

Spring 2013 Participatory Governance Committee Survey

Results for College Planning Council (CPC) Governance Body

August 5, 2013

In May of 2013, a survey of four participatory governance committees was administered via SurveyMonkey at Santa Barbara City College. The purpose of the survey was to assess committee members' opinions of the effectiveness of the governance structures and processes, as experienced on a particular committee. Members were asked to answer the survey questions once for each committee on which they serve. The survey was open from May 16 through May 24. The committees surveyed and response rates are given below:

Committee	Total Members	Total Respondents	Response Rate
CPC	18	12	67%
Academic Senate	18	13	72%
Student Senate	17	4	24%
Classified Consultation Group	12	11	92%

The description of the survey provided in emails and on the survey itself is given below:

Santa Barbara City College would like your input in evaluating the effectiveness of our participatory governance structures and processes.

Please note that this survey is different from the two previous Leadership and Governance surveys that occurred in September 2012 and February 2013. Those surveys were part of our response to our accreditation "warning" sanction status, were administered campus-wide, and used specific language taken directly from the accreditation standards.

In contrast, this survey is being sent only to those serving on one or more governance committees, and focuses more on effectiveness at the committee level. The results of this survey will help SBCC address objectives in our 2011-2014 College Plan under the heading of Governance, Decision Support, and Fiscal Management. The survey is also one of the steps we are taking in fulfilling the two Planning Agendas related to participatory governance which we included in our 2009 Self-Study for Reaffirmation of Accreditation, and in response to the recommendation of the 2009 Accreditation Visiting Team that "the College conduct regular, comprehensive evaluations of its participatory governance structure, including charters and memberships, with a focus on each constituency's inclusion and effectiveness, emphasizing the role of managers." We reaffirmed our commitment to this evaluation process in our 2012 Accreditation Midterm Report.

You will be asked to complete this survey for each committee on which you serve. All responses are confidential and anonymous. The survey is being administered by the SBCC department of

Institutional Assessment, Research, and Planning. Results will be summarized and presented in aggregate form, and will be made available campus-wide.

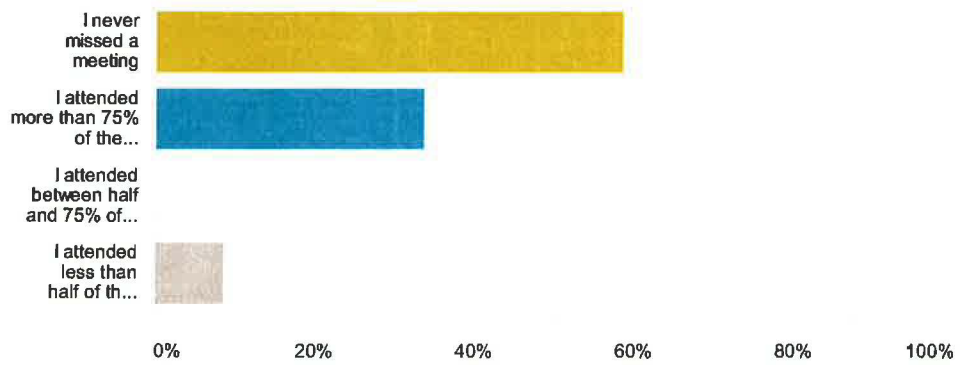
Please reflect on your experience with participatory governance at SBCC in terms of your membership and involvement with the particular committee you are evaluating.

Thank you very much for your time and participation in this important survey.

The pages that follow show the responses from CPC members.

Q2 How often do (did) you attend committee meetings this academic year?

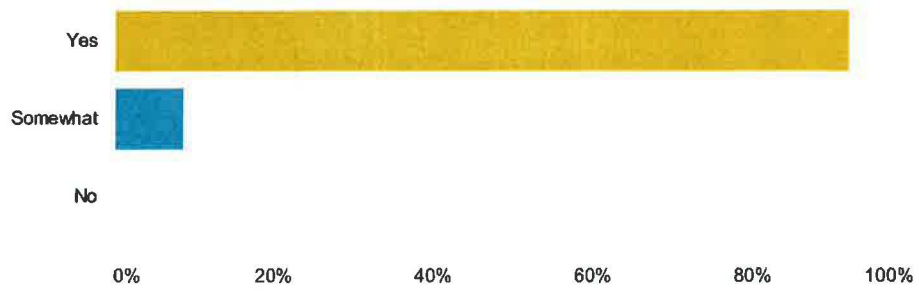
Answered: 12 Skipped: 0



Answer Choices	Responses	
I never missed a meeting	58.33%	7
I attended more than 75% of the meetings	33.33%	4
I attended between half and 75% of the meetings	0%	0
I attended less than half of the meetings	8.33%	1
Total		12

Q3 Do you feel you have a clear understanding of the structure and purpose of this committee?

