

**SANTA BARBARA CITY COLLEGE  
COLLEGE PLANNING COUNCIL  
November 20, 2007  
3:00 p.m. – 4:30 p.m.  
A218C  
MINUTES**

PRESENT: J. Friedlander, P. Bishop, B. Buckelew, D. Cooper, I. Alarcon, S. Broderick,  
K. Molloy, G. Thielst, L. Auchincloss, M. Guillen, C. Ramirez

ABSENT: S. Ehrlich, B. Partee, J. Sullivan, T. Garey

**1.0 Call to Order**

1.1 Approval of the minutes of the November 6<sup>th</sup> CPC meeting.

**M/S/C [Molloy/Auchincloss] to approve the minutes of the November 6<sup>th</sup> meeting. Mike Guillen abstained.**

**2.0 Announcements**

2.1 Jack Friedlander announced that Kay Bruce will be retiring at the end of December, Pablo Buckelew will retire at the end of June after serving 38 years at the college and Joe Herring, a probationary full-time faculty member in Vocational Nursing resigned his position as of November 16<sup>th</sup>. The Academic Senate ranked the following four new faculty positions for funding: HIT/CIM, Construction Technology, Photography and American Sign Language.

2.2 Dr. Friedlander also announced that two science majors won awards at a nationwide National Science Foundation competition for students from colleges and universities. Only two other universities had two students that won the top awards awarded at this very competitive event. He said we were informed that all of our students in the C.N.A. program passed their state boards.

2.3 Kathy Molly accepted on behalf of the college the Chancellor's 2007 Award for "Best Practices" in Student Equity for the Partnership for Student Success initiative at the CCLC conference. Ms. Molloy made the point at the conference that this was a faculty driven initiative in terms of the planning. She said the college received numerous accolades for their work on this project.

**3.0 Information Items**

Jack Friedlander commented [under Item 4.1] that the bond survey is presently being conducted. People who have been interviewed have related to John Romo

that these people are doing a very professional job in their interviews. We should have feedback by early January, if not sooner, on the level of support for a bond.

#### **4.0 Discussion items**

##### **4.1 President's Climate Commitment, Institutional Sustainability at Santa Barbara City College**

Darla Cooper said there is an initiative to have presidents of colleges and universities throughout the nation commit to efforts towards sustainability. She said the college would commit to do as much as we can in efforts of sustainability to negate our negative impact on the environment as much as possible. It outlines some of the things we need to do such as have a structure in place for how we are going to deal with sustainability. A college-wide committee would be formed and folded into the college processes. Dr. Cooper said there are six practices of which we need to do at least two. SBCC is already past the half-way point on four of them; two have been achieved. She said the positive aspect is that there will be grant funding for colleges that sign this commitment to make substantial reductions in their environmental footprints. President Romo asked the study group he formed to examine the commitment and to send him its recommendation on whether this is something to which we can commit. This study group concluded that this would be positive for the college based on what it has already accomplished. Also, it would qualify the college for grant funding targeted to support sustainability efforts. Darla Cooper said that she is preparing a report of the study group's recommendations to President Romo for his and the Board's review and approval. Jack Friedlander said that if the Board approves the "greening" of SoMA, then we will have met the criteria for the President's Climate Commitment. Joe Sullivan has indicated that this could cost us \$900,000 up front but with all the savings, rebates and grants, we would be able to recoup all but \$200,000 and possibly more of these funds in a relatively short period of time and all of the dollars over a larger period of time.

##### **4.2 EC's draft of the goals and objectives to be included in the new college plan**

The Executive Council has made a first effort in identifying goals and objectives to be included in the college plan.

##### **4.3 Format for the College Plan**

Jack Friedlander informed the Council that Darla Cooper would review the accreditation standards as it relates to the goals and objectives and give us a critique of our current plan from an outsider's perspective, from the accreditation perspective and from the standards perspective. By doing that, it would help us to come up with a format and as we review the goals and objectives, we will have a sense of guidance as to how we many want to approach the goals and

objectives as they relates to these items and to the best practices that Dr. Cooper has observed.

Darla Cooper discussed the accreditation expectations for Standard I which is an integrated planning cycle that looks at evaluations that are linked to the resource allocations that cycles back to be used for continued quality improvement. She said what we have to demonstrate to the accreditation team is that we have that cycle in place and that we work within it. We will need to be able to describe both verbally and on paper our planning processes and how the college plan and program review procedures are integrated into the college's budgeting, decision-making and improvement processes.

