list of initiatives. He will send out the revised list prior to the next meeting. He said EC has done a very good job of delineating what our challenges and who is responsible for addressing them. It is formable in terms of what we said we would be doing for this spring and summer. It will help guide the CPC discussions on planning.

#### 4.4 Proposed change to *District Policy 3131, International Students* and rationale for change

Peter Haslund expressed clarification on the nature of the eligibility for book grants and scholarships for International Students. He felt if students are to be held accountable based on the concept of equity, then we should make note of discrimination against an international student applying for a book grant. International students are not eligible to apply for scholarships in most cases. Dr. Haslund asked that the language be added that international students be eligible for scholarships and book grants. Sue Ehrlich replied that there are standards for scholarship and grants that are set outside the college. This is not a college policy issue. It is a matter of complying with federal guidelines and scholarship guidelines that are set by an individual donor or an external agent. She said that it is not within our control. Keith McLellan added that when we accept an international student, we are required by the federal government to verify that they have all funds that they need to sustain so that there is no state or federal used to serve these students. If we are admitting international students who, in fact, do not have those funds, then we need to reexamine that policy, not our scholarship policy. Dr. Friedlander said that the SEVIS reporting program requires this financial documentation. Kathy Molloy questioned that if we do pursue the idea of having some kind of fundraising within the institution for book grants, could we not open that up to international students as well? Dr. Friedlander said that he has submitted a proposal to John Romo to raise additional funds for book grants.

Dr. Friedlander and Sue Ehrlich both said the objective in writing this new policy was to separate out procedures from policy. She said one item that is discretionary with the Board and is in the proposed policy is the number of international students that the college will receive. Keith McLellan also added that another criteria the college does have discretion over is the level of proficiency of the students. He said if an international student comes here and wants a certificate, then they need to assess in math and English. Esther Frankel said that the rationale for increasing international student enrollment does not address the implications of this decision like the additional costs and additional staffing required. Dr. Friedlander said that would be forthcoming and presented in a separate document. He said that the policy will go to the Academic Senate next week and will be brought back to CPC as an action item.

Dr. Friedlander said that increased costs are associated with the proposal to increase the cap for international students. He said the 5% cap based on the prior fall credit headcount would allow up to 800 international students. Close to 600 international students are enrolled at the college this semester. He said that the college receives more revenue for the international student per FTES equivalent than it does from the state. They are also paying more than out-of-state residents to offset the cost of the additional services needed to support international students.

#### 5.0 Adjournment

Upon motion the meeting was adjourned.