Answered: 12 Skipped: 0

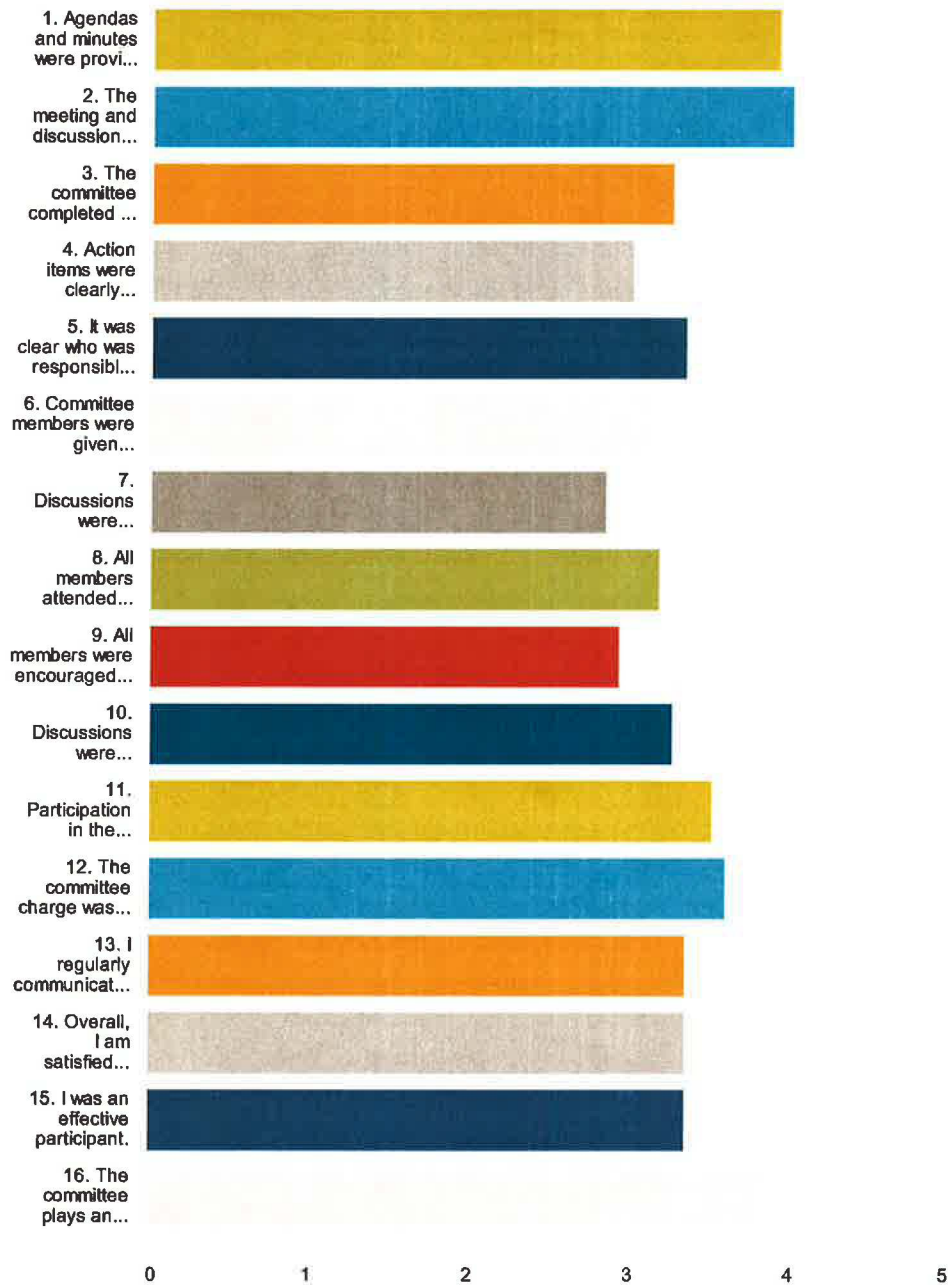


Answer Choices	Responses	
Yes	91.67%	11
Somewhat	8.33%	1
No	0%	0
Total		12

#	Additional comments	Date
1	Kind of a quiet committee. Faculty speak the most.	5/17/2013 12:03 PM

Q4 Regarding your experience on this committee:

Answered: 12 Skipped: 0



	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Average Rating
1. Agendas and minutes were provided electronically prior to the committee meetings.	91.67% 11	8.33% 1	0% 0	0% 0	12	3.92
2. The meeting and discussions usually followed the agenda.	100% 12	0% 0	0% 0	0% 0	12	4.00

Spring 2013 Participatory Governance Committee Survey

3. The committee completed the agenda within the meeting time.	25% 3	75% 9	0% 0	0% 0	12	3.25
4. Action items were clearly articulated.	16.67% 2	66.67% 8	16.67% 2	0% 0	12	3.60
5. It was clear who was responsible for carrying out the action items.	41.67% 5	50% 6	8.33% 1	0% 0	12	3.33
6. Committee members were given adequate information to make informed recommendations and decisions.	16.67% 2	75% 9	8.33% 1	0% 0	12	3.08
7. Discussions were data-informed and supported by sound evidence.	8.33% 1	66.67% 8	25% 3	0% 0	12	2.83
8. All members attended regularly.	25% 3	66.67% 8	8.33% 1	0% 0	12	3.17
9. All members were encouraged to be actively involved.	16.67% 2	58.33% 7	25% 3	0% 0	12	2.92
10. Discussions were collegial, and differing opinions were respected.	33.33% 4	58.33% 7	8.33% 1	0% 0	12	3.25
11. Participation in the committee was meaningful and important to me.	50% 6	50% 6	0% 0	0% 0	12	3.50
12. The committee charge was understood, and the members worked toward fulfilling the charge.	58.33% 7	41.67% 5	0% 0	0% 0	12	3.58
13. I regularly communicated with the members of the constituent group I represented regarding key items discussed and actions taken during committee meetings.	33.33% 4	66.67% 8	0% 0	0% 0	12	3.33
14. Overall, I am satisfied with the committee's performance.	33.33% 4	66.67% 8	0% 0	0% 0	12	3.33

Spring 2013 Participatory Governance Committee Survey

15. I was an effective participant.	33.33% 4	66.67% 8	0% 0	0% 0	12	3.33
16. The committee plays an effective role in governance at SBCC.	83.33% 10	16.67% 2	0% 0	0% 0	12	3.60

Q5 What would you recommend to help new or existing members better understand the role of this committee?