Jack Friedlander said we need to identify the gaps in our planning processes, one being that the vice presidents may not have their own plan on how their respective units' and departments' program reviews and plans fit into our college plan. We don't have a document that can show how the departments program reviews and plans are integrated into the college's planning and budgeting and resource allocation processes. He added that considering the documentation required to back the goals and objectives, we should be parsimonious in the number of goals and to make sure they are measurable. Jack Friedlander said by the time of the accreditation visit we will have had one year of the college plan in place which will show our new processes. We have done a thorough job in assessing and documenting the extent to which the goals and objectives in our current college plan and in our *Measures of Institutional Effectiveness* have been achieved. We have not documented our processes for decision-making and planning at the college's program/unit levels. Dr. Friedlander said what they expect, whether you achieve it or not, is that you are paying close attention to the data and the discussions on using this information to improve the achievement of the specified goals and objectives. They are less focused on whether or not you achieved your goals but whether you are constantly examining yourself and using that information to try to improve.

Darla Cooper said that the issue of shared governance in the goals and objectives will be embedded throughout and does not have a specific header. Liz Auchincloss said that she has a problem that shared governance is left of out of priorities. Dr. Cooper said that shared governance is not in the accreditation standards. Ms. Auchincloss reminded that Council that the last accreditation team cited us for needing improvement in the role classified staff play in governance processes. Pablo Buckelew said that he was surprised to learn at the accreditation workshop he attended how everything needs to be done and documented with input from all segments of the campus community. It's not shared governance per se it is actually much more pervasive than that. Mr. Buckelew said what we need is a section on planning which incorporates all the shared governance processes.

Darla Cooper said the first attempt by EC on identifying the goals and objectives were not written to match the standards and there is no requirement to do so. Some Council member suggested that a more efficient approach to organizing the college plan would be to align it with the four accreditation standards. The Council made a first attempt to match the goals and objectives with the four standards. It was suggested that the Council look at the 32-page document of the accreditation standards and organize the goals and objectives accordingly. Dr. Friedlander reminded the Council that we need to temper the number of goals and objectives we have in this document. We need to decide what is critical and rises to the level that we can measure. Liz Auchincloss was asked to come back with some language in the area of shared governance. The Council agreed to continue its review of the goals and objectives to include in the college plan and the best way to organize the plan. Jack Friedlander and Darla cooper agreed to incorporate the suggestions at its meeting on Monday into a revised draft of the goals and objectives. They will distribute this revised document to the Council prior to its meeting on December 4<sup>th</sup>.

The Council reviewed and made suggestions for revision and format on the outline prepared by EC of the preliminary goals and objectives for the College Plan: 2008-2011.

#### 4.4 College Plan: 2008-11: Challenges and Priorities

This item was moved back from action to allow the Academic Senate more time to review the document.

#### 5.0 Action Item

##### 5.1 Institutional Student Learning Outcomes

**M/S/C [Molloy/Thielst] unanimously to approve the Institutional Student Learning Outcomes (ISLOs)**

#### 6.0 Other Items

There were no other items.

#### 7.0 Adjournment

Upon motion the meeting was adjourned.

**Outline of Preliminary Goals and Objectives  
for College Plan 2008-2011**

**STUDENT LEARNING, ACHIEVEMENT AND DEVELOPMENT**

**Goal 1. Increase Student Success: Credit Division**

Objective 1.1 – Achieve the objectives in the Partnership for Student Success to improve success and persistence among students who participate in the following:

- Gateway Program
- Online College
- Writing Center
- Math Lab
- Academic Achievement Zone

Objective 1.2 – Increase the percentage of students successfully completing courses and persisting from term to term and the number of students earning degrees and certificates and transferring to four-year institutions among students overall and by age, gender, ethnicity, income level and language across all programs at the college.

Objective 1.3 – Improve student progress through the basic skills and ESL sequences and the transition from these courses to college-level courses.

Objective 1.4 – Initiate the SLO cycle in at least 90 percent of all credit courses and programs and complete the SLO cycle in at least half of all credit courses and programs.

**Goal 2. Increase Student Success: Non-Credit Division**

Objective 2.1 – Increase the rates for course completion, persistence from level to level, and certificate completion in the Adult High School/GED, ESL, and short-term technical training programs. (Desired increases for each measure will be determined once baseline rates have been established.)

Objective 2.2 – Increase the number of students being served by the non-credit matriculation program.