Answered: 9 Skipped: 0

#	Responses	Date
1	Not necessary	6/1/2013 2:23 PM
2	It is important to voice your thoughts/questions/opinions because there is a very dominant group that unofficially "takes over" in most meetings. I would also let new members know the importance of CPC in making decisions that impact the entire campus; therefore, it is important to research, investigate, discuss and analyze proposals before voting.	5/30/2013 11:40 AM
3	There should be an orientation for new members. When I joined, I did not understand the background and workings of the committee, and it took quite a while to come up to speed. At a minimum, the recently published Resource Guide To Governance should be required reading for all new members.	5/30/2013 10:46 AM
4	For new members: review past agendas and minutes and think about the kinds of questions and issues we are asked to discuss.	5/27/2013 11:29 PM
5	The process for approving Program Review requests could be improved. The faculty committees do a good job of vetting the items with wide participation from faculty. However, EC's process is not clear or timely. What ever happened with the \$75,000 truck?	5/23/2013 10:51 AM
6	To participate is to understand....	5/22/2013 2:57 PM
7	The role of the committee should be reviewed at the beginning of the year.	5/22/2013 8:55 AM
8	I see this committee as an opportunity to have the big picture for the college. While it grapples with timely issues sometimes the key people you need the information from (VP's) are not well-prepared to walk the committee through the benefits, challenges, obstacles or possible solutions to help discussion. Folks respond from governance group perspectives but a "group think" exercise might be valuable to come to conclusions to help the college at large.	5/17/2013 12:03 PM
9	Maybe include a summary of it's purpose in the header or footer of the agenda packet each time it is distributed?	5/17/2013 7:24 AM

Q6 What would you recommend to help the committee function more effectively?

Answered: 6 Skipped: 0

#	Responses	Date
1	I think it's difficult to see the same strong voices dominant on virtually all committees across campus. I believe that there is an underrepresented faction of our campus community who are not at the table. I think some people might be intimidated, others may not want to get involved, or for any other number of reasons, people may choose not to participate. However, when campus-wide emails explode following a CPC decision, I think it shows that not all voices are being heard. I would encourage leadership to seek the thoughts of the "less vocal" members of CPC and I would also encourage regular changes in membership from different campus entities. Again, it is the same union members and faculty members on nearly every committee, so it seems that it would not only be burdensome for those folks (not allowing them to get their own jobs done), but that it is also a small representation of a large staff and faculty groups.	5/30/2013 11:40 AM
2	The recent suggestion that items needing a vote go through a First/Second Reading process will help clarify the decision-making process. I think Lori does a great job of running the meeting and maintaining forward motion.	5/30/2013 10:46 AM
3	Nothing now. Thanks to Dean we dealt with previous confusion about discussion versus action items.	5/27/2013 11:29 PM
4	Improve the process used to review and approve Program Review requests.	5/23/2013 10:51 AM
5	We are in the throes of planning for our future direction so hopefully this will help inform future meetings.	5/17/2013 12:03 PM
6	Continue to seek input and discussion and all constituent groups at the table.	5/17/2013 7:24 AM

Q7 Please provide any additional comments and suggestions for improvements you have about participatory governance structures and processes at SBCC.

Answered: 7 Skipped: 5

#	Responses	Date
1	I think the processes have improved somewhat this year, but I also see leadership being spread very thin... It seems that with so many ideas/projects/proposals/measures of accountability that leadership struggles with the follow-through on certain topics and that communication is still a challenge community-wide.	5/30/2013 11:40 AM
2	I marked "disagree" on the questions related to having adequate information and evidence primarily because of the discussions related to the full-time police officer. This came out of the blue, with little to no hard evidence to support the need. It did not go through program review or any other normal processes, to my knowledge. An issue of this sensitivity could have been handled differently.	5/30/2013 10:46 AM
3	CPC under Dr. Gaskin's leadership has been efficient, effective, and meaningful. The practice of assigning projects to small work groups for them to bring back proposed procedures to the larger group has been highly effective. The atmosphere is always positive, even when we disagree.	5/27/2013 11:29 PM
4	I think it was a really good improvement that there are 2 middle managers now serving on the committee. This will certainly make us a more well rounded decision making group.	5/22/2013 3:53 PM
5	I would like the decisions voted on to be sent out campus wide. In other words it would be nice to have an email go out the day after CPC stating that the committee voted in favor of eliminating the smoking areas and making this a true non-smoking campus and when this will be implemented.	5/17/2013 3:10 PM
6	People say communication is needed but "listening" well is an underrated skill. Members need to allow time for each perspective to be heard before responding.	5/17/2013 12:03 PM
7	If we can address the issue of what is an action item, first hearing, etc. (as we've discussed) then I think we will have resolved many of the challenges I've experienced. It might also be valuable to communicate to the campus community as a whole the exact purpose and role of CPC.	5/17/2013 7:24 AM



FUTURE BOND PROGRAM – PROPOSED PROJECTS

Summary Report

March 2013



Project Summary and Total Project Cost

NEW CONSTRUCTION PROJECTS

A. Campus Center Replacement	\$	29,474,691
B. East Campus Classroom and Office Building(s)	\$	34,674,804
C. Wake Center Replacement	\$	40,051,128
D. Sports Pavilion Replacement	\$	45,433,000
E. Aquatics Facility	\$	10,554,000

EXISTING BUILDING MODERNIZATION PROJECTS

A. Administration + Occupational Education Building Modernization	\$	33,115,940
B. Library Modernization and Addition	\$	16,498,624
C. Marine Diving Technology Building Modernization and Addition	\$	2,792,298
D. Physical Science Building – East Wing and Lecture Hall Modernization	\$	6,842,378
E. Schott Center Modernization and Addition	\$	17,438,832
F. Student Services building Modernization	\$	15,731,968

SITE IMPROVEMENT AND INFRASTRUCTURE PROJECTS

A. Site Improvements	\$	10,000,000
B. Building Efficiency and Energy Generation Projects	\$	10,302,646

SWING SPACE RPROJECTS

A. Swing Space	\$	25,496,610
----------------	----	------------

TOTAL = \$ 298,406,919



NEW CONSTRUCTION PROJECTS:

A. Campus Center Replacement

Project Description

The proposed project is to replace the Campus Center building with a new building due to the poor condition of the existing building. In March 2012 the Board of Trustees approved the replacement of the existing building, rather than a renovation, after evaluating professional cost estimating reports for both approaches. The project also includes the replacement of the existing single story building housing the JSB Café and the Gourmet Dining Room. Preliminary designs for this project maximize the central location on campus, its nexus as a locale for student life and co-curricular campus activities, the natural attributes of the site and the opportunity for a more current and sustainable architectural style. The new building would house departments and programs currently located in the Campus Center building but would also provide the opportunity to explore others that would benefit from sharing the new facility. Current design for the Campus Center replacement building, which was submitted as a Final Project Proposal (FPP) to the State Chancellor's office for funding, is the same size and houses the same programs as the current building. However, the design takes into consideration the need for additional square footage for student service and support programs and can be expanded to accommodate these additional programs. The inclusion of these critical student focused programs in the Campus Center replacement project will transform the building into a dynamic student centered core of the campus and a powerful source of campus identity and cohesion within the larger community.

The College submitted a Final Project Proposal (FPP) for a portion of this project to the State, which the State has included in the 2014-2015 proposed (unfunded) spending plan.

Justification

Replacing the Campus Center building with a new building will address structural deficiencies that could result if failure or loss due to a major seismic event. Replacement of the existing building will address building code deficiencies such as Structural Safety, ADA Accessibility, Fire Life Safety and Energy (Title 24) deficiencies. The replacement will also address the deficient elevator, restrooms, and stairs, failing building systems, energy inefficiency, inadequate air quality and the absence of fire sprinklers in the existing building. The College will seek partnerships with local utility providers and other local agencies to help fund energy savings measures. The project would also include removal of hazardous substances such as asbestos and lead in floor tiles, acoustical treatments and pipe coverings and will address water intrusion issues causing ongoing maintenance demands.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$29,474,691**.



B. East Campus Classroom and Office Building(s)

Project Description

The proposed project includes the construction of an approximately 60,000 square foot new building to house both instructional facilities such as classrooms and labs and office space for student support and administrative functions. The proposed location is on the east side of the Student Services and Physical Science buildings in approximately the same footprint as the design for the School of Media Arts building. The proposed building could be separated into two buildings if beneficial and cost effective. The primary purpose of this project is to provide equivalent square footage as the remaining modular buildings so they can be removed and to provide additional square footage for student services and instructional programs that currently function in critically undersized facilities. The primary user groups of this proposed new building are still to be determined. However, as the College begins work on the Facilities Master Plan it will become clearer how the functions and adjacencies of this new building can support and partner with the modernizations of the existing campus buildings, including the Student Services building, the Campus Center and the Administration building. Once built this building could also serve as temporary swing space as other renovation projects are under construction. Based on this anticipated changing use of the building it will need to be designed in a way that allows it to be easily and cost effectively adapted and modified.

The College has not submitted an Initial Project Proposal (IPP) for this project to the State for funding.

Justification

The construction of this building is critical in the long term planning for the College as it provides the opportunity to remove numerous modular buildings on campus that do not have proper permitting and are in poor condition, provides additional square footage for growing instructional programs and may also provide critical swing space for existing building modernization projects.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$34,674,804**.



C. Wake Center Replacement

Project Description

The Wake Center is located in a residential section of Santa Barbara County, approximately 10 miles north of the main campus directly up the 101 freeway off the Turnpike Exit. The proposed project includes demolishing the existing facility and rebuilding new facilities in a denser, more efficient configuration. The new campus would house both instructional programs and the Center For Life Long Learning programs, which are still to be determined, and would generally include administrative and student support facilities, instructional facilities such as classrooms and labs, an auditorium or other large group venue and possibly a two level parking structure. This project would also provide the College with the opportunity to relocate the Cosmetology program from its current location in a leased facility in a commercial strip mall. The estimated total square footage of the new facility would be approximately 60,000 square feet, 15,000 feet larger than the current 44,600 square feet of the existing facility. Redeveloping the existing Wake Center facility would allow the College to take advantage and efficiently utilize the 9-1/2 acre site by relocating and expanding current educational programs and to potentially build housing, parking and other critically needed facilities in the future.

The College has not submitted an Initial Project Proposal (IPP) for this project to the State for funding.

Justification

Built in 1969 as an elementary school for the Goleta Union School District, the Wake Center has successfully served as one of the College's two Continuing Education centers. However, due to the age of the facility, the elementary school design and the potential for hazardous materials modernization of the existing facility is not a feasible or recommended solution. Redeveloping the Wake Center into a mixed use campus for both instructional programs and the Center For Life Long Learning programs would not only provide students from both programs with new state-of-the-art facilities it would also reduce parking demand at the main campus, address regulatory limitations on growth at the main campus, and maximize use of the District's only property that has potential for growth and expansion.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$40,051,128**.