Objective 2.3 – Increase the number of students who transition from non-credit to credit and from non-credit to employment. (Question: How are you going to track employment? What resources do you have?)

Objective 2.4 – Implement the SLO cycle in all non-credit courses eligible for enhanced funding

**Outline of Preliminary Goals and Objectives  
for College Plan 2008-2011**

**OUTREACH, ACCESS AND RESPONSIVENESS TO THE COMMUNITY**

**Goal 3. Increase access to education for all segments of the community that can benefit from the college's programs and services.**

Objective 3.1 – Identify those segments of the community that are underserved by the college and implement strategies to increase their participation.

Objective 3.2 – Explore and where feasible implement strategies to reduce the cost of textbooks for students.

Objective 3.3 – Use technology in new and innovative ways to improve how we serve current students and promote the college to potential students.

Objective 3.4 – Improve articulation with area high schools and universities in the region through participation in the Cal-PASS data-sharing program.

Objective 3.5 -- Assess, and where appropriate, develop and implement new program and course initiatives to meet existing and emerging needs of employers.

**Outline of Preliminary Goals and Objectives  
for College Plan 2008-2011**

**FACULTY, STAFF AND MANAGEMENT**

**Goal 4. Strengthen the recruitment, retention and promotion of high quality, diverse faculty, staff and administrators.**

Objective 4.1 – Evaluate the effectiveness and impact of the college’s efforts to provide alternative transportation, flexible work schedules, and telecommuting options to employees

Objective 4.2 – Increase the number of diverse candidates applying for faculty, staff and administrator positions at the college.

Objective 4.3 – Use the results from employee surveys to extent to which employees feel well compensated, empowered, satisfied in their work, and encouraged to be creative and where appropriate use these findings to address concerns where identified.

Objective 4.4 – Develop and implement a formal mentoring program for newly and recently hired faculty, staff, and administrators.

Objective 4.5 – Develop and implement a professional development program designed to encourage and facilitate advancement opportunities for talented SBCC employees.

Objective 4.6 – Increase the number of faculty and educational programs' administrator hires who can demonstrate an understanding of effective pedogogies that are responsive to the diverse backgrounds and educational needs of the students served by the college.

**Outline of Preliminary Goals and Objectives  
for College Plan 2008-2011**

**GOVERNANCE, DECISION SUPPORT AND FISCAL MANAGEMENT**

**Goal 5. Establish college-wide accountability systems that are effectively linked to planning and budgeting and are based on quantitative and qualitative data.**

Objective 5.1 – Develop and implement a technology-based decision support system that will provide easy and prompt access to data for end users.

Objective 5.2 – Implement program review processes in all administrative units of the college where these processes do not exist currently.

Objective 5.3 – Link outcomes of program reviews and other evaluation processes to college-level planning and resource allocation.

Objective 5.4 – Complete the implementation of Banner and associated third party software applications and re-evaluate business processes in the context of this implementation, making refinements to these processes as needed.

Objective 5.5 -- Develop a process to determine the cost effectiveness of all instructional and non-instructional programs at the college.

Objective 5.6 – Align business process in non-credit division with those used in the credit division in the areas of human resources, payroll, accounting and facilities management.



**Outline of Preliminary Goals and Objectives  
for College Plan 2008-2011**

**FACILITIES, CAPITAL PROJECTS AND MAINTENANCE**

**Goal 6. Implement the long range capital construction plan.**

Objective 6.1 – Serve as a leader in the community for sustainability by implementing practices that work to reduce the college’s impact on the environment.

Objective 6.2 – Ensure that the costs for the staff, furniture, and equipment needed to support any new facilities are included in the planning.

Objective 6.3 – Increase the revenue-generated from the use of the facilities on the Mesa campus.

Objective 6.4 – If the November 2008 Bond measure is approved, develop and implement the plans for the funded projects.

Objective 6.5 – Achieve the School of Media Arts Capital Campaign goal of raising a minimum of \$5.5 million.

**Goal 7. Create an optimal physical and technological environment that ensures the best service to students and the local community.**

Objective 7.1 – Ensure that the planning for any modernization of existing facilities or creation of any new facilities takes into consideration emerging technologies and changing student learning needs.

Objective 7.2 – Improve the utilization of facilities and other college resources in instruction and student support programs to ensure that students’ needs are being served in the most effective and efficient manner.

Objective 7.3 – Complete the project to provide universal access to existing and new facilities

Objective 7.4 – Upgrade the network infrastructure to support applications that allow for the convergence of voice, data and video.