D. Sports Pavilion Replacement

Project Description

The proposed project includes replacing the existing Sports Pavilion complex with approximately equivalent square footage and equivalent building program comprised of the gym, locker rooms, Life Fitness Center, dance and group exercise rooms, offices, training room and commercial functions such as food service and ticket sales. The existing building was built in 1965 and is in poor condition due to age, construction type and water intrusion issues. Largely the deterioration has occurred due to the location of the facility in the side of a hill. The design and layout require that a large portion of interior wall jointly serves as a major retaining wall against the hillside and which no longer has any waterproofing material to keep moisture out of the building. The steep drop of the hill also creates accessibility challenges for individuals travelling from the upper part of campus down to the facility and to the lower parking lots. The design of the new Sports Pavilion would address these issues by locating the exterior wall away from the hillside and including a major vertical circulation element including an appropriately sized elevator accessing the upper campus. Replacing the existing building would also address any potential issues with the existing building's structural system and compliance with building code. The design for the new facility could also relocate the building closer to the bridge and Marine Diving Technology building which would locate it at a higher elevation and reduce the need for a gym swing space during construction.

The College has not submitted an Initial Project Proposal (IPP) for this project to the State for funding.

Justification

The Sports Pavilion facility is almost fifty years old and is in poor condition. Replacement of the existing building will address building code deficiencies such as Structural Safety, ADA Accessibility, Fire Life Safety and Energy (Title 24) deficiencies. The replacement will also address the deficient elevator, restrooms, and stairs, failing building systems, energy inefficiency, inadequate air quality and the absence of fire sprinklers in the existing building. The project would also include removal of hazardous substances such as asbestos and lead in floor tiles, acoustical treatments and pipe coverings and will address water intrusion issues causing ongoing maintenance demands. The facility also does not successfully respond to the advantages of its siting as a major entry point to campus and adjacency to the ocean and beach. The replacement of the existing building is the proposed solution since the estimated cost to modernize the existing facility is approximately 80-85% the cost of replacement.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$45,433,000**.



E. Aquatics Facility

Project Description

This proposed project includes the construction of a new outdoor aquatics facility adjacent to the existing Sports Pavilion complex that would include:

- A 50-meter Olympic size pool
- A 25-yard short course pool for water polo and diving
- Exterior showers
- Locker facilities

The location of this proposed facility would be beneficial for the Physical Education, Athletics and Marine Diving Technology programs all of which currently utilize the City's Los Banos pool for their respective programs. The facility would provide a standard exterior deck area around the pools with no overhead structure. A perimeter enclosure and entry to the facility would be designed to allow for authorized access only and security for off hours.

The College has not submitted an Initial Project Proposal (IPP) for this project to the State for funding.

Justification

The Physical Education department has historically offered a variety of swimming and water polo classes for various levels of ability. Due to a lack of an aquatics facility, the College has had to pay rental fees to use facilities that are deteriorating, located off campus and have restricted availability to offer classes. The demand for these courses has been increasing from both students and the community while it has become more difficult to offer such courses. Additionally, survey data indicates there is sufficient interest and ability to add women's swimming and water polo, suggesting the College may need to address federal mandates to expand athletics opportunities and satisfy student interest for both genders. Construction of a new aquatics facility would assure the College meets the requirements of intercollegiate competition for both swimming and water polo and would significantly improve Physical Education, Athletics and Marine Diving Technology programs by being able to offer additional courses such as:

- Water safety
- Life Guard Training
- Water aerobics
- Adaptive Physical Education aquatic classes

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$10,554,000**.



EXISTING BUILDING MODERNIZATION PROJECTS:

A. Administration + Occupational Education Building Modernization

Project Description

The proposed project includes a complete modernization of both the Administration building and the Occupational Education (OE) building. Total square footage comprised by these two buildings is approximately 95,000 gross square feet. The Administration building was originally built in 1939 as the Industrial Arts Education building and had a new wing added in the early 1970's resulting in an "H" shaped building with a variety of programs and offices housed in each of the wings. Built in 1976 the OE building serves as an extension of the Administration building by connecting to the southeast wing and wrapping back around toward the south west wing to create what is currently called the Auto Quad. By combining the modernization of the two buildings into a single scope the College will have the ability to assess how the prominent location and configuration of these two buildings can be utilized in a logical and purposeful way that establishes this part of campus as an administrative hub. This project is also a critical component of the Facilities Master Plan. The development of the Facilities Master Plan will identify the programs and services that have outgrown their current space, are not well located or have become orphaned by the removal of the modular buildings, and will reallocate them into buildings that have allied functions such as the Campus Center, Student Services and the East Campus Classroom & Office building. In order to restructure and achieve this repurposed plan for the Administration and OE buildings this project will address deficiencies throughout the entire two buildings but will tailor the work in specific areas to match the type and level of renovation needed given programmatic needs. Intention is also to restore the Administration building to its original Art Deco Mission Revival aesthetic which may become the basis for developing the campus architectural vernacular for future projects. This regional style of architectural design can be seen in other noteworthy Santa Barbara area buildings such as the downtown Post Office.

The College submitted a Final Project Proposal (FPP) for a portion of this project to the State for funding which may be eligible for future State funding plans.

Justification

Although selected rooms and areas have been renovated previously neither the Administration building or the OE building has had a comprehensive renovation to allow the buildings to function as modern, higher education office and instructional facilities in a cohesive well planned manner. This has resulted in a disjointed and inefficient layout that confuses students and visitors when navigating through the building. Modernization is also necessary to update the building to current expectations for quality of the learning and working environment, and to meet current standards for building accessibility and fire/life safety.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$33,115,940**.



B. Library Modernization and Addition

Project Description

This proposed project includes the modernization and expansion of the existing college Library which occupies approximately two thirds of the 52,300 square foot Learning Resource Center (LRC)/Library building. The modernization would reconfigure existing interior spaces and would renew building finishes and systems such as furniture, carpeting, signage, electrical, HVAC, networking, and lighting systems. The expansion of the southern part of the building would create approximately 13,650 square feet of additional space over two levels and would provide space for:

- Classroom expansion
- Group study rooms
- Updated service areas
- Multi-purpose common space for meetings, conferences, art exhibits and performances
- Secure, climate-controlled space for institutional archives.

The College has not submitted an Initial Project Proposal (IPP) for this project to the State for funding.

Justification

The LRC/Library building was built in 1989. Since that time there have been dramatic changes in the methods for providing library services and supplemental instructional support to students. This remodel and expansion would enable the college to reconfigure this facility to align it with the transformation that has and will continue to take place in the methods used to provide students with library, information resources and supplemental instructional support services. More specifically, the modernization and expansion of this facility will provide more functional, inviting, and flexible spaces for students while also addressing operational issues such as acoustics, security, navigability, and accessibility.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$16,498,624**.



C. Marine Diving Technology Building Modernization and Addition

Project Description

The proposed project includes modernization of the Marine Diving Technologies Building (MDT) building and an expansion of the building off the south façade to accommodate multiple functions that are currently housed in undersized and inaccessible spaces. Although not large compared to other campus buildings, the MDT building is comprised of unique architectural and engineering features that make it a more customized and less standard instructional facility. The building structure acts as a shell for the extensive amount of large scale equipment that fills the interior of the building and is required for this instructional program. Included in this project is the replacement of standard building features such as windows and doors, roofing, interior finishes, casework, utility systems (plumbing, electrical, HVAC), lighting and an upgrade to the existing elevator and restrooms. The project also includes the following equipment upgrades:

- Refurbishment of overhead heavy duty crane and steel track structure
- Replace breathing air compressor system
- Replace welding shop smoke extraction system
- Replace south roll up door (full building width)
- Refurbish chilled dive tanks
- Replace welding tank filters

The proposed addition would primarily provide secure storage space, code compliant instructional space for the hydraulics workshop and possibly a second transfer location for loading equipment. Construction of this new section of the building would also allow for the removal of non-compliant storage structures currently housed in the main building.

The College has not submitted an Initial Project Proposal (IPP) for this project to the State for funding.

Justification

The MDT building has not been renovated since its construction in 1978. Several prominent building features are in need of a complete refurbishment or replacement to insure they operate safely and are code compliant. This project would also address issues with accessibility, water intrusion through the roof and windows, worn out building finishes, water accumulation resulting in a slippery wet environment, non-compliant building modifications and ventilation for moisture and air quality concerns.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$2,792,298**.



D. Physical Science Building – East Wing and Lecture Hall (PS 101) Modernization

Project Description

The proposed project includes modernization of the east wing of the Physical Sciences (PS) building, which was added to the original building in 1974, and modernization of the lecture hall that was built as part of the original complex in 1968. Due to their age, a complete modernization for both parts of the PS complex is necessary to update it to current expectations for quality of the learning environment and to meet current standards for building accessibility and fire/life safety. This project would primarily include:

- Abatement of existing hazardous building materials as needed
- Replacement of floor, wall and ceiling finishes
- Replacement of casework, doors and door hardware as needed
- Replacement of elevator including exterior shaft and car
- Replacement of utility systems including HVAC, data, power and fire alarm
- Installation of ramps and other accessibility features to meet building code
- Reconfiguration of classroom and lab layout as needed to meet accessibility code requirements
- Replacement of ventilation and exhaust equipment in labs
- Replacement of all classroom and lab equipment and replacement of group II equipment (furniture) throughout the entire building

The original part of the PS building was renovated in 2008 using State funding. This project addressed issues with lab ventilation and storage of hazardous materials, and upgraded the labs and offices in this part of the building. The proposed project would marry this improvement work with work in the other two part of the building complex, resulting in a comprehensively updated facility.

The College submitted a Final Project Proposal (FPP) for this project to the State for funding which may be eligible for future State funding plans.

Justification

The Physical Science facilities that have not been recently updated are in poor condition due to age and heavy use and do not provide functional, accessible instructional facilities for the Science programs. Much of the instructional equipment is original to the building and is at the end of its useful life. Renovated labs and classrooms are needed to insure students and faculty using chemicals and other potentially hazardous materials are working in a safe environment. The proposed modernization will also address accessibility deficiencies that currently do not allow for equal access.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$6,842,378**.



E. Schott Center Modernization and Addition

Project Description

The proposed project includes a complete modernization of the existing permanent buildings, upgrades to surrounding sitework and landscaping, construction of a new classroom building to replace four modular buildings currently located in the parking lot and replacement of an impromptu storage facility. Constructed in 1935 as an elementary school, the original building is designed in an elegant style typical of civic buildings during that time. The design for the modernized facility would preserve the integrity and character of this pleasing architectural style. Modernization will also upgrade the facility to comparable quality and appearance of the college's main campus including ADA accessibility and fire/life-safety compliance. The wing of rooms 1-3 on the west side of the building along Bath street will be demolished as they do not meet current seismic code and were not a part of the original construction. The proposed project also includes the removal of four temporary classroom buildings installed over twenty years ago and the construction of a new 2-story building for housing replacement classrooms and support type spaces. Also addressed by this project is the removal and replacement of several shed structures on the northwest corner of the site that are used for storage of art supplies and equipment, and for storing maintenance equipment. The buildings are heavily used but are in poor condition and structurally suspect due to weather and age.

The College submitted a Final Project Proposal (FPP) for a portion of this project to the State, which the State has included in the 2014-2015 proposed (unfunded) spending plan.

Justification

The Scott Center was constructed in 1935 as an elementary school for the Santa Barbara Unified School District. The Center has served continuously for the past 24 years as one of the District's two centers for the Continuing Education Program. Since being acquired, the original facility has been well maintained and has had a few major upgrades including new roofing, a remodel of the auditorium and several major maintenance projects to address building equipment issues. To accommodate growing adult education programs five relocatable classroom buildings were installed almost 25 years ago. These piecemeal improvement efforts have allowed the Schott Center to remain functional and operational for many years. However, the appearance and condition of the buildings and building systems is to a point where a comprehensive upgrade is needed to insure all structures at this site meet current building code for seismic integrity, fire/life safety, energy efficiency and accessibility, and to return this once elegant school building back into a distinguished educational facility.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$17,438,832**.



F. Student Services Building Modernization

Project Description

The proposed project includes a complete renovation of the Student Services building, including a complete gut and reconfiguration of the interior layout. Use of this building was changed from the campus library to student services in 1991 through a major remodel of the interior. The open two story main hall of the library was infilled using a table style structural design to independently support the new second floor but unfortunately required many columns be located throughout the first floor lobby space. Although functional at the time, the amount of columns spread throughout the first floor limits the usability of the space, confuses circulation and crowds this high use space. The proposed project would revisit this design to improve the layout and return the building interior to an appropriate scale and openness. The modernization would also include upgrades to the building finishes, utility systems, restrooms, elevators, waterproofing, windows and doors. This complete overhaul of the Student Services building also provides an opportunity to evaluate existing programs and departments located in the Student Services building and the potential to reorganize or relocate them in conjunction with other capital improvement projects. Student services that are currently housed in other campus buildings or modular buildings could be recentralized into this quadrant of campus in either the existing Student Services building or the East Campus Classroom and Office building. Reconfiguration of these currently spread out services would institute the development of a Student Services hub where students go for all their registration, counseling, financial transactions and other service needs.

The College has not submitted an Initial Project Proposal (IPP) for this project to the State for funding.

Justification

The Student Services building was built in 1965 and renovated in 1991. Since then building usage has increased greatly, program needs and technologies have changed, and building systems have aged all necessitating a major upgrade project. The many departments located in the Student Services building have outgrown their spaces and become limited in operational efficiency. Crowded spaces make it difficult for students to navigate and do not provide a comfortable or inviting environment for a facility that should serve as the heart of the institution.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$15,731,968**.



SITE IMPROVEMENT AND INFRASTRUCTURE PROJECTS:

A. Site Improvements

Project Description

The project is comprised of a variety of work needed to update and refresh the exterior campus environment and to provide for a cohesive, safe and sustainable master site plan. This important part of campus planning has not been undertaken by the College in well over twenty years. This project is comprised of the following campus improvement work:

- Assess existing vehicular, bike and pedestrian circulation routes and, where feasible, perform identified work to make travel through campus easier and safer. Work may also include the assessment and possible redesign of the entry to either or both the East and West campuses to improve the safety of these major thoroughfares.
- Provide and improve accessible pathways throughout the campus and provide accessible routes of travel to public transportation from all facilities.
- Refresh existing landscapes and incorporate more native and sustainable plantings and food producing gardens. Replace existing extensive asphalt paving pathways with permeable pavers or other material that improve drainage and allow for better water infiltration. Install a web based irrigation control system with weather based satellite controllers for more efficient irrigation.
- Improve and expand current restoration areas to mitigate for new development on campus and to provide erosion control for extensive bluffs throughout the perimeter of campus.
- Provide improved entry signage for the East and West campus that clearly demarcates the College's location along Cliff Drive, a major City thoroughfare, and formalizes the campus aesthetic.
- Install new site amenities throughout campus including a way finding system for students and visitors to successfully navigate campus, waste receptacles to improve campus recycling efforts, and bike racks and lockers to encourage alternative forms of transportation.

All work would be executed through phased successive projects to minimize disruption to campus activities and operations.

Justification

The College has not revisited the master site plan for the Main campus in many years resulting in a campus that has a fragmented and worn out appearance. The development of the master site plan is an important component of the Facilities Master Plan. This improvement work needs to be done in order to knit together the building improvement projects into a first rate college campus and to ensure the campus environment is not only beautiful but also safe, functional, accessible and sustainable.



Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$10,000,000**.



B. Building Efficiency and Energy Generation Projects

Project Description

The proposed project includes facility improvement measures that would improve the efficiency of current buildings and building systems, would generate clean energy and would reduce the College's reliance on non-renewable fossil fuels. As in the past, the College will work closely with the utility companies and government agencies to identify eligibility for additional funding through rebates, grants and incentives that could maximize the effectiveness of these projects. Building measures implemented will support the College's efforts to attain Leadership in Energy and Environmental Design (LEED) certification for existing building through the Existing Building – Operations & Maintenance (EBOM) program. This project includes the following work:

- Install photo voltaic panels similar to existing panels in the remainder of surface parking lots on West campus and in Lots 2C and 3 in the lower part of East campus. Project would not only generate clean renewable energy but provides covered parking, improved lighting and reduces the heat island effect of the asphalt paving
- Implement commissioning of existing buildings and building systems by identifying energy and water usage and implementing measures such as equipment repair, replacement or enhancement to address inefficiencies.
- Enhance the college's Energy Management System (EMS) to activate phased power reduction measures to either respond to utility company requests during high use periods or to activate during breaks between semesters.
- Replace existing interior T8 lighting with Light Emitting Diode (LED) lighting
- Install additional electric vehicle charging stations throughout campus parking lots

The College intends to submit an application to the State for qualifying energy efficiency or generation projects for Prop 39 funding once available.

Justification

Annually the College spends approximately \$1.4 million on utility expenses including electricity, natural gas and water. These valuable resources are mostly non-renewable and are often used inefficiently throughout the campus buildings. Measures included in this project would address these inefficiencies and would reduce the College's usage of and reliance on these precious natural resources.

Estimated Project Cost

The estimated total project cost for this proposed project is based on the California Community College Chancellor's Office Cost Guidelines and does not factor in escalation. The estimated total project cost includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment. The estimated total project cost is **\$10,302,646**.



SWING SPACE PROJECTS:

A. Swing Space

Project Description

The proposed project includes the swing space projects that will be required to successfully execute the new construction and the modernization projects in the Facilities Master Plan.

Based on past projects the College has identified the cost of swing space is approximately 10-15% of the construction cost for the associated new construction or modernization project.

Justification

During the construction phase of a project programs housed in either the building being modernized or the building(s) being demolished must be relocated to a temporary location for the duration of the construction. These temporary facilities must be modified to provide an equivalent level of facilities in order for programs to successfully continue to operate throughout their time in the temporary space.

Estimated Project Cost

The estimated total project costs below includes construction, architectural fees, government agency approval costs, project management fees, and furniture and equipment, and does not factor in escalation. The estimated total project cost, including construction and soft costs, for each of these projects is as follows:

Campus Center Replacement	\$	4,369,454
East Campus Classroom & Office Building	\$	0
Wake Center Replacement	\$	5,909,569
Sports Pavilion Replacement	\$	4,475,900
Aquatics Facility	\$	0
Administration + OE Building Modernization	\$	3,201,671
Library Modernization and Addition	\$	2,358,394
Marine Diving Technology Building Modernization and Addition	\$	0
Physical Science – East Wing and PS 101 Modernization	\$	957,207
Schott Center Modernization and Addition	\$	2,678,420
Student Services Building Modernization	\$	1,545,997
TOTAL =	\$	25,496,610

Strategic Directions and Strategic Goals

June 21, 2013

1. Foster student success through exceptional programs and services.

- a. Support students as they transition to college.
- b. Increase on-campus and community-based student engagement as a vehicle for purposeful learning. Examples: service learning, student market, clubs, forging connections with students/learning... purposeful learning, Year Without War.
- c. Build or modify responsive programs that advance student equity, access, and success across all subgroups (e.g. age, ethnicity, socioeconomic status, gender, GPA). Examples: ESP, EOPS
- d. Support student learning by making course expectations explicit and providing strategies for meeting those expectations.
- e. Implement Student Success Act requirements.

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

- a. Modernize the college's aging facilities to effectively support teaching and learning.
- b. Develop a culture of emergency preparedness.
- c. Improve the college's safety infrastructure.
- d. Implement sustainable practices.

3. Use technology to improve college processes.

- a. Systematically identify and improve operations. Examples: Department Chairs creating the schedule could be more efficient; improve the student evaluation of faculty process; faculty access to student data.
- b. Engage faculty in opportunities to identify and innovate with new instructional technologies that improve student learning.
- c. Integrate systems and processes where appropriate and feasible.

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

- a. Create a culture of college service, institutional engagement, and governance responsibility.
- b. Improve communication and sharing of information.
- c. Strengthen program evaluation. Example: Program Evaluation Committee (PEC)

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

IPW Fall 2013 Planning
Key Dates for Introducing / Discussing Strategic Directions & Goals to
Constituency Groups / Feedback / Approval
June 26, 2013

Wednesday July 17	Present to Classified Consultation Group (CCG) for feedback	Robert
Monday August 19	Present to EC for feedback	Robert & Matthew
Wednesday August 21	Present to Academic Senate for feedback	Robert & Kenley
Thursday August 22	All College Fall Kickoff - present for feedback	Lori
Friday August 23	SurveyMonkey goes out to all campus asking for free-text feedback on each SD/SG (or perhaps just overall?). Deadline Friday 8/30	Robert
Tues-Fri September 3 - 6 (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).	IPW subgroup TBD
Friday September 6	Present to Student Senate for feedback	Robert
Mon-Fri September 9-13	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	IPW
Thursday September 12	Present to Board Study Session for feedback. Distribute to CPC.	Matthew & ? (Robert away at conference)
Fri-Mon September 13-16	Add any feedback from Board Study Session as addendum to CPC First Reading (agenda/attachments deadline passed)	(Robert and Lori away 9/13 at ACCJC workshop)
Tuesday September 17	CPC First Reading	Robert & Lori (Matthew?)
Tuesday October 1	CPC Second Reading	Robert & Lori (Matthew?)
Thursday November 21	Board First Reading of EMP	Robert & Matthew
Thursday December 12	Board Second Reading EMP	Robert